



ALAGAPPA UNIVERSITY

[ACCREDITED WITH 'A+' Grade by NAAC (CGPA:3 .64) in the Third Cycle
and Graded as Category-I University by MHRD-UGC]
(A State University Established by the Government of Tamilnadu)



KARAIKUDI – 630 003

DIRECTORATE OF DISTANCE EDUCATION

SYLLABUS

MANAGEMENT

S.NO	SUBJECT	PAGE NO
1	MBA- (General)	1
2	MBA -(International Business)	67
3	MBA-(Banking And Finance)	117
4	MBA-(Corporate Secretaryship)	169
5	MBA -(Project Management)	214
6	MBA -(Hospital Management)	266
7	MBA-(Human Resource Management)	313
8	MBA -(Tourism)	357
9	MBA -(Education Management)	403
10	MBA -(Five Year Integrated)	449
11	MBA-(Retail Management)	558
12	MBA -(Technology Management)	608
13	MBA-(Logistics Management)	658
14	MBA -(Corporate Management)	705
15	MBA -(Financial Management)	753
16	MBA- (Marketing Management)	801
17	MBA -(System Management)	849
18	MBA- (Production And Operations Management)	901
19	MBA- (Co-Operative Management)	949

MBA (GENERAL)

**E) INSTRUCTIONAL DESIGN
MBA (GENERAL)**

I YEAR					
Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
31711	Management – Principles and Practices	25	75	100	4
31712	Organizational Behaviour	25	75	100	4
31713	Managerial Economics	25	75	100	4
31714	Quantitative Techniques	25	75	100	4
31715	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
31721	Research Methods	25	75	100	4
31722	Business Environment	25	75	100	4
31723	Business Laws	25	75	100	4
31724	Management Information System	25	75	100	4
31725	Human Resource Management	25	75	100	4
Total		125	375	500	20

II YEAR					
III Semester					
GROUP – A : HUMAN RESOURCE					
31731	Marketing Management	25	75	100	4
31732	Financial Management	25	75	100	4
31733A1	Industrial Relations Management	25	75	100	4
31734A2	Labour Legislations – 1	25	75	100	4
31735A3	Training and Development	25	75	100	4
Total		125	375	500	20
III Semester					
GROUP – B : MARKETING					
31731	Marketing Management	25	75	100	4
31732	Financial Management	25	75	100	4
31733B1	Marketing of Services	25	75	100	4
31734B2	Promotional Management	25	75	100	4
31735B3	Product Management	25	75	100	4
Total		125	375	500	20

III Semester					
GROUP – C : FINANCE					
31731	Marketing Management	25	75	100	4
31732	Financial Management	25	75	100	4
31733C1	Management of Funds	25	75	100	4
31734C2	Investment Analysis and Portfolio Management	25	75	100	4
31735C3	Financial Services and Institutions	25	75	100	4
Total		125	375	500	20
IV Semester					
GROUP – A: HUMAN RESOURCE					
31741	Production and Operation Management	25	75	100	4
31742A1	Compensation Management	25	75	100	4
31743A2	Labour Legislations – II	25	75	100	4
31744A3	Organizational Development	25	75	100	4
31745	Project (Compulsory)	25	75	100	4
Total		125	375	500	20
GROUP - B : MARKETING					
31741	Production and Operation Management	25	75	100	4
31742B1	International Marketing	25	75	100	4
31743B2	Logistics Marketing and Technology	25	75	100	4
31744B3	Strategic Retail Management	25	75	100	4
31745	Project (Compulsory)	25	75	100	4
Total		125	375	500	20
GROUP – C : FINANCE					
31741	Production and Operation Management	25	75	100	4
31742C1	Foreign Exchange Management	25	75	100	4
31743C2	Multinational Financial Management	25	75	100	4
31744C3	Project Finance	25	75	100	4
31745	Project (Compulsory)	25	75	100	4
Total		125	375	500	20
GRAND TOTAL				2000	80

31711- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

1. Stoner, et-al, Management, Prentice Hall, 1989.
2. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
3. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
4. Peter F. Drucker, Management, 2008.
5. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
6. Ricky W. Griffin, Management, South-Western College Publications, 2010
7. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
8. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

31712 - ORGANISATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

31713 - 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 Fore casting- 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.

31714 - 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 Venkatakrishnan, Operations Research: Principles and Problems.
10. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 200

31715 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.

UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.

UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods

UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -

UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;

UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

1. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
2. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
3. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
4. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
5. Ravi M. Kishore, Cost Management, Taxman Publications
6. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
7. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
8. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
9. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
10. Hoyle, Advanced Accounting, McGraw Hill.

31721 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test

UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

31722 - 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.

31723 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association

UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting

UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.

UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

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

31724 - MANAGEMENT INFORMATION SYSTEM

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.

31725 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

- 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: APPRAISAL AND TRAIL UNION

- 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

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

31731 - MARKETING MANAGEMENT

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.

31732 - 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

31733A1 - 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*

31734A2 - 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 ,Court'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.

31735A3 - TRAINING AND DEVELOPMENT

Objective:

- To know the basic concept of training and development
- To understand the various training method

BLOCK I: BASICS OF TRAINING AND DEVELOPMENT

UNIT 1 Training: Meaning – Definition – Need – Objectives – Difference among education, training and development - Training, Development and Performance consulting – Design of HRD systems – Development of HRD strategies

UNIT 2 Levels of Training: Individual, operational and organizational levels – horizontal , vertical , top , bottom& official training.

UNIT 3 Training Organisation: Need assessment of Training- Organisational structure of training organizations

UNIT 4 Training in manufacturing and service organizations – GST – Tax slap for state and central - Professional tax. Organisational analysis, task analysis and individual analysis – consolidation..

BLOCK II: ROLES OF MANAGERS

UNIT 5 Duties and responsibilities of training managers – Challenges – Selection of trainers: Internal and external.

UNIT 6 Employees Training: Meaning – Need – importance = implications – features – functions- organizational climate for training and development

UNIT 7 Areas of training: Knowledge, skill, attitude – Methods of training: On the job – Off the job.

UNIT 8 Executive Development Programmes: Meaning – Need –importance – nature – scope – implications

BLOCK III: APPRAISALS AND AWARDS

UNIT 9 Methods of evaluation of effectiveness of training - development programmes - Key performance parameter

UNIT 10 Evaluation of Training: Evaluation of training - meaning – nature – significance - types – implications

UNIT 11 Concept of return on Investment and cost benefit analysis –ROI – IRR – CPA- CBA Linking training needs and objectives of various theories of learning and methods of training

BLOCK IV: CURRENT SCENARIO OF TRAINING AND DEVELOPMENT

- UNIT 12 Current practices in assessing training and development – latest scenario of assessing training. Learning cycles – factors for fixing duration – selection of participants – choice of trainers
- UNIT 13 Training and Development in India: Government policy on training – budget estimate – allocation - CSR - Conducting the programs – ice breaking and games – relevance of culture of participants
- UNIT 14 Training Institutes in India – Management Associations – Development programmes in Public and Private Sector organization- – Cost benefit analysis – Role of trainer and line manager in evaluations – Design of Evaluation – Kirkpatrick’s model

REFERENCES

1. Sikula A F, Personnel Administration and Human Resource Development, John Wiley and Sons, New York.
2. Ahmed Abad, Management and Organisational Development, RachanaPrakashan, New Delhi.
3. Memoria C B, Personnel Management, Himalaya Publishing House, Mumbai.
4. Larney M C & William J, Management Training: Cases and Principles, Richard D Irwin, Illinois.
5. RudraBaswaraj, Personnel Administration Practice in India, Vaikunta Lal Mehta Inst. of Co-op. Management, Pune.
6. Human Resources Development – Theory and Practice, Tapomoy Deb Ane Books India, 2008.
7. Human performance consulting, James. S. Pepitone, Guelly publishing Company, Houston,2006.

31733B1 - 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.

31734B2 - 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.

31735B3 - 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.

31733C1 - MANAGEMENT OF FUNDS

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.

31734C2 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives:

- 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.

31735C3 - FINANCIAL SERVICES AND INSTITUTIONS

Objectives:

- 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

31741 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. Khanne O.P, Industrial Engineering.

31742A1 - COMPENSATION MANAGEMENT

Objectives:

- To know the basic concept of compensation management
- To gain knowledge on wage theories

BLOCK I: BASICS OF COMPENSATION MANGEMENT

- UNIT 1 Introduction to Compensation, Rewards, Wage Levels and Wage Structures; Introduction to Wage -Determination Process and Wage Administration rules; -Pay - Compensation based on macroeconomic - micro economic factors – wage settlement – safety measures
- UNIT 2 Introduction to Factors Influencing Wage and Salary -Structure and Principles of Wage and Salaries Administration Wage theories – Evaluation of theories – Components of compensation – implications – problems – prospects
- UNIT 3 Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage-Differentials & Elements of a Good Wage Plans Wage Fixation Factors: Job factors – Personnel factors – Company factors
- UNIT 4 Trade unionism – Price levels – Competition factors – perfect competition – imperfect competition

BLOCL II: PROCESS OF PAY FIXATION

- UNIT 5 Pay Fixation Process: Surveying pay and compensation practices – Designing pay structure.
- UNIT 6 Incentive Schemes: Monetary and Non-monetary dimensions – Incentive plans – Incentives for direct and indirect categories
- UNIT 7 Introduction to Importance of Wage Differentials; Introduction to Executive Compensation and Components of Remuneration Individual/ group incentives – Fringe benefits/ perquisites – Profit sharing
- UNIT 8 Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods; Employee Stock Option Plan – Non-monetary incentive schemes: Types and relevance.

BLOCK III: KPP AND PERFORMANCE COMPENSATION

- UNIT 9 Performance Linked Compensation: Measuring performance – KPP - implications – problems- prospects Introduction to Implementation of Evaluated Job; Introduction to Determinants of Incentives; Introduction to Classification of Rewards; Incentive Payments and its Objectives.
- UNIT 10 Introduction to Institutional Mechanisms for Wage Determination Performance parameters – service benefit – merit cum reward –citation – token of gift - promotions
- UNIT 11 Performance compensation – Structure – measures – Key performance parameters - Control of employee cost – implications - problems.

BLOCK IV: CURRENT TRENDS IN WAGE INCENTIVES AND COMPENSATION

- UNIT 12 Legislations regarding Compensations – Key provisions of Payment of Wages Act, Minimum Wages Act and Payment of Bonus Act.

UNIT 13 Current Trends in Compensation: Executive compensation – International compensation – Challenges and scope. Introduction to Planning Compensation for Executives & knowledge Workers

UNIT 14 Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans- Compensation and satisfaction – Compensation and motivation – Compensation for knowledge personnel.

REFERENCES :

1. Suril G K, Wage, incentives: Theory and Practice.
2. Morris, Principles and Practices of Job Evaluation.
3. David W Belcher, Wage and Salary Administration.
4. Richard Henderson, Compensation Management in a Knowledge Based World

Objectives:

- To know the basic concept of LL and provisions.
- To gain knowledge on payment of gratuity act on 1972

BLOCK I: BASICS OF LABOUR LEGISLATIONS - II

- UNIT 1 Payment of Bonus Act: Computation of available surplus calculation of direct tax payable surplus calculation of direct tax payable by the employer
- UNIT 2 Eligibility for bonus and payment of bonus – deduction from bonus payable – adjustment of customary of interim bonus payable
- UNIT 3 Adjustment of customary or interim bonus linked with production or productivity – set on and set off allocable surplus
- UNIT 4 Set on and set off allocable surplus set on and set off allocable surplus presumption about accuracy of balance sheet and profit and loss account.

BLOCK II: PAYMENT OF GRATUITY AND WAGES ACT

- UNIT 5 Payment of Gratuity Act, 1972: Payment of Gratuity – exemption – nomination – determination and recovery of the amount of gratuity.
- UNIT 6 Payment of Wages Act, 1936: Objects, provisions relating to responsibility for payment of wages
- UNIT 7 Fixation of wage periods, time of payment, deduction and fines
- UNIT 8 Maintenance of records and registers, inspectors appointment of authorities and adjudication of claims.

BLOCK III: MINIMUM WAGE ACT AND FEATURES

- UNIT 9 Minimum Wages Act, 1948: Objects, fixing of minimum rate or wages – procedure for fixing and receiving minimum wages
- UNIT 10 Appointment of advisory board – payment of minimum wages, maintenance of registers and records contracting out
- UNIT 11 An Act to provide for fixing minimum rates of wages in certain employments. Powers of appropriate government offences and penalties.

BLOCK IV: STANDING ORDERS AND LEVEL OUTS

- UNIT 12 Industrial Employment(Standing Orders) Act, 1946: Provisions regarding certification and operating of standing orders .

UNIT 13 Duration and modification of standing orders – power of certifying officer – interpretation of standing orders.

UNIT 14 Trade Union Act, 1926: Registration of Trade Unions, rights, and liabilities trade unions – procedure – penalties

REFERENCE

- 1 Bare Acts
- 2 Kapoor N D, Industrial Laws
- 3 Shukla M C, Industrial Laws
- 4 Tax Mann, Labour Laws, 2008.

31744A3 - ORGANISATIONAL DEVELOPMENT

Objectives:

- To know the basic concept of Organizational Development.
- To gain knowledge on theories and practices

BLOCK I: BASICS OF ORGANISATIONAL DEVELOPMENT

UNIT 1 *Introduction to Organization Development – Concept – Nature and scope of organizational development*

UNIT 2 History of organizational development – Underlying assumptions and values. OD interventions meaning – methods - classifications of interventions - team interventions

UNIT 3 Gestalt approach of team building - inter group interventions - comprehensive interventions Theory and practice of organizational development – Operational components

UNIT 4 Diagnostic, action and process – Maintenance component – nature – scope – implications

BLOCK II: ACTION RESEARCH

UNIT 5 Action Research as a process – An approach – History – Use and varieties of action research

UNIT 6 When and how to use action research in organizational development – concept - nature.

UNIT 7 Organizational development interventions – Team interventions – Inter-group interventions

UNIT 8 Personal, interpersonal and group process interventions – implications- OD diagnosis - action component - OD interventions - action research - its application and approach

BLOCK III: MBO AND QWL

UNIT 9 MBO - quality circle – TQM - QWL (quality of work life) Physical setting etc., Training – T groups - coaching and mentoring and other methods

UNIT 10 Implementation and assessment of organizational development – Conditions for success and failure

UNIT 11 Ethical standards in organizational development – Organizational development and organizational performance – Implications.

BLOCK IV: KRA AND RESEARCH ON ORGANIZATIONAL DEVELOPMENT

UNIT 12 Key consideration and issues in organizational development- Comprehensive interventions – Structural interventions.

UNIT 13 Models and theories of planned change - teams and teamwork - applied behaviour science Future of organizational development - current scenario – barriers-implications

UNIT 14 Consultant – client relationship - power, politics and OD Research on OD - Indian experiences in organizational development – lesson drawn from abroad

REFERENCE BOOKS:

1. French and Bell, Organizational development, Prentice Hall, 1995.
2. French, Bell, Zawach (Edn) Organization Development: Theory, Practice and Research. UBP.
3. Rosabeth Moss Kanter, The Change Masters, Simon & Schuster.
4. Wendell, L. French, Cecil H. Bell, “Organization Development”, Prentice Hall, 6th Edition 2008

31742B1 - INTERNATIONAL MARKETING

Objectives:

- To know the basic concept of 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.

31743B2 - LOGISTICS MARKETING AND TECHNOLOGY

Objectives:

- To understand the basic concept logistics marketing and technology
- To gain an insight on marketing strategy that are best suited for logistic services.
- To attain familiarity with logistic technologies in current era for better operations

BLOCK I: BASICS OF LOGISTICS MARKETING AND TECHNOLOGY

UNIT 1 Marketing Concepts - Marketing Environment and System - Approaches to the study of marketing- marketing with respect to logistic Industry

UNIT 2 Consumer and Service Marketing – Marketing segmentation - Marketing Mix- Marketing by 3PL and 4PL services.

UNIT 3 User Behavior and Networking - User Decision Making process - Market Segmentation - Concentrated Marketing

UNIT 4 Differentiated and Undifferentiated Marketing - Service positioning - Networking: Networking with Shippers, Wholesalers and Industries

BLOCK II: NETWORKING AND SERVICE PLANNING

UNIT 5 Networking with Warehouse service providers, Transport operators. – . Meaning- Features- Objectives- Nature and Scope

UNIT 6 Product and Price mix decisions – Line, Range and Consistency of (Product) Service Mix offering - Innovative product offering

UNIT 7 New Service Planning and development Process - Service Life Cycle - BCG Product Portfolio concept and uses- Price mix decisions – Pricing: Objectives & Methods -

UNIT 8 Pricing Policies - New product pricing strategies- Reacting to competitor price changes – Types of pricing strategy

BLOCK III: LMS, OMS, WCS

UNIT 9 Promotion and Distribution mix decisions: Promotools- Advertisement: Types and Importance- Sales Promotion: Types and Relevance- Publicity: Concept and Significance- Salesmanship: Types and Traits

UNIT 10 Budgeting for Promotional expenses- Distribution mix decisions- Local, National, Regional and Global Choices.

UNIT 11 Supply chain software Technology: WMS, TMS, LMS, OMS, WCS and Network Optimization- Software Evaluations & Selections-Logistics Network Optimizations

BLOCK IV: RFID, GPS, TQM

- UNIT 12 Transportation routing, mileage and mapping software-RFID (Radio Frequency Identification) technology- Integrated GPS, Wireless Data and Micro-Chip Technology System- Tracking Technology.
- UNIT 13 Transport Technology: Advances in Shipping Technology- Flight Technology- Truck Technology – Rail Technology
- UNIT 14 Billing Technology- Payment Technology- (ISO 9000)- Total Quality Management (TQM) and benchmarking.

REFERENCES

1. Philip Kotler and Kevin Keller, Marketing Management, Prentice Hall, 2006
2. Mullins, Walker and Boyd, Marketing Management: A Strategic Approach, McGraw Hill, 2009.
3. Alexander Chernev and Philip Kotler, Strategic Marketing Management, Brightstar Media, 2009
4. Joseph D. Patton, Logistics Technology and Management, Soloman, 1986.
5. Philip T. Frohne, Quantitative Measurements for Logistics, McGraw Hill, 2007

31743B3 - STRATEGIC RETAIL MANAGEMENT

Objectives:

- To know the basic concept retail management
- To understand various strategies adopted by retail industry.
- To comprehend and analyze suitable retail strategy

BLOCK I: BASICS OF STRATEGIC RETAIL MANAGEMENT

- UNIT 1 Strategy and Success Symbiosis: Concept of Strategy- Nature and Significance - Defining strategic intent -Strategic Vision, Mission, Objectives, Structure and Tactics (VMOST) - Strategic Management Process: Strategic Planning, Strategic Execution (Actions & Responses) and Strategic Control
- UNIT 2 Relationship between a Companies's Strategy and its Retail Business Model- Retail Business Strategy and Success Symbiotic Relationship- Role of Retail strategists.
- UNIT 3 Strategy Formulation – Analysis of Factors: Internal Appraisal – The internal environment and organizational capabilities in various functional areas- Analysis of Areas of strategic edges
- UNIT 4 Environmental Factors (PESTLE/PESTEL: Political, Economic, Sociological, Technological, Legal, Environmental) and their Dynamics - Environmental scanning techniques- Methods and techniques used for organizational appraisal: Value chain analysis, Financial and non-financial analysis, Balanced scorecard and key factor rating- Developing Strategic Advantage Profile

BLOCK II: STRATEGIC TRINITY

- UNIT 5 Identification of Critical Success Factors (CSF)- Profiling Strengths, Weaknesses, Competencies, Uniqueness and Success Quotient as to Retail Business.
- UNIT 6 Strategic Analysis and choice: Strategic Trinity: Functional, Business and Corporate Level Strategies – Functional Level Strategies: Production, Marketing, Employee, Financial, Innovation and Quality Strategies -
- UNIT 7 Business level strategies—Porter's framework of competitive strategies: Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies- Location and timing tactics- Concept, Importance, Building and Use of Core Competence Corporate level strategies
- UNIT 8 Stability, Expansion, Retrenchment and Combination strategies - Corporate restructuring- Strategic alliances, Collaborative partnerships, Mergers and

acquisition, Joint Ventures Strategies – Outsourcing Strategies- Concept of Synergy and its relevance.

BLOCK III: SHELL OPERATIONS AND DESIGN STRATEGIES

- UNIT 9 Design of strategy –Project life cycle analysis– Portfolio analysis – BCG Matrix – General Electronic-McKinsey Matrix
- UNIT 10 Hofer’s product market evolution and Shell Directional policy Matrix- Ansoff Matrix- Bowman’s Strategy Clock Price-Value matrix- Blue Ocean Strategy.
- UNIT 11 Retail strategy: Strategic options in Retailing: Product line options: Multi or limited-line or exclusives- Channel options: Direct or indirect models- Structural Options: Physical or Virtual models- Vertical and Lateral structures

BLOCK IV: ORGANISATION STRUCTURE AND STRATEGIES

- UNIT 12 Scale Options: Hyper, Super, Mall, Large, Medium, Small or Micro models- Brand Strategy: Multi brand Vs single brand-Franchise Vs Ownership strategy- Shop Positioning strategy: Managing Uniqueness and Image- Geo strategy: National, Regional and Global spread.
- UNIT 13 Executing and Audit of Strategy: Good crafting of the strategy - Institutionalizing the strategy- Creating a worker-friendly culture- Communication the Pyramid of Purpose Concisely - Corporate Governance- Simons' Seven Strategy Questions for better implementation- Resource allocation, Projects and Procedural issues
- UNIT 14 Organization structure and systems in strategy implementation-Leadership and corporate culture - Strategic control and operational Control- Organizational systems and Techniques of strategic evaluation- evaluating deviations, challenges of strategy Implementation- Retail Strategy Audit.

REFERENCES

1. Hitt, Ireland and Hoskisson, Strategic Management: Concepts and Cases: Competitiveness and Globalization, South-Western College, 2011
2. Michael E Porter, Corporate Strategy: Competitive Advantage, Free Press, 1998.
3. Greek W.P and Jauch L.R., Business Policy and Strategy Management, McGraw Hill.
4. Garth Saloner, Andrea Shepard & Joel Podolny- Strategic Management
5. Fred David, Strategic Management: Concepts and Cases, Prentice Hall, 2010.
6. Zentes, Morschett, Klein, Strategic Retail Management, 2007
7. Jay Barney, Gaining and Sustaining Competitive Advantage, Prentice Hall, 2010.
8. Barney and Hesterly, Strategic Management and Competitive Advantage, Prentice Hall, 2009.
9. Kaplan and Norton, Strategy Maps: Converting Intangible Assets into Tangible Outcomes, HBP, 2004.

31742C1 - FOREIGN EXCHANGE MANAGEMENT

Objectives:

To understand the concept related to foreign exchange management

To analysis the foreign exchange risk management

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 OF FOREIGN EXCHANGE

UNIT 5 Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates - Extension and cancellation of forward contracts.

UNIT 6 Options: Meaning, Features –Types: Put option, Call option – Mechanism – Merits and Demerits.

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: ROLE OF FOREIGN EXCHANGE

UNIT 9 Economic Exposure risk – Inflation and exchange risk– Factors influence exchange risk.

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

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

BLOCK IV: IMPACT OF FOREIGN EXCHANGE

UNIT 12 Exchange control measures: Need, 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

31743C2 - MULTINATIONAL FINANCIAL MANAGEMENT

Objectives:

- To discuss the economic and political factor of multinational financial management.
- To understand the exchange safe system.

BLOCK I: BASICS OF MULTINATIONAL FINANCIAL MANAGEMENT

UNIT 1 Concept of multinational financial management – Functions – Risk - Return trade off

UNIT 2 Aspects of multinational financial environment and system – Global financial markets.

UNIT 3 Foreign Direct Investment by MNCs – Need, strategy and opportunities.

UNIT 4 Economic and political risk – Planning – operating policies to deal with risk.

BLOCK II: CAPITAL BUDGETING AND ----

UNIT 5 Capital budgeting: Basics – NPV – IRR – Increment Cash flows – Parent Vs Project Cash flows.

UNIT 6 Taxes – Exchange rate changes and inflation – Transfer Pricing – APV and CAPM.

UNIT 7 Working Capital Management of MNCs – International Cash management: Objectives – Functions – Techniques: Netting – Leading and Lagging.

UNIT 8 Intercompany loans – Transfer pricing – Cash Planning and budgeting – Management of Short term investment Portfolio.

BLOCK III: CREDIT AND UNCERTAINTY MODELS

UNIT 9 Receivables Management: Credit policy variables: Standards – period – Discount – Collection effort.

UNIT 10 Credit extension – Exchange rate implications – Inventory management – Concepts and tools.

UNIT 11 Risk and Uncertainty Models – Off shore production Vs Local Purchase.

BLOCK IV: COST OF CAPITAL AND COST OF EQUITY

UNIT 12 International financing: Long Term Financing: Equity Instruments: International Depository Receipts and Direct equity participation.

UNIT 13 Debt Instruments: Bonds Notes and Syndicated loans. Short term financing: Sources – Euro notes and Euro commercial paper – Inter firm financing methods.

UNIT 14 Cost of Capital: Cost of equity – Cost of debt – Cost of back – to - back financing
Overall cost of Capital structure of MNC: Theory, Practice and determinants –
Debt Vs Equity Flow analysis.

REFERENCES:

1. Multinational Financial Management: Shapiro.A.C.
2. International financial Management : Rodrigule and Carter
3. International Business Finance : Wood.D, Byrne.J
4. International Capital Markets : Watson, Marwell

31743C3 - PROJECT FINANCE

Objectives:

- 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 appropriate 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.

31745 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.

MBA (INTERNATIONAL BUSINESS)

E) INSTRUCTIONAL DESIGN
MBA INTERNATIONAL BUSINESS

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
32811	Management – Principles and Practices	25	75	100	4
32812	Organizational Behaviour	25	75	100	4
32813	Managerial Economics	25	75	100	4
32814	Quantitative Techniques	25	75	100	4
32815	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
32821	Research Methods	25	75	100	4
32822	Business Environment	25	75	100	4
32823	Business Laws	25	75	100	4
32824	Management Information System	25	75	100	4
32825	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
32831	Marketing Management	25	75	100	4
32832	Financial Management	25	75	100	4
32833	International Economics	25	75	100	4
32834	International Marketing	25	75	100	4
32835	Export Management and Documentation	25	75	100	4
Total		125	375	500	20
IV Semester					
32841	International marketing logistics	25	75	100	4
32842	Foreign exchange management	25	75	100	4
32843	Management strategies of MNCs	25	75	100	4
32844	WTO – Constitutions and Operations	25	75	100	4
32845	Multinational financial management	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

32811- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y),

Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

9. Stoner, et-al, Management, Prentice Hall, 1989.
10. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
11. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
12. Peter F. Drucker, Management, 2008.

13. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
14. Ricky W. Griffin, Management, South-WesternCollege Publications, 2010
15. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
16. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

32812- ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.

UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment

UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency

UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.

UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.

UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.

UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.

UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.

UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.

UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.

UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

32813 - 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

11. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
12. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
13. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
14. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.

15. Christopher R Thomas & S Charles Maurice (2008), *Managerial Economics*, 9th edition, McGraw Hill Co.
16. Petersen, H. C., Cris, L W and Jain, S.K. (2008), *Managerial Economics*, 1st edition Pearson
17. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
18. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
19. Mehta P L, *Managerial Economics*, Sultan Chand and Sons.
20. Joel Dean, *Managerial Economics*, Prentice-Hall.

32814- 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

11. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
12. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
13. Sharma, Operations Research: Theory and Applications.
14. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
15. K. Gupta and D.S. Hira, Operations Research.
16. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
17. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
18. V.K. Kapoor, Operations Research.
19. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
20. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

32815- FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

11. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
12. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
13. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
14. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
15. Ravi M. Kishore, Cost Management, Taxman Publications

16. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
17. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
18. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
19. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
20. Hoyle, Advanced Accounting, McGraw Hill.

32821- RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.

32822- 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

8. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
9. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
10. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
11. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
12. Amarchand D, Government and Business, TMH.
13. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
14. Maheswari & Gupta, Government, Business and Society.

32823- BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

7. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
8. Pathak, Legal Aspects of Business, TMH, 2009.
9. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
10. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
11. Relevant Bare Acts.
12. Balachandran and Thothadri, business Law, TMH, 2010

32824- MANAGEMENT INFORMATION SYSTEM

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

10. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
11. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
12. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
13. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
14. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
15. Sadogopan S, Management Information Systems, 2001PHI.
16. Murdie and Ross, Management Information Systems, Prentice Hall.
17. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
18. Stephen Haag, Management Information Systems, 2008.

32825- HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

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: RECRUITMENT & SELECTION

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: EMPLOYEES APPRAISALS

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: APPRAISAL AND TRAIL UNION

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

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

32831- MARKETING MANAGEMENT

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

11. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
12. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
13. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
14. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
15. Memoria & Joshi, Fundamental of Marketing.
16. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
17. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
18. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
19. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\

32832 - 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: WORKING CAPITAL 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

10. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
11. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
12. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
13. Jeff Madura, International Financial Management, South-Western College Pub., 2010
14. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
15. Khan and Jain, Financial Management, Tata McGrawHill, 2009
16. Pandey I M, Financial Management, Vikas Publishers, 2009
17. Sheeba Kapil (2010), Financial Management, Pearson Education.
18. B J Camsey, Engene F. Brigham, "Introduction to Financial Management", The Gryden Press

32833- INTERNATIONAL ECONOMICS

Objectives:

- 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

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

32834- INTERNATIONAL MARKETING

Objectives

- To understand the concepts and function of marketing
- To gain a solid understanding of the theoretical and conceptual principles of International marketing;
- To understand how to develop and manage a strategic international marketing initiative.

BLOCK I: BASICS OF INTERNATIONAL MARKETING

UNIT 1 Introduction: Marketing Concept and Functions – Marketing Environment and system – International dimensions of Marketing

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 - Scope and Challenge of International Marketing- Dynamic Environment of International Trade Special issues on China & India

UNIT 4 Marketing Research: Emerging Markets - Market Behavior - Consumer Behavior – Theories and Models - Consumer Behavior in the international context – Consumer Decision making process.

BLOCK II: INTERNATIONAL PROMOTION MIX

UNIT 5 International Product Vs National Product: Product standardization Vs product adaptation – National vs International Product – Marketing of services – Brand decisions – Packaging

UNIT 6 Pricing for international marketing: Price mix – Pricing decisions – pricing strategies – dumping - International transfer pricing – Countertrade – price quotation – financing and payment.

UNIT 7 Planning for international marketing: Global Marketing Management - Planning and Organization - Products and Services for Consumers

UNIT 8 Promotion: Promotion mix – Personal selling – publicity – sales promotion - Overseas product exhibitions & trade fairs - Advertising – Advertising media – International Advertising.

BLOCK III: MARKETING CHANNEL AND PERSONAL SELLING

UNIT 9 Marketing Channel: International Marketing Channels - Distribution mix – Direct and indirect channels – Types of intermediaries in the international market – Channel Development – Channel Adaptation – Channel decisions. International

UNIT 10 MIS & Communication medium: Marketing Information System - Integrated Marketing Communications and International Advertising

UNIT 11 Negotiation and sales: Personal Selling and Sales Management – Managing Sales force – Negotiations in international business

BLOCK IV: INTERNATIONAL MARKETING EFFORTS TRENDS

UNIT 12 Competitor analysis: Michael porter model – analyzing competitor cost, price and offers – Counter competitor strategy

UNIT 13 CRM: Function: Challenges – Scope – Significance - Marketing automation through CRM – Geology technology or location based service

UNIT 14 Managing the total international marketing effort: Trends in company organization – Marketing organization – Marketing Implementation – Evaluation and Control

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

32835- EXPORT MANAGEMENT AND DOCUMENTATION

Objective:

- To Understand about Export Process and Procedure followed in India.
- To know the role of functions of export.
- To understand the framework and documentation of export management.

BLOCK I: BASICS OF EXIM DOCUMENTATION

UNIT 1 Introduction: Export Documentation – Framework – Standardized Pre-shipment Export Documents – Commercial and Regulatory Documents.

UNIT 2 Export credit instruments and Procedures: Mode of Payment – Export credits: types – Documents required for export credit.

UNIT 3 Shipment of Export cargo: By sea, by air and by post – Procedure – and Documents required for shipment of cargo

UNIT 4 Transport Documents – Financial Documents – Commercial Documents - Procedure and documentation.

BLOCK II: CARGO INSURANCE

UNIT 5 Export incentives under EXIM Policy – EPCG scheme – Duty drawback – Central excise and sales tax exemption

UNIT 6 Exemption of export profit from Income Tax – Procedure for availing export incentives – Documents required for export incentives

UNIT 7 Direction of India's exports: Thrust Products and destinations – Product selection – Destination determination – Agents allocation

UNIT 8 Cargo insurance – Marine Insurance – Institute cargo clauses – specific Policy – open policy – procedure for cargo insurance

BLOCK III: EXPORTERS POLICY

UNIT 9 Risk covering Documents: Insurance Policy, Insurance Cover Note - Procedure for marine insurance claims – Necessary documents for filing claim.

UNIT 10 Export credit insurance – services of Export Credit and Guarantee Corporation in export credit insurance

UNIT 11 Specific Policy and Small Exporters Policy – Guarantees – Procedure for availing credit insurance and necessary documents.

BLOCK IV: CENTRA EXCISE AND CUSTOMS

UNIT 12 Role and functions of Export Promotion Councils, Commodity Boards, Directorate of commercial Intelligence and Statistics

UNIT 13 Indian Trade Promotion Organization, Indian Institute of Foreign Trade and Director General of Foreign Trade – Role of Export Processing Zones, Special Economic zones and 100% Export Oriented units.

UNIT 14 Central Excise and Customs clearances of export cargo – Procedure and documents – Export Promotion Schemes

REFERENCES:

1. IIFT Background Papers on “Export Procedures & Documentation”.
2. Exporters Encyclopaedia Dun &Bradstreet.N.Y.
3. Indian Carriage of Goods by Air Act
4. Foreign Exchange Manual, RBI
5. Quality Control and Pre-shipment Inspection for exports, S.Ramakrishna et-al., Exim Bank Publications.

32841- INTERNATIONAL MARKETING LOGISTICS

Objective:

- To know the basic concepts and scope of marketing logistics
- To understand the function and development in transportation in logistics
- To understand various international logistics modes and methods.

BLOCK I: BASICS OF INTERNATIONAL MARKETING LOGISTICS

- UNIT 1** Marketing Logistics System: Concept, objective and scope –Challenges – Current issues and Cost approaches
- UNIT 2** Marketing Logistics System: importance and relevance to export marketing management – supply chain management.
- UNIT 3** Transportation: In-land and Ocean transportation – characteristics of shipping transport – liner operations and tramp operations
- UNIT 4** Organization and functions of Tranchart - International supply chain management and logistics - Transportation activity–internal transportation, inter-state goods movement - Concept of customer service

BLOCK II: DEMURRAGE AND INTERMEDIARIES

- UNIT 5** Conference system – freight structure and practice – Multi-model Transport system – MTD Vs CTD.
- UNIT 6** Role of intermediaries – Functions and services of clearing and forwarding agents, freight brokers, stevedores, shipping agents and surveyors.
- UNIT 7** Port – Types of Port – Structural and cargo handling facilities – Warehousing and storage imports – Alternative Warehousing
- UNIT 8** Demurrage – Definition – merits – scope - Characteristics loading and unloading in warehouses

BLOCK III: HOUSE STUFFING & TERMINAL STUFFING

- UNIT 9** Chartering principles and practices – Arrangement for shipment of Cargo – Bill of Lading – Mate receipt
- UNIT 10** Technological developments in ocean transportation – containerization – Standards & Standardized Dimensions
- UNIT 11** Concept – house stuffing – terminal stuffing and stripping – container freight – types of containers

BLOCK IV: IATA & TACT

- UNIT 12** Inland container depots – Problems and prospects; Inland container handling technique – International container terminal service
- UNIT 13** International Air Transport – international set up for air transport – standards – certification – maintenance – safety and security systems – ATC

UNIT 14 IATA TACT rules – Air freight rates – Air transport problems and prospects – Warehousing in airline transportation – tariff and exchange rate in airway transportation

REFERENCES:

1. Shipping Cartels : Daniel Marx Jr.
2. Chartering Practice : J. Bes
3. Physical Distribution : Magee
4. Dictionary of Shipping & Chartering Terms : IIFT

32842- FOREIGN EXCHANGE MANAGEMENT

Objective:

- To know the strategies and contracts of foreign exchange
- To understand the concept and significance of foreign exchange
- To understand the role of foreign exchange in trade negotiation

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 OF FOREIGN EXCHANGE

- UNIT 5 Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates - Extension and cancellation of forward contracts.
- UNIT 6 Options: Meaning, Features –Types: Put option, Call option – Mechanism – Merits and Demerits.
- 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: ROLE OF FOREIGN EXCHANGE

- UNIT 9 Economic Exposure risk – Inflation and exchange risk– Factors influence exchange risk.
- UNIT 10 Economic consequences of Exchange rate changes – managing economic exposure risk.
- UNIT 11 Exchange management in India: Fixed and fling rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts.

BLOCK IV: IMPACT OF FOREIGN EXCHANGE

UNIT 12 Exchange control measures: Need, 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

32843- MANAGEMENT STRATEGIES OF MNCs

Objective:

- To know the concept and factors are MNCs
- To distinguish functions and operations of MNCs over international and global business
- To understand the strategies and planning of MNCs

BLOCK I: BASICS OF MANAGEMENT STRATEGIES OF MNC'S

- UNIT 1** Concepts of MNCs – Emergence and growth of MNCs – Process of internationalization – Types of MNCs
- UNIT 2** Factors behind growth of MNCs – Problems and benefits from MNCs – Special Problems of MNCs.
- UNIT 3** Strategic Management of MNCs – SWOT Analysis – components of Strategies – Levels of Strategies
- UNIT 4** Corporate level strategies - business level strategies - functional level strategies – Operational level strategies

BLOCK II: PLANNING IN COMPETITIVE ADVANTAGE

- UNIT 5** Ownership Strategy of MNCs – International Joint Ventures – International Strategic Alliances – Foreign subsidiary
- UNIT 6** Mergers and acquisition. Concept, process, problems, prospects and patterns of each form – Case Studies.
- UNIT 7** Strategic Planning in MNCs – Concept of Strategic Planning – Need – Focus modes – Planning for expansion
- UNIT 8** Planning for competitive advantage and market leadership - Planning for core – competence – Environmental scanning and planning – Case Studies.

BLOCK III: ORGANISATIONAL ASPECTS OF MNC'S

- UNIT 9** Organizational strategies of MNCs – Organizational theories applicable to MNCs – Structure of MNCs
- UNIT 10** American, European and Japanese organizational designs of MNCs – Designing appropriate strategy
- UNIT 11** Organizational aspects of Integration of subsidiaries – International, global business Vs MNCs – Concept, Scope, Significance.

BLOCK IV: CONFLICT OF MNC'S

- UNIT 12** Strategic adaptation to local conditions – MNC culture – Challenges among different industries – Challenges within industries
- UNIT 13** Business Ethics – Issues – international and domestic level – Implementation – law and regulation - Social responsibility.
- UNIT 14** Conflict in MNCs – Sources and types of conflicts – Role of International agency – Ethical issues in MNCs business – Ethical decision making

REFERENCES:

1. International Business : S. Shiva Ramu
2. Management : Griffin
3. International Business : James H Taggart
4. Strategic Management – Strategy formulation and implementation : John A Pearce II & Richard B Robinson
5. Strategic Planning for Corporate Success : V.S. Ramasamy& S. Namakumari
6. Cases in Strategic Management : S.B. Budhiraja& M.B. Athreya.

32844 - WTO – CONSTITUTION AND OPERATION

Objective:

- To know the frame work and trade on WTO
- To understand the concept of world trade organization
- To understand its functions and role in international trade

BLOCK I: BASICS OF WTO

- UNIT 1** WTO Frame Work: Principle of WTO Trading Systems – Overview of Trade Rounds & decisions and agreement
- UNIT 2** GATT – WTO: Establishment Agreement – Key subjects in WTO – WTO members and privileges – Articles of WTO – Ministerial conferences.
- UNIT 3** Trade in Goods: Basic Principles – Quantitative Restrictions – Tariff binding and schedule of concession
- UNIT 4** Regional trading agreements and WTO – Special and Differential Treatment for Developing Countries.

BLOCK II: GATT AND TBT

- UNIT 5** Agreement on Agriculture: Market Access – Sanitary and Phytosanitary (SPS) measures – Tariff Binding – Trade Distorting subsidies – Export Subsidy – Technical Barriers to Trade (TBT) – TBT Vs SPS – Agreement on SPS and TBT.
- UNIT 6** Agreement on Subsidies and Countervailing Measures (SCM): Concept – Types of subsidies – Articles of agreement on SCM – Agreement on Anti-dumping.
- UNIT 7** Customs Valuation: Rules of customs valuation – Agreement on Pre-shipment Inspection – Agreement on Rules of origin – Agreement on Import Licensing Procedure.
- UNIT 8** Trade in Services: General Agreement on Trade in services (GATS) – GATT and GATS – Services supply – General obligation – Articles of agreement.

BLOCK III: TRIPS & TRIMS

- UNIT 9** Trade Related Aspects of Intellectual Property Rights (TRIPS): Scope of TRIPS – Basic Principles – Minimum Standards – Enforcement and TRIPS – Agreement on TRIPS.
- UNIT 10** Dispute Settlement System (DSS): Elements of DSS – Rules & Procedure – Dispute settlement.
- UNIT 11** Agreement on Trade Related Investment Measures (TRIMs): Scope of TRIMs – National Treatment – permitted exceptions

BLOCK IV: TPRM TECHNOLOGY

- UNIT 12** TRIMs disputes – Committee on TRIMs.- Exceptional provisions – Legal frame work – TPRM – Agreement on TPRM

UNIT 13 Emerging Issue: Trade Labour – Movement of natural person – Trade & environment

UNIT 14 Trade facilitation – Govt. Procurement – Trade and Competition policy – Technology transfer and trade.

REFERENCES

1. WTO in the Third Millennium : Arun Goyal

32845 - MULTINATIONAL FINANCIAL MANAGEMENT

Objective:

- To know the concept of multinational financial management
- To understand the cash operation management of Multinational firm
- To learn to estimate and evaluate Risk and return trade off.

BLOCK I: BASICS OF MULTINATIONAL FINANCIAL MANAGEMENT

- UNIT 1** Concept of multinational financial management – Functions – Risk Return trade off – Aspects of multinational financial environment and system
- UNIT 2** Global financial markets. - Foreign Direct Investment by MNCs – Need, strateg and opportunities – Economic and political risk
- UNIT 3** Planning – operating policies to deal with risk. - Capital budgeting: Basics – NPV – IRR – Increment Cash flows
- UNIT 4** Parent Vs Project Cash flows Taxes – Exchange rate changes and inflation – transfer Pricing – APV and CAPM. Working Capital Management of MNCs

BLOCK II: EXPOSURE OF GLOBAL FINANCIAL MARKETING

- UNIT 5** International Cash management: Objectives Functions – Techniques: Netting – Leading and Lagging – Intercompany loans – Transfer pricing
- UNIT 6** Working Capital Management - Cash Planning and budgeting – Management of Short term Investment Portfolio
- UNIT 7** Receivables Management: Credit policy variables: Standards – period – Discount – Collection effort – Credit extension - Exchange rate implications
- UNIT 8** Exposure of global financial markets - globalization of the economy - The liberalization of international markets - national economic environment on financial management of enterprises.

BLOCK III: DEPT INSTRUMENTS AND BONDS

- UNIT 9** Inventory management – Concepts and tools – Risk and Uncertainty Models – Off shore production Vs Local Purchase.
- UNIT 10** International financing: Long Term Financing: Equity Instruments: International Depository Receipts and Direct equity participation
- UNIT 11** Dept Instruments: Bonds Notes and Syndicated loans - Dividend policy of the company - Financial risks and their moderation - Management of business risk. Analysis, measurement and evaluation of business risk

BLOCK IV: COST OF CAPITAL MNC'S

- UNIT 12** Short term financing: Sources – Euro notes and Euro commercial paper Inter firm financing methods.
- UNIT 13** Cost of Capital: Cost of equity – Cost of debt – Cost of back – to - back

financing - International flow of funds - International financial markets.

UNIT 14 Overall cost of Capital structure of MNC: Theory, Practice and determinants – Debt Vs Equity Flow analysis.

REFERENCES:

1. Multinational Financial Management: Shapiro.A.C.
2. International financial Management : Rodrigule and Carter
3. International Business Finance : Wood.D, Byrne.J
4. International Capital Markets : Watson, Marwell

**MBA BANKING
AND FINANCE**

E) INSTRUCTIONAL DESIGN MBA BANKING AND FINANCE

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
33011	Management – Principles and Practices	25	75	100	4
33012	Organizational Behaviour	25	75	100	4
33013	Managerial Economics	25	75	100	4
33014	Quantitative Techniques	25	75	100	4
33015	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
33021	Research Methods	25	75	100	4
33022	Business Environment	25	75	100	4
33023	Business Laws	25	75	100	4
33024	Management Information System	25	75	100	4
33025	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
33031	Marketing Management	25	75	100	4
33032	Financial Management	25	75	100	4
33033	Banking Law and Practice	25	75	100	4
33034	Central Banking and Monetary Management	25	75	100	4
33035	International Banking and Foreign Exchange	25	75	100	4
Total		125	375	500	20
IV Semester					
33041	Computer and Banking	25	75	100	4
33042	Investment Analysis and Portfolio Management	25	75	100	4
33043	Project Finance	25	75	100	4
33044	Mutual Fund Management	25	75	100	4
33045	Merchant Banking	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

33011- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.

UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.

UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.

UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.

UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.

UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.

UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y),

Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

17. Stoner, et-al, Management, Prentice Hall, 1989.
18. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
19. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
20. Peter F. Drucker, Management, 2008.

21. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
22. Ricky W. Griffin, Management, South-WesternCollege Publications, 2010
23. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
24. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

33012 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.

UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment

UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency

UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.

UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.

UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.

UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational

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

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.

UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.

UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.

UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.

UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

33013 - 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

21. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
22. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
23. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
24. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.

25. Christopher R Thomas & S Charles Maurice (2008), *Managerial Economics*, 9th edition, McGraw Hill Co.
26. Petersen, H. C., Cris, L W and Jain, S.K. (2008), *Managerial Economics*, 1st edition Pearson
27. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
28. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
29. Mehta P L, *Managerial Economics*, Sultan Chand and Sons.
30. Joel Dean, *Managerial Economics*, Prentice-Hall.

33014 - 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

21. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
22. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
23. Sharma, Operations Research: Theory and Applications.
24. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
25. K. Gupta and D.S. Hira, Operations Research.
26. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
27. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
28. V.K. Kapoor, Operations Research.
29. Dharani Venkatakrisnan, Operations Research: Principles and Problems.
30. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

33015 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

21. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
22. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
23. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
24. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
25. Ravi M. Kishore, Cost Management, Taxman Publications
26. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.

27. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
28. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
29. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
30. Hoyle, Advanced Accounting, McGraw Hill.

33021 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

33022 - 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

15. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
16. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
17. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
18. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
19. Amarchand D, Government and Business, TMH.
20. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
21. Maheswari& Gupta, Government, Business and Society.

33023 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.

UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IPR AND IT

UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association

UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting

UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.

UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

13. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
14. Pathak, Legal Aspects of Business, TMH, 2009.
15. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
16. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
17. Relevant Bare Acts.

18. Balachandran and Thothadri, business Law, TMH, 2010

33024 - MANAGEMENT INFORMATION SYSTEM

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

19. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
20. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
21. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
22. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
23. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
24. Sadogopan S, Management Information Systems, 2001PHI.
25. Murdie and Ross, Management Information Systems, Prentice Hall.
26. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
27. Stephen Haag, Management Information Systems, 2008.

33025 - HUMAN RESOURCE MANAGEMENT

Objectives:

- 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 MANAGEMENT

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: RECRUITMENT & SELECTION

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: EMPLOYEES APPRAISALS

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: APPRAISAL AND TRAIL UNION

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

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

33031 - MARKETING MANAGEMENT

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

20. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
21. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
22. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
23. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
24. Memoria & Joshi, Fundamental of Marketing.
25. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.

26. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
27. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
28. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\

29. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New D

33032 - 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

19. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
20. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
21. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
22. Jeff Madura, International Financial Management, South-Western College Pub., 2010
23. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
24. Khan and Jain, Financial Management, Tata McGrawHill, 2009
25. Pandey I M, Financial Management, Vikas Publishers, 2009
26. SheebaKapil(2010), Financial Management, Pearson Education.
27. B J Camsey, EngeneF.Brigham, “Introduction to Financial Management”, The Gryden Press

33033 - BANKING LAW AND PRACTICE

Objectives:

- To know the basic concepts of Banking
- To investigate the laws and practices in Banking
- To understand the rights and liabilities of banker.

- UNIT1 Banking – Definition – Functions of commercial banks – Commercial banks and economic development - Nationalization of commercial banks.
- UNIT2 Indian commercial banking system – Scheduled commercial banks- Non scheduled commercial banks- Public sector banks – private banks and foreign banks.
- UNIT3 Definition of a customer –KYC norms -Relationship between banker and customer- General relationship :Debtor and Creditor relationship ; Banker as agent – Banker as trustee- Special relationship : mandate , power of attorney .
- UNIT4 Obligations of a banker: Obligation to honor cheques- Garnishee order – Obligation to maintain secrecy of account : Disclosure of information required by law –Disclosure permitted by banker’s practices and usages..
- UNIT5 Bankers’ Rights: Right of general lien, Set off, Appropriation and to charge interest and incidental charges.
- UNIT6 Customers’ accounts with the banker:Fixed deposit- Recurring deposits - NRI deposits-Innovative deposit schemes
- UNIT7 Savings and Current accounts – Opening, operation and closing of such accounts – Legal aspects of entries in the passbook
- UNIT8 Management of bank funds – Factors determining cash reserves of banks – Principles of sound lending : Safety , Liquidity , Profitability , Purpose of the loan and The principles of diversification of risks – Collection of credit information about borrowers.
- UNIT9 Different types of borrowers such as individuals, joint account holders, limited companies, partnership firms, trustees, local authorities and co-operative societies.
- UNIT10 Different types of securities – their suitability or otherwise as banking cover – different methods of charging them – precautionary measures to be taken in respect of advances against goods,

UNIT11 documents of title to goods, stock exchange securities, life policies, real estate, FDR and bookdebts - Documentation in respect of various types of borrowers and securities.

UNIT12 Negotiable Instruments - Definition – Essential features – Distinguishing features of cheque, bill and promissory note - Holder and holder in duecourse – Payment in due course.

UNIT13 Endorsement – definition – Kinds of endorsement – Crossing – Types : General crossing , special crossing , Double crossing – Paying banker – Liabilities and responsibilities of a paying banker on crossed cheques- Points to be considered before passing a cheque forpayment –Statutory protection.

UNIT14 Collecting banker – Meaning –Collecting banker as a holder for value – As an agent of the customer - Duties – Liability - Statutoryprotection

REFERENCE

1. M.L. Tannan, Banking Law and Practice in India, Thacker &Co.Ltd.,Bombay.
2. Varshney and Sundaram, Banking Theory, Law and Practice, Sultan Chand & Sons, NewDelhi.
3. M. Radhaswami and S.V. Vasudevan, A Textbook of Banking, S.Chand& Company Ltd., NewDelhi.

33034 - CENTRAL BANKING AND MONETARY MANAGEMENT

Objectives:

- To understand about money market
- To know the basic concept of Central Banking and its Functions
- To explain the monetary policy and credit creation

BLOCK I: BASICS OF CENTRAL BANKING AND MONETARY MANAGEMENT

- UNIT1 Money Market – Meaning – Composition of the money market- Importance of money markets-Instruments of money markets
- UNIT2 Characteristics of developed and underdeveloped money market – The Indian money market-Structure –Deficiencies of the Indian markets
- UNIT3 Central Banking – Evolution – Definition – Characteristics of a central bank- Difference between a central bank and commercial bank
- UNIT4 Functions of a central bank : Central bank as bank of issue, government’s banker, agent and adviser, custodian of cash reserves of the commercial banks, Bank of rediscount and lender of last resort and custodian of the nation’s foreign exchange reserves.

BLOCK II: CREDIT CONTROL

- UNIT5 Creation of credit by commercial banks – Central bank as the controller of credit - Quantitative weapons of credit control- Bank Rate: Mechanism, merits and demerits
- UNIT6 Open market operations- meaning – merits and demerits - Variable cash reserve ratio – mechanism – merits and demerits
- UNIT7 Qualitative weapons of credit control: Margin requirements, consumer credit regulation, credit rationing, control through directives and moral suasion – Role of central bank in a developing economy.
- UNIT8 Monetary policy – Objectives: Exchange rate stability, Price stability, Neutrality of money, Full employment and economic growth – Choosing between conflicting objectives – Efficacy of monetary policy.

BLOCK III: OPERATION MANAGEMENT

- UNIT9 The Reserve Bank of India – Evolution – Organization: -
Central Board, local boards and departments in the
central office
- UNIT10 RBI as currency authority – RBI as banker to the government
– RBI’s supervision over commercial banks – Licensing of
banks – Regulations relating to capital, Reserves and liquid
assets – Inspection of banks
- UNIT11 Control over methods of operation and management –
Training of banking personnel and banking education –
Deposit insurance.

BLOCK IV: RBI AND EXPORT CREDIT

- UNIT12 Monetary policy of the RBI – Objectives – RBI’s instruments
of general credit control: Bank Rate, Reserve requirements-
Open market operations
- UNIT13 RBI’s direct credit regulation – Moral suasion – Directives of
RBI Regulation of non-banking institutions – Credit planning
in India.
- UNIT14 Promotional functions of the RBI : RBI and rural credit – RBI
and industrial finance – RBI and export credit – RBI and
exchange control.

REFERENCE

1. D.M. Mithani, Money, Banking, International Trade and Public Finance, Himalaya Publishing House, Bombay
2. M. Radhaswami & S.V. Vasudevan, A Textbook of Banking, S.Chand, New Delhi, Reserve Bank of India, RBI: Functions and Working, RBI Publications.

33035 - INTERNATIONAL BANKING AND FOREIGN EXCHANGE

Objectives:

- To know the basic concepts in international banking and foreign exchange
- To understand the methods of settlement in foreign exchange
- To know about the role commercial banks and Exim Bank in export and import finance.

BLOCK I: BASICS OF INTERNATIONAL BANKING AND FOREIGN EXCHANGE

- UNIT1 Meaning of Foreign Exchange – Administration of foreign exchange– Functions of a foreign exchange department.
- UNIT2 Foreign currency accounts: Definition – Scope – Uses – Onshore and off shore: Nostro Account - Vostro Account – Loro Account
- UNIT3 Foreign Exchange Transactions: Spot and forward deals for the purchase or sale of foreign currencies – Selection of buying and selling rates and calculation of appropriate forward rates
- UNIT4 Causes of fluctuations in exchange rates – Effects – Liberalised Exchange Rate Mechanism (LERMS) – Full convertibility of currency – Unified Exchange Rate System (UERS) – Full convertibility – SWIFT.

BLOCK II: LETTER OF CREDIT

- UNIT5 Exchange Control: Objectives – Methods – Exchange control regulations relating to exports and imports
- UNIT6 Foreign Exchange Management Act, 1999 – India's foreign exchange problems – India's recent foreign trade policy.
- UNIT7 Methods of International Payments: Instruments issued by correspondent banks – Foreign traveller's cheques – Foreign inward remittance payment system – Methods of settling debts in international trade
- UNIT8 Letter of Credit: Meaning – Features – Mechanism – Advantages – Responsibilities and liabilities of parties – Evaluation of Letter of credit : To the exporter , to the

importer.

BLOCK III: EXPORT INCENTIVES

- UNIT9 Uniform customs and practice for documentary credits -Types of Letter of Credit – Payment, Acceptance and Negotiation Credits- Revocable and Irrevocable credit, Confirmed and Unconfirmed Credits.
- UNIT10 Financing Foreign Trade: Financing exports – Packing credit advances– Purchase and negotiation of bills – Collection of export bills – Advance against bills undercollection

BLOCK IV: EXIM BANK

- UNIT11 Export Incentives : Duty drawback, excises rebate , Duty entitlement Pass book , Export promotion capital goods scheme. Financing deferred payment and turnkey projects – Other services to exporters.
- UNIT12 Financing of Imports: Opening a letter of credit – Payment of import bills – Import trust receipt - Deferred payment imports – Loan syndication
- UNIT13 Export Credit Guarantee Corporation of India-Policies to exporters- Standard policy - Specific policies :Specific shipment policy , supply contracts policy , export turnover policy, Buyers exposure policy, Consignment export policy , services policies- Guarantees to Banks
- UNIT14 EXIM bank – Lending to Indian exporters : Facilities for export capability creation- facility for joint ventures abroad – non lending services –Lending to foreign Government/Companies – Lending to Indian Banks.

REFERENCES

1. Chatterjee AK, Principles of Foreign Exchange, Vol.I& II, Himalaya Publishing House Mumbai.
2. Jeevanandam C, Foreign Exchange – Practice, Concepts and Control, Sultan Chand & Sons, New Delhi.
3. Andley KK & Mattoo VJ, Foreign Exchange: Principles and Practice, Sultan Chand & Sons, New Delhi.

33041- COMPUTER AND BANKING

Objectives:

- To know the basic concept of computers and banking
- To explain the software and hardware system

BLOCK I: BASICS OF COMPUTER AND BANKING

- UNIT 1 Introduction to Computers: What is a computer? - Functions of computer – Advantages and disadvantages.
- UNIT 2 Brief history of computers: – Early computers - Generations of computers – Types of Computer - Applications of computers.
- UNIT 3 Data Representation: Simple computer system – Basic concepts of data processing – Data – Information – Data Processing cycle.
- UNIT 4 Number system : Decimal Number System -Binary number system – Octal and Hexadecimal – Representation of non- numeric data.

BLOCK II: HARDWARE & SOFTWARE

- UNIT 5 Computer Number Conversion : Decimal to other base system – Other base system to Decimal – Other base system to non decimal system.
- UNIT 6 Hardware: Anatomy of computer – CPU –ALU-Memory and its types– Peripheral controllers – Peripherals – Input / Output devices – Biometric devices.
- UNIT 7 Software: What is software? - Need for software -- Types of software - Systems software – Operating systems– Application Software and its features – Software relevant to banking.
- UNIT 8 Languages and translators :Machine Language - Assembly Language – High Level Languages – types – Compilers – interpreters

BLOCK III: COMPUTERIZATION IN BANKS

- UNIT 9 Computer Networks : What is computer Network – Characteristics – types of network – LAN –WAN –MAN- Intranet –Internet - Browsing – email communication.

UNIT 10 Computerization in Banks: Stand alone – Computer system – LAN – Local processing with batch updates – Teller Terminals

UNIT 11 Net Banking: Inter branch reconciliation – Core Banking – functions - Web based Banking - Client - Server – User Authentication

BLOCK IV: ELECTRONIC TRANSACTIONS & SECURITY CONSIDERATIONS

UNIT 12 Electronic Transactions: Account Management – EDI - ATMs – Home banking – EFT –MICR – Phone Banking – Internet Banking – Mobile Banking – Mobile Banking Apps.

UNIT 13 Security considerations – Accidental damage – backup – firewall - cyber security in banking – cyber crime in banking

UNIT 14 Power failures and malicious damage – Virus – Anti Virus - WORMS – Bombs - malware attacks - Operational problems.

REFERENCES

1. Alexis Leon & Mathews Leon, Fundamentals of Information Technology, 2/e, Vikas Publishing
2. Bajwa K S, Bank Mechanisation, Skylark Publication.
3. Srivastava, Computer Applications in Banks, BTC, RBI.
4. Sanjay Soni & Vinayak Aggarwal, Computers and Banking, Sultan Chand & Sons.
5. Sanjay Saxena A First Course in Computers (Based On Windows 8 And Ms Office 2013) Vikas Publishing

33042 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives:

- To know the basic concept of investment analysis
- To identify the various techniques in Portfolio management
- To evaluate the performance of portfolio.

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.

REFERENCE

1. Francis J.C, Investment.
2. Francis J.C, Management of Investments.

33043 - PROJECT FINANCE

Objectives:

- To explain the basic concept of project finance
- To understand about the various sources of project finance
- To understand the evaluating techniques in project finance

BLOCK I: BASICS OF PROJECT FINANCE

- UNIT1 Project meaning – Stages in a project cycle: Project identification, formulation: Technical appraisal, commercial appraisal , financial appraisal and economic appraisal.
- UNIT2 Project Implementation- meaning –stages in implementation - Project evaluation – types of evaluation -Role of consultants in projectmanagement:
- UNIT3 Sources of finance for a project: Public issue of shares, debentures, public deposits, leasing, internal generation of funds, commercial papers, global depository receipts, borrowings frombanks.
- UNIT4 FIs – Venture capital -- stages of venture capital financing-Innovative instruments in the capitalmarket- convertible debentures – Global depository receipts – Commercial papers.

BLOCK II: PROJECT FINANCE APPROACHES

- UNIT5 Project financing – Estimating the total capital requirements – Factors determining the fixed capital.
- UNIT6 working capital – Judicious financing plan – Capitalgearing-Matching of requirements with available financial assistance fromvarious sources.
- UNIT7 Process of lending for a project:Sanction – Disburshment and followup of advances. Managerial appraisal- Evaluation of managerial skills, past records, management and working of other group companies –organization setup .
- UNIT8 Appraisal of technical aspects: evaluation of appropriative technology, availability or raw materials and utilities and safeguards against pollution, effluentdisposal/treatment.

BLOCK III: EVALUATION AND FINANCIAL ASPECTS

UNIT9 Commercial appraisal – Evaluation of commercial aspects: Estimation of demand supply gap, distribution channels and selling arrangements

UNIT 10 Evaluation of financial aspects: Debt equity ratio, current ratio, debt service coverage ratio, return on investment, security margin, internal rate of return and breakeven analysis.

UNIT11 Economic appraisal – Economic analysis: Economies of scale, employment generation, contribution to government revenue, political stability, priority and evaluation of international competitiveness.

BLOCK IV: INDUSTRIAL SICKNESS AND MONITORING

UNIT12 Social cost benefit analysis: Significance- social cost-social benefits – social rate of return

UNIT13 Project monitoring – Objectives of monitoring – methods of monitoring – Recovery mechanism : Legal measures and non legal measures.

UNIT14 Industrial sickness: Warning signals and causes – Rehabilitation of a sick industrial unit – Role of the board for industrial and financial reconstruction (BIFR)

REFERENCE

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.

33044 - MUTUAL FUND MANAGEMENT

Objectives:

- To know the basic concept and mechanism of mutual funds
- To give information about mutual fund scheme and institutions
- To know about the functioning of mutual fund in India.

BLOCK I: BASICS OF MUTUAL FUND MANAGEMENT

UNIT1 Mutual Fund: Concept – Genesis – Classification of mutual fund – Portfolio classification: Equity fund – Debt fund- Growth fund – Balanced fund.

UNIT2 Operational classification – Open ended fund- closed ended fund-Advantages of investing in mutual funds- Constraints in investing in mutual funds.

UNIT3 Role of mutual funds in the development of capital market and the economy- Growth of Mutual funds in India- Structure of mutual funds in India

UNIT4 Constitution and Organization of Mutual Funds: Sponsors-Roles and responsibilities - Trustees – Duties and responsibilities of trustees – Trust Deed

BLOCK II: OPERATIONAL ACTIVITIES OF MUTUAL FUND

UNIT5 Custodians: Role and responsibilities – Asset Management Company - Functions of an AMC- working mechanism of AMC –SEBI requirements of AMC.

UNIT6 Operational Activities of Mutual Fund: Designing of schemes- Launching of a new scheme - marketing of schemes

UNIT7 Portfolio management – Objectives - Process - Investment strategies

UNIT8 Regulation of Mutual Funds: Securities Exchange Board of India SEBI (MF) Regulations –Role of Association of Mutual Funds Industry (AMFI)- Policy developments relating to mutual funds.

BLOCK III: MUTUAL FUND IN INDIA

UNIT9 Accounting norms – Revenue account – Balance sheet – Disclosure norms

UNIT10 Net Asset Value (NAV) – Valuation system for NAV Pricing

of units and NAV.

UNIT11 Mutual Funds in India: Schemes of Public sector mutual funds in India- Performance of major public sector mutual funds .

BLOCK IV: PRIVATE SECTOR MUTUAL FUNDS

UNIT12 Private sector mutual funds – Schemes of private sector mutual in India - Performance of major private sector mutual funds.

UNIT13 The UTI: Origin – Objectives – Schemes of the UTI – US 64 imbroglio – Present status ofUTI

UNIT14 Challenges for mutual funds in India in the liberalizedenvironment.

REFERENCES

1. Lalit K Bansal, Mutual Funds: Management andWorking.
2. Machiraju H R, Merchant Banking: Principles andPractice.

33045 - MERCHANT BANKING

Objectives:

- To understand the concept of merchant banking finance
- To explain about various financial services provided by merchant bankers
- To understand the role of SEBI in merchant bankers

BLOCK I: BASICS OF MERCHANT BANKING

- UNIT1 Merchant Banking: Meaning – Evolution -Importance – Activities of a merchant banker – Project counselling – Loan syndication – Management of public issues – Underwriting, bankers to issue and other services
- UNIT2 Growth of merchant banking in India – Categories of merchant bankers in India -merchant banking and economic growth- Role of merchant banking in the development of capital market- SEBI regulations for merchant bankers.
- UNIT3 Stock exchanges in India- BSE –NSE -OTCEI – Regulations - trading mechanism – members – Contract procedures – Guidelines – Recent developments and Challenges.
- UNIT4 Project related activities of a merchant banker: Identification of project ideas- Feasibility Study – Technical feasibility -market survey –Financial viability – Feasibility report - Problem areas of an enterprise- Corporate counselling

BLOCK II: CORPORATE SECURITIES

- UNIT5 Merchant banker – roles – significance – Advisory guidelines – custodial services merchant banking institutions – membership - Licensing.
- UNIT6 Loan Syndication: Meaning and scope – Steps in syndication- Guidelines – mechanism – Documentations –participants.
- UNIT7 Corporate securities – Definitions –Types:Equity shares- Preference shares –Debentures-other securities- Characteristics – market issue progress - participants.
- UNIT8 Capital Issue related activities of a merchant banker: Capital market -Changing structure of Indian Capital Market – Primary market –Types of issue Management of pre-issue activities

BLOCK III: SERVICE ORIENTED ACTIVITIES

- UNIT9 Marketing of corporate securities – Steps to be taken by the issuing company and the lead manager –Underwriting- Indian scenario- SEBI Guidelines.
- UNIT10 Management of post-issue activities –Marketing of Issues- Pricing of issue Processing of data – Reporting to SEBI – Under subscription – Bridge loans – Allotment of shares – Listing of securities.
- UNIT11 Service oriented activities of a merchant banker: Mergers and Amalgamations: Meaning – Purpose – Types of mergers- Indian scenario of mergers and amalgamation– Regulation of mergers and amalgamation in India

BLOCK IV: MUTUAL FUNDS ACTIVITIES

- UNIT12 Role of merchant bankers in mergers –Portfolio Management: Functions of portfolio managers – Explanation to risk – CAPM Approach to market operations.
- UNIT13 Miscellaneous activities of a merchant banker: Venture capital – Origin – Administration of venture capital fund – Mutual fund
- UNIT14 Advantages – Classification of mutual funds – Factoring – Mechanism and types of factoring.

REFERENCES

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

MBA CORPORATE SECRETARYSHIP

E) INSTRUCTIONAL DESIGN
MBA CORPORATE SECRETARYSHIP

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
33111	Management – Principles and Practices	25	75	100	4
33112	Organizational Behaviour	25	75	100	4
33113	Managerial Economics	25	75	100	4
33114	Quantitative Techniques	25	75	100	4
33115	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
33121	Research Methods	25	75	100	4
33122	Business Environment	25	75	100	4
33123	Business Laws	25	75	100	4
33124	Management Information System	25	75	100	4
33125	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
33131	Marketing Management	25	75	100	4
33132	Financial Management	25	75	100	4
33133	Labour and Industrial Laws	25	75	100	4
33134	Securities Laws and Financial Markets	25	75	100	4
33135	Indirect Taxes	25	75	100	4
Total		125	375	500	20
IV Semester					
33141	Company Secretarial Practice	25	75	100	4
33142	Corporate Restructuring: Law and Practice	25	75	100	4
33143	Drafting and Conveyancing	25	75	100	4
33144	Economic Legislations	25	75	100	4
33145	Secretarial and Management Audit	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

33111- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK IV: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

25. Stoner, et-al, Management, Prentice Hall, 1989.
26. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
27. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
28. Peter F. Drucker, Management, 2008.
29. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
30. Ricky W. Griffin, Management, South-Western College Publications, 2010
31. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
32. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

33112 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.

UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.

UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.

UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.

UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

33113 - 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

31. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
32. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
33. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
34. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.

35. Christopher R Thomas & S Charles Maurice (2008), *Managerial Economics*, 9th edition, McGraw Hill Co.
36. Petersen, H. C., Cris, L W and Jain, S.K. (2008), *Managerial Economics*, 1st edition Pearson
37. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
38. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
39. Mehta P L, *Managerial Economics*, Sultan Chand and Sons.
40. Joel Dean, *Managerial Economics*, Prentice-Hall.

33114 - 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

31. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
32. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
33. Sharma, Operations Research: Theory and Applications.
34. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
35. K. Gupta and D.S. Hira, Operations Research.
36. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
37. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
38. V.K. Kapoor, Operations Research.
39. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
40. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

33115 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.
- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

31. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
32. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
33. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
34. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
35. Ravi M. Kishore, Cost Management, Taxman Publications
36. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
37. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
38. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.

39. Andrew A Haried, Advanced Accounting, Atlantic Publishers.

33121- RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions

UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches

UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.

UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.

UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;

UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

33122 - 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

22. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
23. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
24. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
25. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
26. Amarchand D, Government and Business, TMH.
27. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
28. Maheswari & Gupta, Government, Business and Society.

33123 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

19. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
20. Pathak, Legal Aspects of Business, TMH, 2009.
21. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
22. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
23. Relevant Bare Acts.
24. Balachandran and Thothadri, business Law, TMH, 2010

33124 - MANAGEMENT INFORMATION SYSTEM

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 MIS

- 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

28. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
29. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
30. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
31. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
32. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
33. Sadogopan S, Management Information Systems, 2001PHI.
34. Murdie and Ross, Management Information Systems, Prentice Hall.
35. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
36. Stephen Haag, Management Information Systems, 2008.

33125 - HUMAN RESOURCE MANAGEMENT

Objectives:

- 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 MANAGEMENT

- 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 fore casting 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

- 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: APPRAISAL AND TRAIL UNION

- 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

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

33131- MARKETING MANAGEMENT

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

30. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
31. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
32. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
33. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
34. Memoria & Joshi, Fundamental of Marketing.
35. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
36. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
37. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
38. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
39. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

33132 - 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

28. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
29. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
30. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
31. Jeff Madura, International Financial Management, South-Western College Pub., 2010
32. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
33. Khan and Jain, Financial Management, Tata McGrawHill, 2009
34. Pandey I M, Financial Management, Vikas Publishers, 2009
35. Sheeba Kapil (2010), Financial Management, Pearson Education.
36. B J Camsey, Engene F. Brigham, “Introduction to Financial Management”, The Gryden Press

33133 - LABOUR AND INDUSTRIAL LAWS

Objectives:

- To Identify of corporate environment and uncertain conditions
- To know Existence of Independent Management units

BLOCK I: BASICS OF LABOUR AND INDUSTRIAL LAWS

UNIT 1 Factories Act, 1948: Provisions 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; distribution of compensation – Notice and claims –

UNIT 4 Statements regarding facts, accidents – Medical examination – Remedies of employer against stranger – Returns as to compensation – Commission for workmen’s compensation.

BLOCK II: INDUSTRIAL AND INSURANCE ACT

UNIT 5: Industrial Dispute Act, 1947
Industrial disputes – Authorities of settlement of industrial disputes – Reference of industrial disputes – Procedures; power and duties of authorities – settlement and strikes – Lock-outs – Lay-off

UNIT 6 Retrenchment – Transfer and Closure – Unfair labour practices – Miscellaneous provision offences by companies – Conditions of service to remain unchanged under certain circumstances, etc

UNIT 7 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 8 Inspectors – Their functions and disputes and claims – Offences and penalties – Miscellaneous provisions.

BLOCK III: GRATUITY AND APPOINTMENT OF INSPECTORS

UNIT 9 Employee’s Provident Fund and Miscellaneous Provisions Act,1952: Employee Provident Fund and other schemes – Determination and recovery of money due from employer

UNIT 10 Appointment of Inspectors and their duties – Provisions relating to transfer of accounts and liability in case of transfer of establishment – Exemption under the Act – Court’s power under the Act.

UNIT 11 Payment of Gratuity Act, 1972: Payment of Gratuity – Exemption – Nomination – Determination and recovery of the amount of gratuity.
Payment of Wages Act, 1936: Object – Definitions – Rules for payment of wages – Deductions from wages – Maintenance of registers and records.

BLOCK IV: BONUS ACT AND UNION ACT

UNIT 12 Trade Union Act, 1926: Registration of Trade Unions – Rights and liabilities of trade unions – Procedure – Penalties.

UNIT 13 Payment of Bonus Act, 1965: Computation of available surplus calculation of direct tax payable by the employer – Eligibility for bonus and payment of bonus – Deduction from bonus payable

UNIT 14 Adjustment of customary or interim bonus payable – Set on and set off allocable surplus – Presumption about accuracy of balance sheet and profit and loss account.

REFERENCE BOOKS :

1. Kapoor N D, Industrial Law.
2. Shukla M C, Mercantile Law.
3. Kalra and Batra, Industrial Law.

33134 - SECURITIES LAWS AND FINANCIAL MARKETS

Objectives:

- To know securities laws and financial market
- To understand the features and other factor financial markets

BLOCK I: BASICS OF SECURITIES LAW AND FINANCIAL SYSTEMS

UNIT 1: An Overview of Financial System-Constituents of financial system, significance, development and growth of financial and capital markets in India – Financial reforms and present scenario

UNIT 2 Regulatory authorities governing financial and capital market

UNIT 3 An introduction- meaning and significance of capital market – Capital market vis-à-vis money market.

UNIT 4 Market players – Investors and companies – Securities laws/regulatory framework governing Indian capital market – SEBI – Role and powers

BLOCK II: FINANCIAL INSTRUMENTS

UNIT 5 Role and functions of depository – Depository participants – An overview of international capital market.

UNIT 6 Financial Instruments-Capital market instruments – Equity, preference shares, debentures, sweat equity shares, non-voting shares – New instruments of capital market

UNIT 7 Pure, hybrid and derivatives, global depository receipts, American depository receipts, money market instruments, treasury bills, commercial bills, certificate of deposits – Credit Rating and Evaluation of Risk

UNIT 8 Concepts, scope and significance – Benefits to investors – regulatory framework – Credit rating agencies in India; their processes

BLOCK III: MARKET AND INTERMEDIARIES

UNIT 9 Rating methodologies for various instruments – Evaluation of risk.

UNIT 10 Primary Market-Meaning significance and scope – Developments in primary market – Various agencies and institutions involved in primary market

UNIT 11 Role of intermediaries – Merchant bankers, registrars, underwriters, bankers to issue, portfolio managers – Debenture -Trustees – Their rules, regulations and code of conduct framed by SEBI.

BLOCK IV: MUTUAL FUNDS, SEBI ; NSB

UNIT 12 Secondary Market-Meaning, significance, functions and scope of secondary market – Functions and significance of stock exchanges; their regulatory framework and control

UNIT 13 Secondary market intermediaries – Stock brokers, sub-brokers, advisors, their rules, regulations and code of conduct framed by SEBI, Electronic trading in securities.

UNIT 14 Mutual Funds-Introduction – Definition – Types – Risks involved – performance evaluation – SEBI and RBI regulations for mutual funds.

REFERENCE BOOKS:

1. Balakrishnan&Narta S S, Securities Market in India.
2. Machiraju H R, Merchant Banking.
3. Gordon & Natarajan, Financial Services.
4. ICSI Study Material, Securities Laws and Regulation of Financial Markets.

33135 - INDIRECT TAXES

Objectives:

- To Identify the concept of Indirect taxes and other risk
- To analysis the application of various provision relating to Indirect Tax

BLOCK I: BASICS OF INDIRECT TAXES

Government revenues – role of indirect taxation - Merits and demerits of indirect taxation

UNIT 2 Reforms in indirect taxation – Meaning of Central Excise - Nature of levy of excise duty - Bases of excise duty - Kinds of excise duty

UNIT 3 Administrative set up of Excise department - Central Excise Tariff Act, 1985 - Manufacture and manufacturer - Excisable goods.

UNIT 4 Valuation of excisable goods - Essentials - Excise duty based on MRP - Registration - Procedure for registration

BLOCK II: MODVAT AND CENVAT

UNIT 5 Amendments to certificate of registration – Clearance of excisable goods – Types – records.

UNIT 6 Value Added Tax – objectives – VAT in India – Advantages – CENVAT – objectives and scope – Method of availing CENVAT benefit – advantages

UNIT 7 MODVAT and CENVAT -Difference- – Service Tax – levy and collection – applicability

UNIT 8 Service tax for management services and Professional services – Tax Planning in Excise.

BLOCK III: CUSTOMS ACT

UNIT 9 Service Tax: Levy and collection – Applicability – Service tax for management services and professional services – Tax planning in excise and service tax.

UNIT 10 The Customs Laws-Objectives – Scope – Levy and collection of customs duty - Types of customs duty - Prohibition of importation and exportation of goods –

UNIT 11 Special business for detection and prevention of illegal import and export. - Valuation of goods under Customs Act - Warehousing of goods- Customs duty drawback - Tax planning in customs.

BLOCK IV: CST AND LAWS

- UNIT 12 Sales Tax Laws Objectives and Scope – Levy and collection of CST - Inter-State sale and Intra-State sale - Sale in the course of export/ import
- UNIT 13 Penultimate sale - Registration of dealers - Registration procedure - Taxable turnover - Rate of tax - Goods of special importance
- UNIT 14 various forms used in CST Act - Tax planning under CST

REFERENCE BOOKS:

1. Jain R K, Central Excise Manual, Central Publications, New Delhi.
2. Bhatnagar SP, Customs Law and Procedure, Centax Publications, New Delhi.
3. Donakia, Central Sales Tax, Bharat Law Book House, New Delhi.
4. Balachandran V, Indirect Taxation, Sultan Chand & Sons, New Delhi.
5. Datey V S, Indirect Taxes, Taxmann Publications, New Delhi.
6. Arvid P Dattar, Central Excise Law and Practice, WadwaPubl, New Delhi.
7. Ragunathan, Central Excise Law and Procedures, CentaxPubl, New Delhi.

33141 - COMPANY SECRETARIAL PRACTICE

Objectives:

- To know the concept of Corporate Secretaryship practices
- To understand the company secretaryship practices issues , challenges

BLOCK I: BASICS OF COMPANY SECRETARIAL PRACTICE

- UNIT1 Incorporations And Conversion Of Companies - Procedure for incorporation of Private / Public Ltd. Companies - Commencement of business
- UNIT 2 Issue of certificate of incorporation and Commencement of business - Specimen resolutions.
- UNIT3 Share Capital, Transfer and Transmission - Procedure for allotment of shares - Issue of share certificates and share warrants
- UNIT 4 Procedures relating to transfer of shares and transmission –Forfeiture of shares - Checklists and specimen resolutions.

BLOCK II: COMPANY MEETINGS AND PROCEDURE

- UNIT 5 Company Management - Procedures for the appointment - Re-appointment - Removal of directors including managing and
- UNIT 6 Whole-time directors, managers, company auditors and sole selling agents - Specimen resolutions.
- UNIT 7 Company Meetings - Calling and conducting meetings of Board, its committees, shareholders and others
- UNIT 8 Post meeting formalities including writing of minutes - Specimen notices and resolutions

BLOCK III: INCOME AND EXPENDITURE STATEMENT AND BALANCE SHEET

- UNIT 9 Directors responsibility statement and compliance certificate.
- UNIT 10 Accounts and Audit - Preparation of Balance Sheet – Profit and Loss Account
- UNIT 11 Income and Expenditure statement – Auditor’s report – Director’s report

BLOCK IV: WINDING UP COURT AND RESOLUTIONS

UNIT 12 Maintenance of books of accounts – Statutory registers and returns.

UNIT 13 Winding up - Procedures for various modes of winding up – Members and creditors voluntary winding up

UNIT 14 Compulsory winding up by Court – Specimen resolutions.

REFERENCE BOOKS:

1. Tandon B.N, A Manual on Secretarial Practice.
2. Shanbhogue K.V, Company Law Procedures.
3. Ghosh P.K & Balachandran.V, Company Secretarial Practice.
4. Pattenshetti & Reddy P.R, Company Secretarial Practice.

33142 - CORPORATE RESTRUCTURING: LAW & PRACTICE

Objectives:

- To know the concept of corporate restructuring law & practice
- To analysis of corporate restructuring: law & practice

BLOCK I: BASICS OF CORPORATE RESTRUCTURING: LAW & PRACTICE

- UNIT 1 Introduction - Meaning of corporate restructuring - Need, scope and modes of restructuring - Global scenario
- UNIT 2 National scenario – Strategic planning - Competitive advantage and core competence - Strategy formulation
- UNIT 3 Routes for executing strategy - Start up, mergers, acquisitions, takeovers, disinvestments and strategic alliances.
- UNIT 4 Mergers And Amalgamations-Concept need and reasons - Legal aspects - Procedural aspects relating to commencing of meetings and presentation of petition is including documentation.

BLOCK II: CORPORATE DEMERGES AND PAYMENTS

- UNIT5 Takeovers- Meaning and concept - Types of takeovers - Legal aspects - Securities and Exchange Board of India takeover regulations
- UNIT 6 Takeover Code - Procedural aspects - Economic aspects - Financial aspects
- UNIT 7 Payment of consideration - Bail out takeovers - Takeover of sick units.
- UNIT 8 Corporate Demergers/ Splits and Divisions and Post Merger Re-Organisation - Difference between demergers and reconstruction modes of demerger

BLOCK III: MERGER AND ACQUISITION

- UNIT 9 By agreement, under scheme of arrangement, by voluntary winding up
- UNIT 10 Tax aspects - Tax reliefs - Indian scenario - Reverse mergers.
- UNIT 11 Post Merger - Re-organisation - Accomplishment of objectives - Criteria of success - Profitability - Gains to post merger valuation

BLOCK IV: GOVERNMENT'S GUIDELINES

UNIT 12 Measuring post-merger efficiency - Factors in post-merger re-organisation.

UNIT 13 Financial Restructuring - Buy-back of shares - Concept and necessity- Securities and Exchange Board of India guidelines

UNIT 14 Government's guidelines - Procedure and practice for buy-back of shares.

REFERENCE BOOKS:

1. Fred Weston J, Kwang S Chng& Susan E Hoag, Merger, Restructuring and Corporate Control.
2. Verma J C, Corporate Mergers, Amalgamations and Takeovers.
3. Machiraju H R, Merchant Banking.
4. BrojendraNath Banerjee, Company Takeover.
5. ICSI Study Material, Corporate Restructuring: Law and Practice.

33143 - DRAFTING AND CONVEYANCING

Objectives:

- To know the concept of Corporate Drafting
- To understand in corporate conveyancing

BLOCK I: BASICS OF DRAFTING AND CONVEYANCING

UNIT 1 **General Principles of Drafting: Rules for drafting - Use of appropriate words and expressions - Aids to clarity and accuracy - Legal implications and requirements**

UNIT 2 **General Principles of Conveyancing: Meaning - Basic requirements of deeds of transfers - Description of deed, practices, recitals testatum**

UNIT 3 **Consideration of operative words - Exceptions and reservations - Habendum - Testimonium - Signature and attestation - Endorsement and supplement deeds.**

UNIT 4 **Drafting of Orders and Contracts**

BLOCK II: MORTGAGE DEEDS

UNIT 5 **Drafting Orders: Appointment orders - Suspension orders - Order of dismissal and discharge - Charge sheets - Apprenticeship agreements.**

UNIT 6 **Drafting of Contracts: Agreements to sell/ purchase - Dealership contracts - Building contracts - Agency contracts - Collaboration agreements - Arbitration agreements**

UNIT 7 **Deeds of Mortgages, Charges and Pledges**

UNIT 8 **Different types of mortgage deeds - Deeds of further charge in mortgaged property - Mortgage by deposit of title deeds - Deeds of floating charges - Deeds of appointment of receiver - Other charges - Memorandum of pledge of movables.**

BLOCK III: DRAFTING DOCUMENTS

UNIT 9 **Deed of Assignment Business debts - Shares in a company - Policies in insurance**

UNIT 10 **Patents, trademarks, copyrights - Business and goodwill and other rights and interests - Deed of exchange and gift deeds.**

UNIT 11 **Drafting of other Documents, Petitions and Applications**

BLOCK IV: REVOCABLE – IRREVOCABLE – PARTICULAR AUTHORITY

- UNIT 12 Drafting of applications and petitions to public financial institutions, appellate authorities under taxation and other corporate legislations.
- UNIT 13 Deeds of Power of Attorney
- UNIT 14 Revocable - Irrevocable - General and Particular letters of authority - Appeals, writ petitions, special leave petition - Revision and review applications, affidavits.

REFERENCE BOOKS:

1. Bahl&Nagamaiya, Business Communication.
2. Sharma R C & Krishna Mohan, Business Correspondence and Report Writing.
3. ICSI Study Material, secretarial Practice relating to Economic Laws.

33144 - ECONOMIC LEGISLATIONS

Objectives:

- To know the concept of Economic Legislations
- To analysis as tasks of economic Legislations

BLOCK I: BASICS OF ECONOMIC LEGISLATIONS

UNIT1 Industries (Development and Regulation) Act- Objects and definitions - An overview of current industrial policy; regulatory mechanism

UNIT 2 Registration and licensing of industrial undertakings, government agencies, exemption from licensing provisions - Substantial expansion - Investigation - Offences and penalties - Miscellaneous provisions

UNIT 3 Small scale and ancillary units - Policy and procedure for setting up SSI - An overview of infrastructure

UNIT 4 Fiscal and other support schemes far SSI – Setting up units in FTZ and 100% EOUS - Policy and procedure.

BLOCK II: FEMA & FERA

UNIT 5 Competition Law - Definitions – Anti-Competitive agreements – Prohibition of abuse of dominant position – Combinations – Competition Commission of India

UNIT 6 Inquiry into certain agreements and dominant position – Inquiry into combination by commission – Procedure of inquiry on complaints u/s 19 – Power to grant interim relief power to award compensation

UNIT 7 Execution of orders of commission – Appeal – Duties of Director – General penalties – Competition advocacy.

UNIT 8 Foreign Exchange Management Regulation Act -Objectives and definitions under FEMA - Dealings in foreign exchange - Holding of foreign exchange etc.

BLOCK III: WATER POLLUTION CONTROL

UNIT 9 Current account transactions, capital account transactions - Export of goods and services realization and repatriation of foreign exchange

UNIT 10 Exemptions authorised person - Penalties and enforcement - Compounding of offences - Directorate of enforcement - Appellate Tribunal etc.

UNIT 11 Pollution Control Water: Water and Environment (Protection) Law - Various Boards and their functions and powers; duties of occupier of specified industries to ensure adherence to standards; offences by companies.

BLOCK IV: CONSUMER PROTECTION ACT

UNIT 12 Air Pollution: Concept of sustainable development, Government policy regarding environment - Salient features of the Air (Prevention and Control of; Pollution) Law.

UNIT 13 Environmental Protection Legal and regulatory framework - procedures for obtaining various environment clearances - Role and functions of Environment Tribunal / Authority - Appearance before Environment Tribunal / Authority - Environment Audit.

UNIT 14 Consumer Protection Act -Genesis of the law - Objects and definitions - Rights of consumers under the Consumer Protection Act - Nature and scope of remedies – Consumer Protection - Appearance before Consumer Dispute Redressal Forums.

REFERENCE BOOKS:

1. Gushan& Kapoor, Economic and Other Legislations.
2. Taxmann Publication, Corporate Laws.
3. ICSI Study Material on Economic Laws.
4. Bare Acts.

33145 - SECRETARIAL AND MANAGEMENT AUDIT

Objectives:

- To Know the basic concept of Secretarial and Management Audit
- To understand the functioning and features of managerial audit

BLOCK I: BASICS OF SECRETARIAL AND MANAGEMENT AUDIT

- UNIT 1 Company Secretary in Practice: Various recognitions and areas of practice – Advisory services rendered – Challenges before the profession
- UNIT 2 Professional standards and code of conduct – Exploring new horizons.
- UNIT 3 Secretarial Audit: Need, objectives and scope – Periodicity and format for secretarial audit report
- UNIT 4 Appointment, duties and powers of secretarial auditor – Check-list/ Worksheet for secretarial audit under various corporate laws and covenants of loan agreements entered into with financial institutions.

BLOCK II: SECURITIES AUDIT

- UNIT 5 Search / Status Reports: Preparation of search and status reports from Registrar of Companies records for banks and financial institutions
- UNIT 6 Scope and importance – Verification of documents relating to charges – Requirements of various financial institutions and other corporate lenders
- UNIT 7 Secretarial standards – Compliance certificate.
- UNIT 8 Securities Audit: Meaning, need and scope – Ensuring proper compliance of provisions relating to issue and transfer of securities

BLOCK III: SYSTEMS AND MANAGEMENT AUDIT

- UNIT 9 Preventing fraudulent and unfair trade practices including Securities and Exchange Board of India regulations framed thereon – Protecting the interest of investors.
- UNIT 10 Systems Audit: Nature – Significance and scope of systems audit – Steps involved in conducting systems audit.
- UNIT 11 Management Audit: Meaning, nature and scope – Principles and fundamentals of management audit

BLOCK IV: COST AUDIT AND APPRAISAL

- UNIT 12 Appraisal of management methods of performance – Organisational needs for management audit.
- UNIT 13 Cost Audit: Nature, objectives and scope – Cost audit distinguished from financial audit and management audit
- UNIT 14 Cost audit as an aid to management, shareholders and other external agencies and public – Cost audit report.

REFERENCE BOOKS :

1. Shanbhogue K V, Filing of Forms and Returns and Application under Company Law, Law Publishing House, Allahabad.
2. Datta C R, Company Directors, Eastern Law Home, Calcutta.
3. Dr. Balachandran V and Ravichandran K S, Secretarial and Management Audit, Bharat Law House, New Delhi.
4. Vashist and Saxena, Cost and Management Audit.
5. RamanathanAR, Management Audit.
6. ICSI Publications, Secretarial and Management Audit.

MBA (PROJECT MANAGEMENT)

E) INSTRUCTIONAL DESIGN

MBA PROJECT MANAGEMENT

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
33211	Management – Principles and Practices	25	75	100	4
33212	Organizational Behaviour	25	75	100	4
33213	Managerial Economics	25	75	100	4
33214	Quantitative Techniques	25	75	100	4
33215	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
33221	Research Methods	25	75	100	4
33222	Business Environment	25	75	100	4
33223	Business Laws	25	75	100	4
33224	Management Information System	25	75	100	4
33225	Human Resource Management	25	75	100	4
Total		125	375	500	20

III Semester					
33231	Marketing Management	25	75	100	4
33232	Financial Management	25	75	100	4
33233	Project Formulation and Appraisal	25	75	100	4
33234	Project Support System	25	75	100	4
33235	Project Control System	25	75	100	4
Total		125	375	500	20
IV Semester					
33241	Project Risk Management	25	75	100	4
33242	Project Contracting and Clearance	25	75	100	4
33243	Project Exports	25	75	100	4
33244	Disaster Management	25	75	100	4
33245	Project Preparation	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

33211- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.

- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

33. Stoner, et-al, Management, Prentice Hall, 1989.
34. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
35. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
36. Peter F. Drucker, Management, 2008.
37. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
38. Ricky W. Griffin, Management, South-Western College Publications, 2010
39. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
40. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

33212 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.

UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment

UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency

UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.

UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.

UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.

UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.

UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.

UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.

UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.

UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

33213 - 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

41. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
42. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
43. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
44. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
45. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
46. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
47. Gupta G S, Managerial Economics, Tata McGraw-Hill.
48. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
49. Mehta P L, Managerial Economics, Sultan Chand and Sons.
50. Joel Dean, Managerial Economics, Prentice-Hall.

33214 - 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

41. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
42. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
43. Sharma, Operations Research: Theory and Applications.
44. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
45. K. Gupta and D.S. Hira, Operations Research.
46. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
47. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
48. V.K. Kapoor, Operations Research.
49. Dharani Venkatakrisnan, Operations Research: Principles and Problems.
50. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

33215 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;

UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

40. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
41. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
42. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
43. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
44. Ravi M. Kishore, Cost Management, Taxman Publications
45. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
46. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
47. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
48. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
49. Hoyle, Advanced Accounting, McGraw Hill.

33221 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

33222 - 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

29. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
30. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
31. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
32. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
33. Amarchand D, Government and Business, TMH.
34. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
35. Maheswari & Gupta, Government, Business and Society.

33223 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007

UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.

UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IPR AND IT

UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association

UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting

UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.

UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

25. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
26. Pathak, Legal Aspects of Business, TMH, 2009.
27. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
28. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
29. Relevant Bare Acts.
30. Balachandran and Thothadri, business Law, TMH, 2010

33224 - MANAGEMENT INFORMATION SYSTEM

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

37. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
38. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
39. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
40. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
41. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
42. Sadogopan S, Management Information Systems, 2001PHI.
43. Murdie and Ross, Management Information Systems, Prentice Hall.
44. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
45. Stephen Haag, Management Information Systems, 2008.

33225 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

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: APPRAISAL AND TRAIL UNION

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

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

33231 - MARKETING MANAGEMENT

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

40. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
41. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
42. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
43. Cundiff, Still &Govani, Fundamentals of Modern Marketing, Prentice Hall.
44. Memoria & Joshi, Fundamental of Marketing.
45. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
46. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
47. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
48. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
49. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

33232 - 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: WORKING CAPITAL 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

37. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
38. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
39. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
40. Jeff Madura, International Financial Management, South-Western College Pub., 2010
41. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
42. Khan and Jain, Financial Management, Tata McGrawHill, 2009
43. Pandey I M, Financial Management, Vikas Publishers, 2009
44. Sheeba Kapil (2010), Financial Management, Pearson Education.
45. B J Camsey, Engene F. Brigham, “Introduction to Financial Management”, The Gryden Press

33233 - PROJECT FORMULATION AND APPRAISAL

- To understand the concept of Project Management
- To gain knowledge on project identification project formulation and project report preparation

BLOCK I: BASICS OF PROJECT FORMULATION AND APPRAISAL

UNIT 1 Economic Planning and Development: meaning, definition, Need and importance in the globalisation era – nature of economic planning.

UNIT 2 Project and sectoral development: Agricultural, industrial, infrastructural, educational and social welfare sectors.

UNIT 3 Conceptual Framework of Project Management: Project – Meaning and definition - Features of projects

UNIT 4 Classification – Types – Overseas projects – Turnkey projects and its significance.

BLOCK II: PROJECT IDENTIFICATION

UNIT 5 Project life cycle: Significance – Stages – Approaches of privatisation projects: BOOM, BOT, BOO, BOOT.

UNIT 6 Project Identification: Scouting and screening of project ideas – Basic criteria for selecting the best project opportunities–

UNIT 7 Project Formulation: Meaning – Stages in project formulation – Need for feasibility studies.

UNIT 8 Project identification for an existing company – sources of problems - steps in identification of project problem - case study.

BLOCK III: PROJECT APPRAISAL & ECONOMIC ANALYSIS

UNIT 9 Technical and organizational aspects – Economic and commercial aspects

UNIT 10 Project Appraisal: Market appraisal Appraisal of managerial and technical aspects – Financial and commercial appraisal.

UNIT 11 Economic analysis: Economies of scale – Employment generation - Social cost and benefit analysis – Contribution to Government Revenue Political stability.

BLOCK IV: PROJECT REPORT

UNIT 12 Priority and evaluation of international competitiveness - Feasibility Studies: Need – Components – Feasibility report preparation.

UNIT 13 Tools of Research: questionnaire – Characteristics of Questionnaires – Schedule – Rating Scales -

UNIT 14 Project report: Project Report Preparation - Need for detailed report – Contents of ideal project report(preliminary section, title page, main body, reference section, bibliography, appendix, index and Glossary, footnotes)

REFERENCES

1. Choudhry S, ProjectManagement.
2. Goel B B, Project Management: A DevelopmentPerspective.
3. Turnkey Plants and Project Engineering Services, ITC Publication,Geneva.

33234 - PROJECT SUPPORT SYSTEM

- To gain knowledge on marketing process
- To understand the need for support system

BLOCK I: BASICS OF PROJECT SUPPORT SYSTEM

UNIT 1 Project Support Facilities: Need for support system – Nature and types of project supporting facilities.

UNIT 2 Incentives and subsidies – Role of Governmental Departments: Department of Planning and Programme.

UNIT 3 GOI – Department of Planning in the State Government – Department of Science and Technology – Indian Investment Centre.

UNIT 4 Marketing support – Marketing plan – Marketing process – Market positioning, Marketing intelligence

BLOCK II: KVIC & ITCOT

UNIT 5 Institutional support: NSIC, STC, MMTC, State Small Industries Corporation – Export Trade Promotion Councils – Commodity Boards, KVIC.

UNIT 6 Technical Support: Know-how designing and development – Process designing – Selection of machinery and equipment – Setting quality standards – Appropriate technology – Licensing and registration – Pollution and effluent treatment

UNIT 7 Institutional support: Department of Science and Technology, CSIR, ITCOT, SISI, STED & Steps, Productivity Councils, Project and Equipment Corporation of India.

UNIT 8 Financial Support – Estimating the project cost – Designing judicious financing plan – Means of financing – Institutional support:

BLOCK III: MANAGEMENT AND CONSULTANCY SUPPORT

UNIT 9 Central and State level development banks: IDBI, NABARD, SIDBI, SFCS, EXIM Banks – Commercial Banks

UNIT 10 Leasing companies and investment institutions – Role of international financial agencies: World Bank, ADB and IBRD.

UNIT 11 Management and Consultancy support: Advisory services such as legal, environmental, managerial and human aspects.

BLOCK IV: ENTREPRENEURSHIP DEVELOPMENT BOARD

- UNIT 12 Training Support: need and importance of training - Awareness training - motivation training -management training.
- UNIT 13 Institutional Support: District Industries Centre, Small Industries Service Institute – Small Industry Extension Training Institute – SIDCO, FASSI, National Science and Technology
- UNIT 14 Entrepreneurship Development Board – Management consultancy organizations: Centre for Entrepreneurship Development – Non-Governmental Organisations.

REFERENCES

1. Machiraju H R, Project Finance.
2. Pahwa H P S, Project Financing: Policies, Procedures andPractice.
3. Vasant Desai, Dynamics of Entrepreneurial Development andManagement.

33235 - PROJECT CONTROL SYSTEM

Objective:

- To understand the implication of project decisionmaking
 - To gain knowledge on linear programming model
- ### **BLOCK I: BASICS OF PROJECT CONTROL SYSTEM**

- UNIT 1 Project Decision-making: Concept and design – Types of decision Meaning- Importance – Implication-Scope-features
- UNIT 2 Approaches to decision-making – Decision systems – Information needs of different decision systems.
- UNIT 3 Multiple Projects and Constraints: Methods of ranking – Mathematical programming approach
- UNIT 4 Linear programming model – Goal programming model.

BLOCK II: RISK ANALYSIS

- UNIT 5 Queuing models for decision-making – Elements of different queuing models – Uses and limitations.
- UNIT 6 Risk Analysis: Measures of risk – Mathematical analysis Meaning-Importance – Implication-Scope-features
- UNIT 7 Sensitivity analysis – Simulation analysis – Decision Tree analysis – Selection of project.
- UNIT 8 Risk Analysis in Practice: Portfolio theory approach – CAPM approach – Little Mirrlees approach.

BLOCK III: NETWORK ANALYSIS

- UNIT 9 Applied utility theory approach – Abandonment value analysis. Meaning- Importance – Implication-Scope-features
- UNIT 10 Network Analysis and Decision-making: PERT and CPM techniques Meaning- Importance – Implication-Scope-features
- UNIT 11 Nature and uses thereof in decision-making – Project Scheduling: Crash coursing of a project – Resourcelevelling.

BLOCK IV: PROJECT MONITORING

- UNIT 12 Marginal costing and Cost volume profit anlysis – Pricing decisions and profit planning – Break-even analysis

- UNIT 13 Application of differential costing in project decision – steps in decision making.
- UNIT 14 Project monitoring and management information system – Role of computers – Resource monitoring and control.

REFERENCES

1. Rustom S Davar, Executive Decision-making: Modern concepts and techniques.
2. Srivastava J K et-al, Quantitative Techniques for Managerial Decision-making.
3. Pilcher Roy, Appraisal and Control of Project Cost.
4. Pitale R L, Project Appraisal Technique.
5. Chitale V P, Project Viability in Inflationary Conditions: A Study of Capital Cost and Project Viability.

33241 - PROJECT RISK MANAGEMENT

Objectives:

- To understand the concept of Riskmanagement
- To gain knowledge on risk management inbusiness

BLOCK I: BASICS OF PROJECT RISK MANAGEMENT

UNIT 1 Risk Management: Concept and objectives – Definition of risk and uncertainty

UNIT 2 Classification of risk: Pure and speculative risks – Cost of risk – Risk management process – Contributions of risk management to business, society and family.

UNIT 3 Risk Management in Business: Risk vis-à-vis size and types of business – Scope of risk manager’s duties – Risk management corporate policy and strategy.

UNIT 4 Risk Identification and Measurement: Identification methods: Checklist, questionnaire,

BLOCK II: DECREASE IN INCOME

UNIT 5 Financial statement analysis, flow-chart, on-site inspection Meaning- Importance –Implication-Scope-features

UNIT 6 Record of losses, threat analysis, event analysis, safety audit – Measurement methods: Frequency and severity measures – Probability approach.

UNIT 7 Risk Exposure Losses: Property loss exposures – Types – Net income loss exposures – Valuation of potential loss

UNIT 8 Decrease in income – Increase in expenses Meaning- Importance – Implication- Scope-features

BLOCK III: RISK RETENTION

UNIT 9 Liability loss exposure: Civil liabilities of business houses: Form contracts, omissions, commissions, bankruptcy,etc.

UNIT 10 Risk Management Techniques: Avoidance – Loss control – Separation – Combination –Transfer.

UNIT 11 Risk Retention: Concept and need – Methods of financing risk retention – Insurance –Reinsurance.

BLOCK IV: CRITICAL PROBABILITY METHOD

UNIT 12 Approaches to selecting risk management tools: Quantitative approaches: Loss method

UNIT 13 Expected loss method – Worry method Meaning- Importance – Implication- Scope-features

UNIT 14 Critical probability method – Risk adjusted capital budgeting- Key performance parameters - Key result area.

REFERENCES

1. Arthur Williams C, Richard M Heins, Risk Management and Insurance, McGraw Hill.
2. Ahearn J L and Pritchett S T, Risk Insurance, West Publishing Co.
3. Lalley P Edward, Corporate Uncertainty and Risk Management, New York Risk Management Society Publication.
4. Insurance Institute of India: Study Materials.

33242 - PROJECT CONTRACTING AND CLEARANCE

Objectives:

- To know about the project contracting
- To understand the principles of project contract
- understand the Legal Aspects of Project Management and insurance
- To develop favorable attitude towards project management and clearances

BLOCK I: BASICS OF PROJECT CONTRACTING AND CLEARANCES

- UNIT 1 Principles of Project contracts: Concept of contract, offer and acceptance, contract objectives / packaging.
- UNIT 2 Project Contracting: Principles – Contracting process – Compilation of contracts
- UNIT 3 3 R's of Contracting: Responsibility, Risk and Reimbursement – Globaltendering – Bidding and bid evaluation –
- UNIT4 Pricing terms and estimation – Project negotiation – Delivery terms and its significance

BLOCK II: PRACTICAL ASPECTS OF CONTRACT

- UNIT5 Negotiations for Projects: Significance of Negotiation, Objectives of Negotiation, Parameters negotiation, Pre-negotiation home work s Strategy and tactics.
- UNIT6 Compilation of Project contracts: Need for communication, contents of contract, Terminology of contracts.
- UNIT7 Practical Aspects of contract : Contract practices, Time / quality / safety, INCO Terms, purpose of INCO terms.
- UNIT8 Legal Aspects of Project Management : Knowledge of Legalities, Agency and Power of attorney, Sale of goods act.

BLOCK III: PROJECT CLEARANCES

- UNIT 9 Insurance for Projects : Need for insurance, fire and natural insurance, Erection all risks (EAR) insurance, marine – cum – erection (MCE) Policy
- UNIT 10 contractors all risk (CAR) Policy, contractors plant and machinery policy, machinery breakdown policy, Boiler explosion insurance, Electronic equipment insurance.
- UNIT 11 Project Clearances: Soil Investigation Reports, Clearance under Competition Act, Industrial License or Letter of Indent

BLOCK IV: ELECTRICITY CLEARANCE

- UNIT 12 Approval of Foreign Collaboration, Approval for Appointment of Foreign consultant, Foreign Exchange Clearances, Import of Capital Goods
- UNIT 13 Approval for setting up Export Oriented units, Environmental / Pollution control clearance, clearance from the International Airport Authority, Railway clearance
- UNIT 14 Electricity clearance, Explosives clearance, Forest Clearance, State Industries Department Clearance.

REFERENCES:

1. Joy P.K, Total Project Management, Macmillan.
2. Gopalakrishnan P, Rmamoorthy VE, Textbook of Project Management, Macmillan

33243 - PROJECT EXPORTS

- To gain knowledge financing projectexport
- To understand the concept of Projectexport

BLOCK I: BASICS OF PROJECT EXPORTS

- UNIT 1 Project Exports: Meaning – Nature and scope - Importance – Implication-features.
- UNIT 2 Environment for project exports – Marketing of overseas project – Turnkey projects Meaning- Importance – Implication-Scope-features.
- UNIT 3 Construction projects – Engineering and consultancy exports. Meaning-Importance – Implication-Scope-features.
- UNIT 4 Project Export Scenario: Activity-wise analysis – Region-wise analysis – Destination- wise analysis – Exporter-wiseanalysis.

BLOCK II: PROJECT EXIM BANK

- UNIT 5 Project Exports from India – Role of EXIM Bank and ECGC.
- UNIT 6 Indian Consultancy Exports Scenario Meaning- Importance – Implication-Scope-features
- UNIT 7 Background snapshot of consultancy contracts Meaning- Importance – Implication- Scope-features
- UNIT 8 Turnkey projects – Merits and Limitations – Methods of contracting. Meaning- Importance – Implication-Scope-features

BLOCK III: APPRAISAL OF EXPORT PROJECT

- UNIT 9 Financing Project Exports Meaning- Importance – Implication-Scope-features
- UNIT 10 Institutional support Meaning- Importance – Implication-Scope-features.
- UNIT 11 Appraisal of export projects. Meaning- Importance – Implication-Scope-features.

BLOCK IV: PROMOTIONAL MEASURES

- UNIT 12 Problems of project exports Meaning- Importance – Implication-Scope-features.
- UNIT 13 Marketing project exports Meaning- Importance – Implication-Scope-features.
- UNIT 14 Promotional measures and incentives: Meaning- Importance – Implication-Scope-features.

REFERENCES:

1. Srivastava, International Marketing Management, SultanChand.
2. ITC Publications, International TradeCentre.
3. Francis Cherunilam, International Trade and ExportManagement.

33244 - DISASTER MANAGEMENT

Objectives

- To understand the concept of disaster and need for disaster management
- To understand the management of natural disaster and management of manmade disaster
- To teach the concept of Disaster management and measures to be taken at different stages of disaster management
- To understand Emerging Technologies in Disaster Management

BLOCK I: BASICS OF DISASTER MANAGEMENT

UNIT 1 Disaster Management: Meaning, Nature and Importance – Types — Natural - Manmade.

UNIT 2 Natural Disasters- Meaning and nature of natural disasters - Management of Hydrological Disasters Flood, Flash flood , Drought, cloud burst.

UNIT 3 Management of Geological Disasters: Earthquakes, Landslides, Avalanches, Volcanic eruptions, Mudflow

UNIT 4 Management of Wind related: Cyclone, Storm, Storm surge, tidal waves (Tsunami)- Heat and cold Waves, Climatic Change, Global warming, Sea Level rise, Ozone Depletion

BLOCK II: FACTORS OF DISASTER MANAGEMENT

UNIT 5 Management of Manmade Disaster: Chemical disasters (Household), biological disasters, radiological disasters, nuclear disasters and Terrorism- Fire: building fire, coal fire, forest fire, Oil fire.

UNIT 6 Accidents: road accidents, rail accidents, air accidents, sea accidents - Pollution and deforestation: air pollution, water pollution, deforestation, Industrial wastewater pollution, deforestation.

UNIT 7 Disaster Determinants (Factors affecting damage): scale population, social status, habitation pattern, physiology and climate.

UNIT 8 Factors affecting mitigation measures: prediction, preparation, communication, area and accessibility, population, physiology and climate. Management of event Disaster: Festivals, Melas, Bull Fight,

BLOCK III: PROJECT PREPARATION

UNIT 9 Emerging Technologies in Disaster Management: Remote sensing, Disaster Mapping, Aerial Photography, land use zoning, Wireless and Radio.

UNIT 10 Disaster Management-I: Project Preparation for disaster related projects – Awareness

UNIT 11 Project preparation – Implementation and monitoring – Meaning- Importance – Implication-Scope-features

BLOCK IV: VOLUNTARY AGENCIES OF DISASTER MANAGEMENT

UNIT 12 Management of epidemics – Prevention methods – Precautions.

UNIT 13 Disaster Management-II: Role of Hospital, Community, Meaning- Importance – Implication-Scope-features

UNIT 14 Voluntary agencies and Government in disaster management. Meaning- Importance –Implication-Scope-features

REFERENCES:

1. Shahunth and Panekar V, First Aid, VoraPublication.
2. First Aid Manual: Accident and Emergency, Vora MedicalPublication.

33245 - PROJECT PREPARATION

Objectives:

- To understand the basic concept of Project
- To gain knowledge on issues relating to project appraisal

BLOCK I: BASICS OF PROJECT PREPARATION

- UNIT 1 Project - Meaning - Features and steps involved in projects Meaning- Importance – Implication- Scope-features
- UNIT 2 Merits and Demerits of case analysis in projects. Meaning- Importance – Implication- Scope-features
- UNIT 3 Issues relating to Project Identification and Formulation: SWOT analysis
- UNIT 4 Market Survey- Project report preparation Meaning- Importance – Implication- Scope- features

BLOCK II: PROJECT IMPLEMENTATION

- UNIT 5 Marketing Project Exports Meaning- Importance – Implication-Scope-features
- UNIT 6 Issues relating to Project Appraisal: Market appraisal - Financial Appraisal.
- UNIT 7 Commercial Appraisal – Social appraisal – Feasibility Study. Meaning- Importance – Implication-Scope-features
- UNIT 8 Issues relating to Project Implementation- Project Net-working- Meaning- Importance – Implication-Scope-features.

BLOCK III: TIME AND COSTING MONITORING

- UNIT 9 Project Organization- Project Contracting- Project Personnel Meaning- Importance – Implication-Scope-features.
- UNIT 10 Issues relating to Project Control- PERT and CPM Meaning- Importance – Implication- Scope-features.
- UNIT 11 Time and Cost Monitoring – Project over-run- Performance Reporting – abandonment analysis. Meaning- Importance – Implication-Scope-features

BLOCK IV: PUBLIC AND PRIVATE SECTOR PROJECTS

- UNIT 12 Issues relating to nature specific of Projects Meaning- Importance – Implication- Scope- features.
- UNIT 13 Agricultural Projects, Industrial Projects, Infrastructural Projects Meaning- Importance – Implication- Scope-features.
- UNIT 14 Public and Private sector Projects and Disaster Projects. Meaning- Importance – Implication- Scope-features.

REFERENCES:

1. Gopalakrishnan P and Ramamoorthy VE., Text Book of Project Management
2. Narendrasingh, Project Management and control
3. Rao PCK, Total Project Management

MBA HOSPITAL MANAGEMENT

**E)INSTRUCTIONAL DESIGN
MBA HOSPITAL MANAGEMENT**

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
33311	Management – Principles and Practices	25	75	100	4
33312	Organizational Behaviour	25	75	100	4
33313	Managerial Economics	25	75	100	4
33314	Quantitative Techniques	25	75	100	4
33315	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
33321	Research Methods	25	75	100	4
33322	Business Environment	25	75	100	4
33323	Business Laws	25	75	100	4
33324	Management Information System	25	75	100	4
33325	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
33331	Marketing Management	25	75	100	4
33332	Financial Management	25	75	100	4
33333	Principles of Hospital Management	25	75	100	4
33334	Hospital Planning and Designing	25	75	100	4
33335	Materials Management in Hospitals	25	75	100	4
Total		125	375	500	20
IV Semester					
33341	Hospital Records Management	25	75	100	4
33342	Hospital Related Laws	25	75	100	4
33343	Marketing of Hospital Services	25	75	100	4
33344	Quality Management in Hospitals	25	75	100	4
33345	Hospital Hazards Management	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

33311- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

41. Stoner, et-al, Management, Prentice Hall, 1989.
42. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
43. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
44. Peter F. Drucker, Management, 2008.
45. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
46. Ricky W. Griffin, Management, South-Western College Publications, 2010
47. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
48. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

33312 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

33313 - 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

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

56. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition
Pearson
57. Gupta G S, Managerial Economics, Tata McGraw-Hill.
58. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
59. Mehta P L, Managerial Economics, Sultan Chand and Sons.
60. Joel Dean, Managerial Economics, Prentice-Hall.

33314 - 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

51. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
52. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
53. Sharma, Operations Research: Theory and Applications.
54. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
55. K. Gupta and D.S. Hira, Operations Research.
56. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
57. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
58. V.K. Kapoor, Operations Research.
59. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
60. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

33315 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.

UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.

UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods

UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -

UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;

UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

50. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
51. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
52. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
53. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
54. Ravi M. Kishore, Cost Management, Taxman Publications
55. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
56. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
57. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
58. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
59. Hoyle, Advanced Accounting, McGraw Hill.

33321 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires

- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

33322 - 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

36. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
37. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
38. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
39. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
40. Amarchand D, Government and Business, TMH.
41. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
42. Maheswari & Gupta, Government, Business and Society.

33323 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

31. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
32. Pathak, Legal Aspects of Business, TMH, 2009.
33. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
34. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
35. Relevant Bare Acts.
36. Balachandran and Thothadri, business Law, TMH, 2010

33324 - MANAGEMENT INFORMATION SYSTEM

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

46. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
47. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
48. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
49. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
50. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
51. Sadogopan S, Management Information Systems, 2001PHI.
52. Murdie and Ross, Management Information Systems, Prentice Hall.
53. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
54. Stephen Haag, Management Information Systems, 2008.

33325 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

- 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: APPRAISAL AND TRAIL UNION

- 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

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

33331 - MARKETING MANAGEMENT

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

50. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
51. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
52. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
53. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
54. Memoria & Joshi, Fundamental of Marketing.
55. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
56. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
57. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
58. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
59. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

33332 - 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: WORKING CAPITAL 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

46. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
47. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
48. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
49. Jeff Madura, International Financial Management, South-Western College Pub., 2010
50. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
51. Khan and Jain, Financial Management, Tata McGrawHill, 2009
52. Pandey I M, Financial Management, Vikas Publishers, 2009
53. Sheeba Kapil (2010), Financial Management, Pearson Education.
54. B J Camsey, Engene F. Brigham, “Introduction to Financial Management”, The Gryden Press

33333: PRINCIPLES OF HOSPITAL MANAGEMENT

Objective:

- To examine the concept of Hospital management principles
- To understand the concept of Hospital organizations and leadership.

BLOCK I: BASICS OF HOSPITAL MANAGEMENT

- UNIT 1 Hospital Management - Meaning - Importance - Hospital Planning - Meaning - Rationale - Types of plans - Planning process
- UNIT 2 Steps in hospital planning Process - MBO in hospitals - Need - Process - Advantages and limitations
- UNIT 3 Decision-making – decision tree – analysis – Sources - Meaning and importance - Types - Process.
- UNIT 4 Hospital Organisation - Meaning - structures - Organisation Chart - Delegation Vs Decentralisation

BLOCK II: LEADERSHIP

- UNIT 5 Departmentation- supermarket – hypermarket – assortment- Organisational competence - Core competence - Strategic alliances.
- UNIT 6 Direction– concept – definition – Meaning and significance – traits- Problems - Prospective
- UNIT 7 Principles of effective direction – meaning – types – structure – scope – features- implications of Supervision
- UNIT 8 Leadership in hospitals – Meaning – Scope – Importance – Styles – Qualities of successful leader.

BLOCK III: HOSPITAL COMMUNICATION

- UNIT 9 Motivation in Hospitals – Meaning – Types – Motivational theories – Their impact on hospital management – Motivating the employees of hospitals.
- UNIT 10 Hospital Communications – Essentials – vertical communications – horizontal communications – oral communications- Types – Barriers
- UNIT 11 Methods to overcome barriers – personal connivance - Principles of effective communication – Problem

BLOCK IV: ERP

UNIT 12 Coordination – types – essentials – problems - Importance of coordination in hospitals – Techniques of coordination.

UNIT 13 New Perspectives in Management: Business Process Outsourcing – Business Process Re-engineering

UNIT 14 Enterprise Resource Planning – Supply Chain Management – types – private – public – integrated - logistics.

REFERENCE:

1. Essentials of Management : Koontz and O' Donnel
2. Management : Griffin

33334: HOSPITAL PLANNING AND DESIGNING

Objective:

- To Know the basic Concept of Hospital Planning and designing
- To identify the standards in Hospital

BLOCK I: BASICS OF HOSPITAL PLANNING AND DESIGNING

- UNIT 1 Introduction :Introduction to Hospital – meaning – definition – concept – types nature – scope - Classification – Changing role of hospitals
- UNIT 2 role of hospital administration – hospital as a system – hospital and community
- UNIT 3 Planning :Principles of planning – regionalization – Hospital planning team – Planning process
- UNIT 4 Size of the hospital – Site selection – tactic – strategic – problems – accommodations

BLOCK II: FACTORS OF HOSPITAL UTILIZATION

- UNIT 5 Hospital architect – Architect report – Equipping a hospital – Interiors and Graphics – Construction and Commissioning.
- UNIT 6 Technical Analysis : Assessment the extent need for the hospital services – Demand and need
- UNIT 7 Factors influencing hospital utilization – Bed planning –Land requirements – Project cost
- UNIT 8 Space requirements – Hospital drawings and documents – layout – designing – budget estimate – approval.

BLOCK III: FACILITIES PLANNING

- UNIT 9 Hospital Design : Building requirement – Entrance and ambulatory zone – Diagnostic zone – Intermediate zone
- UNIT 10 Critical zone – Service zone – Administrative zone.
- UNIT 11 Facilities Planning : Transport – Communication –Food services

BLOCK IV: STANDARDS IN HOSPITAL

- UNIT 12 Mortuary - Information system – Minor facilities – others.
- UNIT 13 Standard in Hospital : Voluntary and mandatory standards – General standards –Mechanical standards
- UNIT 14 Electrical standards – Standard for centralised medical gas system – Standards Biomedical waste.

REFERENCE

1. G.D. Kunders, Designing for Total Quality in Health Care.
2. Ervin Putseps, ModernHospital
3. Macaulary HMC and Liewelyn – Davis, Hospital Planning and Administration
4. Dr.AshokSahni – Hospital Planning.
5. Frank E-Fischer – How to Achieve Effective Communication
6. BM Sakharkar – Principles of Hospital Administration and Planning

33335- MATERIALS MANAGEMENT IN HOSPITALS

Objective:

- To know the material management concepts in Hospital
- To analysis the purchasing methods and policies

BLOCK I: BASICS OF MATERIALS MANAGEMENT IN HOSPITALS

UNIT 1 Materials Management: Concept – Objectives – Importance- meaning - nature – scope – features

UNIT 2 Material planning – Objectives – Integrated approach to material planning and control - Relevance of materials management to hospitals.

UNIT 3 Purchasing –meaning – Types- sources -prudential purchase - problems – Significance of purchasing policy

UNIT 4 Principles of scientific purchasing – Essentials – barriers - Factors of influencing- implications

BLOCK II: HOSPITAL DOCUMENTS

UNIT 5 Essence of sound purchasing policy – active purchase policy – day to day purchase

UNIT 6 Purchasing methods – Purchasing procedure – types – significance – features- implications

UNIT 7 Imports of equipment's and medicines for hospitals – types – nature – features- problems – implications

UNIT 8 Documents – meaning – concept – significance – scope - Procedure - implications

BLOCK III: MATERIAL PLANNING

UNIT 9 Material Handling: Importance – Principles – Benefits – types – features – methods – procedure - implications

UNIT 10 Material handling equipment's – meaning – definitions – concept – nature – types – significance

UNIT 11 Selection of material handling equipment's - procedure – methods- problems – implications

BLOCK IV: INVENTORY MANAGEMENT

UNIT 12 Stores Management: Objectives – meaning – concept – nature – scope -
Functions – features

UNIT 13 Stores location – Store accounting and records – Stock verification – layout –
types- protection – insurance

UNIT 14 Inventory Management: Concept – meaning - Importance – Techniques –
ABC analysis – EOQ

REFERENCE :

1. Hospital Medical International Pvt. Ltd., Hospital Administration, Office Journal of I.H.A

33341- HOSPITAL RECORDS MANAGEMENT

Objective:

- To gain knowledge from the Hospital record management
- To expose the students to prepare medical forms and registers

BLOCK I: BASICS OF HOSPITAL RECORDS MANAGEMENT

UNIT 1 History & Significance of Medical Records: History – Meaning - definition – types – nature – scope – features- implications

UNIT 2 Significance of Medical Records: Purpose – Meaning - definition – types – nature – scope – features Development and Content – Format

UNIT 3 Significance of Medical Records: types – features – implications - Uses & Importance.

UNIT 4 Medical Records Department: Meaning – types – nature Functions – Objectives – Assembling

BLOCK II: MEDICAL FORMS

UNIT 5 Filing - Filing System – Coding – Indexing – Deficiency Check – Retrieval – Retention – Storage – types

UNIT 6 Other Services: Outpatient – Inpatient – Admission – Laboratory – Radiology

UNIT 7 Pharmacy –meaning – definition – concept – nature – scope - Control of Movement of Records – Statistics - significance.

UNIT 8 Medical Forms & Registers: Forms: Meaning – Standardization – Availability – Development

BLOCK III: MEDICAL RECORDS

UNIT 9 Medical Forms & Registers: Design – Control – Inventory – Uses – Basic Forms – types – features - implications

UNIT 10 Registers: types – nature – scope - Hospital Administrative Records – Nurses Records.

UNIT 11 Computerisation and Quality Control in Medical Records: Introduction – Administrative Application – Patient Related Application – Criteria

BLOCK IV: LEGAL ASPECTS

UNIT 12 Computerisation and Quality Control in Medical Records Computerisation of Medical Records – Uses – Inactive Medical Records.

UNIT 13 Quality Control: Quantitative Analysis, Qualitative Analysis - Medical Audit – Standards – Responsibility – Records in Infection Control – General Instructions.

UNIT 14 Legal Aspects of Medical Records: Introduction – Personal – Impersonal – Consumer Protection Act – Documentation Medical Audit Committee – Tools – Medicolegal Cases – Custody – Disposal – Consent – Release of Information – Code of Ethics – Purpose of Confidential Relationship – Law of Evidence – Responsibility.

REFERENCE:

1. Managing a Modern Hospital, A. V. Srinivasan, Response Books, I Ed.
2. Principles of Hospital Administration and Planning, BM Sakharkar, Jaypee Brothers, I Ed
3. Hospital and Health Service Administration, Syed Amin Tabish, Oxford University Press, I Ed.
4. Medical Records Organisation & Management, G. D. Mogli, Jaypee Brothers.

33342 - HOSPITAL RELATED LAWS

Objective:

- **To expose the students known the hospital related law**
- **To provide the knowledge about medical negligence +**

BLOCK I: BASICS OF HOSPITAL RELATED LAWS

UNIT 1 **Laws pertaining to Health: Central Births and Deaths Registration Act, 1969 - health hazards**

UNIT 2 Medical Termination of Pregnancy Act, 1971 – treatment – concession – facility – private – public- quasi government

UNIT 3 Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992 – child kit

UNIT 4 **Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994**

BLOCK II: PHARMACY ACT

UNIT 5 Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994

UNIT 6 Medical Negligence – Medico Legal Case – Dying Declaration

UNIT 7 Laws pertaining to Manufacture and Sale of Drugs: Drugs and Cosmetics Act, 1940

UNIT 8 Pharmacy Act, 1948 – Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954

BLOCK III: ESI AND LABOUR LAWS

UNIT 9 Poison Act, 1919 – Legislation for Tobacco Control.

UNIT 10 **Labour Laws Applicable to Hospitals-I: Industrial Employment (Standing Order) Act, 1946 – Shops and Establishment Act, 1954**

UNIT 11 Employees' State Insurance Act, 1948 – Employees' Provident Fund Act, 1952 – Payment of Gratuity Act, 1972 – Maternity Benefit Act, 1961.

BLOCK IV: INDUSTRIAL DISPUTES ACT

UNIT 12 Labour Laws Applicable to Hospitals-II: Minimum Wages Act, 1948 – Payment of Wages Act, 1936 – Payment of Bonus Act, 1965.

UNIT 13 Labour Laws Applicable to Hospitals-III: Factories Act, 1948 – Workmen's Compensation Act, 1923

UNIT 14 Industrial Disputes Act, 1947 – Trade Union Act, 1926 – Consumer Protection Act, 1986.

REFERENCE

1. **Kapoor N D, Industrial Laws.**
2. **Bare Acts.**

33343: MARKETING OF HOSPITAL SERVICES

Objective:

- **To understand the concept of service marketing**
- To give exposure about marketing mix of hospitals

BLOCK I: BASICS OF MARKETING OF HOSPITAL SERVICES

UNIT 1 Services Marketing: Concept – Significance – Salient features –
Service Mission Statement

UNIT 2 Planning for marketing hospital services – Market Segmentation in hospital services

UNIT 3 Services mix – Elements – Their relation to hospital marketing.

UNIT 4 Hospital Services – Service product mix – Planning and development of new services – Modification – Diversification and Elimination of services

BLOCK II: RURAL CENTRES MANAGEMENT

UNIT 5 Branding of hospital services – Their implication on marketing – Package of services.

UNIT 6 Pricing of Hospital Services – Meaning – Factors influencing pricing – Pricing objectives and methods.

UNIT 7 Distribution of hospital services – Need – Importance – Types – Medical camps – Suburban centers

UNIT 8 Rural centers management – Logistics management – Franchise in hospital services.

BLOCK III: PEOPLE AND PROCESS IN HOSPITAL SERVICE

UNIT 9 Promotion and Communication mix for Hospital Services – Promotional strategies

UNIT 10 Advertisement and Public relations – Sales Promotion – Personal selling.

UNIT 11 People and Process in hospital services – Internal marketing – processes - Customer relationship marketing

BLOCK IV: BROCHURES & PHYSICAL FACILITIES

UNIT 12 Process – Service quality – Delivery of hospital services – Procedures, tasks, schedules, mechanisms, activities and routines.

UNIT 13 Physical Evidence in hospital services – Meaning – Need

UNIT 14 Importance – Kinds – Brochures – Physical facilities and equipment.

REFERENCES:

1. Jha S.M, “Services Marketing”, Himalaya Publishing, Mumbai, 1998.
2. Adrian Payne, “The Essence Of Services Marketing”, Phi, New Delhi, 2000.
3. Helen Woodruffe, “Services Marketing”, Macmillan, Delhi, 1995.

33344: QUALITY MANAGEMENT IN HOSPITALS

Objective:

- To provide an idea about quality concepts
- To understand the TQM measures

BLOCK I: BASICS OF QUALITY MANAGEMENT IN HOSPITALS

- UNIT 1 Quality Concepts and Total Quality Management - Quality: Significance – Meaning – Concept – Quality Terminologies
- UNIT 2 Total Quality Management: Concept – Elements – Aspects – Focus – Components – Process.
- UNIT 3 Quality Management -ISO 9000: Evolution – Meaning – Characteristics
- UNIT 4 Quality Management Benefits – ISO Manual – meaning – definitions - types

BLOCK II: QUALITY AUDIT

- UNIT 5 JICA: Meaning – Purpose - ISO Case Study
- UNIT 6 Quality Assurance - Concept -Process - Purpose - Methods - Standards and Criteria
- UNIT 7 Quality Management - Quality Assurance Committee - scope - need and importance - objectives
- UNIT 8 Quality Audit & Evaluation of Health Care Services - Quality System Assessments: Quality Auditing – Purpose – Types – Techniques

BLOCK III: TECHNIQUES OF QUALITY

- UNIT 9 Quality Control - Quality Circles - Steps –Review - Measurements - Quality Delivery Process.
- UNIT 10 Evaluation of Hospital Performance: Purpose – Organization – Prerequisites – Methods – Parameters – Evaluation – Standardisation.
- UNIT 11 Tools and Techniques of Quality - Flow Charting – Brainstorming – Pareto Analysis – Cause and Effect Analysis – Fishbone Diagram – Scatter Diagram – Histograms

BLOCK IV: TRAINING FOR QUALITY

- UNIT 12 Company Self-Assessment Process – Quality Strategy – Quality Policies – Business Process Analysis – Process Re-engineering
- UNIT 13 Benchmarking – Redesign Process – Problem Solving – scope – implications-features.
- UNIT 14 Training for Quality - Training Process – Analyzing Training Needs – Training Plan.

REFERENCES:

1. Principles of Hospital Administration and Planning, BM Sakharkar, Jaypee Brothers, I Ed.
2. Hospital and Health Service Administration, Syed Amin Tabish, OxfordUniversity Press, I Ed.
3. Managing a ModernHospital, A. V. Srinivasan, Response Books, I Ed.

4. The Essence of Total Quality Management, John Bank, Prentice Hall International Ltd., 1st Ed.
5. Managing Quality, Desmond Bell, Philip McBride and George Wilson, Butterworth-Heinemann Ltd., 1st Ed.

33345 - HOSPITAL HAZARDS MANAGEMENT

Objective:

- To analysis the hazards in hospital management
- To expose student about bio medical waste management

BLOCK I: BASICS OF HOSPITAL HAZARDS MANAGEMENT

UNIT 1 Hospital Hazards: Meaning – definitions -Types – Physical – Biological

UNIT 2 Mechanical – Psychological – Its impact on employees – Preventive measures.

UNIT 3 Hospital Hazards Management: Meaning – Need – Principles – Purpose.

UNIT 4 Hospital Related Infection: Types of infection – Common Nosocomial infections and their Causative agents

BLOCK II: TNPCB RULES

UNIT 5 Prevention of hospital acquired infection – insurance – building – persons- groups

UNIT 6 Role of the central sterile supply department – Infection control committee – Monitoring and control of cross infection – Staff health.

UNIT 7 Biomedical Waste Management: Meaning – Categories of biomedical wastes – Disposal of biomedical waste products – Incineration and its importance

UNIT 8 TNPCB Rules and Schedules – Standards for waste autoclaving, microwaving and deep burial – Segregation, packaging – Transportation and storage.

BLOCK III: DISPOSAL OF WASTES

UNIT 9 Human Waste Disposal and Sewage Disposal: Diseases carried from excreta – Sanitation barrier – Methods of excreta disposal

UNIT 10 Sewage Wastes: Meaning – Composition – Aims of sewage disposal – Decomposition of organic matter – Modern sewage treatment

UNIT 11 Drawbacks of improper disposal of wastes – Solid and liquid – recycling - drawbacks.

BLOCK IV: STAR HEALTH SERVICES

UNIT 12 Medical Insurance: Insurance companies – Life Insurance for people with medical problems – Medicare

UNIT 13 Third Party Insurance - Paramount health Care Services – mediclaim policy

*UNIT 14 Star Health and Services Ltd., - ICICI Lombard Insurance Co. – Their Payment terms and conditions – united india Insurance policy for the Government
Servant*

REFERENCE

1. Park K, Preventive and Social Medicine.
2. Park K, Text Book on Hygiene and Preventive Medicine, BanarsidasBhanot

MBA HUMAN RESOURCE MANAGEMENT

E) INSTRUCTIONAL DESIGN**MBA HUMAN RESOURCE MANAGEMENT**

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
34311	Management – Principles and Practices	25	75	100	4
34312	Organizational Behaviour	25	75	100	4
34313	Managerial Economics	25	75	100	4
34314	Quantitative Techniques	25	75	100	4
34315	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
34321	Research Methods	25	75	100	4
34322	Business Environment	25	75	100	4
34323	Business Laws	25	75	100	4
34324	Management Information System	25	75	100	4
34325	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
34331	Marketing Management	25	75	100	4
34332	Financial Management	25	75	100	4
34333	Industrial Relations Management	25	75	100	4
34334	Labour Legislations – I	25	75	100	4
34335	Training and Development	25	75	100	4
Total		125	375	500	20
IV Semester					
34341	Compensation Management	25	75	100	4
34342	Global Human Resource Management	25	75	100	4
34343	Emotional Competence	25	75	100	4
34344	Labour Legislations – II	25	75	100	4
34345	Organizational Development	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

34311- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

49. Stoner, et-al, Management, Prentice Hall, 1989.
50. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
51. Weihrich and Koontz, Management: A Global Perspective, McGraw Hill, 1988
52. Peter F. Drucker, Management, 2008.
53. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
54. Ricky W. Griffin, Management, South-Western College Publications, 2010
55. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
56. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

34312 - ORGANISATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

34313 - 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

61. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
62. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
63. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
64. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
65. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
66. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
67. Gupta G S, Managerial Economics, Tata McGraw-Hill.
68. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
69. Mehta P L, Managerial Economics, Sultan Chand and Sons.
70. Joel Dean, Managerial Economics, Prentice-Hall.
- 71.

34314 - 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

61. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
62. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
63. Sharma, Operations Research: Theory and Applications.
64. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
65. K. Gupta and D.S. Hira, Operations Research.
66. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
67. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
68. V.K. Kapoor, Operations Research.
69. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
70. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

34315 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.

UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.

UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods

UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -

UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;

UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

60. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
61. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
62. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
63. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
64. Ravi M. Kishore, Cost Management, Taxman Publications
65. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
66. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
67. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
68. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
69. Hoyle, Advanced Accounting, McGraw Hill.

34321 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires

- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

34322 - 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

43. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
44. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
45. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
46. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
47. Amarchand D, Government and Business, TMH.
48. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
49. Maheswari & Gupta, Government, Business and Society.

34323 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

37. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
38. Pathak, Legal Aspects of Business, TMH, 2009.
39. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
40. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
41. Relevant Bare Acts.
42. Balachandran and Thothadri, business Law, TMH, 2010

34324 - MANAGEMENT INFORMATION SYSTEM

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

55. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
56. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
57. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
58. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
59. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
60. Sadogopan S, Management Information Systems, 2001PHI.
61. Murdie and Ross, Management Information Systems, Prentice Hall.
62. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
63. Stephen Haag, Management Information Systems, 2008.

34325 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

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: RECRUITMENT & SELECTION

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: EMPLOYEES APPRAISALS

- 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: APPRAISAL AND TRAIL UNION

- 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

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

34331 - MARKETING MANAGEMENT

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

60. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
61. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
62. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
63. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
64. Memoria & Joshi, Fundamental of Marketing.
65. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
66. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
67. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
68. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
69. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

34332 - 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

55. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
56. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
57. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
58. Jeff Madura, International Financial Management, South-Western College Pub., 2010
59. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
60. Khan and Jain, Financial Management, Tata McGrawHill, 2009
61. Pandey I M, Financial Management, Vikas Publishers, 2009
62. Sheeba Kapil (2010), Financial Management, Pearson Education.
63. B J Camsey, Engene F. Brigham, “Introduction to Financial Management”, The Gryden Press

34333 - 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 AND

- 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

6. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publishers, Agra.
7. ArunMonappa, Industrial Relations, Tata McGraw Hill, New Delhi.
8. Michael V P,HRM and Human Relations, Himalaya Book House, Mumbai.
9. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.
10. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations & Labour Laws.Tata McGraw Hill. 2012

34334 - 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 ,Court's power under the act - employer and employee relationship – Problems – pertaining to the employee – solvation at door steps.

REFERENCES :

5. Bare Acts
6. Kapoor N D, Industrial Law
7. Shukla M C, Industrial Law
8. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.

34335 - TRAINING AND DEVELOPMENT

Objective:

- To know the basic concept of training and development
- To understand the various training method

BLOCK I: BASICS OF TRAINING AND DEVELOPMENT

- UNIT 1 Training: Meaning – Definition – Need – Objectives – Difference among education, training and development - Training, Development and Performance consulting – Design of HRD systems – Development of HRD strategies
- UNIT 2 Levels of Training: Individual, operational and organizational levels – horizontal , vertical , top , bottom& official training.
- UNIT 3 Training Organisation: Need assessment of Training- Organisational structure of training organizations
- UNIT 4 Training in manufacturing and service organizations – GST – Tax slap for state and central - Professional tax. Organisational analysis, task analysis and individual analysis – consolidation..

BLOCK II: ROLES OF MANAGERS

- UNIT 5 Duties and responsibilities of training managers – Challenges – Selection of trainers: Internal and external.
- UNIT 6 Employees Training: Meaning – Need – importance = implications – features – functions- organizational climate for training and development
- UNIT 7 Areas of training: Knowledge, skill, attitude – Methods of training: On the job – Off the job.
- UNIT 8 Executive Development Programmes: Meaning – Need –importance – nature – scope – implications

BLOCK III: APPRAISALS AND AWARDS

- UNIT 9 Methods of evaluation of effectiveness of training - development programmes - Key performance parameter
- UNIT 10 Evaluation of Training: Evaluation of training - meaning – nature – significance - types – implications
- UNIT 11 Concept of return on Investment and cost benefit analysis –ROI – IRR – CPA-CBA Linking training needs and objectives of various theories of learning and methods of training

BLOCK IV: CURRENT SCENARIO OF TRAINING AND DEVELOPMENT

- UNIT 12 Current practices in assessing training and development – latest scenario of assessing training. Learning cycles – factors for fixing duration – selection of participants – choice of trainers
- UNIT 13 Training and Development in India: Government policy on training – budget estimate – allocation - CSR - Conducting the programs – ice breaking and games – relevance of culture of participants
- UNIT 14 Training Institutes in India – Management Associations – Development programmes in Public and Private Sector organization- – Cost benefit analysis – Role of trainer and line manager in evaluations – Design of Evaluation – Kirkpatrick's model

REFERENCES

6. Sikula A F, Personnel Administration and Human Resource Development, John Wiley and Sons, New York.
7. Ahmed Abad, Management and Organisational Development, RachanaPrakashan, New Delhi.
8. Memoria C B, Personnel Management, Himalaya Publishing House, Mumbai.
9. Larney M C & William J, Management Training: Cases and Principles, Richad D Irwin, Illinois.
10. RudraBaswaraj, Personnel Administration Practice in India, Vaikunta Lal Mehta Inst. of Co-op. Management, Pune.
6. Human Resources Development – Theory and Practice, Tapomoy Deb Ane Books India, 2008.
7. Human performance consulting, James. S. Pepitone, Guey publishing Company, Houston,2006.

34341 - COMPENSATION MANAGEMENT

Objective:

- To know the basic concept of compensation management
- To gain knowledge on wage theories

BLOCK I: BASICS OF COMPENSATION MANGEMENT

- UNIT 1 Introduction to Compensation, Rewards, Wage Levels and Wage Structures; Introduction to Wage -Determination Process and Wage Administration rules; - Pay - Compensation based on macroeconomic - micro economic factors – wage settlement – safety measures
- UNIT 2 Introduction to Factors Influencing Wage and Salary -Structure and Principles of Wage and Salaries Administration Wage theories – Evaluation of theories – Components of compensation – implications – problems – prospects
- UNIT 3 Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage-Differentials & Elements of a Good Wage Plans Wage Fixation Factors: Job factors – Personnel factors – Company factors
- UNIT 4 Trade unionism – Price levels – Competition factors – perfect competition – imperfect competition

BLOCL II: PROCESS OF PAY FIXATION

- UNIT 5 Pay Fixation Process: Surveying pay and compensation practices – Designing pay structure.
- UNIT 6 Incentive Schemes: Monetary and Non-monetary dimensions – Incentive plans – Incentives for direct and indirect categories
- UNIT 7 Introduction to Importance of Wage Differentials; Introduction to Executive Compensation and Components of Remuneration Individual/ group incentives – Fringe benefits/ perquisites – Profit sharing
- UNIT 8 Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods; Employee Stock Option Plan – Non-monetary incentive schemes: Types and relevance.

BLOCK III: KPP AND PERFORMANCE COMPENSATION

UNIT 9 Performance Linked Compensation: Measuring performance – KPP - implications – problems- prospects Introduction to Implementation of Evaluated Job; Introduction to Determinants of Incentives; Introduction to Classification of Rewards; Incentive Payments and its Objectives.

UNIT 10 Introduction to Institutional Mechanisms for Wage Determination Performance parameters – service benefit – merit cum reward –citation – token of gift - promotions

UNIT 11 Performance compensation – Structure – measures – Key performance parameters - Control of employee cost – implications - problems.

BLOCK IV: CURRENT TRENDS IN WAGE INCENTIVES AND COMPENSATION

UNIT 12 Legislations regarding Compensations – Key provisions of Payment of Wages Act, Minimum Wages Act and Payment of Bonus Act.

UNIT 13 Current Trends in Compensation: Executive compensation – International compensation – Challenges and scope. Introduction to Planning Compensation for Executives & knowledge Workers

UNIT 14 Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans- Compensation and satisfaction – Compensation and motivation – Compensation for knowledge personnel.

REFERENCES :

5. Suril G K, Wage, incentives: Theory and Practice.
6. Morris, Principles and Practices of Job Evaluation.
7. Dravid W Belcher, Wage and Salary Administration.
8. Richard Henderson, Compensation Management in a Knowledge Based World.

34342 - 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 adaptability 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.

34343 - EMOTIONAL COMPETENCE

Objective:

- To know the basic concept of Emotional Competence.
- To gain knowledge on self marketing adoptability social skills

BLOCK I: FUNDAMENTALS OF EMOTIONAL COMPETENCE

- UNIT 1 Emotions: Meaning – Types – Effects – Emotional Intelligence: Meaning – Significance –Working with emotional intelligence
- UNIT 2 Emotional Competencies: Meaning – Types: Personal competence – Social competence-intercultural communication- creative and critical thinking
- UNIT 3 Self-Marketing: The inner rudder – Source of gut feeling – Power of intuition – Emotional awareness – Recognizing one’s emotions and their effects
- UNIT 4 Accurate self-assessment – Knowing one’s inner resources - abilities and limits – Self-Confidence

BLOCK II: MUTUAL TRUST AND CONCIOUSNESS

- UNIT 5 Developing strong sense of one’s self-worth and capabilities - Personal Competence: Self-control
- UNIT 6 leadership straits-team work- career planning -Keeping disruptive emotions and impulses in check – passive emotions – stress
- UNIT 7 Trustworthiness and consciousness – mutual trust – relationship between individual and institutions
- UNIT 8 Adaptability – Innovation – Motivation: Achievement drive – Commitment – Initiative Optimism.

BLOCK III: LEADERSHIP TYPES AND SOCIAL SKILLS

- UNIT 9 Social Competence: Empathy: Understanding others – Developing others – Service orientation – Leveraging diversity – Political awareness.
- UNIT 10 Social Skills: Art of Influence – Communication – Conflict management-Organizational behaviour application of emotion and moods Training and development -Performance evaluation- Job enrichment, job enlargement, job analysis.
- UNIT 11 Leadership – meaning - Types – Characteristic – approaches – leaders: Types, scope, controlling techniques - Change catalyst – Building bonds

BLOCK IV: MULTIPLE INTELLIGENCE AND EMOTIONS

UNIT 12 Collaboration and cooperation – Team capabilities- Group Vs. team – objectives of team and group – types – nature – Purpose.

UNIT 13 Managing Emotions: Building emotional competence – -Emotional intelligence- Motivation - Definition -Theories -Work environment - Employee involvement – rewarding employees

UNIT 14 Multiple intelligences- emotional intelligence- managing changes-time management-stress management Guidelines for learning emotion – Competence training – Best practices.

REFERENCE BOOKS:

1. Daniel Goleman, 'Emotional Intelligence', Bantam Books.
2. Daniel Goleman, 'Working with Emotional Intelligence', Bantam Books.

34344 - LABOUR LEGISLATIONS - II

Objective:

- To know the basic concept of LL and provisions.
- To gain knowledge on payment of gratuity act on 1972

BLOCK I: BASICS OF LABOUR LEGISLATIONS - II

- UNIT 1 Payment of Bonus Act: Computation of available surplus calculation of direct tax payable surplus calculation of direct tax payable by the employer
- UNIT 2 Eligibility for bonus and payment of bonus – deduction from bonus payable – adjustment of customary of interim bonus payable
- UNIT 3 Adjustment of customary or interim bonus linked with production or productivity – set on and set off allocable surplus
- UNIT 4 Set on and set off allocable surplus set on and set off allocable surplus presumption about accuracy of balance sheet and profit and loss account.

BLOCK II: PAYMENT OF GRATUITY AND WAGES ACT

- UNIT 5 Payment of Gratuity Act, 1972: Payment of Gratuity – exemption – nomination – determination and recovery of the amount of gratuity.
- UNIT 6 Payment of Wages Act, 1936: Objects, provisions relating to responsibility for payment of wages
- UNIT 7 Fixation of wage periods, time of payment, deduction and fines
- UNIT 8 Maintenance of records and registers, inspectors appointment of authorities and adjudication of claims.

BLOCK III: MINIMUM WAGE ACT AND FEATURES

- UNIT 9 Minimum Wages Act, 1948: Objects, fixing of minimum rate or wages – procedure for fixing and receiving minimum wages
- UNIT 10 Appointment of advisory board – payment of minimum wages, maintenance of registers and records contracting out
- UNIT 11 An Act to provide for fixing minimum rates of wages in certain employments. Powers of appropriate government offences and penalties.

BLOCK IV: STANDING ORDERS AND LEVEL OUTS

- UNIT 12 Industrial Employment(Standing Orders) Act, 1946: Provisions regarding certification and operating of standing orders .

UNIT 13 Duration and modification of standing orders – power of certifying officer – interpretation of standing orders.

UNIT 14 Trade Union Act, 1926: Registration of Trade Unions, rights, and liabilities trade unions – procedure – penalties

REFERENCE

- 5 Bare Acts
- 6 Kapoor N D, Industrial Laws
- 7 Shukla M C, Industrial Laws
- 8 Tax Mann, Labour Laws, 2008.

34345 - ORGANISATIONAL DEVELOPMENT

Objective:

- To know the basic concept of Organizational Development.
- To gain knowledge on theories and practices

BLOCK I: BASICS OF ORGANISATIONAL DEVELOPMENT

UNIT 1 *Introduction to Organization Development – Concept – Nature and scope of organizational development*

UNIT 2 History of organizational development – Underlying assumptions and values. OD interventions meaning – methods - classifications of interventions - team interventions

UNIT 3 Gestalt approach of team building - inter group interventions - comprehensive interventions Theory and practice of organizational development – Operational components

UNIT 4 Diagnostic, action and process – Maintenance component – nature – scope – implications

BLOCK II: ACTION RESEARCH

UNIT 5 Action Research as a process – An approach – History – Use and varieties of action research

UNIT 6 When and how to use action research in organizational development – concept - nature.

UNIT 7 Organizational development interventions – Team interventions – Inter-group interventions

UNIT 8 Personal, interpersonal and group process interventions – implications- OD diagnosis - action component - OD interventions - action research - its application and approach

BLOCK III: MBO AND QWL

UNIT 9 MBO - quality circle – TQM - QWL (quality of work life) Physical setting etc., Training – T groups - coaching and mentoring and other methods

UNIT 10 Implementation and assessment of organizational development – Conditions for success and failure

UNIT 11 Ethical standards in organizational development – Organizational development and organizational performance – Implications.

BLOCK IV: KRA AND RESEARCH ON ORGANIZATIONAL DEVELOPMENT

- UNIT 12 Key consideration and issues in organizational development- Comprehensive interventions – Structural interventions.
- UNIT 13 Models and theories of planned change - teams and teamwork - applied behaviour science Future of organizational development - current scenario – barriers-implications
- UNIT 14 Consultant – client relationship - power, politics and OD Research on OD - Indian experiences in organizational development – lesson drawn from abroad

REFERENCE BOOKS:

5. French and Bell, Organizational development, Prentice Hall, 1995.
6. French, Bell, Zawach (Edn) Organization Development: Theory, Practice and Research. UBP.
7. Rosabeth Moss Kanter, The Change Masters, Simon & Schuster.
8. Wendell, L. French, Cecil H. Bell, “Organization Development”, Prentice Hall, 6th Edition 2008

MBA TOURISM

**E) INSTRUCTIONAL DESIGN
MBA TOURISM**

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
33811	Management – Principles and Practices	25	75	100	4
33812	Organizational Behaviour	25	75	100	4
33813	Managerial Economics	25	75	100	4
33814	Quantitative Techniques	25	75	100	4
33815	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
33821	Research Methods	25	75	100	4
33822	Business Environment	25	75	100	4
33823	Business Laws	25	75	100	4
33824	Management Information System	25	75	100	4
33825	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
33831	Marketing Management	25	75	100	4
33832	Financial Management	25	75	100	4
33833	Tourism and Accommodation	25	75	100	4
33834	Tour Operators and Travel Agencies	25	75	100	4
33835	Quality in Tourism	25	75	100	4
Total		125	375	500	20
IV Semester					
33841	Tourism Entrepreneurship	25	75	100	4
33842	Tourism Project Management	25	75	100	4
33843	Institutional Framework of Tourism	25	75	100	4
33844	Global Tourism	25	75	100	4
33845	Emerging Issues in Tourism	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

33811- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

57. Stoner, et-al, Management, Prentice Hall, 1989.
58. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
59. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
60. Peter F. Drucker, Management, 2008.
61. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
62. Ricky W. Griffin, Management, South-Western College Publications, 2010
63. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
64. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

33812 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

33813 - 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

72. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
73. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
74. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
75. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
76. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
77. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
78. Gupta G S, Managerial Economics, Tata McGraw-Hill.
79. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
80. Mehta P L, Managerial Economics, Sultan Chand and Sons.

81. Joel Dean, Managerial Economics, Prentice-Hall.

33814 - 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

71. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
72. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
73. Sharma, Operations Research: Theory and Applications.
74. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
75. K. Gupta and D.S. Hira, Operations Research.
76. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
77. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
78. V.K. Kapoor, Operations Research.
79. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
80. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

33815 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.
- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

70. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
71. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
72. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
73. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
74. Ravi M. Kishore, Cost Management, Taxman Publications
75. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
76. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
77. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
78. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
79. Hoyle, Advanced Accounting, McGraw Hill.

33821 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires

- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

33822 - 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

50. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
51. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
52. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
53. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
54. Amarchand D, Government and Business, TMH.
55. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
56. Maheswari & Gupta, Government, Business and Society.

33823 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association

UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting

UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.

UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

43. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.

44. Pathak, Legal Aspects of Business, TMH, 2009.

45. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.

46. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.

47. Relevant Bare Acts.

48. Balachandran and Thothadri, business Law, TMH, 2010

33824 - MANAGEMENT INFORMATION SYSTEM

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

64. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
65. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
66. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
67. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
68. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
69. Sadogopan S, Management Information Systems, 2001PHI.
70. Murdie and Ross, Management Information Systems, Prentice Hall.
71. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
72. Stephen Haag, Management Information Systems, 2008.

33825 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

- 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: APPRAISAL AND TRAIL UNION

- 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

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

33831 - MARKETING MANAGEMENT

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

70. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
71. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
72. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
73. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
74. Memoria & Joshi, Fundamental of Marketing.
75. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
76. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
77. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
78. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
79. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

33832 - 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

64. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
65. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
66. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
67. Jeff Madura, International Financial Management, South-Western College Pub., 2010
68. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
69. Khan and Jain, Financial Management, Tata McGrawHill, 2009
70. Pandey I M, Financial Management, Vikas Publishers, 2009
71. Sheeba Kapil (2010), Financial Management, Pearson Education.
72. B J Camsey, Engene F. Brigham, “Introduction to Financial Management”, The Gryden Press

33833 - *TOURISM AND ACCOMMODATION*

Objective:

- To understand the accommodation facilities in tourism
- To exam the restaurant service , cuisinon and hygiene

BLOCK I: BASICS OF TOURISM AND ACCOMMODATION

- UNIT 1 Tourism Industry and its structure: attractions, accommodation, transportation. Present trends in domestic and global tourism. Concepts, definitions, origin and development of Tourism - History -Pleasure travel Types of tourism, Forms of tourism: domestic, international, regional, inbound, outbound, Tourism net work and components of tourism, Interdisciplinary approaches to tourism. Tourism system (Leiper's Model)
- UNIT 2 Accommodation facilities in tourism: Importance of accommodation in tourism- Types of accommodation- Basic and additional facilities provided – Nature of demand for and supply of accommodation facilities.
- UNIT 3 Elements of Tourism: (attraction, accessibility, accommodation), tourism product, characteristics of tourism products, types of products and tourism. Hotel Industry, Hotel Chains, Departments of Hotel. Tourist Guide and Escort
- UNIT 4 Star Hotels and Tourism: StarClassification of hotels- Criteria for classification – Features of different star hotels- Profile of guests- Guest relationship – MICE tourism in hotels- Tariff plans- Rate structure and concessions – Marketing by hotels

BLOCK II: HOUSEKEEPING AND BUDGETARY CONTROL

- UNIT 5 Occupancy and penetration levels and determinants- Scarcity of Rooms. Meaning- Importance – Implication – Need—Types- Scope, Features
- UNIT 6 Supplemental accommodation facilities and tourism: Concept, types and significance of supplemental accommodation facilities-Profile of tourists- Factors influencing the choice.
- UNIT 7 Housekeeping and Tourism: Cleaning of guest room/bathrooms- Bed making- cleaning public of areas- Food service area - Elevators and Corridors– Maintenance of equipments - Cleaning agents: safety in use and storage.

UNIT 8 Budgetary control-Define budget & budgetary control-Objectives-Types of budgets- Inventory control: Importance-Objectives-Methods-Pricing of commodities

BLOCK III: FOOD AND BEVERAGE CONTROL

UNIT 9 Food menus & Beverage lists-Introduction-Basic menu criteria-Types of food menus- The content of food menus-beverage menu/list-Menu planning-factors influencing menu planning-Menu merchandising-Pricing of menu-constraints of menu planning

UNIT 10 Restaurant Service and tourism: Tourist preferences, including that of Fastidious tourists for multi cuisine services - Indian cuisines - Cuisine: Basics, Made ups and Aesthetics- Food Personnel: kitchen hierarchy - Catering to different categories: Individuals including etiquettes) & groups

UNIT 11 Food and Beverage control-introduction-Objectives-Problems-The essentials of control system- Food and Beverage production controlling-calculation of food cost methods of food control-calculation of Beverage cost-methods of Beverage control

BLOCK IV: HUMAN RESOURCES IN HOTELS AND TOURISM

UNIT 12 Food and Beverage management in Hotel industry, quality Restaurants-fast foods functions- Caterings-Industrial catering-Institutional catering-Hospital catering

UNIT 13 Hygiene: Food Items and Personnel - Cooking Tasks, Hazard and Precautions- Approval of Restaurants - Restaurant industry ways to keeping customers.

UNIT 14 Human Resources in hotels and Tourism: HRs in Hotels and tourism development-Job positions- Recruitment- Compensation- Satisfaction level.

REFERENCES

1. Philip Kotler, et.al., Marketing for Hospitality and Tourism, Ed.3.
2. Anand, Tourism and Hotel Industry, India
3. Douglas Robert Brown , The Restaurant Managers Handbook : How to Set Up, Operate, and Manage a Financially Successful Food Service Operation
4. Denney G. Rutherford, Hotel Management and Operations, Ed.3.

33834 - TOUR OPERATORS AND TRAVEL AGENCIES

Objective:

- To underrated the role and service of tour operators
- To gain knowledge on specific area travels association, travel agenciesassociation

BLOCK I: BASICS OF TOUR OPERATIONS

- UNIT 1 Introduction to travel and tourism – meaning – nature – definitions – basic components – elements – domestic tourism – international tourism – future of tourism – technology and tourism. History of travel and tourism – travel steps in the evolution modern tourist travel for trade and commerce – religious purpose – seeking knowledge – paid holidays – mass tourism. The advent of steam age, impact of industrial revolution, rail transport, sea transport, development of sea side resorts, the auto mobiles, air travel, causes of rapid growth – post second world war period.
- UNIT 2 Travel Agency and Tour Operator, Travel related documents, Passport, Visa,currency regulations, custom, health regulations, baggage regulations etc.,
- UNIT 3 Travel industry – Air, Road, Rail and Water, segments of travel industry, water transportation – Cruise categories – Volume, premium, luxury, researching cruises – cruise facilities – inland water ways.
- UNIT 4 Concepts of package tourism and Free Independent Tourists (FIT) Significance- Customised and Regularized packages.Economics of Tour Operation: Choice of travel circuits – Up-linking – Procurement of services

BLOCK II: ORGANISATIONS IN TOURISM

- UNIT 5 Motivation to travel – definition of the term motivation – travel motivators, factors influencing the growth of tourism, social tourism, role

of state in promoting social tourism – evolution of demand – barriers to travel

UNIT 6 Travel Agency-concept, -Travel agencies-role-functions-types ownership linkages- arrangements, negotiations with Airlines, Transparent Agencies-CRS functions-various computerized reservation systems

UNIT 7 Tourism in India – sergeant committee – formation of ministry of tourism, department of tourism – tourism information offices in India, its functions, tourism offices overseas – its functions, criteria for opening overseas offices, role and functions of ITDC. State level Tourism Development Corporation

UNIT 8 Organizations in tourism – need for the organization - factors influencing type organizations, the national tourist organization – role and function. History of international tourist organization – International Union of Official Travel Organization (IUOTO). World Tourism Organization (WTO), International Air Transport Association (IATA), International Civil Aviation Organization (ICAO), Pacific Area Travel Association (PATA), India Convention Promotion Bureau (ICPB), Federation of Hotel and Restaurant Association of India (FHRAI), Travel Agent Association of India (TAAI), Universal Federation of Travel Agents Association (UFTAA).

BLOCK III: TOUR OPERATIONS

UNIT 9 Travel Agents Association Of India (TAAI) – Structure, Composition and functions of these organisations.

UNIT 10 Setting up of Travel Agency-setting up-organization structure-procedures or the approval from IATA,IATO and different organizations, services offered by Travel Agency-Air, water, surface, outbound, insurance, travel documents-travel agency managing-definition-objective-unique features.

UNIT 11 Tour Operation-Meaning-definition-functions-Tour operator product-component features-types of tour operation-overseas, domestic, specialist-incoming tour operator's main types of tour packages-nested,

escorted, independent-Two centre or multi centre holidays self drive package-campsite holidays- adventure and overland holidays-crossing-honeymoon package, luxury arias package-pilgrim package

BLOCK IV: TOUR COST AND PRICING

*UNIT 12 Problems of Tour operator and Travel Agency Services: General
Problems arising out of the nature of tourism industry like seasonality*

UNIT 13 Tour Packaging Management - development-definition-types of - tour design process- destination research-market research- preparation-handling agency-negotiation costing and pricing of tour-Tour Brochure-development of research-marketing of tour-actual tour operation

UNIT 14 Tour cost and pricing-definition-components of tour cost-travel cost accommodation cost-transfer cost-administrative cost-marketing cost-category of tour cost-direct and indirect, fixed and variable cost-costing of tour package-marketing of tour.

REFERENCES

1. Charles R. Goeldner, Brent Ritchie, J.R., Tourism : Principles, Practices, Philosophies
2. Philip Kotler, et.al., Marketing for Hospitality and Tourism, Ed.3.
3. Roy A. Cook, et.al., Tourism : The Business of Travel, Ed.2.

33835 - QUALITY IN TOURISM

Objective:

- To understand the important of quality in tourism
- To acquire knowledge on safety and security in tourism

BLOCK I: BASICS OF QUALITY IN TOURISM

- UNIT 1 Quality in Tourism : Quality Management : Concept, need & importance
Quality Management in Urban Tourism
- UNIT 2 QualityDeterminants in Tourism: Safety, Security, Hygiene,
Accessibility, Transparency, Authenticity, Harmony.Quality
Management applied to tourist destinations.Attraction & land use
management
- UNIT 3 Safety in Tourism : Food Safety – Quality in food stuff – Prescribing
standards.Security in Tourism : Protection to tourists – Detection and
prevention of offences against tourists
- UNIT 4 Project Management Managing recourses, time, Quality Project
Management techniques & skills.&Providing secured transport services
to the tourists.

BLOCK II: IMPACT OF SERVICE IN DAILY LIFE

- UNIT 5 The role of manager and management style.Application of service quality
in managing tourist destination.
- UNIT 6 Tourist destination life cycle and quality management. Total Quality
Management & TourismISO.
- UNIT 7 Importance of quality Management in developing and tourist destination -
Concept of service Definitions & Meaning -Types of service
Classifications of services.
- UNIT 8 Growing importance of services in Future Societies & impact of service
in daily life - Role of customers in Service Process.

BLOCK III: HEALTH AND TOURISM

- UNIT 9 Service Quality -Deterioration of quality - Productivity & quality ` improvement - Management challenges in service sector
- UNIT 10 Event Operations: Registration. Seating Arrangements, Documentation, Press Relations, Audio-Visual Arrangements, Use of Films, Videos, CDs, etc., Videoconferencing. Service quality management.
- UNIT 11 Health and Tourism : Sanitary and health requirements of the Tourists – Prescribing standards-Protection against health & hazards – Providing emergency medical assistance.

BLOCK IV: MANAGERIAL SKILLS IN TOURISM & HOSPITALITY

- UNIT 12 Information and Tourism : Providing adequate and authentic information to Tourists -Travel assistance
- UNIT 13 Tourists rights for consumer protection-International Co-operation in Tourism : – Areas of Co-operation
- UNIT 14 Key elements of Managerial skill in Tourism & hospitality Industry
Tourism and crises Management

REFERENCE

1. Charles R. Goeldner, Brent Ritchie, J.R., Tourism : Principles, Practices, Philosophies
2. Selvam, M., Tourism Industry in India, Himalaya Publication, India.

33841 - TOURISM ENTREPRENEURSHIP

Objective:

- *To understand the concept and scope of tourism entrepreneurship*
- *To gain knowledge on 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; Setting up a tourism enterprise- steps, procedures, licenses, registration etc

UNIT 14 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
7. Denney G. Rutherford , Hotel Management and Operations, Ed.3

33842 - TOURISM PROJECT MANAGEMENT

Objective:

- *To understand the pre - investment stage*
- *To gain knowledge on project evaluation and appraisal*

BLOCK I: BASICS OF INSTITUTIONAL FRAMEWORK OF TOURISM

- UNIT 1 Concept of project: Basic concepts, classification, characteristics of project, Project life cycle Project management, Tools & Techniques of project management, project organization
- UNIT 2 Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index. Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.
- UNIT 3 Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts. Financial Estimation: Project cost, source of finance, cost of production.
- UNIT 4 Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

BLOCK II: IATA & IUOTO

- UNIT 5 Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.
- UNIT 6 Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach.
- UNIT 7 Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human Aspects of project management, team building, high performance team.
- UNIT 8 Pre – Investment Stage – I : Industrial background in India-

Government policies, guidelines and investment procedures
Identification of project opportunities – Capital budgeting.

BLOCK III: TOURISM PLANNING AND DEVELOPMENT

UNIT 9 Pre – Investment Stage – II : Preliminary feasibility study – Preparation of feasibility report-Project Evaluation and Appraisal : Facets of appraisal – Appraisal Criteria

UNIT 10 Analysis of Project Risk – Preparation of model projects Project Implementation : Network techniques – Multiple projects and scheduling

UNIT 11 Resource scheduling – Project management software- Project Control : PERT – CPM -Resource monitoring and control

BLOCK IV: TOURISM & ECONOMIC VALUE

UNIT 12 Integrated resource management.-Project Evaluation : Evaluation under uncertainty

UNIT 13 Monitoring and MIS – Project audit

UNIT 14 Project review and interface with industrial sickness.

REFERENCE:

1. Gopalakrishnan and Ramamoorthy, V.E., Text book of Project Management, Macmillan India Ltd.,
2. Prasanna Chandra, Project Appraisal Management, Tata McGraw Hill
3. Ahuja, Project Management : Techniques in Planning and Controlling Construction Projects, Wiley
4. Nair, Project Management, Scheduling & Monitoring , Vani.

33843 - INSTITUTIONAL FRAMEWORK OF TOURISM

Objective:

- *To understand the functions of world tourism*
- *To gain knowledge on role and function of tour operators*

BLOCK I: BASICS OF INSTITUTIONAL FRAMEWORK OF TOURISM

- UNIT 1 Travel & Tourism Management Syllabus (Old) The Measurement Of Tourism - Need For Measuring Tourism Phenomenon -Importance Of Tourist Statistics - Definition Of The Term 'Tourist' -Definition By The League Of Nation & The U.N
- UNIT 2 European Travel Commission - United Nations Rome Conference - Domestic Tourism - General Problems Of Measurements - Types Of Tourist Statistics - Methods of Measurement
- UNIT 3 Global Institutional Framework I : World Tourism Organization : Organization and functions- Policies and Achievements- Role of World Trade Organization in streamlining global tourism trade.
- UNIT 4 Global Institutional Framework II : Global level associations of travel agents, transport operators and hoteliers- Pacific Area Travel Association PATA .

BLOCK II: GLOBAL

- UNIT 5 IATA,- Travel agents - International Hotel Association- Role and functions.
- UNIT 6 Manila Declaration on World Tourism - International Organisations & Tourism - Early History Of Co-Operative Endeavour -International Union of official Travel Organisation (IUOTO) International Civil Aviation Organisation
- UNIT 7 National Level Institutions - I: Ministry of Tourism: Role and functions Tourism Development Board/Corporation.
- UNIT 8 National Level Institutions II: Associations of hoteliers,- Tour operators, Travel agents at the national level: Role and Functions.

BLOCK III: GLOBAL HUMAN RESOURCES

- UNIT 9 State Level Institutions : Tourism and Development Corporation Ltd.-
Role and functions – State level Hoteliers Association -
- UNIT 10 Local Institutions: Local bodies -Role and functions in augmenting and
regulating tourist facilities and creating tourist friendly local
environment.
- UNIT 11 Tourism Planning & Development -Planning For Tourism - Co-
Ordination In Planning - Assessment Of Tourist Demand & Supply -
Establishing Objectives -Territorial Planning - Basic Infrastructure =
Financial Planning

BLOCK IV: MANMADE CALAMITIES

- UNIT 12 Human Resource Planning - Administrative Structure , Tourism
Marketing & Promotion - Monitoring Progress - Time Factor -
Environment Planning - Regional Planning Considerations
- UNIT 13 Economic & Social Significance Of Tourism - Economic Benefits - The
Multiplier Effect -Development Of Infrastructure - Regional
Development - Effects On Employment -
- UNIT 14 Tourism & Economic Value Of Cultural Resources - Cultural Tourism
In India - Tourism & International Understanding

Reference Books:

1. Charles R. Goeldner, and Brent Ritchie, J. R., Tourism : Principles, Practices,
Philosophies
2. Publications of relevant Institutions.

33844 - GLOBAL TOURISM

Objective:

- *To understand the Global tourism*
- *To gain knowledge on outbound and inbound organisation*

- UNIT 1 Concept of Sustainable Development: Evolution, Meaning, Principles, Key Dimensions of Sustainability, Stockholm Conference 1972 (Human & Environment), World Conservation Union 1980 – World Commission on Environment & Development (WCED) 1987 and Brundtland Commission - Rio Declaration 1992 – Kyoto Protocol 1997 – World Summit on Sustainable Development (WSSD) 2002 - Global Warming & Climate Change
- UNIT 2 Sustainable Tourism Development: Meaning- Principles - 10 Rs-Agenda 21 for Travel and Tourism Industry - World Conference on Sustainable Tourism 1995 - Globe 90 Conference - Berlin Declarations - Bali Declarations 2005 - Cape Town Declarations 2002 and Kerala Declarations, Ecotourism- Quebec Declaration 2002 - Kyoto Protocol 1997 - Oslo Declaration 2007.
- UNIT 3 Planning for Sustainable Tourism: - Topographical Analysis - Analysis of Local Resources - Land Use Pattern – Environmental Impact Assessment (EIA), Environmental Information System (EIS), Environmental Management System (EMS) & Community Participation and Types of Community Participation and Socio- Economic and Cultural Conditions - Evaluation of Impact of Tourism Site - Zoning System - Carrying capacity & its Type
- UNIT 4 Approaches of Sustainable Tourism- Standardization and Certification – Alternative Tourism -Responsible Tourism - Collaboration and Partnership - Waste Management – Eco-friendly Practices - Basic Laws & ideas in Ecology- Function and Management of Ecosystem- Biodiversity and its Conservation -Pollution- Ecological Foot Prints - Relationship between Tourism & Ecology, Sustainable Tourism and Poverty Alleviation - Pro-poor Tourism and Community Participation.
- UNIT 5 Eco- tourism - Evolution, Principles, Trends. Functions of Ecotourism - Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts -Western Views of Ecotourism. Eco- tourism travel

essentials. Eco- tourism and protected areas: visitor management for sustainability. Major Eco tourism destinations of India.

- UNIT 6 Global tourism markets (Western Europe and North American Countries): Western Europe and North American market segment Outbound and inbound tourism – Share in global tourism- Renowned Tourism attractions in the market segment
- UNIT 7 Global tourism markets (Far East and Middle East Countries): Far East and Middle East Countries market segment Outbound and inbound tourism – Share in global tourism- Renowned Tourism attractions in the market segment .
- UNIT 8 Global tourism markets (North and South and South East Asian Countries): North and South and South East Asian Countries market segment Outbound and inbound tourism – Share in global tourism- Renowned Tourism attractions in the market segment.
- UNIT 9 Global Tourism: World tourism trend – Growth and prospects of tourism- Share of major regions and trend thereof Trend in inbound and outbound tourism – Mechanism – Legal challenges – Business scope and Contemporary developments.
- UNIT 10 Recent Trends in International and Domestic tourism across the globe – Business strategy and techniques used to attract tourist- advertisement benefits.
- UNIT 11 Global Tourism Resources: Global level accommodation and transportation facilities- Distribution over major regions
- UNIT 12 Global tourism earnings and distribution thereof amongst major countries and regions- Barriers to Global Tourism : Problems of Epidemics
- UNIT 13 Financial and legal barriers – Business competitiveness -Natural calamities like Tsunami, Cyclones, Earthquakes
- UNIT 14 Manmade calamities and internal disturbance.

REFERENCE

1. Charles R. Goeldner and Brent Ritchie, J.R., Tourism : Principles, Practices, Philosophies

33845 - EMERGING ISSUES IN TOURISM

Objective:

- *To understand the international, peace and role of tourism*
- *To gain knowledge on tourism and politics*

- UNIT 1 Contemporary issues in tourism: New trends and emerging patterns; current initiatives of Ministry of Tourism, Department of Tourism; Climate change and environmental issues: Community Based Tourism; Concept of Home-stays, Responsible tourism; Tourism and poverty alleviation; Social media for tourism promotion; Social responsibility and ethical concerns; Special Tourism Zones
- UNIT 2 Sustainable Tourism Development Background, concept and definition; Dimensions of sustainability- social, economic, environmental; Global warming and sustainable development; Sustainability and climate change issues in tourism ; Benefits and issues of Sustainable tourism development; World Conference on Sustainable Tourism; Sustainable tourism planning-principles, basic concept in Sustainable design
- UNIT 3 Standardization and Certification for tourism sustainability ISO 14000; World Conferences on Sustainable Development; Need and importance of tourism sustainability; Role of tourism organizations in Sustainable tourism development
- UNIT 4 Approaches to Sustainable Tourism Eco-tourism; Global initiative for sustainable tourism development; Responsible tourism; Eco- friendly practices and energy waste management; Benefits of sustainable tourism development,
- UNIT 5 Tourism and International understanding: Global peace and role of tourism – International tourists as ambassadors Cultural exchanges across the world – Cross border tourism to reduce tensions across borders.
- UNIT 6 Tourism and International Spread of Economic well-being: Tourist flows tantamount to global resources flow Special importance to tourism for

- less developed countries economies - Tourism as a means of localized development
- UNIT 7 Tourism as means of employment generation-Tourism and Ecological and Environmental Balance: Fragile nature of ecology and environment
- UNIT 8 Harmful effects of unfettered tourism on ecology and environment- Methods of mitigating ill effects- Sustainable tourism UNIT 8 Pollution free tourism- Rebuilding tourism affected by natural catastrophes.
- UNIT 9 Tourism and Politics : Politics – Political Policies and their impact on tourism
- UNIT 10 Civil unrest – Terrorism and their impact on tourism.
- UNIT 11** Tourism and Economic Openness: Economic policy – Economic reforms – Globalisation and its impact on tourism.
- UNIT 12 Emerging Tourism Opportunities: Medical tourism: Health spas, Specialist medical facility
- UNIT 13 Global Trade and Investment leading to spurt in Global tourism
- UNIT 14 Overseas Education and tourism growth.

Reference Books:

1. Charles R. Goeldner and Brent Ritchie, J.R., Tourism : Principles, Practices, Philosophies
2. Publications of World Tourism Organization.

MBA (EDUCATION MANAGEMENT)

**E) INSTRUCTIONAL DESIGN
MBA EDUCATION MANAGEMENT**

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
33911	Management – Principles and Practices	25	75	100	4
33912	Organizational Behaviour	25	75	100	4
33913	Managerial Economics	25	75	100	4
33914	Quantitative Techniques	25	75	100	4
33915	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
33921	Research Methods	25	75	100	4
33922	Business Environment	25	75	100	4
33923	Business Laws	25	75	100	4
33924	Management Information System	25	75	100	4
33925	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
33931	Marketing Management	25	75	100	4
33932	Financial Management	25	75	100	4
33933	Laws Relating to Education	25	75	100	4
33934	Curriculum Designing	25	75	100	4
33935	Education Infrastructure	25	75	100	4
Total		125	375	500	20
IV Semester					
33941	Education Institution Management	25	75	100	4
33942	Institutional Linkage for Education Management	25	75	100	4
33943	Marketing of Education Services	25	75	100	4
33944	Quality in Education	25	75	100	4
33945	Contemporary issues in Education	25	75	100	4
Total		125	375	500	20
GRAND TOTAL				2000	80

33911- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK IV: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

65. Stoner, et-al, Management, Prentice Hall, 1989.
66. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
67. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
68. Peter F. Drucker, Management, 2008.
69. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
70. Ricky W. Griffin, Management, South-Western College Publications, 2010
71. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
72. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

33912 - ORGANISATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

33913 - 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

82. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
83. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
84. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
85. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
86. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
87. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
88. Gupta G S, Managerial Economics, Tata McGraw-Hill.
89. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
90. Mehta P L, Managerial Economics, Sultan Chand and Sons.
91. Joel Dean, Managerial Economics, Prentice-Hall.

33914- 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

81. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
82. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
83. Sharma, Operations Research: Theory and Applications.
84. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
85. K. Gupta and D.S. Hira, Operations Research.
86. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
87. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
88. V.K. Kapoor, Operations Research.
89. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
90. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

33915 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.
- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

80. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
81. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
82. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
83. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
84. Ravi M. Kishore, Cost Management, Taxman Publications
85. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
86. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
87. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
88. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
89. Hoyle, Advanced Accounting, McGraw Hill.

33921 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

3922 - 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.

ENCES

57. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
58. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
59. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
60. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
61. Amarchand D, Government and Business, TMH.
62. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
63. Maheswari & Gupta, Government, Business and Society.

33923 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

49. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
50. Pathak, Legal Aspects of Business, TMH, 2009.
51. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
52. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
53. Relevant Bare Acts.
54. Balachandran and Thothadri, business Law, TMH, 2010

33924 - MANAGEMENT INFORMATION SYSTEM

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 MIS

- 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

73. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
74. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
75. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
76. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
77. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
78. Sadogopan S, Management Information Systems, 2001PHI.
79. Murdie and Ross, Management Information Systems, Prentice Hall.
80. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
81. Stephen Haag, Management Information Systems, 2008.

33925 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

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: APPRAISAL AND TRAIL UNION

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

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

33931 - MARKETING MANAGEMENT

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

80. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
81. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
82. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
83. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
84. Memoria & Joshi, Fundamental of Marketing.
85. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
86. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
87. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
88. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
89. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

33932 - 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: WORKING CAPITAL 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

73. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
74. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
75. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
76. Jeff Madura, International Financial Management, South-Western College Pub., 2010
77. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
78. Khan and Jain, Financial Management, Tata McGrawHill, 2009
79. Pandey I M, Financial Management, Vikas Publishers, 2009
80. Sheeba Kapil (2010), Financial Management, Pearson Education.
81. B J Camsey, Engene F. Brigham, “Introduction to Financial Management”, The Gryden Press

33933 - LAWS RELATING TO EDUCATION

Objectives:

- To know the concept trust and its types Define trust and its types
- To understand the rules related to submission of accounts, renewal, ensure and cancellation of societies under societies registration act.
- To make use of consumer redressal agencies.

BLOCK I: BASICS OF LAWS RELATING TO EDUCATION

- UNIT 1 INDIAN TRUST ACT, 1882: Definitions - types of trusts – registration of trusts
- UNIT 2 TRUST : characteristics of trusts – renewal of trusts – duties and liabilities of trustees – vacating the office of trust.
- UNIT 3 Cancellation of trusts - Rights and liabilities of beneficiaries – tax exemptions.
- UNIT 4 SOCIETIES REGISTRATION ACT, 1860: Definitions – registration of societies – submission of accounts – renewal – closure – cancellation of societies – offences and penalties.

BLOCK II: CONSUMER PROTECTION

- UNIT 5 PRIVATE COLLEGES (REGULATION) ACT, 1976: Objectives – definitions – establishment of Private colleges
- UNIT 6 payment of grants Management – obligations of managing committee
- UNIT 7 Government control of private colleges – accounts, audit, inspection and returns – offences and penalties.
- UNIT 8 CONSUMER PROTECTION ACT, 1986: Definitions – consumer protection councils – structure, constitution, objects and jurisdiction

BLOCK III: EPF AND MISCELLANEOUS PROVISIONS

- UNIT 9 consumer redressal agencies – procedure for complaints – enforcement of orders of the council.
- UNIT 10 EMPLOYEES' PROVIDENT FUND & MISCELLANEOUS PROVISIONS ACT, 1952: Objects – application – definitions – EPF schemes – contribution

UNIT 11 determination and recovery – obligations of employers – offences and penalties.

BLOCK IV: TYPES OF INSTRUMENTS

UNIT 12 NEGOTIABLE INSTRUMENTS ACT, 1881: Definitions – characteristics of negotiable instruments

UNIT 13 NEGOTIABLE INSTRUMENTS ACT, 1881: Definitions – characteristics of parties to an instrument

UNIT 14 Types of instruments – Negotiation – types- crossing – types – payment of crossed cheques – endorsement – features – types and effect.

REFERENCE :

1. Bare Act Business Laws – one should know , Nabhi Publications N.D. Kapoor , Commercial & Industrial Law

33934 - CURRICULUM DESIGNING

Objectives:

- To know the meaning of Curriculum designing
- To Make use of different methods of instruction viz. lecture, demonstration, seminars, symposia, brainstorming, case analysis and team teaching
- To appreciate the use of interest and Computer for effective curriculum transaction

BLOCK I: BASICS OF CURRICULUM DESIGNING

- UNIT 1 Curriculum – meaning - philosophical, sociological, and psychological bases of curriculum
- UNIT 2 Principles of curriculum designing - curriculum as an instrument of national development
- UNIT 3 Factors influencing curriculum construction such as national political, economic, cultural, social and intellectual aspects
- UNIT 4 Systems approach to curriculum construction – curriculum as an output in the system.

BLOCK II: TRADITIONAL AND NON-TRADITIONAL STRATEGIES

- UNIT 5 Curriculum planning – development of programmes, syllabi and textbooks, characteristics of a good curriculum and a good textbook
- UNIT 6 Overcoming present drawbacks in curriculum construction.
- UNIT 7 Curriculum implementation – curriculum as an input in the system – curriculum transaction strategies at higher education level
- UNIT 8 Traditional and non-traditional strategies – group and individual methods of instruction

BLOCK III: INSTRUCTIONAL MATERIALS AND DEVICES

- UNIT 9 Lecture, demonstrations, seminars, symposia, workshops, brainstorming, case analysis and team teaching.
- UNIT 10 Components effective curriculum transaction- Resources for curriculum transaction

UNIT 11 Instructional materials, library and electronic devices, audio-visual devices, the chalkboard, overhead projector, liquid crystal display projector, laboratory and field experience – using internet and computers for effective curriculum transaction.

BLOCK IV: CURRICULUM EVALUATION PRINCIPLES AND NEED

UNIT 12 Curriculum evaluation – meaning of evaluation – objectives and methods of evaluation-measurement and evaluation in education

UNIT 13 Formative and summative evaluation tools of evaluation such as achievement test-psychological scales such as attitude scales, interest inventories,

UNIT 14 Personality test-curriculum revision-need -principles to be adopted - curriculum designing and redesigning as continuous process.

REFERENCES :

1. Jenkins David and Shipman D. Martin, Curriculum-Introduction, Open Books Publication Ltd. 1976.
2. Joyce S. Choate, Lamoine J. Miller et al., Assessing and Programming Basic Curriculum Skills, Allyn and Bacon Inc. 1986.
3. Kaba, R.M. and Rishi Ram Singh, Curriculum Construction and youth Development, sterling publishers, New Delhi, 1987.
4. Mc Neil, J.D. Curriculum: A comprehensive Evaluation, Little Brown and Co. 1985.
5. NCTE, National Curriculum for Primary and Secondary Education. A framework, New Delhi, 1986.
6. Srivatsava, A.P. Teaching and Learning in 21st century, Indian Books Centre New Delhi, 1987.

33935 - EDUCATION INFRASTRUCTURE

Objectives:

- To know the concept of education infrastructure.
- To appreciate the role of modern communication technologies in education
- To Analyse the role of electrical and water supply as education infrastructure

BLOCK I: BASICS OF EDUCATIONAL INFRASTRUCTURE

- UNIT 1** Education Infrastructure: Meaning – Significance – Components
- UNIT 2** Macro – Micro Infrastructure – Its impact on academic / institutional development
- UNIT 3** Educational Infrastructure – Present scenario.
- UNIT 4** Funding for Infrastructure: Existing methods – Sources – Drawbacks – Additional sources – Alternative funding pattern.

BLOCK II: BUILDINGS AND MAINTENANCE

- UNIT 5** Buildings- Importance of buildings as education infrastructure
- UNIT 6** Types of Buildings – Laboratories – Class rooms – Seminar Hall – Auditoriums – Sports complex – Indoor
- UNIT 7** Outdoor Gymnasium – Swimming Pool
- UNIT 8** Their maintenance - Roads – Types of roads – Maintenance

BLOCK III: TELECOMMUNICATIONS TECHNOLOGIES

- UNIT 9** Electrical and Water supply – Importance of Electrical and Water Supply as Education Infrastructure - External Electrification – Internal Electrification
- UNIT 10** Electrical and Water supply External water supply – Internal water supply- Drinking water – Purification - Distributions – Maintenance
- UNIT 11** Telecommunications – Modern communication Technologies such as Internet – Internet – Edusat – Satellite linkages

BLOCK IV: HIGHER EDUCATION COMPLEX MODEL

UNIT 12 Establishment of Multimedia Labs – Maintenance.

UNIT 13 Macro infrastructure – National Highways – Airports – Ports –Its relevance and impact on Education

UNIT 14 Development - Suggestive Model for Higher Education Complex.

REFERENCES:

1. Ansari , M.M. Trends in Educational Expenditure among the Central and State Universities : An Analysis of Sources, Methods and Patterns of Resource Allocation, New Delhi, AIU, 1990
2. Azad, J.L., A critical Study of the Financing of Higher Education in India, The Higher Learning in India, Delhi, Vikas , 1974 : 51-77.
3. Barr, N, Alternative funding resources for higher education, Economic Journal, 103 (May): 718 – 728, 1993.
4. Ghosh, D.K., University System in India, Delhi, Rahul Publication, 1983.
5. Lumsden, Keith G., Efficiency in Universities : The LaPaz Papers, Amsterdam, Elsevier, 1974.

33941- EDUCATION INSTITUTION MANAGEMENT

Objectives:

- To acquire the knowledge of education institution management
- To make use of strategies for change management
- To appreciate the role of communication management in educational institution

BLOCK I: BASICS OF EDUCATION INSTITUTION MANAGEMENT

- UNIT 1 Issues in Institution Management: Goal setting – Institution nurturing – Manpower grooming- Alliance with society
- UNIT 2 Planned development – Learning institution and environmental adaptation.
- UNIT 3 Institutional Climate and Culture: Facts of institutional climate and culture
- UNIT 4 Factors influencing institutional climate and culture in our Education institution – Impact of these on institutional performance

BLOCK II: CHANGE AND DEVELOPMENT

- UNIT 5 Power and politics and their management.
- UNIT 6 Change Management: Need for Change - Strategies for change management
- UNIT 7 Dealing with resistance to change- Planned obsolescence and change
- UNIT 8 Process and tools of change and development .

BLOCK III: MANAGEMENT EDUCATION SYSTEMS AND FORMS

- UNIT 9 Institutional Development: Organisation Development Intervention Strategies
- UNIT 10 Institutional Effectiveness: Nature and criteria – Management implications– Management of crisis – Management of growth.
- UNIT 11 Communication Management in Education institutions – Forms, Systems and other aspects– Online and Offline communication management.

BLOCK IV: SYSTEMATIC APPOINTMENTS AND VALUATION

- UNIT 12 Activity Management: Managing student admissions – Planning, execution and control of the same – Managing conflicts with students and among students and among staff-members.
- UNIT 13 Management of Examinations: Preparation for planning carrying out and control

of conducting examination – Difficulties involved

UNIT 14 Use of systematic appointments – Managing valuation of students' works -
Managing result publication and dispatch of mark statement – Convocation.

Reference Books:

1. Robbins, Organisation Behaviour
2. Fred Luthans , Organisation Behaviour
3. AIU, University News (Various Issues)
4. Rajavel, N., Management of Higher Educational Institutions

33942 - INSTITUTIONAL LINKAGE FOR EDUCATION MANAGEMENT

Objectives:

- To enumerate the agencies of higher education
- To analysis the administrative structure of higher education
- To appreciate the role of funding agencies like UGC, DST, MCI, ICMR etc.

BLOCK I: BASICS OF INSTITUTIONAL LINKAGE FOR EDUCATION MANAGEMENT

- UNIT 1 Higher Education in India: Higher education system – National Policy on higher education – Agencies of higher education
- UNIT 2 Institutions in the higher education system – Administrative structure of higher education – Types of higher educational institutions.
- UNIT 3 Institutional Linkage-I : University Grants Commission (UGC): Objectives – Functions – Schemes
- UNIT 4 Department of Science and Technology (DST): Objectives – Functions – Projects and programmes – Schemes for funding

BLOCK II: NCTE

- UNIT 5 National Assessment and Accreditation Council (NAAC) – Objectives – Functions – Assessment and accreditation procedures – Quality indicators.
- UNIT 6 Institutional Linkage-II :All India Council for Technical Education (AICTE): Objectives – Functions – Policies and programmes
- UNIT 7 National Council for Teacher Education (NCTE): Objectives – Functions – Organisation structure – Regional Committees – Constitutions, functions – Procedure for recognition of teacher education institutes.
- UNIT 8 Institutional Linkage-III :Medical Council of India (MCI): Constitution – Objectives – Functions – Procedure for registration – Regulations relating to professional conduct – Indian Council of Medical Research (ICMR): Objectives – Functions – Indian Nursing Council: Constitution – Objectives – Powers – Registration – Dental Council of India (DCI): Organisation structure –

Registration – Pharmacy Council of India (PCI): Objectives – Functions – Regulations – Registration.

BLOCK III: ICAR & CSIR

UNIT 9 Institutional Linkage-IV: Rehabilitation Council of India (RCI): Programmes of RCI – Rehabilitation training programmes – Inspection and recognition of institutions

UNIT 10 Indian Council of Social Science Research (ICSSR): Functions – Sponsored programmes – Financial assistance – Research project programmes

UNIT 11 Indian Council of Agricultural Research (ICAR): Functions – Thrust areas – Council of Scientific and Industrial Research (CSIR): Objectives – Functions – Structure.

BLOCK IV: SAI, BCI & DEC

UNIT 12 Institutional Linkage-V: Sports Authority of India (SAI): Objectives – Programmes – Incentives for promotion of sports – Bar Council of India (BCI): Functions – Powers and functions of State Bar Council.

UNIT 13 Institutional Linkage-VI: UNESCO: Organisation structure – Functions – Commonwealth of Learning (COL): Purpose and functions – Governance – Services offered –

UNIT 14 IGNOU: Objectives – Features – Functions – Thrust areas – Distance Education Council (DEC): Objectives – Powers and functions – Assessment and accreditation.

REFERENCE :

1. Bare Acts, Policy Notes on Establishment of each Institution.
2. Annual Reports of Relevant Institutions.
3. University News , Relevant Websites.

33943 - MARKETING OF EDUCATION SERVICES

Objectives:

- To state the meaning of service marketing.
- To explain the life cycle concept in education ventures.
- To analysis the importance of Students supports services.

BLOCK I: BASICS OF MARKETING OF EDUCATION SERVICES

- UNIT 1 Services Marketing: Concept – Significance – Salient features – Service Mission
- UNIT 2 The behaviour profile of the learners – Segmenting learners market
- UNIT 3 Services Mix: Product, Price, Place, Promotion, People, Process, Physical Evidence.
- UNIT 4 Product Mix: Education product planning and development – Innovative education – Modification – Diversification and dropping

BLOCK II: PLACE MIX AND DELIVERY

- UNIT 5 Life Cycle concept in education ventures.
- UNIT 6 Price Mix: Fee structure in Education – Objectives and methods – Regulatory aspects
- UNIT 7 Place Mix: Service delivery – Methods of distribution – Franchising – Off-Campus arrangement – Logistics management
- UNIT 8 Role of IT in dealing with barrier of distance.

BLOCK III: PEOPLE IN EDUCATION SERVICE

- UNIT 9 Promotion and Communication Mix: Education promotional strategies – Advertisement and publicity – Sales promotion
- UNIT 10 Personal selling – Word of mouth.
- UNIT 11 People in Education Service – Internal marketing – Processes

BLOCK IV: LEARNER RELATIONSHIP MARKETING

- UNIT 12 Student support services – Physical evidence in education service.
- UNIT 13 Service quality – Service quality dimensions – Developing service quality – Quality assurance in education – Bench marking

UNIT 14 Learner relationship marketing – Quality assurance in teaching – Internationalization and Globalization of education marketing – Intellectual Property Rights in education service.

REFERENCE:

1. Jha S.M, “Services Marketing”, Himalaya Publishing, Mumbai, 1998.
2. Adrian Payne, “The Essence of Services Marketing”, PHI, New Delhi, 2000.
3. Helen Woodruffe, “Services Marketing”, Macmillan, Dehli, 1995.

33944 - QUALITY IN EDUCATION

Objectives:

- To state the importance of quality in higher education
- To analysis the need for quality in higher education
- To develop strategies for matching global Standards

BLOCK I: BASICS OF QUALITY IN EDUCATION

- UNIT 1 Quality in Higher Education: Quality related terminologies: Quality – Quality control – Quality assessment
- UNIT 2 Quality assurance – Need for quality in higher education – Factors influencing quality
- UNIT 3 Accountability: Impact of accountability and accreditation on stake-holders and society.
- UNIT 4 Performance Indicators and Benchmarking in Higher Education: Performance Indicators: Concept – Types – Uses – Performance Indicators of NAAC

BLOCK II: NAAC, NBA & TQM

- UNIT 5 Benchmarking: Meaning – Types – Benefits – Methodologies and procedures.
- UNIT 6 Quality Assessment and Accreditation: Meaning – Types – Accreditation procedure – Accreditation by NAAC: Existing practices – New methodologies and initiatives of NAAC accreditation – Re-accreditation process
- UNIT 7 National Board of Accreditation (NBA): Preamble – Need – Advantages – Process of Accreditation – Criteria and weightages.
- UNIT 8 Total Quality Management in Education: Definition – Elements – Management plans – Approaches to TQM – TQM Process

BLOCK III: ISO CERIFICATION

- UNIT 9 Academic Audit: Objectives – Advantages – Limitations – Accreditation and Academic Audit.
- UNIT 10 Quality in Global Perspective: Global standards – Strategies for matching global standards – International practices of accreditation

UNIT 11 ISO 9000 Certification for Educational Institutions: Methodology for Implementation of ISO 9000

BLOCK IV: INDUSTRY AND ACADEMIC PARTNERSHIP

UNIT 12 ISO 9000 Benefits – Limitations – Accreditation Vs ISO 9000 Certification.

UNIT 13 New Quality Perspectives in Higher Education: Capacity Building Model – Modification of Accreditation System

UNIT 14 Industry Academia Partnership for quality education and research.

REFERENCE

1. Armond V. Feigerbaum, Total Quality Control, McGraw Hill.
2. Ron Collard, Total Quality, Jaico, Delhi.
3. John Bark, Essence of TQM, Prentice Hall, Delhi.
4. Willborn & Cheng, Global Management of Quality Assurance Systems, McGraw Hill.
5. Townsend & Gebhardt, Commit to Quality, John Wiley & Sons.

33945 - CONTEMPORARY ISSUES IN EDUCATION

Objectives:

- To state the meaning of multiplicity of course.
- To appreciate the role of change management
- To explain in his or her own words the concept of SWOC

BLOCK I: BASICS OF CONTEMPORARY IN EDUCATION

UNIT 1 Multiplicity of Courses: Tradition and off-shoot specialization courses – Distance and e-learning courses, full-time, part-time and own-time courses, Interdisciplinary

UNIT 2 Hybrid and Interface courses: Issues and significance.

UNIT 3 Growth Dimensions: Growth in institutions at all levels – Growth in student strength

UNIT 4 Heterogeneity of student population – Quantity vs Quality issues.

BLOCK II: AUTONOMY AND ACCOUNTABILITY & CHANGE MANAGEMENT

UNIT 5 Autonomy and Accountability: Issues relating to autonomy, accountability and accreditation of individual, departmental and institutional levels

UNIT 6 Impact on stake-holders and the societal system – Autonomy as an instrument of transformational leadership – Leadership in education management

UNIT 7 Change Management: Issues – Innovators – Adopters – Legends.

UNIT 8 Resources and Facilities: Govt. Funding: Size, trend and need for higher support – Private capital in educational investment

BLOCK III: SWOT ANALYSIS

UNIT 9 Community resources: Financial, intellectual, infrastructural and motivational resources: Harnessing and commitment thereof.

UNIT 10 Quality Management: Need for excellence in standard of education

UNIT 11 Matching global standards: Challenges and strategies – Top-down and bottom-up approaches – SWOT analysis of every constituent – ISO standards.

BLOCK IV: MOU'S SYSTEM EDUCATION

- UNIT 12 Relations Management: Internal and external relations – Campus tranquility management – Stakeholders participation in management – Extracurricular activities for institution and social bonding extension services and outreach programmes for societal development initiatives.
- UNIT 13 Systems Orientation: Education as an integral part of every individual, family and society – Open Vs closed systems approach – Concepts of management, digital management, virtual management
- UNIT 14 System issues: Bench marking, MOUs, Franchising, Downsizing, Emotional intelligence and Tecno-ethics.

REFERENCE :

1. Hanna DE and Associates, Higher Education in the era of Digital Competition – Choices and challenges, Modison, WI, Atwood Publishing, 2000.
2. Catherine M and David M, Educational Issues in the Learning Age, London.
3. Ann FL and Associates, Leading Academic Change: Essential Roles for Departmental Chairs, San Fransisco, Jossey-Bass Publishers, 2000.

MBA FIVE YEAR INTEGRATED

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

I YEAR					
Course Code	Title	CIA Max	ESE Max.	TOT Max.	C
I Semester					
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
II Semester					
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
II YEAR					
III Semester					
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
IV Semester					
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

III YEAR					
Course Code	Title	CIA Max.	ESE Max	TOT Max.	C
V Semester					
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
VI Semester					
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
IV YEAR					
VII Semester					
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
VIII Semester					
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

V YEAR					
		CIA Max.	ESE Max.	TOT Max.	C
IX Semester					
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
X Semester					
Group A: Marketing					
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
Group B: Finance					
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
Group C: Personnel					
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
Group D: Systems					
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
Grand Total		1000	3000	4000	160

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 மோசிகீரணர்

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

Course Code	Title of the Course
34711	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.

Course Code	Title of the Course
34712	PART-II : ENGLISH PAPER - I

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.

Course Code	Title of the Course
34713	PRINCIPLES OF ECONOMICS

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.*

Course Code	Title of the Course
34714	FINANCIAL ACCOUNTING

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. மறம் 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

- முதலெழுத்துகள்இ சார்பெழுத்துகள்
- மொழி முதலெழுத்துகள் இ மொழி இறுதி எழுத்துகள்

கூறு 7

- ஒற்றெழுத்து மிகலும் மிகாமையுமஇ
- ஆகு பெயர் இ அன்மொழித் தொகை.
- 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 21st 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	Shakespeare : The Rural of Venice	

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, Performance, 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 BUDGETING 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.*

Course Code	Title of the Course
34731	ORGANIZATIONAL BEHAVIOUR

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 4th order; β and γ - 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, Appannah, Natarajan & Gordon, Banking Theory and Practice.*

Course Code	Title of the Course
34734	BANKING LAW AND PRACTICE-I

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.*

Course Code	Title of the Course
34751	RURAL BANKING

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
34752	MANAGEMENT ACCOUNTING

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

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

Course Code	Title of the Course
34754	TOURISM ENTREPRENEURSHIP

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

91. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
92. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
93. Sharma, Operations Research: Theory and Applications.
94. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
95. K. Gupta and D.S. Hira, Operations Research.
96. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
97. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
98. V.K. Kapoor, Operations Research.
99. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
100. 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, (3rd Edition), Vikas Publishing.
2. Gibson G. Vedamani, 2003, Retail Management, (4th 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

64. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
65. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
66. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
67. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
68. Amarchand D, Government and Business, TMH.
69. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
70. Maheswari & Gupta, Government, Business and Society.

Course Code	Title of the Course
34764	BUSINESS LAW

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

55. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.

56. Pathak, Legal Aspects of Business, TMH, 2009.

57. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.

58. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.

59. Relevant Bare Acts.

60. 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

92. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
93. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
94. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
95. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
96. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
97. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
98. Gupta G S, Managerial Economics, Tata McGraw-Hill.
99. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
100. Mehta P L, Managerial Economics, Sultan Chand and Sons.
101. 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,EntrepreneurshipDevelopment.
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 – Inflation 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 fling 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

82. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
83. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
84. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
85. Jeff Madura, International Financial Management, South-Western College Pub., 2010
86. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
87. Khan and Jain, Financial Management ,Tata McGrawHill,2009
88. Pandey I M, Financial Management, Vikas Publishers,2009
89. Sheeba Kapil(2010), Financial Management, Pearson Education.
90. B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press

Course Code	Title of the Course
34782	MARKETING MANAGEMENT

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

90. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
91. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
92. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
93. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
94. Memoria & Joshi, Fundamental of Marketing.
95. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
96. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
97. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
98. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
99. 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
34783	MANAGEMENT INFORMATION SYSTEM

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

82. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
83. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
84. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
85. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
86. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
87. Sadogopan S, Management Information Systems, 2001PHI.
88. Murdie and Ross, Management Information Systems, Prentice Hall.
89. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
90. 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:

9. Mikell P. Groover, Automation, Production Systems, and Computer-Integrated Manufacturing, Pearson, 2007.
10. Amitabh Raturi, Production and Inventory Management, South Western College, 2008.
11. Adam Jr. Ebert, Production and Operations Management, PHI Publication, 1992.
12. Muhlemann, Okland and Lockyer, Production and Operation Management, Macmillan.
13. Buffa E.S, Modern Production and Operation Management, TMH Publications.
14. Monks, Joseph G, Operations Management, Schaum's Outlines
15. Chary S.N, Production and Operations Management, TMH Publications, 2010.
16. Khanne O.P, Industrial Engineering.

Course Code	Title of the Course
34791	INTERNATIONAL ECONOMICS

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:

8. International Economics: Francis Cherunilam
9. The International Economy: P.T. Ellsworth
10. International economics: C.P. Kindlebergr&Bertil Ohlin
11. International and Interregional Trade: P.H. Lindert
12. The Theory of International Trade: G. Haberler
13. International Economics: J.Sidney Wells
14. International Economics: Ingo Walter

Course Code	Title of the Course
34792	PROJECT FINANCE

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 appropriate 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:

4. B.B. Goel, Project Management: A Development Perspective, Deep and Deep Publications, New Delhi
5. A.K. Sengupta, Bank Credit to Industry, Skylark Publications, New Delhi.
6. 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 un-sought 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.

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

10. Crawford and Benedetto, New Products Management, McGraw-Hill, 2010.
11. Kenneth B. Kahn, The PDMA Handbook of New Product Development, Wiley, 2004.
12. Robert G. Cooper, Winning at New Products, Basic Books, 2001.
13. Donald G. Reinertsen, The Principles of Product Development Flow, Celeritas, 2009.
14. RamanujMajumdar, Product Management in India, PHI, 2011
15. John Stark, Product Lifecycle Management: Springer, 2011.
16. Om P Kaushal, Product Management, Lalvani.
17. Dave Littler, Marketing and Product Development, PhilioAlen.
18. 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

8. George Belch and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw-Hill, 2011.
9. Govani et-al, Promotional Management, PHI.
10. Russell and Vernill, Advertising Procedure, Prentice Hall.
11. Chunawala et-al, Foundation of Advertising Theory and Practice, 1995
12. Aakar, Batra and Myers, Advertising Management, PHI, 2003.
13. Gelder and Woodcock, Marketing & Promotional Strategy, Nelson Thornes, 2003.
14. 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

7. Lovelock, and Wirtz, Services Marketing, Prentice Hall, 2010.
8. Adrian Payne, Services Marketing, PHI, 1993.
9. Helen Woodruffe, Services Marketing, Macmillan, 1995.
10. Jha S.M, Services Marketing, Himalaya, 2002.
11. Sinha P.K and Sahoo S.C, Services Marketing, Himalaya.
12. 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:

9. International Marketing, Analysis & Strategy : SakOnkvisit& John J Shaw
10. Global Marketing Management : Keegan
11. Marketing Analysis, Planning & Control : Philip Kotler
12. Fundamentals of Marketing : Stanton
13. International Marketing : Philip R. Catero
14. International Marketing : Kirpalani .V.H.
15. Marketing, an Environmental approach : Kerr, John.R. & others.
16. 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

7. Eugene F. Brigham, Financial Management: Theory and Practice (Harcourt) 2005.
8. Jeff Madura, International Financial Management, South-Western College Pub., 2010.
9. F. Brigham and Joel F. Houston, Fundamentals of Financial Management, Thomson, 2009.
10. Alan C. Shapiro, Multinational Financial Management, Wiley, 2008.
11. Kuchal, S.C, Financial Management, Chaitanya, Allahabad, 1992.
12. 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

5. Jack Clark Francis, Management of Investments, McGraw Hill, 1993
6. Frank J. Fabozzi and Harry M. Markowitz, Theory and Practice of Investment Management, Wiley, 2011.
7. Frank K. Reilly and Keith C. Brown, Investment Analysis and Portfolio Management, Thomson, 2008.
8. 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 FEARUTES

- 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:

4. Raghunathan V, Stock Exchanges and Investments
5. Avadhani V, Security Market
6. 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:

8. Multinational Financial Management : Alan C Shapiro
9. ABC of Foreign Exchange : Clare G. Gump
10. Guide to Foreign Exchange Regulations : Krishnamoorthy.S
11. Principles of Foreign Exchange : Chatterjee.A.K.
12. Foreign Exchange – Practice, Concepts and control : Jeevanadam.N.S.
13. Foreign Exchange Management : Rajwadi
14. 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 ,Court's power under the act - employer and employee relationship – Problems – pertaining to the employee – solvation at door steps.

REFERENCES :

9. Bare Acts
10. Kapoor N D, Industrial Law
11. Shukla M C, Industrial Law
12. 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

11. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publishers, Agra.
12. ArunMonappa, Industrial Relations, Tata McGraw Hill, New Delhi.
13. Michael V P,HRM and Human Relations, Himalaya Book House, Mumbai.
14. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.
15. 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:

5. Venkataraman C.S &Srivatsava B.K 'Personnel Management and Human Resources, Tata Mcgrew Hill, New Delhi.
6. Prasad, L.M, Human Resource Management, SulteyChend& Sons, New Delhi.
7. Edwin Flippo, Personnel Management.
8. 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 Desk-top 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.

3. Development of professional skills through learning to use knowledge for the study and analysis of problems and selection of appropriate means to solve them.
4. Development of self awareness and professional ideal.

The students opted the project have to select research areas systematically.

- d. Understanding both the organization and the functions.
- e. Understanding socio, economic and cultural realities and their impact on the organization.
- f. Administrative structure, communication pattern, leadership, power structure, decision making and functions of personnel in business organizations

Records:

- c. Analysis of problem solving situations for new and significant areas of problem solving.
- d. 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.

MBA RETAIL MANAGEMENT

E) INSTRUCTIONAL DESIGN

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
35311	Management – Principles and Practices	25	75	100	4
35312	Organizational Behaviour	25	75	100	4
35313	Managerial Economics	25	75	100	4
35314	Quantitative Techniques	25	75	100	4
35315	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
35321	Research Methods	25	75	100	4
35322	Business Environment	25	75	100	4
35323	Business Laws	25	75	100	4
35324	Management Information System	25	75	100	4
35325	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
35331	Marketing Management	25	75	100	4
35332	Financial Management	25	75	100	4
35333	Principles of Retail Management	25	75	100	4
35334	Shopper Behaviour and Relations Management	25	75	100	4
35335	Retail Sales Management and Selling Skills	25	75	100	4
Total		125	375	500	20
IV Semester					
35341	Retail Logistics and Supply Chain	25	75	100	4
35342	Store and Mall Management	25	75	100	4
35343	Retail Trends	25	75	100	4
35344	Retail Technology Management	25	75	100	4
35345	Growth Management	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

35311 - MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing: Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

73. Stoner, et-al, Management, Prentice Hall, 1989.
74. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
75. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
76. Peter F. Drucker, Management, 2008.
77. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
78. Ricky W. Griffin, Management, South-Western College Publications, 2010
79. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
80. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

35312 - ORGANISATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

35313 - 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

102. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
103. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
104. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
105. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.

106. Christopher R Thomas & S Charles Maurice (2008), *Managerial Economics*, 9th edition, McGraw Hill Co.
107. Petersen, H. C., Cris, L W and Jain, S.K. (2008), *Managerial Economics*, 1st edition Pearson
108. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
109. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
110. Mehta P L, *Managerial Economics*, Sultan Chand and Sons.
111. Joel Dean, *Managerial Economics*, Prentice-Hal

35314 - 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

101. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
102. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
103. Sharma, Operations Research: Theory and Applications.
104. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
105. K. Gupta and D.S. Hira, Operations Research.
106. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
107. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
108. V.K. Kapoor, Operations Research.
109. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
110. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

35315- FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

90. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
91. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
92. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
93. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
94. Ravi M. Kishore, Cost Management, Taxman Publications

95. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
96. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
97. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
98. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
99. Hoyle, Advanced Accounting, McGraw Hill.

35321 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

35322 - 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

71. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
72. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
73. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
74. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
75. Amarchand D, Government and Business, TMH.
76. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
77. Maheswari & Gupta, Government, Business and Society.

35323 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

61. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
62. Pathak, Legal Aspects of Business, TMH, 2009.
63. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
64. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
65. Relevant Bare Acts.
66. Balachandran and Thothadri, business Law, TMH, 2010

35324 - MANAGEMENT INFORMATION SYSTEM

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

91. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
92. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
93. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
94. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
95. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
96. Sadogopan S, Management Information Systems, 2001PHI.
97. Murdie and Ross, Management Information Systems, Prentice Hall.
98. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
99. Stephen Haag, Management Information Systems, 2008.

35325 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

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: RECRUITMENT & SELECTION

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: EMPLOYEES APPRAISALS

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: APPRAISAL AND TRAIL UNION

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

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

35331 - MARKETING MANAGEMENT

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

100. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
101. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
102. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
103. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
104. Memoria & Joshi, Fundamental of Marketing.
105. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
106. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
107. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
108. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
109. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

35332 - 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: WORKING CAPITAL 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

91. Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
92. Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
93. Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
94. Jeff Madura, International Financial Management, South-Western College Pub., 2010
95. Prasanna Chandra, Financial Management, McGraw Hill, 2008.
96. Khan and Jain, Financial Management, Tata McGrawHill, 2009
97. Pandey I M, Financial Management, Vikas Publishers, 2009
98. Sheeba Kapil (2010), Financial Management, Pearson Education.
99. B J Camsey, Engene F. Brigham, "Introduction to Financial Management", The Gryden Press

35333 - PRINCIPLES OF RETAIL MANAGEMENT

Objective:

- To understand the concept of retail management
- to gain knowledge on retail market segmentation and marketing mix

BLOCK I: BASICS OF PRINCIPLES OF RETAIL MANAGEMENT

- UNIT 1 Retail Management Concept and Trend: Definition and Meaning- Characteristics–Functions- Role of retailing- Trends in Retailing- Types of Retailing
- UNIT 2 Forms of Retailing based on ownership– Non-Store Retailing- On-line sales- Service and Product Retailing-Retail theories–Wheel of Retailing.
- UNIT 3 Retail Market Segmentation and Marketing Mix: Retail Market segmentation- Need- Criteria- Dimensions of segmentation- Customer Clusters and Customer profiles
- UNIT 4 Retail Market Mix: Elements of Mix- Designing the Mix to meet the Segment needs.

BLOCK II: PRODUCT AND PROMOTION EDLP

- UNIT 5 Merchandising and Facilities: Merchandise Planning- Identifying Customer Needs and Wants- Presenting the Merchandise –Visual Merchandising– Category Management
- UNIT 6 Product Movement and Stocking Plans- Retail Facilities: Cold Storage- Display- Demo- Warehouse-Customer Convenience.
- UNIT 7 Pricing, Promotion and Channel of Distribution: Retail Pricing: Pricing Factors- Pricing Methods- Retail pricing strategies
- UNIT 8 Promotion Pricing – Competitive Pricing- Clearance Pricing- Pre-emptive Pricing- Value Pricing and Every Day Low Pricing (EDLP) Pricing strategy-

BLOCK III: LAYOUT RETAIL LOCATION

- UNIT 9 Retail promotion strategies: Retail Advertisement, Marketing and Promotion (AMP)- In-store promotion- External promotion-

- UNIT 10 Retailing Channels: Criteria for selection of suppliers-Channel choice- Intensive, Selective and Home Delivery models-
- UNIT11 Managing Layout and Personnel: Retail Location: Factors and Presence- Visibility Management- Layout plan- Open Access- Billing and Security- Timing models

BLOCK IV: RETAIL INDUSTRY

- UNIT 12 24 hours Timing: Pros and cons- Careers in Retailing–Recruitment, Selection and Training- Role of IT in Retailing: Barcodes and REID-Retail Management Information System.
- UNIT 13 Retailing Industry: Entrepreneurial and Risk-Return features of Retailing- Space for every shade and size- Retail Life cycle - Emergence of MNCs in Retailing-
- UNIT 14 New Retail formats: Malls, Category Killers, Membership/Warehouse clubs, Ethnic and Home & Design Centres- Multi Channel Retailing - Foreign direct Investment in Retail Industry.

REFERENCES

1. Swapna Pradhan, Retail Management-A Strategic Approach, 2008, TMH.
2. David Gilbert, Retail Marketing Management, 2000, Pearson Education Limited.
3. James Ogden & Denise Ogden, Integrated Retail Management, 2007, Biztantra.
4. Barry Berman, Joel R. Evans, Retail Management, 2009, Pearson College Div
5. Michael Levy and Barton Weitz, Retailing Management , 2008, McGraw Hill-Irwin.
6. Rosemary Varley, Retail Product Management: Buying and Merchandising, Routledge, 2001.
7. George Belch and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw-Hill, 2011.

35334 - SHOPPER BEHAVIOUR AND RELATIONS MANAGEMENT

Objective:

- To understand the concept of shopper behaviour
- To gain knowledge on factors influencing shopping behaviour

BLOCK I: BASICS OF SHOPPER BEHAVIOUR

- UNIT 1 Introduction to Shopper Behavior: Concept, Meaning and Scope of Shopper Behavior-Importance of studying Shopper behaviour- Application of Shopper behavior
- UNIT 2 principles to strategic marketing- Market segmentation and Shopper behaviour- Model of Shopper Decision Making.
- UNIT 3 Shopper Decision Process: Problem Recognition –Problem Solving Process- Information Search-Alternative Evaluation and Selection
- UNIT 4 Outlet Selection and Purchase: Considerations- Store Loyalty Factors- Post Purchase Behavior-Customer Satisfaction – Ensuring Repeat visit and Recommendation to others.

BLOCK II: SOCIAL CLASS AND ECONOMIC STANDING

- UNIT 5 Internal Determinants of Shopper Behaviour: Values,Motivation, Personality,Life-style, Life Phase,
- UNIT 6 Perception and Learning based factors influencing shopping behaviour- Change in shopping behaviour: Issues and Management.
- UNIT 7 External Determinants of ShopperBehavior: Opportunities and compulsions of environment setting shopping behaviour- Influence of Culture and Subculture,
- UNIT 8 Social Class and Economic Standing on Shopper Behaviour- Reference Groups, Family Influences and

BLOCK III: CRM & ITS ISSUES

- UNIT 9 Cross Cultural factors on Shopper Behaviour- Dynamics of these External determinants- International Perspective.
- UNIT 10 Customer Relationship Management (CRM):Concept and Components of CRM- Goals of CRM-Using Customer touch points –

UNIT 11 Decisions on Responsibility for CRM: Marketing/Sales/Customer Services/
Product Support-Channel Or other partners

BLOCK IV: TRADE – BODY RELATIONS

UNIT 12 CRM Planning – Developing Strategy – Customer Life Time Value and
Customer Equity.

UNIT 13 Stakeholder Relationship Management (SRM): Supplier Relations- Channel
Relations- Competition Relations- Employee Relations-

UNIT 14 Trade-body Relations- Environmental Management-Strategy for SRM for
sustained development.

REFERENCES

1. Claus Ebster and Marion Garaus, Consumer Behavior: Store Design and Visual Merchandising: Creating Store Space That Encourages Buying, 2011, Business Expert Press.
2. Huddleston and Minahan, Consumer Behavior: Women and Shopping, 2011, Business Expert.
3. Stella Minahan, Sean Sands, and Carla Ferraro, The Inscrutable Shopper: Consumer Resistance in Retail, 2011, Business Expert Press.
4. Leon Schiffman & Leslie Kanuk, Consumer Behavior, 2010, Prentice Hall.
5. Michman and Mazze, The Affluent Consumer: Marketing and Selling the Lifestyle, Praeger, 2006.
6. Phil Lempert, Being a Shopper: Understanding the Buyer's Choice, Wiley, 2002.
7. Marieke K. de Mooij, Consumer Behavior and Culture: The Consequences for Global Marketing and Advertising, 2004, Sage Publications.
8. Ann Satterwaite, Going Shopping: Consumer Choices and Community Consequences YUP, 2001.
9. Herb Sorensen, Inside the Mind of the Shopper: The Science of Retailing, 2009, Wharton School.
10. DMS Retail, Retail Customer Service Fundamentals.
11. Michael R. Solomon, Consumer Behavior: Buying, Having and Being.

35335 - RETAIL SALES MANAGEMENT AND SELLING SKILLS

Objective:

- To understand the sales management
- To gain knowledge on quality and skills of a sales person

BLOCK I: BASICS OF RETAIL SALES MANAGEMENT AND SELLING SKILLS

- UNIT1 Introduction to Sales Management: Meaning and Scope- Functions- Decisions Areas- Features of Different Types of Sales: Consumer Market and Industrial Market sales-
- UNIT 2 Regular, Promotional, New Product, Seasonal and Clearance Sales – Direct Selling – Indirect Selling – Vending Selling & E-Selling - Counter Sales – Franchise Selling – Catalogue Sales.
- UNIT3 Qualities and Skills of a Sales Person: Personal Qualities: Courtesy – Patience– Perseverance- Listening – Expression- Hard-work- Achievement motivation- Self confidence–
- UNIT 4 Grooming for Personal Quality Perfection – Professional Skills: Product Knowledge– Organizational Knowledge - Knowledge of Competitor offerings- Dialogue Process- Situational Decision Making skills – Discerning Power- Responsibilities.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT5 Sale Process and Relationship Building: Process of selling- Prospecting – Qualified Prospecting- Pre-approach preparation–Approach and Initiation – Presentation & Demonstration
- UNIT 6 Handling Objections, Doubts, Misunderstanding and Complaints - Closing Sales – Follow-up action
- UNIT 7 Relationship building: Strategies and services- Service calls- Up-selling opportunities- Cross-selling – Recommendations and References- Posting an opinion in the Web-pages.
- UNIT8 Recruitment and compensation: Recruitment and selection of sales force- Induction- of Assignment and Rotation- Training of sales force- Training in Selling strategies

BLOCK III: E & OE, VAT AND CONVERSIONS

- UNIT 9 Compensation plans: Time and Performance based schemes- Factors influencing compensation level- Unique Compensation for Unique Talents.
- UNIT10 Sales Documentation and Value Handling: Billing – Credit Billing– Credit/Debit Card Billing– Managing Returns, Refund and Replacements
- UNIT 11 E&OE– VAT –Traveling Cheques – Tele-Transfer – International Currencies and Exchange rate conversions

BLOCK IV: LEAD GENERATIONS, SALES AND SALES

- UNIT 12 Cash handling Techniques- Safety and security of valuables- Prevention of shoplifting, thefts and pilferages.
- UNIT 13 Sales Planning and Operations: Sales Strategy: Design, Planning, Execution- [Sales Incentive Plan](#) - [Sales process engineering](#)- Sales Communication
- UNIT 14 Lead Generation- Sales Programs- Measurement of Results: Sales Reporting Analytics & Sales Data-[Sales Quota](#).

REFERENCES

1. [Charles Futrell](#), Fundamentals of Selling, McGraw Hill-Irwin, 2008.
2. Chetan Bajaj, RajnishTuli, Nidhi V Srivastava,Retail Management, Oxford, 2006.
3. [Richard R Still](#), [Cundiff W Edward](#), [Govoni A P Norman](#), Sales Management: Decision Strategy and Cases, Pearson, 2008.
4. DhotreMeenal, Channel Management and Retail Marketing, HPH, Mumbai, 2005.
5. [George Whalin](#) and [Terri Pilot](#), Retail Success, Willoughby Press, 2001.
6. [Willard N. Ander](#) and [Neil Z. Stern](#), Winning At Retail: Developing a Sustained Model for Retail Success, Wiley, 2004.
7. Walter A. Friedman, [Birth of a Salesman: The Transformation of Selling in America](#),HarvardUniv. Press2004.
8. [S.C. Bhatia](#), [Retail Management](#),Atlantic Publishers, 2008.
9. Peter Fleming, A Guide to Retail Management,Jain book Depot, 2006

35341 - RETAIL LOGISTICS AND SUPPLY CHAIN

Objective:

- To understand the concept of logistics and supply chain
- To know about logistics and procurement , logistics and marketing

BLOCK I: BASICS OF RETAIL LOGISTICS & SUPPLY CHAIN

- UNIT 1 Concept and Scope: Concepts of Logistics and supply chain-Importance of Logistics in these days global Sourcing, Production and consumption- Dimension of Logistics: Macro and Micro aspects-
- UNIT 2 Supply chain contours: Backward and forward linkages- Supply chain efficiency- Logistics as a competitive edge driver- Peculiarities and diversity of needs of Logistics for Retailing.
- UNIT 3 Logistics and Procurement: Logistics as a Support function of Procurement and Vendor Facilitation - Logistics as interface function of Demand Forecasting, Global procurement
- UNIT 4 Tracking inward shipments and Storage Planning- Logistics as an enabler of Just-in-Time (JIT), Kanban (A scheduling system for lean inventory), Vendor Managed Inventory (VMI) for Vendors and the firm.

BLOCK II: EXIM PROCEDURE POLICY

- UNIT 5 Logistics and Marketing: Logistics as a Support function of Order Fulfillment, Assembling & Labeling from Multi-storage points and Delivery- Logistics as an interface of Market forecasting,
- UNIT 6 Stock level management, invoice or sales documentation, picking products, consolidation, transport-packaging, packing, marking,
- UNIT 7 preparing outbound documentation and shipping out by loading into containers- customer facilitation tracking out-bound shipments.
- UNIT8 EXIM Logistics: Importance of Global Logistics- Export Logistics: Special Aspects of EX-IM logistics- Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)],

BLOCK III: LOGISTICS SERVICE PROVIDERS

- UNIT 9 Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets-
- UNIT 10 Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing- Distribution to Units- Security & Insurance- Multimodal Transport- UN International convention on MT of Goods- Terminal Networks: Types and Roles.
- UNIT 11 Logistics Service Providers: 3PL/4PL Services- Differences between 3PL & 4PL- Common Services for 3PL/4PL: Invoice management, call centers, warehouse/distribution facilities - Carrier management- 4PL Specialties:

BLOCK IV: GSI SYSTEM OF WORLD

- UNIT 12 Implementation Center: Business process analysis/scoping, Development of all activities into an open systems framework- Product/Skill Centers: Supply chain engineering –4PL Value Added services: Knowledge Transfer, Business Development and Functional Support.
- UNIT 13 Special Logistics: Inter-modal and Multimodal Logistics- Logistics for Trade Fairs and Events - Consolidation and Groupage- Logistics of Time Perishable and Logistics of Quality Perishables
- UNIT 14 GS1 System of world-wide supply-chain standards system- E-Logistics – Warehouse Logistics- Reverse Logistics.

REFERENCES

1. Sahay B.S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi..
3. Coyle, Bradi&Longby, The Management of Business Logistics, West Publishing Co. Martin Christopher, Logistics and Supply Chain Management
4. Dawson, Larke and Mukoyama, Strategic Issues in International Retailing, Routledge, 2007

5. Paul R. Murphy Jr. and Donald Wood, Contemporary Logistics
6. Harvard Business Review, Managing Supply Chains
7. Alan E. Branch, Global Supply Chain Management and International Logistics
8. Simchi-Levi, Kaminsky & Simchi-Levi, Managing the Supply Chain: The Definitive Guide.
9. Ray, Supply Chain Management For Retailing, TMH, 2010.
10. James B. Ayers, Retail Supply Chain Management, Auerbach Publications, 2007

35342 - STORE AND MALL MANAGEMENT

Objective:

- To understand the location layout ambivalence of a store and mall
- To gain knowledge on inventory management

BLOCK I: BASICS OF STORE AND MALL MANAGEMENT

- UNIT 1 Location, Layout and Ambience: Store/Mall Location Choices and considerations- Prime Vs Up-coming Vs Remote Locations - Internal Layout Designs: Straight floor plan- Diagonal floor plan, Angular floor plan, Geometric floor plan and Mixed floor plan
- UNIT 2 store fixtures: Types and suitability- Relevance of Managing Exterior and Interior Ambience- Visual Merchandising
- UNIT 3 Merchandise Display: Racks and Shelves: Importance- Types: [Supermarket Racks](#) - [Fruit & Vegetable Racks](#)- [Electronic Racks](#)- [Showcase Racks](#)- [Pharmacy Racks](#)- [Book Racks](#)- [Textile Racks](#)- [Shoe Racks](#)- [Cantilever Racks](#)- [Mezzanine floor](#)- [Freshness and Exquisiteness](#).
- UNIT 4 Inventory Management: Wide Merchandise Assortment – Quality and Price Ranges- Procurement Efficiency-

BLOCK II: OPERATIONAL EFFICIENCY

- UNIT 5 Techniques of Inventory management to ensure economy- Keeping track of 'Fast', 'Slow' and 'No' (FSN) Moving items- Novelty and First to Shelf principle.
- UNIT 6 Stores and Malls: Introduction to Stores and Malls- Development of Malls and Multiplexes- Store space Leasing in Malls- Tenant Mix- Branding of Stores and Malls
- UNIT 7 Mall Maintenance Management- Store/Mall Anchor- Food Court- Entertainment Multiplex- Round-the-clock operation- Stores Vs Malls.
- UNIT 8 Operational Efficiency: Business Plans: Mark-up and Mark-down- Gross Margin Return On Inventory Investment (GMROI) – Break-even level- Marketing Strategy- Promotional Calendars-

BLOCK III: CUSTOMER SATISFACTION

- UNIT 9 Differentiation- Leadership- Competitive edge- Winning new and Retaining existing customer base-Retailing Research- Employee Training, Empowering, Scheduling, Motivation and Meetings.
- UNIT 10 Managing Customer Service and Satisfaction: Facilities for Parking, Multiple payment options, Kids-keeping, Quick counter service, etc–
- UNIT 11 Customer satisfaction: Importance, Determinants and Level- Strategic Advantage through Customer Service and Customer Satisfaction (CS&CS):

BLOCK IV: TIPS FOR RETAIL STORES SUCCESS

- UNIT 12 CS &CS strategies -Gap Model of Improving Customer Service and Customer Satisfaction- Expectation and fulfilment.
- UNIT 13 HR Management: Types of Job positions in Retail Stores/Malls: Retail Store Manager, Retail Sales Associate,Merchandiser, Cashier and Brand Manager – JobDescription, Job Requirements, Duties and Responsibilities,
- UNIT 14 Career Opportunities and Tips for success of Retail Store Manager, Retail Sales Associate,Merchandiser, Cashier and Brand Manager.

REFERENCES

1. Af Susan K. Mitchell, The Largest Indoor Parks and Malls, Gareth Stevens, 2007.
2. [CarlesBroto](#),New Shopping Malls, Links, 2007
3. [Books Llc](#), Shopping Malls, General Books LLC, 2010
4. [Jan Wehrheim](#), Shopping malls, VS Verlag, 2007
5. [Barry Maitland](#), Shopping malls: planning and design, 2007.
6. Coleman Peter, Shopping Environmentism, Elsevier Science, 2007
7. DMS Retail, [Winning at Store Management](#).
8. K S Menon, Stores Management, [Macmillan Publishing](#)
9. [Robert E Mitchell](#), The Store Manager, Vantage Press, 2007
10. PacoUnderhill, [The Call of the Mall: A Walking Tour Through the Crossroads of our Shopping Culture](#), 2004.

35343 RETAIL TRENDS

Objective:

- To understand the growth in retailing
- To acquire knowledge on retail formats

BLOCK I: BASICS OF RETAIL TRENDS

- UNIT 1 Growth in Retailing: Spread of ‘Retailization’- GDP share of Retail- Global Spread of Retail- Experience oriented Retailing-
- UNIT 2 Factors Fuelling growth in Retail- Seamless Retail- Pre-paid Retailing- Manufacturers into Retailing through Forward Expansion-
- UNIT 3 ROI (Return on Inventory Investment) in Retailing- Talent capacity needed for Retailing.
- UNIT 4 Retail Formats: Multiplying Types of Retail formats- Changing Retail formats- Global spread of Retail formats- Virtual and Physical Formats-

BLOCK II: MASS CUSTOMIZATION & HURDLES

- UNIT 5 Agency-run and Owner Producer-run formats- Multi-channel formats- Social Network sites and Retailing- Experiential Retailing: DIY (Do It Yourself) formats for Gardening and Decor.
- UNIT 6 Drivers and Hurdles: Drivers: Self serve- Cost polarization- Blurring of sectors- Brand experience-Generational crossover-
- UNIT 7 Mass customization- Increased role by children and women-contact-free modes of payment- On-line opportunities.
- UNIT 8 Hurdles: Demographic shifts- Supply chain hassles-Lack of retail space – High rentals- Lack of Requisite Human resources.

BLOCK III: TREND IN RETAILING

- UNIT 9 Leading Giant Retailers of the world:Lulu Hyper market in the Middle East - Wal-Mart – K-mart- Tesco - Metro AG - Carrefour- [Marks & Spencer](#) –
- UNIT 10 Mydin of Malaysia- Sheng Siong- Fred Meyer- [JUSCO](#), [CityCentre](#), [Wellcome](#) and Big C- Mustafa Centre, Singapore- Express Avenue of Chennai.
- UNIT 11 Trend in Retailing in Durable and Soft Goods:Durable Goods: Household Appliances& Home Furniture, Electronics, Apparel and Jewellery.

BLOCK IV: TREND IN RETAILING

- UNIT 12 Soft Goods:Healthcare, Grocery, Food, Perfumeries and toiletries.

- UNIT 13 Service Retailing Trends: Trends in telephone/mobile retailing- Trends in Air-ticket/train ticket retailing-
- UNIT 14 Retailing of tourism services: Hotel booking, Entertainment and Conference booking- Retail banking: Concept, Need and Trend.

REFERENCES

1. Retail Management: A Strategic Approach, Pearson, 2006
2. Manfred Krafft, Murali K. Mantrala, Retailing in the 21st Century, Springer, 2010
3. Jack W. Plunkett, Retail Industry Almanac, Plunkett Research Ltd, 2009.
4. Patrick M. Dunne, Retailing, South-Western College, 2010.
5. Joseph and Fisher, The Secrets of Retailing.: Or: How to Beat Wal-Mart!, Silverback Books, 2004
6. Levy and Weitz, Retailing Management, McGraw-Hill, 2008.
7. Wikipedia: Reputed Malls and Shopping Centres in the World.
8. Barry Berman and Joel R Evans, Retail Management- A Strategic Approach, PHI, 2010.

35344 - RETAIL TECHNOLOGY MANAGEMENT

Objective:

- To understand the store management solution , integrated point of sales technology
- To gain knowledge on inventory management technology

BLOCK I: BASICS OF RETAIL TECHNOLOGY MANAGEMENT

- UNIT 1 Retail Store Front: POS and Peripheral Applications - Payment Applications- Store Management Solutions- Integrated Point of Sale Technology-
- UNIT 2 Mobile Store Market- Changing Gaming of Retailing into e-tailing-Social Web and Retailing- Internet Marketing Tips for Retailers.
- UNIT 3 Inventory Related Technology: Personnel Management solutions: Time and Attendance, Computer- Based Training - Store Inventory Management:
- UNIT 4 Stock locator, Direct Store Delivery, Auto Replenishment Store Warehouse Management: Store Receiving,

BLOCK II: E-COMMERCE & HARDWARE MOTO

- UNIT 5 Real Time Inventory Adjustment, RFID based Inventory Management - Store Operations Management: Store Reports, Shrink Management
- UNIT 6 Enterprise Systems: Enterprise Systems Integration across Supply Chain, CRM, Financials and Enterprise Data Management technologies-Freezer Door LCD-
- UNIT 7 Mobile Barcode Scanning in Store- Mobile Payment, and Kiosks- Mobile Wallet-Settlement, Reconciliation and Reporting - Web Reporting.
- UNIT 8 E-Commerce and Hardware: MOTO (Mail order / Telephone Order) business - Virtual Terminal solutions - Computerized POS systems-POS Printers (for receipts, check printing, and document franking)-

BLOCK III: SOFTWARE SUPPORT INFORMATION MANAGEMENT

- UNIT 9 Magnetic stripe readers (MSRs)- Magnetic ink character recognition readers (MICRs)- Barcode scanners/readers- Cash drawers-
- UNIT 10 Coin dispensers- Pole displays-PIN pads- Electronic scales- EFTPOS (Electronic Funds Transfer at Point of Sale) – B2B and B2C E-Commerce.
- UNIT 11 Software Support: Information Management and Web-sphere Software- Software support for Integrated Merchandise Planning, Demand Forecasting for Retail, Mobile & Remote Retailing,

BLOCK IV: MOBILE COMPUTING

- UNIT 12 Intelligent Clustering for Retail, Order Processing, Retail Space Management, Revenue Optimization Suite and Size Optimization- End-to-end Solutions- Using technology to exploit customer behaviour and drive sales cross channel.
- UNIT 13 Organizational and Operational Technology: Automatic identification and data capture- database management systems- automatic data mining- network and telecommunication-
- UNIT 14 mobile computing, m-commerce- global positioning systems- vendors mediated inventory system- Just in Time inventory- Lean Organization.

REFERENCES

1. Khurana, Information Technology For Retailing, TMH, 2010.
2. GirdharJoshi, Information Technology for Retail, Oxford University Press, 2008
3. Philip Bryan, Communications and Retail Technology, Pearson, 2007
4. Harry E Burke, Automating Management Information Systems: Barcode Engineering and Implementation, VanNostrand Reinhold, 1990

35345 - GROWTH MANAGEMENT

Objective:

- To understand the meaning of growth and growth management
- To gain knowledge on levels of enterprise strategies for growth

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 un-sought 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

MBA TECHNOLOGY MANAGEMENT

E) INSTRUCTIONAL DESIGN

MBA TECHNOLOGY MANAGEMENT

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
35411	Management – Principles and Practices	25	75	100	4
35412	Organizational Behaviour	25	75	100	4
35413	Managerial Economics	25	75	100	4
35414	Quantitative Techniques	25	75	100	4
35415	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
35421	Research Methods	25	75	100	4
35422	Business Environment	25	75	100	4
35423	Business Laws	25	75	100	4
35424	Management Information System	25	75	100	4
35425	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
35431	Marketing Management	25	75	100	4
35432	Financial Management	25	75	100	4
35433	Management of Innovation and R&D	25	75	100	4
35434	Re-engineering and Flexi Systems	25	75	100	4
35435	Technology Policy, Ethics and IPR Management	25	75	100	4
Total		125	375	500	20
IV Semester					
35441	Manufacturing, Maintenance and Waste Management	25	75	100	4
35442	Knowledge and Change Management	25	75	100	4
35443	Management of Technology Transfer and Absorption	25	75	100	4
35444	Growth Management	25	75	100	4
35445	Quality Management	25	75	100	4
Total		125	375	500	20
GRAND TOTAL				2000	80

35411- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

UNIT BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

81. Stoner, et-al, Management, Prentice Hall, 1989.
82. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
83. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
84. Peter F. Drucker, Management, 2008.
85. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
86. Ricky W. Griffin, Management, South-Western College Publications, 2010
87. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
88. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

35412 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

35413 - 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

112. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
113. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
114. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
115. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.

116. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
117. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
118. Gupta G S, Managerial Economics, Tata McGraw-Hill.
119. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
120. Mehta P L, Managerial Economics, Sultan Chand and Sons.
121. Joel Dean, Managerial Economics, Prentice-Hall.

35414 - 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.

UNIT 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

111. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
112. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
113. Sharma, Operations Research: Theory and Applications.
114. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
115. K. Gupta and D.S. Hira, Operations Research.
116. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
117. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
118. V.K. Kapoor, Operations Research.
119. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
120. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

35415 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.

UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.

UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods

UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -

UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;

UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

100. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
101. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
102. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
103. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
104. Ravi M. Kishore, Cost Management, Taxman Publications
105. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.

106. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
107. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
108. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
109. Hoyle, Advanced Accounting, McGraw Hill.

35421 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

35422 - 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

78. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
79. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
80. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
81. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
82. Amarchand D, Government and Business, TMH.
83. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
84. Maheswari & Gupta, Government, Business and Society.

35423 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

67. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
68. Pathak, Legal Aspects of Business, TMH, 2009.
69. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
70. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
71. Relevant Bare Acts.
72. Balachandran and Thothadri, business Law, TMH, 2010

35424 - MANAGEMENT INFORMATION SYSTEM

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

100. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
101. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
102. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
103. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
104. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
105. Sadogopan S, Management Information Systems, 2001 PHI.
106. Murdie and Ross, Management Information Systems, Prentice Hall.
107. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
108. Stephen Haag, Management Information Systems, 2008.

35425 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

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: APPRAISAL AND TRAIL UNION

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

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

35431 - MARKETING MANAGEMENT

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

110. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
111. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
112. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
113. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
114. Memoria & Joshi, Fundamental of Marketing.
115. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
116. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
117. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
118. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\

35432 - 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

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: WORKING CAPITAL 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

- 100.Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
- 101.Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
- 102.Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
- 103.Jeff Madura, International Financial Management,South-WesternCollege Pub., 2010
- 104.Prasanna Chandra, Financial Management, McGraw Hill, 2008.
- 105.Khan and Jain, Financial Management ,Tata McGrawHill,2009
- 106.Pandey I M, Financial Management, Vikas Publishers,2009
- 107.Sheeba Kapil(2010), Financial Management, Pearson Education.
- 108.B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press

35433 - MANAGEMENT OF INNOVATION AND R&D

Objective:

- To understand the concept and technological influence in innovation and R&D
- To know about the patterns and IPR

BLOCK I: BASICS OF MANAGEMENT INNOVATION AND R&D

- UNIT 1 Concept of Innovations and R&D: Meaning of Innovation- Requisites for Innovation: Creativity, Scientific Temper, Invention, Proto-type Development, Testing, Refinement, Perfection and Diffusion – Jay Doblin’s Ten Types of Innovation.
- UNIT 2 Jennifer Goddard’s six focus areas for innovation - Innovation models of John Besant and Joe Tidd- R&D the back-bone of Technological Innovation.
- UNIT 3 R & D and Economic Development Nexus- Technology innovators- Business Model innovators- Process innovators.
- UNIT 4 Innovation and Human Intellect: Creativity and Problem Solving: The Creative Process- Intellect and Creativity- Creative Individuals and Out-of-box thinking- Techniques of Transforming Creativity into Invention and Invention into Innovation- Sources of Innovation.

BLOCK II: INNOVATION COMPLEXITY

- UNIT 5 Michael Lee Scritchfield’s 4P’s of Creativity/Innovation: Product, Process, Person and Press (Place) - 4 Zones of Innovation:
- UNIT 6 Product Leadership, Customer Intimacy, Operational Excellence and Category Renewal- Innovation failures.
- UNIT 7 Theories of Creativity, Innovation, Technology and R&D: Behavioral theory of R&D investment and Innovation- Open Innovation theory- Dominant design theory- Technology S-curve theory- Brainstorming theory- Ed DeBono's Six Thinking Hats- Combination method.
- UNIT 8 Brinnovation (breakthrough innovation)- Benchmarking- Complexity Theory- TRIZ/TIPS theory- Chris Grannell’s Innovation Strategies- Role of MNCs in R&D – MNCs in US, EU and Japan in R&D Triad.

BLOCK III: ORGANIZATIONAL CLIMATE FOR CREATIVITY

- UNIT 9 Innovating Firms: Understanding the Innovative Features of the selected top innovators of the world, namely: The Facebook, Amazon, Apple, Google, Novartis, Walmart, HP, Nike, Intel, IBM, GE, Disney, Cricket, IPL 20-20, Samsung, Microsoft and Twitter.
- UNIT 10 Organizational climate for Creativity and Innovation- Autonomy and Entrepreneurship, Close to the Customer, Competitive Spirit, Failure tolerance, organizational support and Managing Ambiguity and Paradox.
- UNIT 11 Patenting of Innovation: Patenting Inventions and Innovations- Role of Patents, Copy Rights, Trade Marks and Licenses in Innovation and R&D management.

BLOCK IV: PRODUCTIVE TEAM CULTURE

- UNIT 12 Intellectual property rights - Decision support systems in R& D– Process Vs Product Innovation- Reverse Engineering- Law regarding Protection of Innovations from Imitations.
- UNIT 13 Corporate and Government Commitment to Innovation and R&D: R & D as a Corporate Function – In-house R & D Resources and Commitment – Partnership in Innovation– Financiers of R & D Projects – Role of Consultants in R & D.
- UNIT 14 Creating a productive team culture – Government support for R&D infrastructure and researchers- Role of DST, DBT and CSIR- Global Innovation Index-Innovation Efficiency Index: Input Index and Output Index.

REFERENCES

1. Tom Peters and Robert Waterman, In Search of Excellence, London: Harper & Row 1982.
2. Alvin Toffler. Future Shock. New York, Bantom1971.
3. V. Govindarajan&C.Trimble, The Other Side of Innovation, HBSP, 2010.
4. V. Govindarajan&C.Trimble, Ten Rules for Strategic Innovators, HBSP, 2005.
5. Silverstein, Samuel and Decarlo, The Innovator's Toolkit, Wiley, 2008.
6. P Skarzynski and R Gibson, Innovation to the Core,HBSP, 2008
7. Scott Berkun, The Myths of Innovation, O'Reilly Media, 2010.

8. Braden Kelley & Rowan Gibson, *Stoking Your Innovation Bonfire*, Wiley, 2010.
9. James M. Utterback, *Mastering the Dynamics of Innovation*, 1994.
10. Peter F. Drucker, *Innovation and Entrepreneurship*, Harper, 2006.
11. WIPO, World Intellectual Property Organization's Publications.

35434 - RE-ENGINEERING AND FLEXI SYSTEMS

Objective:

- To know the concept and significance of Re – engineering
- To understand the process and design of re - engineering.

BLOCK I: BASICS OF RE-ENGINEERING AND FLEXI SYSTEMS

- UNIT 1 Concept and Requisites of BPR and Flexi System : Nature, Significance and Rationale of Business Process Reengineering (BPR) - Fundamental Rethinking is Fundamental of BPR- The Genesis.
- UNIT 2 Requisites: Reengineering Leader, Reengineering Communications, Reengineering Journey, New Process Design, Reengineering Failure, Reengineering Team, Reengineering Effort.
- UNIT 3 Reengineering Program, Reengineering Will- Speed and Smart Execution- Concept and Significance of Flexibility- Flexible Vs Fixed systems- Features and superiority of Flexible systems.
- UNIT 4 Process Reengineering: Appraisal of Processes - Processes for Reengineering- Reengineering of Processes- Role of information technology.

BLOCK II: RE-ENGINEERING REPORTING

- UNIT 5 BPR Cycle: Identify, Analyze As-Is, Envision New Processes- Business process discovery and diagnosis- Design/Re-design/Reconstruction – Test and Implement- Monitor.
- UNIT 6 Business process interoperability- Business process Improvement- Business process mapping- Process Reengineer- BPR Process and Participants.
- UNIT 7 Implementing BPR: Approval of BPR-Preparations for Implementation- BPR Process Chart- Change Management- Communication, Commitment, Control and Contours.
- UNIT 8 Reengineering Reporting- Systems Thinking- Reengineering Enabling Processes- Continuous Improvement- Bottom-up Participation Process- BPR Principles.

BLOCK III: FUNCTIONAL FLEXI SYSTEMS

- UNIT 9 Evaluation of PBR: Reengineering Success- Reengineering Revolution- BPR Vs TQM; BPR Vs CQI; BPR Vs Scientific Management;
- UNIT 10 BPR Vs Industrial Engineering; BPR Vs Value Engineering- BPR Criticisms- BPR Can do well.
- UNIT 11 Types of Functional Flexi systems: Simplifying systems - Enterprise Flexibility: Ready for Experimenting and coping with Paradoxes- Strategic Flexibility: Ready for Change and Dynamics.

BLOCK IV: FLEXIBILITY IN BUSINESS EXCELLENCE

- UNIT 12 Organizational Flexibility: Fluidity and Managing by Walking around- Technology Flexibility - Marketing Flexibility - Human Resources Flexibility -Information System Flexibility - Manufacturing system Flexibility - Supply Chain Flexibility.
- UNIT 13 Components and Competitiveness of Flexi Systems: Flexibility in Technology- Flexibility in Product offerings- Flexibility in service offerings.
- UNIT 14 Flexibility in Business Excellence- Flexibility in Mergers and Acquisitions- Flexibility in Strategic Alliances- Competitive Edge and Flexi Systems.

REFERENCES

1. Jacobson, et al, Business Process Reengineering With Object Technology, Addison-Wesley, 1994
2. Clarence Feldmann, The Practical Guide to Business Process Reengineering Dorset House, 1998.
3. Dan Madison, Process Mapping, Process Improvement & Process Management, Paton Pres, 2005.
4. Harvard Business School, Improving Business Processes, HBSP, 2010.
5. Jay Heizer and Barry Render, Operations Management Flexible Version, Prentice Hall, 2011.
6. Christopher Bartlett (Author), Paul Beamish ,Transnational Management, McGraw Hill, 2010.
7. Birkinshaw & Hagström, Flexible Firm: Capability Management in Network Organizations, OUP, 2002.
8. Ord Elliott, The Future is Fluid Form: Designing Flat, Flexible Organizations, iUniverse.com, 2009
9. Smith, Flexible Product Development: Building Agility for Changing Markets, Jossey- Bass, 2007.

35435 - TECHNOLOGY POLICY, ETHICS AND IPR MANAGEMENT

Objective:

- To know the strategies of technology policy and ethics
- To understand the policy and innovation of technology

BLOCK I: BASICS OF TECHNOLOGY POLICY

- UNIT 1 Technology Policy Imperatives: Science and Technology (S&T) Policy and Impact on Industry and Society- Government of India's S&T Policy: Preamble, Objectives and Strategy & Implementation- Government Initiated Scientific Programs: Scientific & Engineering Research, Technology Development.
- UNIT 2 S&T and Socio Economic Development, International S&T Cooperation, Women Scientists Programs, Technology Missions: Solar & Water- 2010-2020 Decade of Innovation in the Country.
- UNIT 3 Government Budgetary Allocation for S&T under R&D, TD and TM Programs- Green Technology- Clean Technology- Philosophy of technology.
- UNIT 4 Sector Technology Policy Issues: Industrial Technology Policy- Power Technology Policy- Transport Technology Policy- Bio, Info, Nano (BIN) Technology Policy- Cyber security- Agriculture and Allied sector Technology Policy- Private Sector Technology Initiatives and Government Fiscal Support.

BLOCK II: SCIENCE AND TECHNOLOGY

- UNIT 5 Invention, Innovation and Commercialization Policy- Basic Research and Beyond Basics and Applied Research- Higher Educational Institutions (HEIs) and Technology Development- Governance of Science and Technology in Society.
- UNIT 6 Outlook for technology policy: Technologies of Freedom- Convergence, the Internet, and Policies of Freedom- UN World Summit on the Information Society- Integrating Societal Concerns into Nanotechnology R&D.
- UNIT 7 Linking Scientific Research to Societal Outcomes - High- and low-cost realities for science and society- Guide for Policy Analysis.
- UNIT 8 Science and Technology for societal sustainability- Environmental Politics and Role of civil society in environmental governance.

BLOCK III: IPR TECHNOLOGY ETHICS

- UNIT 9 Ethics of Technology: Virtues of science and technology- Science and social responsibility- Real-time Assessment of Impact- Technology and Human Interface- Ethics of Risk Analysis and Regulatory Review- Environmental Ethics and International Policy- Leveraging talent, not technology.
- UNIT 10 Techno-criticism -Techno-progressivism- Ethics of artificial intelligence- Bioethics- cloning, RFID, biometric analysis and identification, genetic screening- Third-world compatibility- World Commission on the Ethics of Scientific Knowledge and Technology.
- UNIT 11 Technology and IPR: Concept of IPR- Technology and IPR Linkage- Types of IPR- Patents, Trademarks, Service Mark, Copyrights, Designs, Geographical Indications, Biological Diversity, Other IPR, Plant Varieties, Trade Secrets/Confidential Info., Data Protection, Traditional Knowledge, IC Layouts and Domain Name.

BLOCK IV: IPR TRADE MERCHANDISE ACT

- UNIT 12 International Treaties on IPR: Paris Convention, as of December 7, 1998- Patent Cooperation Treaty (PCT), as of December 7, 1998- TRIPS Agreement (WTO), as of January 1, 1995- World Social Forum- Socialization of Technologies: Concept and Issues.
- UNIT 13 IPR and Indian: The Patents Act 1970, as amended by The Patents (Amendment) Act 2005- The Patents Rules, 2003, as amended by The (Amendment) Rules 2006-Trade Marks Act, 1999.
- UNIT 14 Trade and Merchandise Marks Act, 1958- Copyright Act, 1957-Biodiversity Act, 2002-Protection of other IPRs- Distinctiveness Uniformity and Stability (DUS) test- Criticism of intellectual property.

REFERENCES

1. Government of India, Science and Technology Policy (Web sites)
2. Decker, Ladikas&Wütscher, Bridges between Science, Society and Policy, Springer 2010.
3. Conceicao, Gibson, Heitor&Shariq, Science, Technology & Innovation Policy, Quorum Books, 2000.
4. Guston and Sarewitz, Shaping Science and Technology Policy, University of Wisconsin Press, 2006.
5. Dominique Foray, The New Economics of Technology Policy, Edward Elgar Publishing, 2010.
6. W. Brian Arthur, The Nature of Technology, Free Press, 2009.

7. Kevin Kelly, What Technology Wants, Viking Adult, 2010.

35441 - MANUFACTURING, MAINTENANCE AND WASTEMANAGEMENT

Objective:

- To understand the concepts and process of manufacturing
- To know the needs and techniques of maintenance

BLOCK I: BASICS OF MANUFACTURING, MAINTENANCE AND WASTE MANAGEMENT

UNIT 1 Concept and Requisites of Manufacturing: Functions of manufacturing management- Basic Manufacturing operations - Organization and planning for manufacturing- Engineering, Research and Development.

UNIT 2 Design of manufacturing processes- Industrial equipment and maintenance- Methods engineering - Work measurement- Materials handling- Physical facilities- CAM and CAD- Manufacturing automation - Control systems, sensors, actuators and other control system components.

UNIT 3 Types and Trends in Manufacturing systems: Single station manufacturing cells - Group technology and cellular manufacturing - Flexible manufacturing systems - Manual assembly lines-Transfer lines and similar automated manufacturing systems.

UNIT 4 Automated assembly systems- Robotics- Introduction to quality assurance - Statistical process control - Process planning and concurrent engineering - Production planning and control systems - Lean production and agile manufacturing-Material handling- Material transport systems- Storage systems- Automatic data capture.

BLOCK II: ORGANIZATION AND OPERATIONS OF MAINTENANCE

UNIT 5 Nature and Needs of Maintenance: Nature of Maintenance- Need for Maintenance– Maintenance and Productivity, Quality and Competitiveness- Types of maintenance systems: planned and unplanned maintenance – breakdown maintenance– corrective maintenance– opportunistic maintenance – routine maintenance.

UNIT 6 preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – Total productive maintenance.

UNIT 7 Selection of maintenance systems - Maintenance planning and scheduling – establishing a maintenance plan–Items to be maintained and their Characters.

UNIT 8 Organization and Operations of Maintenance: Maintenance organization – resource characteristics – resources structure– administrative structure – training of maintenance personnel – maintenance control- maintenance procedure – guidelines for matching procedures to items.

BLOCK III: WASTE GENERATION

UNIT 9 Universal maintenance procedure – System operations and documentation – documenting maintenance operations – record keeping – data collection and analysis – failure statistics– planning and scheduling plant shutdowns- evaluation of maintenance performance.

UNIT 10 Concepts and contours of Waste Management: Concept of wastes- Nothing is a Waste until it is wasted –Types of Waste (on the bases of): Sources, Nature and Characteristics.

UNIT 11 Rates of Waste generation: Quantities and Qualities- Factors affecting generation- Problems from solid wastes- Changing nature of solid wastes and its Impact- Zero Waste system: Concept, Requisites and Efforts- Trends in e-Waste.

BLOCK IV: TREATMENT PROCESS

UNIT 12 Systems and Strategies of Waste Management: Systems of Collection, Segregation, Handling, Transporting, Treatment, Storage and Disposal of Waste- On-site Collection, Segregation and Storage Strategy: Procedures and Requirements.

UNIT 13 Handling and Transporting strategy: Devices, People, Vehicles, Routing, Route Balancing and Transfer stations.

UNIT 14 Treatment Process: Organic and In-organic processes- Recovery and Reuse – Energy and Manure- Disposal Strategy- Industrial and Hazardous solid waste management- Extended Producer’s Liability.

REFERENCES

1. Groover, Fundamentals of modern manufacturing, John Wiley, 2010.
2. Gideon Halevi, Handbook of Production Management Methods, Heinemann, 2001.
3. Leone and Rahn, Fundamentals of Flow Manufacturing, flow Publishers, 2002.
4. Don Nyman, Maintenance Planning, Coordination & Scheduling, Industrial Press, 2010.

5. Gulati and Smith, *Maintenance and Reliability Best Practices*, Industrial Press, 2009
6. Un-Habitat, *Solid Waste Management in the World's Cities*, Earthscan Ltd, 2010.
7. Scott and Scheffler, *Reduce, Reuse, Recycle*, Green Books Guides, 2009.
8. Maynard, H.B, *Handbook of Modern Manufacturing Management*, McGraw Hill, 1998.

35442 - KNOWLEDGE AND CHANGE MANAGEMENT

Objective:

- To know the concept and activity of knowledge
- To understand the process and strategies of knowledge

BLOCK I: BASICS OF KNOWLEDGE AND CHANGE MANAGEMENT

- UNIT 1 Conceptual Exploration of KM: Meaning, Nature, Types and Aspects of Knowledge Management (KM) - Data> Information>Knowledge>Wisdom continuum - Value of Knowledge Management.
- UNIT 2 KM as Type of Activity- KM as a Set of Processes- Knowledge Management and supporting concepts: Knowledge Analysis (KA), Knowledge Planning (KP) Knowledge Technology (KT) Knowledge Management (KM)- Computer Supported Work Systems (CSWS)- Knowledge engineering and transfer.
- UNIT 3 Process of KM: KM as a Business Process- 3-tier conceptualization of KM: Knowledge Management>Knowledge Process> Business Process-KM as Management of Information.
- UNIT 4 KM as Management of People or Knowledge Workers- KM as transforming Individual knowledge into Organizational knowledge – KM as Managing for New Knowledge- Knowledge Dimensions: Tacit knowledge, explicit knowledge and new knowledge- Knowledge Spiral model of Nonaka & Takeuchi.

BLOCK II: CONCEPTUAL EXPLORATION

- UNIT 5 Strategies for KM: KM strategies- push (active) and pull (ad hoc) strategies- Cross-project and Mapping strategies- Competence building and Collaborative strategies- Motivations for KM
- UNIT 6 KM technologies- KM System- KM reflecting in Decision Execution cycles (DECs)- KM reflecting in Complex Adaptive Systems (CAS) - KM reflecting in Learning Organization (LO).
- UNIT 7 KM reflecting in Distributed Organizational Knowledge Base (DOKB)- Knowledge Life Cycle and the Business Processing Environment.
- UNIT 8 Conceptual Exploration of CM: Meaning, Nature and Types Change Management (CM) - Areas of Change in Business – CM as 'unconscious

incompetence' to into 'conscious competence- - Change programs – Change levers.

BLOCK III: CHANGE MANAGEMENT

UNIT 9 Change as growth – Change as transformation – Change as turnaround – value-based change- Mapping change- Change saturation- Change Resistance- John P Kotter's eight steps to successful change - Change is Life: Change or Be Changed- Change for Growing and Growing with Change.

UNIT 10 CM Process and Improvement: Preparing for Change- Implementing Change- Reinforcing Change - Kurt Lewin's Theory of CM: Unfreezing, Moving and Refreezing- Fisher's Process of Transition model.

UNIT 11 Change Management Toolkit, Pilot and Best Practice- Communication, Sponsorship, Resistance Handling, Change Augmentation,

BLOCK IV: SUCCESSFUL CHANGE FLOWS LEARNING

UNIT 12 Team-work- Continuous change and improvement- Organizational Changes to Deal with Whirlwinds of Change- Change Checkpoints and Improvement Milestones.

UNIT13 CM Strategies and Leadership: Rational Vs Emotional - Re-educative Vs Coercive - Adaptive Vs Adoptive - Gradual Vs Sudden - Piece-meal Vs Holistic - Participative Vs Coterie - Top-Down Vs Bottom-up -

UNIT 14 Successful Change Flows from Learning, Growth, and Development- Leadership Principles in a Changing World - Harnessing the Energy of Change Champions- Leadership fostering Passion for Change- More Change Demands More Leadership.

REFERENCES

1. Awad and Ghaziri, Knowledge Management, Prentice Hall, 2003`
2. Carl Frappaolo, Knowledge Management, Capstone, 2006
3. Peter F. Drucker, Managing in a Time of Great Change, HBP, 2009.
4. Peter F. Drucker, Managing in the Next Society, St. Martin's Griffin, 2003.
5. Harvard Business Review, Knowledge Management, HBP, 1998.
6. Peter Drucker, Age of Discontinuity, Transaction Publishers, 1992.
7. Annabel Beere, Leadership and Change Management, Sage, 2009.
8. Nilakant&Ramnarayan, Managing Organizations Change, Response Books, 2003.
9. Dunphy, Griffiths & Benn, Organizational Change for Sustainability, Routledge, 2007.
10. Cameron & Green, Making Sense of Change Management, Kogan Page, 2009.

35443 - MANAGEMENT OF TECHNOLOGY TRANSFER AND ABSORPTION

Objective:

- To know the concept and process of technology transfer and absorptions
- To know the nature and techniques and absorptions

BLOCK I: BASICS OF MANAGEMENT TECHNOLOGY TRANSFER AND ABSORPTION

- UNIT 1 Technology Transfer and Acquisition: Meaning, Need and Process- The Essence of Technology Transfer- Transfer within and between Nations- Price and Return for Transfer of Technology.
- UNIT 2 IPR Protection Regimes and Technology Transfer- Multilateral Policies and Technology Transfer- Trade and Investment Policy of Host/Source Country vis-à-vis Technology Transfer.
- UNIT 3 WTO's TRIPs and Technology Transfer Issues: TRIPs and Technology transfer- TRIPs, Technology Transfer and Environment - Relaxing IPRs Standards for Environmentally Sound Technologies.
- UNIT 4 TRIPs and Convention on Bio-Diversity (CBD) vis-à-vis technology transfer – Loose Vs Tight IPR Protective Environment vis-à-vis- Technology Transfer- WTO Article 66.2 Implementation and Technology Transfer.

BLOCK II: NATURE OF TECHNOLOGY

- UNIT 5 Technology Transfer Routes: Contractual and Non-contractual Flows of technology-Market Channels: Licensing-JVs- FDI- MOU- MNCs- Bargaining Process.
- UNIT 6 Conditions for Market Channels- Non-market Channels: Imitation and Reverse Engineering- 'Invent Around'-Cross-border movement of personnel.
- UNIT 7 Conditions facilitating non-market channels- Outsourcing as Alternative to Technology Transfer- Local innovation in developing countries as Alternative to Technology Transfer.
- UNIT 8 Concept and nature of Technology Absorption: Meaning of Technology Absorption- Cycle of Technology Absorption: Transfer>Adoption> Adaptation> Absorption > Assimilation.

BLOCK III: PATENT CITATIONS

- UNIT 9 Absorption and Productivity - Absorption and Human Interactions, Psychological Factors, Organizational Redesign and Re-engineering.
- .UNIT 10 Technology diffusion and absorption: Meaning of Technology Diffusion- Key Diffusion Routes: Trade, FDI, R&D, and Labor mobility and training - Proxies for Absorption:
- UNIT 11 Patent Citations, International Co-invention, and Multinational Sponsorship of Local Invention.

BLOCK IV: ATTITUDE OF TECHNOLOGY

- UNIT 12 Diffusion to Innovation- Rate of Diffusion – Time, Speed and Cost of Innovation through Diffusion- Creation of Superior Technology.
- UNIT 13 Trend and Hurdles in Technology Transfer and Absorption: Status of Technology Absorption in India - Need for new outlook on Absorption strategies for acquired technology- Creating new/improved technologies.
- UNIT 14 Hurdles: Attitude of Technology Transferor and Transferee firms- Market Size- R&D spend level vis-à-vis GDP- Quality of Education and Human Resources – Taxation and Fiscal Policy- PPP for Technology Transfer and Absorption.

REFERENCES

1. Itzhak Goldberg, Globalization & technology absorption in Europe & Central Asia, WB, 2008.
2. Andrew Michaels, International Technology Transfer and Trips Article 66.2: Can Global Administrative Law Help Least-Developed countries Get What They Bargained for? 31st July, 2011, <http://gijl.org/wpcontent/uploads/archives/41.1/InternationalTechnologyTransfer.PDF>
3. World Bank, <http://go.worldbank.org/F9I6SOVA50>.
4. World Bank, <http://www.worldbank.org/eca>
5. Tabachnick & Koivukoski, Globalization, Technology, and Philosophy, Suny Press, 2004.
6. Andrew Feenberg, Transforming technology, Oxford University Press, 2002
7. United Nations, Taxation and Technology Transfer, 2006.

35444 - GROWTH MANAGEMENT

Objective:

- To know the strategies of Growth management
- To understand the concept and process of Growth management

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 un-sought 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

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

34445 - QUALITY MANAGEMENT

Objective:

- To understand the concept and function of quality
- To know the quality system and TQM in detail

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

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

MBA LOGISTICS MANAGEMENT

E) INSTRUCTIONAL DESIGN**MBA LOGISTICS MANAGEMENT**

M.B.AG	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
35511	Management – Principles and Practices	25	75	100	4
35512	Organizational Behaviour	25	75	100	4
35513	Managerial Economics	25	75	100	4
35514	Quantitative Techniques	25	75	100	4
35515	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
35521	Research Methods	25	75	100	4
35522	Business Environment	25	75	100	4
35523	Business Laws	25	75	100	4
35524	Management Information System	25	75	100	4
35525	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
35531	Marketing Management	25	75	100	4
35532	Financial Management	25	75	100	4
35533	Modern Logistics Operations	25	75	100	4
35534	Packing and Packaging Management	25	75	100	4
35535	Rail-Road-Logistics	25	75	100	4
Total		125	375	500	20
IV Semester					
35541	Warehousing Management	25	75	100	4
35542	Maritime Logistics and Documentation	25	75	100	4
35543	Air Cargo Logistics	25	75	100	4
35544	Logistics Marketing and Technology	25	75	100	4
35545	Growth Management	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

35511-MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

89. Stoner, et-al, Management, Prentice Hall, 1989.
90. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
91. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
92. Peter F. Drucker, Management, 2008.
93. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
94. Ricky W. Griffin, Management, South-Western College Publications, 2010
95. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
96. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

35512 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

35513 - 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

122. Dominick Salvatore, *Managerial Economics in a Global Economy*, Oxford University Press, 2011.
123. Ivan Png and Dale Lehman, *Managerial Economics*, Wiley-Blackwell, 2007.
124. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), *Managerial Economics: Analysis Problems, Cases*, 8th Edition, John Wiley & Sons.
125. Atmanand (2008), *Managerial Economics*, 2nd Edition, Excel Books.

126. Christopher R Thomas & S Charles Maurice (2008), *Managerial Economics*, 9th edition, McGraw Hill Co.
127. Petersen, H. C., Cris, L W and Jain, S.K. (2008), *Managerial Economics*, 1st edition Pearson
128. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
129. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
130. Mehta P L, *Managerial Economics*, Sultan Chand and Sons.
131. Joel Dean, *Managerial Economics*, Prentice-Hall.

35514 - 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

121. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
122. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
123. Sharma, Operations Research: Theory and Applications.
124. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
125. K. Gupta and D.S. Hira, Operations Research.
126. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
127. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
128. V.K. Kapoor, Operations Research.
129. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
130. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

35515 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1** Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2** Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3** Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of

Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods

UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -

UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;

UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio,

margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting-Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

110. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
111. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
112. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
113. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
114. Ravi M. Kishore, Cost Management, Taxman Publications
115. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
116. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
117. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
118. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
119. Hoyle, Advanced Accounting, McGraw Hill.

35521 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

35522 - 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

85. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
86. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
87. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
88. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
89. Amarchand D, Government and Business, TMH.
90. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
91. Maheswari& Gupta, Government, Business and Society.

35523 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

73. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
74. Pathak, Legal Aspects of Business, TMH, 2009.
75. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
76. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
77. Relevant Bare Acts.
78. Balachandran and Thothadri, business Law, TMH, 2010

35524 - MANAGEMENT INFORMATION SYSTEM

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

109. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
110. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
111. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
112. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
113. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
114. Sadogopan S, Management Information Systems, 2001 PHI.
115. Murdie and Ross, Management Information Systems, Prentice Hall.
116. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
117. Stephen Haag, Management Information Systems, 2008.

35525 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

- 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: APPRAISAL AND TRAIL UNION

- 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

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

35531 - MARKETING MANAGEMENT

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

119. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
120. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
121. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
122. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
123. Memoria & Joshi, Fundamental of Marketing.
124. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
125. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
126. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
127. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
128. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

35532 - 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

- 109.Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
- 110.Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
- 111.Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
- 112.Jeff Madura, International Financial Management,South-WesternCollege Pub., 2010
- 113.Prasanna Chandra, Financial Management, McGraw Hill, 2008.
- 114.Khan and Jain, Financial Management ,Tata McGrawHill,2009
- 115.Pandey I M, Financial Management, Vikas Publishers,2009
- 116.SheebaKapil(2010), Financial Management, Pearson Education.
- 117.B J Camsey, EngeneF.Brigham, “Introduction to Financial Management”, The Gryden Press

35533 - MODERN LOGISTICS OPERATIONS

Objective:

- To understand the modern logistics operation process
- To know the logistics operation techniques and types

BLOCK I: FUNDAMENTALS OF LOGISTICS OPERATIONS

UNIT 1 Logistics as a Support/Interface/Enabler of Production function: Logistics as a Support function of Procurement, Vendor Facilitation and Production- Logistics as interface function of Demand Forecasting,

UNIT 2 Global procurement, Tracking inward shipments, In-plant distribution and Storage Planning- Logistics as an enabler of Just-in-Time (JIT),

UNIT 3 Kanban (A scheduling system for lean inventory), Vendor Managed Inventory (VMI) for Vendors and the firm.

UNIT 4 Logistics as a Support/Interface/Enabler of Marketing function: Logistics as a Support function of Order Fulfilment, Assembling & Labelling from Multi-storage points, Consignment convergence/divergence and Delivery

BLOCK II: VARIOUS ASPECTS OF LOGISTICS

UNIT 5 Logistics as an interface of Market forecasting, Stock level management, invoice or sales documentation, picking materials, consolidation, packing, marking, preparing outbound documentation and shipping out by loading into containers- customer facilitation tracking out-bound shipments.

UNIT 6 EXIM Logistics: Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centres, distributors and lastly the retail outlets-

UNIT 7 Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing- Distribution to units- Security & Insurance-

UNIT 8 Multimodal Transport- UN International convention on MT of Goods- Terminal Networks: Types and Roles.

BLOCK III: DEVELOPMENT AND FUNCTIONAL SUPPORT

UNIT 9 Logistics Service Providers: 3PL/4PL Services- Differences between 3PL & 4PL: 4PL Common Services for 3PL/4PL: Invoice management, call centers, warehouse/distribution facilities

UNIT 10 Carrier management- 4PL Specialties: Implementation Centre: Business process analysis/scoping, Development of all activities into an open systems framework- Product/Skill Centres: Supply chain engineering –4PL Value Added services: Knowledge Transfer, Business Development and Functional Support.

UNIT 11 Special Logistics: Inter and Multimodal Transport- Industrial Projects
Transportation- Trade Fairs and Events Transportation- International Supply
Chain Management-

BLOCK IV: IDENTIFICATION OF TECHNOLOGY

UNIT 12 Consolidation and Grouping- Logistics of Time Perishable - Logistics of Quality
Perishable- Life cycle logistics for Projects/Products- GS1 System of world-wide
supply-chain standards system.

UNIT 13 Logistics Information Systems: – Need, Characteristics and Design- E-Logistics –
Structure and Operation- Logistics Resource Management

UNIT 14 Automatic Identification Technologies- IT System Centre: Pure IT selection for
design and implementation/connectivity- Warehouse Simulation- Reverse
Logistics.

REFERENCES

1. Martin Christopher, Logistics and Supply Chain Management, Prentice Hall, 1998
2. John J. Coyle, C., Supply Chain Management, South Western –Cengage, 2010
3. F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill, 2010
4. Bozarth& Handfield, Introduction to Operations & Supply Chain Management, Prentice Hall, 2005
5. James Martin, Lean Six Sigma for Supply Chain Management , McGraw Hill, 2006.
6. Ronald H. Ballou, Business Logistics: Supply Chain Management, Prentice Hall, 2003.
7. Bowersox, [Closs](#) and Cooper, Supply Chain Logistics Management, Mcgraw-Hill, 2009
8. Paul R. MurphyJr. and Donald Wood, Contemporary Logistics, Prentice Hall, 2010.
9. Harvard Business Review, Managing Supply Chains
10. Alan E. Branch, Global Supply Chain Management and International Logistics, Routeledge, 2009
11. Levi, Kaminsky & Levi, Managing the Supply Chain: The Definitive Guide, Mcgraw-Hill, 2003.

35534 - PACKING AND PACKAGING MANAGEMENT

Objective:

- To understand the process of packing and packaging management
- To know the packing and packaging material and laws

BLOCK I: BASICS OF PACKING AND PACKAGING MANAGEMENT

UNIT 1 Packing and Packaging: Meaning, Functions and Essentials of Packing- Packaging: Meaning, Functions and Essentials of Packaging- Difference between Packing and Packaging- Packing for Storage- Packing for Overseas Shipment- Packing for Inland-Transportation

UNIT 2 Packaging for Product content Protection, Information, Promotion and comfort Handling- Test of packaging: Mechanical, Climatic & Lab test- International Care labelling code - Packaging cost.

UNIT 3 Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging

UNIT 4 Identification codes, [barcodes](#), and electronic data interchange ([EDI](#))- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels- Heavy, Medium and small Packaging- [Active packaging](#)

BLOCK II: VISUAL AND BIODEGRADATION MARKETING

UNIT 5 [Child-resistant packaging](#)- Pilfer/Tamper Evident/Proof Packaging- Product-Packaging compatibility- Pharma Packaging- Food Packaging- Electronic goods Packaging- FMCG packaging- Heavy Engineering Goods/Equipment Packaging.

UNIT 6 Packing Considerations: Protection, Convenience, Environment, Use/Re-use- Cost and Competition – Packing as a systems approach to Logistics- Transport/Storage Requirements

UNIT 7 Physical, Chemical Environmental, Biological Nature of the Products- Packing as Protection Against Hazards- Package design considerations: Structural design, marketing, shelf life, quality assurance, logistics, legal, regulatory, graphic design, end-use, environmental factors-

UNIT 8 Packaging for Marketing and Visual Appeal- [Biodegradation](#) -[Recycling](#): Glass, [Plastic & Paper-Reuse](#) - [Environmental engineering](#) -[Industrial ecology](#) - [Sustainable packaging](#) -[Waste management](#).

BLOCK III: PACKAGING ECONOMICS

UNIT 9 Packaging/Packing Materials & Components: Various Materials/Metals made Can, Bottle, Jar, Box, Barrel, Carton, Crate, Drum, Envelope, Keg, Bag, [Blister](#)

[pack](#), Pail, Pouch, Sachet, Skin-pack and Tube- Flexible, Folding, Insulated, Corrugated Packing Materials-

UNIT 10 Packing materials: Paper, Wood, [Adhesive](#), [Aluminium foil](#), [Cushioning](#)-stuff, [Packaging gas](#), [Pallet](#), [Paperboard](#), [Plastic wrap](#), [Shrink wrap](#), [Screw cap](#), [Slip sheet](#)- [Security printing](#)-[Strapping](#) ·[Stretch wrap](#) -[Time temperature indicator](#)-[Tinplate](#).

UNIT 11 Packaging Economics: Packaging Cost Vs Product cost- Cost Reduction in Packaging- Packing for Inventory Control, Value Analysis- Packing and Value Engineering-

BLOCK IV: PACKAGING INDUSTRY AND DESIGN

UNIT 12 Packaging Laws- Consumer Protection in Food Packaging, Marking and Labelling, Eco-friendly Packaging for Exports- Scientific Packaging- Standardization in Packaging.

UNIT13 Packaging Industry Process and Machining: Packaging Demands of Consumer goods Industry- Packaging Demands of Industrial Users- Technology Trends in Packaging Industry – [Aseptic processing](#) -[Authentication](#) -[Automatic identification and data capture](#) -[Blow fill seal](#) - [Blow moulding](#) - [Containerization](#) -[Electronic article surveillance](#) –

UNIT 14 [Graphic Design](#) -[Induction sealing](#) -[Plastic welding](#) -[Printing](#) -[Quality assurance](#)-[Radio-frequency identification](#) -[Track and trace](#) -[Vacuum forming](#)- [Verification and validation](#) - [Barcode printer](#) -[Barcode reader](#) -[Bottling line](#) -[Carton machine](#)-[Check weighed](#) -[Conveyor system](#) -[Heat gun](#) - [Heat sealer](#) -[Industrial robot](#)-[Injection moulding machine](#) -[Logistics automation](#).

REFERENCES

1. Soroka, W, 'Fundamentals of Packaging Technology', IPP, 1995
2. Calver, G., 'What Is Packaging Design', Rotovision, 2003.
3. Scott Boylston, Designing Sustainable Packaging, Lawrence King, 2009.
3. Dean, D. A., 'Pharmaceutical Packaging Technology' Taylor & Francis, 2000.
5. McKinlay, A. H., 'Transport Packaging', IoPP, 2004.
6. Robertson, G. L., 'Food Packaging, 2005.
7. Selke, S, 'Plastics Packaging', 2004.
8. Yam, K. L, Encyclopedia of Packaging Technology, John Wiley & Sons, 2009.

35535 - RAIL - ROAD-LOGISTICS

Objective:

- To understand the transportation in logistics and processing
- To know the factors and facilities of logistics

BLOCK I: BASICS OF RAIL-ROAD-LOGISTICS

UNIT 1 Transportation in Logistics: Significance of transportation in Logistics: Utility created by transportation in Logistics- Transportation as a means of conquering time and space

UNIT 2 Features of In-bound, Out-bound, local and Medium, Long and continental transportation- Features of Logistics transportation- Advances in Logistics Transportation.

UNIT 3 Railways and Logistics Contours: Features and facilities offered by Railways- Factors influencing growth in Rail Logistics- Suitability for different Cargo and distance Ranges segments

UNIT 4 Innovative schemes/facilities to popularize rail logistics in India- Railway infrastructure in India and Freight movement- Share of Railways in Cargo movement in India and world-wide.

BLOCK II: FEATURES OF ROAD LOGISTICS

UNIT 5 Railways and Logistics Economics: Freight Determination for Cargo in Railways - Freight levels and rail-cargo elasticity- Route Scheduling- Cargo consolidation

UNIT 6 Arrangements for Pooling at rail head and distribution from rail head- Dedicated Rail-sidings for Bulk users- Technology, Cost, Speed, Security and Dynamics- Competition with other modes.

UNIT 7 Roadways and Logistics Contours: Roadways as a primary mode and complementary mode of transportation in Logistics – Features, Facilities and suitability- Innovations in road ways to make it Logistics-friendly- Factors influencing choice-

UNIT 8 Factors influencing growth in Road Logistics- Suitability for different Cargo and distance Ranges segments

BLOCK III: ROADWAYS AND LOGISTICS ECONOMICS

UNIT 9 Innovative schemes/facilities to popularize rail logistics in India- Share of Railways in Cargo movement in India and world-wide.

- UNIT 10 Roadways and Logistics Economics: Roadways Freight Rate Determinants- Freight levels and Road-cargo elasticity- Own Fleet: Capacity counters, maintenance, scheduling, freight consolidation.
- UNIT 11 Return and reverse logistics in Road Logistics- Road infrastructure and Logistics issues- Role National Highways and the Toll highways-

BLOCK IV: ENVIRONMENT AND LOGISTICS

- UNIT 12 Outsourcing Fleets from others- Technology, Cost, Speed, Security and Dynamics- Competition with other modes.
- UNIT 13 Coordination among different Segments: Concept, need and areas of Coordination among different modes- Coordination among Supply chain partners- Energy Product Prices and Logistics
- UNIT 14 Environment and Logistics- Problems and Prospects in Interstate Logistics by Road-Role of Truckers' Bodies in Road Cargo Movement.

REFERENCES

1. Coyle, Bardi&Novack Transportation: A Supply Chain Perspective, South-WesternCollege, 2010
2. Coyle, Bardi&Novack, Transportation,South-WesternCollege, 2005
3. *MB. Stroh, A Practical Guide to Transportation and Logistics, Logistics Network Inc. 2006*
4. Ritter, Barrett and Wilson, Securing Global Transportation Networks, McGraw Hill, 2006
5. M.Sweet, Transportation and Cargo Security, Prentice Hall, 2005.
6. James Banks, Introduction to Transportation Engineering, McGraw Hill, 2001.
7. Myer Kutz, Handbook of Transportation Engineering , McGraw Hill, 2011.

35541 - WAREHOUSING MANAGEMENT

Objective:

- To understand the function of warehousing
- To know the various types and distribution of warehouses

BLOCK I: BASICS OF WAREHOUSING MANAGEMENT

UNIT 1 Warehouse Functions: Meaning of Warehousing - Importance –Functions:
Receiving: Logistics support for Inward Transportation, Unloading, Inspection,
Acceptance and Recording;

UNIT 2 Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk
bearing- Processing- Grading and branding – Disinfecting services -Issuing:
Order preparation, Picking, Dispatching/ Delivery & Recording-

UNIT 3 Handling, Transportation & Storage of ISO Containers– Utility and Advantages
of warehouses- Problems and issues in receiving processes.

UNIT 4 Warehouse Types: Own Warehouses- Hired Warehouses- Private Warehouses-
Public Warehouses- Government Warehouses- Bonded Warehouses- Co-
operative Warehouses

BLOCK II: WAREHOUSES AND INTERNAL OPERATIONS

UNIT 5 Distribution Warehouses- Fulfilment/ Consolidation Warehouses- Warehouses
Providing Value Added Services- Cross Docking and Trans-loading Warehouses

UNIT 6 Break Bulk Warehouses- Storage Warehouses- Refrigerated Warehouses-
Characteristics of ideal warehouses- Warehouse Layout- Principles and Facilities-
Types.

UNIT 7 Internal Operations: Measures and metrics of warehouse operations- Logistics in
the warehouse- Localization of materials in a warehouse- Identification and
classification of Materials and products in the warehouse- Managing the
material/products turns in warehouse (FIFO/LIFO) - Problems and issues in
shipment processes.

UNIT 8 Warehousing Equipment:Material Handling equipment and Systems – Role of
Material Handling in Logistics- Unloading and loading equipment- Rolling
Ladders-Lifting equipment- Carrying equipment

BLOCK III: INVENTORY MANAGEMENT

UNIT 9 Platform Trucks-Industrial Carts- Industrial Scales- Pallet Equipment - Pallet
Trucks - Rack Systems- Safety Matting, Industrial Safety Equipment- Storage
types and storage unit management

UNIT 10 Material Storage Systems – principles – benefits – methods- Industrial Shelving, Industrial Storage Bins - Industrial Storage Cabinets - Spill Containment Systems- Industrial Waste Disposal.

UNIT 11 Inventory Management: Inventory Management- Need and functions- Stock Levels under Conditions of Certainty, Risk and Uncertainty- Cost of carrying or not holding adequate inventory- EOQ- Stock-out cost based inventory decisions

BLOCK IV: WAREHOUSE STRUCTURE AND MANAGEMENT

UNIT 12 Inventory Classification: ABC, VED and FSN- Methods of Inventory Issue Pricing- Cost and Profit implications- Inventory Ledger- Goods Receipt processing with inbound delivery/without inbound delivery - Goods issue with outbound delivery/internal consumption- Stock transfer Scenarios.

UNIT 13 IT for Warehouse Management (WM): Warehouse documentation- Information flows in the warehouse- ERP-WMS - Bar code – RFID- Organization Data- Warehouse Structure- Warehouse Master Data - WM Material master view- Organization Data

UNIT 14 Define Warehouse structure- Warehouse number - Storage type- Storage section - Storage Bin - Picking Area - Storage unit – Quantity- Creating Transfer requirement automatically/ manually - Creating Transfer requirement for storage

REFERENCES

1. James A. Tompkins, Warehouse Management Handbook, Tompkins Press, 1998.
2. David Mulcahy, Warehouse Distribution and Operations Handbook, McGraw Hill, 1993.
3. Edward Frazelle, World-Class Warehousing and Material Handling, McGraw Hill, 2001.
4. David J. Piasecki, Inventory Accuracy: People, Processes, & Technology, Ops. Pub., 2003.
5. J P Saxena, *Warehouse Management and Inventory Control (Paperback)*
6. M.Napolitana, The Time, Space & Cost Guide to Better Warehouse, Distribution Group, 2003
7. [Jeroen P. Van Den Berg](#), Integral Warehouse Management, Management Outlook, 2009.
8. Max Muller, Essentials of Inventory Management, AMACOM, 2009.
9. Steven M. Bragg, Inventory Best Practices, Wiley, 2011

35542 - MARITIME LOGISTICS AND DOCUMENTATION

Objective:

- To know the characteristics and types of the shipping
- To understand the insurance of marine and cargo

BLOCK I: BASICS OF MARITIME LOGISTICS

UNIT 1 Maritime Logistics: Concept, objectives, Importance and relevance to global marketing and Supply chain management- Coastal and Ocean transportation- World Sea-borne Transport- Global Sea Routes and the trade volume-

UNIT 2 Characteristics of shipping transport- Types of Ships- Container, Roll-on/roll-off (ro-ro) vessels, General cargo ships, Bulk carriers, Tankers, etc- Busiest Sea routes: East-West and North-South and Intra Region-

UNIT 3 International Maritime Organization (IMO): Formation and functions- Regulations concerning dangerous and polluting cargoes, including the class structure.

UNIT 4 Chartering Principles and Practices – Types of Charters- Voyage, Time and Bare Boat charters- Freight Determination and Determinants- Conference System Vs Competitive System

BLOCK II: PORT AND ITS TYPES

UNIT 5 Freight structure and practice – Rate Dynamics- Multi-modal Transport system- Technological developments in ocean transportation: Size, Tracking, Speed and Security.

UNIT 6 Arrangement for shipment of Cargo - Role of intermediaries - Functions and services of clearing and forwarding agents, freight brokers, stevedores, shipping agents and surveyors House and Terminal Stuffing

UNIT 7 Port: Types of port – Major Port of India and world- Structural and cargo handling facilities - Warehousing and storage in ports - Demurrage - Loading and unloading in warehouses- Organization, functions and Performance of Trans-chart of Ministry of Shipping

UNIT 8 Maritime Insurance: Cargo insurance - Marine Insurance - Institute cargo clauses - specific policy - Open policy

BLOCK III: TRANSPARENCY IN SHIPPING SERVICE

UNIT 9 Procedure for cargo insurance - Procedure for marine insurance claims - Necessary documents for filing claim.

UNIT 10 Choice of a Shipping Service: Factors influencing: Reliable Worldwide Network, One-stop for Total Logistics Solutions, Committed to High Quality Services,

UNIT 11 Transparency, Positive Approach, Highly Trained, Motivated and Result Oriented Staff, Competitive Rates, Excellent Team Work, Provide alternatives / options to the client.

BLOCK IV: EXIM POLICY

UNIT 12 Export Procedure and documentation: Offer and receipt of orders - Shipment procedure - Banking Procedure Export Documentation - Framework - Standardized pre-shipment Export Documents - Commercial and Regulatory Documents.

UNIT 13 Export credit instruments and procedures: Letters of credit and types - Documents required for export credit. Export credit insurance - services of Export Credit and Guarantee Corporation in export credit insurance.

UNIT 14 Specific Policy and Small Exporters Policy - Guarantees - Procedure for availing credit insurance and necessary documents- Multimodal transport - Procedure and documentation - Central Excise and Customs clearance of export cargo - Procedure and documents.

REFERENCES

1. Edmund J. Gubbins, Shipping Industry (Transportation Studies) Routledge, 1986.
2. Martin Stopford, Maritime Economics , Routledge, 2008
3. Alan E. Branch, Elements of Shippin, Routledge, 2007
4. Peter Lorange, Shipping Strategy: Innovating for Success , Routledge, 2007
5. Lane C. Kendall, The Business of Shipping ,Cornell Maritime Press, 2001
6. Marc Levinson, The Box: How Shipping Container Made World Smaller & Economy Bigger, PUP, 2008
7. Amir Alizadeh and Nikos Nomikos, Shipping Derivatives and Risk Management
8. Govt. of India, Indian Carriage of Goods by Sea Act and Indian Marine Insurance Act.
9. Thomas E. Johnson, Export/Import Procedures and Documentation
10. Mark Huber, Tanker Operations: Cornell Maritime Press, 2010

35543 - AIR-CARGO LOGISTICS

Objective:

- To understand the air transportation and logistics
- To know the air ways economics system and services

BLOCK I: BASICS OF AIR-CARGO LOGISTICS

UNIT 1 Air Transportation in Logistics: Significance of air transportation in Logistics: Utility created by air transportation in Logistics- Air Transportation as a means of conquering time and space- Features and facilities offered by Air Cargo- ways- Factors influencing growth in Air Logistics

UNIT 2 Air Suitability for different Cargo - Innovative schemes/facilities to popularize air cargo-logistics in India- Share of airways in Cargo movement in India and world-wide-conventions covering the movement of dangerous goods by air.

UNIT 3 Airways and Logistics Economics: Freight Determination for Cargo in Airways - Freight levels and air-cargo elasticity- Route Scheduling- Air Cargo consolidation

UNIT 4 Arrangements for Pooling at and distribution from airports- Technology, Cost, Speed, Security and Dynamics- Competition with other modes.

BLOCK II: FREIGHTERS AND CHARTERS

UNIT 5 Range of Services: Priority Overnight/Same day – Economy 2-5 days later- oversized freight- international and national- before and after hour service- On-Board logistics- overland transport services

UNIT 6 Load Control, Air Cargo Loading Limitations, Cargo needing special attention in handling live animals, dangerous goods, human remains, valuables, perishables etc., unit load devices, types, aircraft loading procedure, trimming and loading distribution,

UNIT 7 freighters and sub charters- Diplomatic mails – A, B and C categories, airline scores, mail acceptance procedures AV7, AV8 papers.

UNIT 8 Air Cargo Documentation: Shipper's Export Declaration, Certificate of Origin, Export license, Commercial invoice, Certificate of origin, Bill of lading, Insurance certificate, Export packing list, Import License, Consular invoice, Air way bills.

BLOCK III: AIR CARGO FREIGHT RATES

UNIT 9 Format, boxes, contents, completion of Air Waybill, mandatory information, types of Air Waybills (MAWB/HAWB) Inspection certification, dock receipt, , warehouse receipt and destination control statement- Packing, labelling and marking and various restrictions,

UNIT 10 Government regulations and formalities- Shipping Bill, Electronic Data Interchange- Bill of Entry- Airline bookings procedures, conditions of contract, cancellation of shipments, communication facilities – SITA.

UNIT 11 Air Cargo Freight rates: Tariff Determinants, Competition and Value of service- Chargeable weight, volume weight & dimensions, currencies and rounding off procedures.

BLOCK IV: FUNCTIONS TACT & ACAA

UNIT 12 Voyage and time Charters- Major air-cargo Liners of the World- Major air-cargo crafts and their features- Charges Collect (CC) shipments, Prepaid (PP) shipments, payments (Mode), exchange rate, conversion, insurance, claims etc.

UNIT 13 Intermediaries/Regulatory B in Air-cargo: Freight Forwarders: Domestic and International- Strict compliance with the law of the destination countries - Air freight forwarders association: Role and Responsibility- Domestic & Door to Door Delivery- Cargo Warehousing- Custom Clearance- Special Services -ICAO - formation, functions, IATA.

UNIT 14 Formation, functions, members and other IATA bodies FIATA, ACAA, etc., Airport Authority of India and warehousing agents- World Geography- IATA areas, airline prefix, city coding/decoding, freedoms of the air, time calculation- OAG Air Cargo Guide, TACT Rules Book and TACT Rate Books.

REFERENCES

1. Chi Chu, C. Leung, Van Hui & Cheung, 4th Party Cyber Logistics for Air Cargo, Spring, 2004
2. Hui, Leong, Anming Zhang, et al, Air Cargo in Mainland China and Hong Kong, Ashgate, 2004
3. L. B. Embry, P. K. Dey, Carrier based air logistics study--data sources and issues, Digitalized 2009
4. Peter Belobaba, Amedeo Odoni and Cynthia Barnhart, The Global Airline Industry, Wiley 2009
5. Vasigh, Fleming and Thomas Tacker, Introduction to Air Transport Economics, Ashgate, 2007.
6. Stephen Shaw, Effective Air Freight Marketing, 1993.
7. John Langford, Logistics Principles and Applications, McGraw Hill, 2006

35544 - LOGISTICS MARKETING AND TECHNOLOGY

Objective:

- To understand the concept of marketing and logistics management
- To know the marketing techniques used in the logistic industry

BLOCK I: BASICS OF LOGISTICS MARKETING AND TECHNOLOGY

UNIT 1 Marketing Concepts - Marketing Environment and System -Approaches to the study of marketing- Industrial, Consumer and Service Marketing

UNIT 2 Marketing Mix: Product-price-place-promotion-people-physical environment-process- Marketing by 3Pl and 4PL services.

UNIT 3 User Behaviour and Networking - User Decision Making process - Market Segmentation - Concentrated Marketing - Differentiated and Undifferentiated Marketing

UNIT 4 Service positioning - Networking: Networking with Shippers, Wholesalers and Industries- Networking with Warehouse service providers, Transport operators.

BLOCK II: PROMOTION AND DISTRIBUTION MIX

UNIT 5 Product and Price mix decisions – Line, Range and Consistency of (Product) Service Mix offering - Innovative product offering - New Service Planning and development Process

UNIT 6 Service Life Cycle - BCG Product Portfolio concept and uses- Price mix decisions

UNIT 7 Pricing: Objectives & Methods - Pricing Policies - New product pricing strategies- Reacting to competitor price changes.

UNIT 8 Promotion and Distribution mix decisions: Promotions- Advertisement: Types and Importance- Sales Promotion: Types and Relevance- Publicity: Concept and Significance

BLOCK III: TRANSPORTATION ROUTING AND MILEAGE

UNIT 9 Salesmanship: Types and Traits- Budgeting for Promotional expenses- Distribution mix decisions- Local, National, Regional and Global Choices.

UNIT 10 Supply chain software Technology: WMS, TMS, LMS, OMS, WCS and Network Optimization- Software Evaluations & Selections-Logistics Network Optimizations

UNIT 11 Transportation routing, mileage and mapping software-RFID (Radio Frequency Identification) technology

BLOCK IV: BILLING TECHNOLOGY

UNIT 12 Integrated GPS, Wireless Data and Micro-Chip Technology System- Tracking Technology.

UNIT 13 Transport Technology: Advances in **Shipping Technology- Flight Technology- Truck Technology – Rail Technology**

UNIT 14 Billing Technology- Payment Technology- (ISO 9000)- Total Quality Management (TQM) and benchmarking.

REFERENCES

1. Philip Kotler and Kevin Keller, Marketing Management, Prentice Hall, 2006
2. Mullins, Walker and Boyd, Marketing Management: A Strategic Approach, McGraw Hill, 2009.
3. Alexander Chernev and Philip Kotler, Strategic Marketing Management, Brightstar Media, 2009.
4. Joseph D. Patton, Logistics Technology and Management, Soloman, 1986.
5. Philip T. Frohne, Quantitative Measurements for Logistics, McGraw Hill, 2007

35545 - GROWTH MANAGEMENT

Objective:

- To know the strategies of Growth management
- To understand the concept and process of Growth management

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 un-sought 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-Significant 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.

MBA (CORPORATE MANAGEMENT)

E) INSTRUCTIONAL DESIGN**MBA CORPORATE MANAGEMENT**

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
35611	Management – Principles and Practices	25	75	100	4
35612	Organizational Behaviour	25	75	100	4
35613	Managerial Economics	25	75	100	4
35614	Quantitative Techniques	25	75	100	4
35615	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
35621	Research Methods	25	75	100	4
35622	Business Environment	25	75	100	4
35623	Business Laws	25	75	100	4
35624	Management Information System	25	75	100	4
35625	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
35631	Marketing Management	25	75	100	4
35632	Financial Management	25	75	100	4
35633	Company Law and Practice	25	75	100	4
35634	Global Business & MNCs	25	75	100	4
35635	Securities Laws and Financial Markets	25	75	100	4
Total		125	375	500	20
IV Semester					
35641	Corporate Social Responsibilities and Ethics	25	75	100	4
35642	Corporate Finance and Tax Management	25	75	100	4
35643	Corporate Governance	25	75	100	4
35644	Corporate Audit and Compliance Management	25	75	100	4
35645	Corporate Restructuring	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

35611 -MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

97. Stoner, et-al, Management, Prentice Hall, 1989.
98. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
99. Wehrich and Koontz, Management: A Global Perspective, McGraw Hill, 1988
100. Peter F. Drucker, Management, 2008.
101. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
102. Ricky W. Griffin, Management, South-Western College Publications, 2010
103. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
104. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

35612- ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

35613 - 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

132. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
133. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
134. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
135. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.

136. Christopher R Thomas & S Charles Maurice (2008), *Managerial Economics*, 9th edition, McGraw Hill Co.
137. Petersen, H. C., Cris, L W and Jain, S.K. (2008), *Managerial Economics*, 1st edition Pearson
138. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
139. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
140. Mehta P L, *Managerial Economics*, Sultan Chand and Sons.
141. Joel Dean, *Managerial Economics*, Prentice-Hall.

35614 - 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

131. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
132. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
133. Sharma, Operations Research: Theory and Applications.
134. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
135. K. Gupta and D.S. Hira, Operations Research.
136. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
137. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
138. V.K. Kapoor, Operations Research.
139. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
140. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

35615 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

120. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
121. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
122. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
123. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
124. Ravi M. Kishore, Cost Management, Taxman Publications
125. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
126. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
127. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
128. Andrew A Haried, Advanced Accounting, Atlantic Publishers.

35621 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

35622 - 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

92. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
93. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
94. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
95. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
96. Amarchand D, Government and Business, TMH.
97. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
98. Maheswari & Gupta, Government, Business and Society.

35623 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

79. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
80. Pathak, Legal Aspects of Business, TMH, 2009.
81. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
82. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
83. Relevant Bare Acts.
84. Balachandran and Thothadri, business Law, TMH, 2010

35624 - MANAGEMENT INFORMATION SYSTEM

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

118. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
119. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
120. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
121. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
122. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
123. Sadogopan S, Management Information Systems, 2001 PHI.
124. Murdie and Ross, Management Information Systems, Prentice Hall.
125. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
126. Stephen Haag, Management Information Systems, 2008.

35625 - HUMAN RESOURCE MANAGEMENT

Objectives:

- 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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

- 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: APPRAISAL AND TRAIL UNION

- 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

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

35631- MARKETING MANAGEMENT

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

129. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
130. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
131. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
132. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
133. Memoria & Joshi, Fundamental of Marketing.
134. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
135. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
136. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
137. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
138. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

35632 - 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

- 118.Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
- 119.Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
- 120.Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
- 121.Jeff Madura, International Financial Management,South-WesternCollege Pub., 2010
- 122.Prasanna Chandra, Financial Management, McGraw Hill, 2008.
- 123.Khan and Jain, Financial Management ,Tata McGrawHill,2009
- 124.Pandey I M, Financial Management, Vikas Publishers,2009
- 125.Sheeba Kapil(2010), Financial Management, Pearson Education.
- 126.B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press

5633 - COMPANY LAW AND PRACTICE

Objectives:

- To know the basic concept of Company law
- To understand the various corporate practices in law
- To acquire knowledge of the practical and procedural aspects of the Companies Act
- To encourage the development of students' skills in legal reasoning and analysis through study of statutes, case law and regulatory practice relating to Company Law.

BLOCK I: BASICS OF COMPANY LAW AND PRACTICE

- UNIT 1 Meaning and Characteristics: Company Law Administration – Classification of Companies – Lifting the corporate veil. Memorandum of Association – Contents and Alteration of Memorandum.
- UNIT 2 Doctrine of Ultra Vires – Articles of Association – Contents and Alteration of Articles – Constructive Notice of Articles and Memorandum – Doctrine of Indoor Management
- UNIT 3 Prospectus - Definition, Registration of Prospectus - Contents of prospectus; Offer for sale – Deemed prospectus – Statement in lieu of prospectus – Misrepresentation in prospectus – Liability for Misstatement in prospectus.
- UNIT 4 Shares and Bond/Debentures Issues/Redemption: Share – Meaning and types– Issue of shares at premium, at discount, underwriting commission and brokerage – Allotment of shares and return of allotment.

BLOCK II: MODE OF OBTAINING MEMBERSHIP AND SHARE WARRANTS

- UNIT 5 Share warrants – Forfeiture and surrender of shares – Further issue of shares and bonus issues – Redemption of redeemable preference shares – Alteration of capital – Reduction of capital.
- UNIT 6 Mode of obtaining membership – Cessation of members - Rights and liabilities of members – Annual return - Debenture: Kinds of debentures – Issue, redemption and conversion of debentures – Register of debenture holders.
- UNIT 7 Management: Director – Share qualifications – Disqualifications of a director – Vacation of office – Appointment of directors – Power, duties and liabilities of directors - Removal and resignation.
- UNIT 8 Loan to directors – Holding office or place of profit – Managing Director – Appointment – Managerial remuneration.

BLOCK III: MEETINGS OF BOARD DIRECTORS

- UNIT 9 Meetings: General Meetings of shareholders – Statutory meetings – Annual general meeting – Extra-ordinary meeting and Class meeting.
- UNIT 10 Meetings of the Board of Directors – Requisites of a valid meeting – Notice – Agenda – Quorum – Chairman – Minutes – Proxies – Voting – Poll and resolution.
- UNIT 11 Corporate Accountability: Accounts and Audit – Quarterly Reporting, Annual Reporting and Segmental Reporting- Statutory books- Disclosure practices.

BLOCK IV: MAJORITY POWER AND MINORITY RIGHTS

- UNIT 12 Appointment, resignation, removal of auditors – Rights, duties and liabilities of auditors – Profits and dividends – Divisible profits.
- UNIT 13 Majority Powers and Minority Rights: Law relating to majority powers and minority rights – Shareholder remedies – Prevention of oppression and mismanagement
- UNIT 14 Corporate collapse – Winding up – necessity, types, process of winding up – Role of liquidators – Consequences of winding up.

REFERENCES

1. Ramaiah, Companies Act, Lexis Nexis, 2011.
2. Kapoor N D, Elements of Company Law, Sultan Chand and Sons, 2009
3. Ghosh P K & Balachandran V, Company Law and Practice, Sultan Chand, 2009.
4. ICSI Study Material on Company Law.
5. Majumadar, Company Law, Taxman Publications, New Delhi, 2008.
6. Sen Gupta B K, Company Law, Eastern Law Book House, Kolkata.

35634 - GLOBAL BUSINESS & MNCs

Objectives:

- To understand the global business environment
- To understand the International Trade Procedure and Facilitation and evaluation
- To acquire knowledge in MNC , FDI and WTO

BLOCK I: BASICS OF GLOBAL BUSINESS & MNC'S

- UNIT 1 International Business Environment and Effect: International business – An overview – Concept of international business – Classification of international business
- UNIT 2 Factors influencing international business – Economic and policy environment – Regulation of international business – Foreign Direct Investment – Foreign Portfolio Investment – Foreign Technology Transfer.
- UNIT 3 Global Economic Integration, Trade and Global Development – Global Meltdown and Coping with Contagion Effect.
- UNIT 4 International Trade Procedure and Facilitation: Export-Import Procedure - offer and receipt of orders - Shipment procedure - Banking Procedure- Export Documentation - Framework - Standardized pre-shipment Export Documents - Commercial and Regulatory Documents - Export credit instruments and procedures: Letters of credit and types.

BLOCK II: MNC'S AND INDIAN COMPANIES

- UNIT 5 Documents required for export credit- Export credit insurance - Services of Export Credit and Guarantee Corporation in export credit insurance - Specific Policy and Small Exporters Policy - Guarantees - Procedure for availing credit insurance and necessary documents.
- UNIT 6 Multinational Corporations (MNCs): Concept, strategy and organization – Foreign direct Investment (FDI) and MNCs: Concept, Theories - Need - Factors influencing FDI – FDI and Technology Transfer by MNCs.
- UNIT 7 Evaluation of FDI – APV and International IRR - Global Trend - Indian efforts to attract FDI and Trends.
- UNIT 8 MNCs and Indian Companies: Contours and consequences of competition- Arguments of Level Playing field - Forms of Foreign Collaborations - Strategic Alliance- Strategic Acquisition- Strategic Sale- Strategic Merger.

BLOCK III: ANTI-DUMPING DUTIES

- UNIT 9 Joint Ventures – Negotiating foreign collaborations- Restrictive clauses in the foreign collaboration/ joint venture – UN Code of conduct of transfer of technology – Indian joint ventures abroad.

- UNIT 10 World Trade Organization and Regional Trade Blocks: Origin and Goals-Structure, functions and areas of operations –World Trade Organization and Global Trade, Global Investment and Global Development – WTO and Dispute settlement under WTO
- UNIT 11 Anti-dumping duties – Countervailing duties – Environmental aspects in international trade – Trade related aspects of intellectual property rights

BLOCK IV: MULTINATIONAL INSTITUTIONS

- UNIT 12 Competition and trade in services- Regional Trade Associations – NAFTA, European Union, SAPTA and ASEAN- WTO Vs Regional Blocks.
- UNIT 13 Multilateral Institutions: World Bank: Functions and Contribution to Global Business – IMF: Organization and Contribution to Global Business – International Finance Corporation and Global Private Sector Development
- UNIT 14 Multilateral Investment Guarantee Agency and Global Investment – International Development Association and Development of Less Developed Nations- International commercial arbitration and Settlement of International Commercial Disputes – World Intellectual Property Organization and Global Innovations.

REFERENCES

1. Rugman, Collinson,. Hodgetts, International Business, Prentice Hall, 2006.
2. Fred Luthans and P. Doh, International Management, McGraw Hill, 2008
3. OdedShenkar, Yadong Luo, International Business, Sage Publications, Inc, 2007.
4. Alkhafaji A.F, Competitive Global Management: Principles and Strategies.
5. Thakur D, International Business for Third World Countries.
6. Devendra Thakur, Globalization and International Business.
7. Michael E. Porter, Competitive Advantage of Nations, Free Press,
8. Trilok N Sindhvani, The Global Business Game: A Strategic Perspective.
9. Francis Cherunilam, Global Business Environment

35635 - SECURITIES LAWS AND FINANCIAL MARKETS

Objectives:

- To understand the financial market and market players
- To gain knowledge about SEBI and NSE

BLOCK I: BASICS OF SECURITIES LAW AND FINANCIAL SYSTEMS

- UNIT 1 Financial System: Concept and Constituents of financial system- Significance and growth of financial markets in India – Financial reforms and present scenario – Overview of Regulatory authorities governing financial market.
- UNIT 2 Sub-sets of Financial Market: Money Market- Capital Market – Foreign Exchange Market -Significance and Functions- Capital market vis-à-vis money market.
- UNIT 3 Market players: Investors, Companies, Intermediaries and Regulators – Types of Investors and Services Needed – Companies as service providers and benefiter of financial market.
- UNIT 4 Intermediaries in financial market: Types of Intermediaries in financial market and functions- Regulators: SEBI and RBI: Functions and powers –An overview of International Capital Market.

BLOCK II: FINANCIAL INSTRUMENTS

- UNIT 5 Capital market instruments: Equity, preference shares, debentures, sweat equity shares, non-voting shares – New instruments of capital market – Pure, hybrid and derivatives.
- UNIT 6 Global Depository Receipts: American Depository Receipts, Money Market Instruments, Treasury Bills, Commercial Bills, Certificate of Deposits – Credit Rating and Evaluation of Risk – Concepts, Scope and Significance – Benefits to Investors
- UNIT 7 Regulatory framework – Credit rating agencies in India: Processes of Rating methodologies for various instruments – Evaluation of risk.
- UNIT 8 Primary Market: Meaning significance and scope – Developments in primary market – IPO and SPO – Process of floatation – Road-show, Book building and Green shoe options.

BLOCK III: MARKET AND INTERMEDIARIES

- UNIT 9 Role and Functions of Intermediary agencies and institutions involved in primary market: Merchant Bankers, Registrars, Underwriters, Bankers to Issue.
- UNIT 10 Portfolio Managers: Debenture Trustees: Role, Regulations and Code of Conduct Framed By SEBI.
- UNIT 11 Secondary Market: Meaning, significance, functions and scope of secondary market – Functions and significance of stock exchanges: Regulatory framework and control.

BLOCK IV: MUTUAL FUNDS, SEBI ; NSB

- UNIT 12 Secondary market intermediaries: Stock brokers, sub-brokers, advisors, their rules, regulations and code of conduct framed by SEBI, Electronic trading in securities.
- UNIT 13 Mutual Funds and Exchange Traded Funds: Nature, Types and Risk-return aspects of Mutual Funds and Exchange Traded Funds.
- UNIT 14 Performance evaluation – SEBI and RBI regulations for mutual funds and exchange traded funds

REFERENCES

1. Balakrishnan&Narta S S, Securities Market in India.
2. Machiaraju H R, Merchant Banking, New Age International, 2009.
3. Gordon & Natarajan, Financial Services, Himalaya, 2010.
4. Aggarwal & Aggarwal, Concise Concept on Securities Laws and Compliances, Rel. Pub. 2010.
5. ICSI Study Material, Securities Laws and Regulation of Financial Markets.

35641 – CORPORATE SOCIAL RESPONSIBILITIES AND ETHICS

Objectives :

- To know the basic concept of CSR
- To understand Corporate Social Responsibility Approaches
- To understand the Indian ethos, value and holistic management

BLOCK I: BASICS OF CORPORATE SOCIAL RESPONSIBILITIES

- UNIT 1 Corporate Social Responsibility Concerns: Business and Society: The Symbiotic Relationship- Need for Monitoring Business Responsibility to society- Abuse of Power and Absence of Regulations
- UNIT 2 Environmental Degradations and Child labour: Environmental Degradations and no care attitude of businesses- Child labour and Business insensitivity – Corporate Espionage and Corruption
- UNIT 3 Tax Evasion, Market Manipulation, Window Dressing, Insider Trading, Transfer Pricing and Fraudulent Practices harming consumers- Moral Collapse and Governance Deficit.
- UNIT 4 Corporate Social Responsibility Need: Relationship between business and Society – Need for social Responsibility – Nature and assumptions of social responsibility – Dimensions of social Responsibility

BLOCK II: BUSINESS ETHICS

- UNIT 5 Myths and reality of Corporate Social Responsibility: Arguments for and against Social Responsibility of Business - Social Accountability – social responsibility tools – Social Accounting Social Audit.
- UNIT 6 Corporate Social Responsibility Approaches: Approaches to CSR – Corporate Social Accountability - Economic issues of CSR – Legislations governing CSR - Indian Examples – Corporate Social Reporting
- UNIT 7 Contribution of NGOs to CSR – Corporate Governance and Corporate Social responsibility – Corporate Social Accountability – CSR Voluntary Guidelines, 2009- Fulfillment Levels of CSR.
- UNIT 8 Business Ethics: Meaning – Objectives of ethics – Business ethics – Business ethics and profits – Nature and Ethical need for Business Ethics – Characteristics of business ethics – Arguments for and against business ethics

BLOCK III: INDIAN ETHOS

- UNIT 9 Business ethics as a field of study - Corporate corruption – Abuse of power by corporate: Areas and Abetments for abuse – Ethical Decay and Governance Dilution – Consequences.
- UNIT 10 Indian Ethos for Management: Basic Principles of Management as per ancient Indian wisdom and insight – Work life in Indian philosophy

UNIT 11 Indian ethos for the work life – Indian values for the work place – Respect for elders – Respect for hierarchy and status – Rights and duties – Quality of work life in Indian philosophy and status.

BLOCK IV: EXPLOITATION OF NATURE

UNIT 12 Rights and duties – Quality of work life in Indian philosophy – Code of conduct for corporate.

UNIT 13 Value Oriented Holistic Management : Importance of character – values – wholeness – Goodness – Courage – Self discipline – Living by inner truth – Dharma of organization / management – Value driven management

UNIT 14 Exploitation of nature – Man machine equation – Indian culture and wisdom ethical / spiritual values – Management effectiveness based on values – Need of value based holistic in Management in India.

REFERENCES

1. Larue Tone Hosmer and La Rue Hosmer, The Ethics in Management, Irwin, 2002
2. Naresh B Shah, Values / Ethics in Management – Relevance & Application.
3. Sherlekar, Ethics in Management, Himalaya, 2008
4. David Murray, Ethics in Management, Crest Pub.2001.
5. Marianne M. Jennings, Cases in Business Ethics, Delhi: Cengage Learning India.
6. Balachandran & Chandrasekaran, Corporate Governance & Social Responsibility, Prentice Hall, 2010.
7. Manna S & Chakraborti S, Values and Ethics in Business and Profession, PHI, 2010.

35642 - CORPORATE FINANCE AND TAX MANAGEMENT

Objectives :

- To know the basic concept of Corporate Finance and Tax management
- To gain knowledge on cost , capital budgeting and Tax

BLOCK I: BASICS OF CORPORATE FINANCE AND TAX MANAGEMENT

- UNIT 1 Financial Management: Concept, nature, evaluation and significance – Finance Functions: Managerial and operative
- UNIT 2 Investment Function: Meaning and scope – Financing Function: Meaning and scope – Dividend function – Risk return trade off – Financial planning
- UNIT 3 Global financial environment- Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.
- UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares and debentures as sources of long-term capital – Bridge finance, loan syndication, Book building

BLOCK II: FINANCIAL LEVERAGE

- UNIT 5 Borrowings from the term lending institutions and International capital market- Tax considerations in Financing decision areas.
- UNIT 6 Cost of Capital and Determinants of capital structure: Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning – Weighted average cost: Computation of overall cost of capital.
- UNIT 7 Tax and cost of capital- Capital structure: Concept and Types- Optimum capital structure – Theories of capital structure –Net income and net operative income theories – M.M. theory – Traditional theory – Their assumptions, Significance and limitations.
- UNIT 8 Financial leverage operating leverage – Combined leverage – EBIT –EPS Analysis- Tax, Capital structure and Value nexus.

BLOCK III: TAX CONSIDERATIONS

- UNIT 9 Capital budgeting: Meaning, Nature and Types of Capital investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques
- UNIT 10 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures.

UNIT 11 Tax considerations in Investment decisions Cost of capital and Investment Decisions- Leasing Vs. Investment: Evaluation and Tax implications.

BLOCK IV: DIVIDEND THEORIES

UNIT 12 Working Capital: Concept and types – Determinants – Financing approaches – Conservative – Aggressive and hedging approaches – Sources of working capital finance – Working capital financing by commercial banks.

UNIT 13 Inventory Management under conditions of certainty and uncertainty- Credit Management and evaluation alternative credit variables- Cash and liquidity management: Methods and Functions- Tax considerations in Remittances and Purchases.

UNIT 14 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. theory – Assumptions – Limitations – Dividend Policy: Different policies and 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, 2008.
6. Khan and Jain, Financial Management, 2009
7. Pandey I M, Financial Management, 2007.

35643 - CORPORATE GOVERNANCE

Objectives:

- To know the basic concept of Corporate Governance
- To understand the corporate legal environment

BLOCK I: BASICS OF CORPORATE GOVERNANCE

- UNIT 1 Corporate Governance – Meaning – Nature and Evolution of Corporate Governance - need – objectives – Corporate Governance Models – Features consequences of mis-governance - need for voluntary compliance beyond regulations.
- UNIT 2 Requirements to strengthen Corporate Governance – Sustainability and Corporate Governance - Popularly espoused principles of corporate governance.
- UNIT 3 Governance Deficit in Corporates: Principal-Agent Problem- Major controlling interest and mal-governance for personal gain or corporate window-dressing
- UNIT 4 Creative accounting- Corporate scandals: Types and Examples- Lessons - Sarbanes-Oxley Act in 2002 of USA- Role of Auditors under scan.

BLOCK II: BOARD OF DIRECTORS

- UNIT 5 Regulation: Legal environment – General- Codes and guidelines- Parties to corporate governance: Ownership structures and elements, Family ownership and Institutional investors
- UNIT 6 Mechanisms and controls: Internal measures: Monitoring the Board, Internal checks and audit, Limits on Executive salary and Balance of Power
- UNIT 7 External corporate governance controls: Competition, Media, Government, Take-over threats, Accounting standards and Labour Unions- Systemic problems of corporate governance.
- UNIT 8 Board of Directors: Composition of the Board – Board structure – Building responsive boards - Selection of Members of the Board – Duties and Responsibilities of the Board.

BLOCK III: CHAIRMAN DUTIES AND RESPONSIBILITY

- UNIT 9 Functions of the Board – Management of the Board – Ethical and professional standards of Individual Directors- Governance and Role of different types of Directors – Inside Directors – Outside Directors – Nominee Directors.
- UNIT 10 Extended role of Nominee directors in ensuring governance greatness- Professional Directors – Managing Director – Independent Directors – Role and functions
- UNIT 11 Chairman of the Board and Board Efficiency: Functions and Responsibilities of Chairman of the Corporation- Various Committees on Corporate Governance –

Clause 49 of Listing Agreement – Features - Mandatory and Non Mandatory disclosures- CEO – Responsibilities

BLOCK IV: CORPORATE GOVERNANCE IN BANKING SECTOR

- UNIT 12 Role of SEBI in Corporate Governance – Audit Committees – Functions- Effectives of the Board – Evaluation of the Board – Effectiveness of the Board – Parameters judging the board effectiveness – Internal control system and risk management- Corporate Governance Award by ICSI- Criteria for Award.
- UNIT 13 Corporate Governance Practices: Corporate social Entrepreneurship –Corporate Social Responsibility- Corporate Transparency
- UNIT 14 Corporate Governance In banking and insurance sector – Governance in Public Sector Vs Private Sector – Current Practices – Issues and Challenges.

REFERENCES

1. Gopalswamy. N, Corporate Governance, The New Paradigm, Wheeler Publishers, 2005
2. Monks, Robert. A.G., Corporate Governance, Blackwell Publishing Company, 2003.
3. Corporate Governance, ICSI Publication, Lodi Road, New Delhi.
4. Corporate Governance, Ethics and sustainable Development, ICSI Course Material.
5. Balachandran and Chandrasekaran, Corporate Governance and Social Responsibilities, Prentice Hall of India, 2010
6. Singh S, Corporate Governance, Excel Books, 2006
7. Walter Effross, Corporate Governance: Principles & Practices, Aspen, 2009.

35644 - CORPORATE AUDIT AND COMPLIANCE MANAGEMENT

Objectives:

- To know the basic concept of Corporate audit
- To understand types of audit and its importance
- To gain knowledge on securities and compliance management

BLOCK I: BASICS OF CORPORATE AUDIT AND COMPLIANCE MANAGEMENT

- UNIT 1 Auditing Types: Nature and scope of auditing – Auditing techniques and practices – Generally acceptable auditing standards – Accreditation services.
- UNIT 2 Internal check and Internal control- Audit Plan- Operational Audit- Analytical Procedures- Types of Audit: Internal and External audits- Internal check and Internal control.
- UNIT 3 Financial Audit- Management Audit - Cost Audit- Statutory audit- Corporate audit- Auditing quality needs enhancements.
- UNIT 4 Compliance Management: Concept and significance – Systems approach in compliance management – Process of establishment of compliance management system- Certification,

BLOCK II: CORPORATE LAWS CHECKLIST

- UNIT 5 Due diligence and Signing: Meaning and scope of certification – Due diligence and signing of various documents under corporate and security laws including signing of declaration with respect to incorporation of companies and commencement of Business
- UNIT 6 Signing of Annual returns – Certification under buy back of securities rules - Certification of occasion of transfer of deeds
- UNIT 7 Secretarial Audit – Need objectives and scope – Secretarial Audit Process- Periodicity and format,
- UNIT 8 Checklist under various Corporate Laws & Share transfer audit- Secretarial Audit of Registrar and Transfer Agents (RTAs).

BLOCK III: CAPITAL ISSUE WORK

- UNIT 9 Compliance Certificate: Concept and deed, Appraisal of secretarial compliances – Specimen compliance Certificate.
- UNIT 10 Securities management and compliances: Meaning, Need and Scope – Mechanism for self regulations.
- UNIT 11 Due diligence of Pre-capital issue work: Appraisal of documents relating to issue of capital viz. prospectus, Letter of offer and other documents to be filed with securities and Exchange Board of India.

BLOCK IV: FILING COMPLIANCE

- UNIT 12 Registrar of companies – Stock Exchange and other authorities – Ensuring compliance of listing and other requirements – Insider Trading – Prevention of Fraudulent Practices.
- UNIT 13 Due diligences of Post capital issue work: Approval of post capital issue compliances including dispatch of refund order / Certificate to investors
- UNIT 14 Filing compliance certificate with SEBI and other authorities – Ensuring compliance of listing Guidelines.

REFERENCES

1. V. Sithapathy & Ramadevi R. IYER, Corporate Governance Practice & Procedure, 2006.
2. Prakash Pandya & R. Balakrishnan, Compliance Guide to Corporate Governance (with check lists specimen / formats) , 2006
3. Navin Chandra Joshi, Corporate Management.
4. Balachandran and Ravichandran, Secretarial Securities and Management Audit, Bharat Law House, New Delhi.
5. Jill Gilbert Welytok, Sarbanes-Oxley, Dummies, 2006.

35645 - CORPORATE RESTRUCTURING

Objectives:

- To know the scenario of the global corporate
- To understand the procedure for merger acquisition

BLOCK I: BASICS OF CORPORATE RESTRUCTURING

- UNIT 1 Introduction: Meaning of corporate restructuring – Need, scope and modes of restructuring – Global scenario
- UNIT 2 National scenario – Strategic planning – Competitive advantage and core competence – Strategy formulation – Routes for executing strategy
- UNIT 3 Start up - mergers - Causes for Merging - Acquisitions - Takeovers, dis-investments and strategic alliances.
- UNIT 4 Mergers and Amalgamations Concept - Need for M&A– Legal aspects – Importance of M&A- benefits

BLOCK II: DEMERGERS AND REVERSE MERGERS

- UNIT 5 Procedural aspects relating to commencing of meetings and presentation of petition including documentation.
- UNIT 6 Takeovers -Meaning and concept – Types of takeovers – Legal aspects – Securities and Exchange Board of India takeover regulations
- UNIT 7 Takeover Code – Procedural aspects – Economic aspects – Financial aspects – Payment of consideration – Bail out takeovers – Takeover of sick units.
- UNIT 8 Demergers & Reverse mergers - Corporate Demergers / Splits and Divisions and Post Merger Re-Organization- Difference between demergers and reconstruction modes of demerger

BLOCK III: POST MERGER RE-ORGANIZATION

- UNIT 9 By agreement, under scheme of arrangement, by voluntary winding up - Procedures – types of voluntary winding up Tax aspects.
- UNIT 10 Tax reliefs – Indian scenario – Reverse mergers- effects on Share price- reverse takeover – merits and demerits.
- UNIT 11 Post Merger Re-organization - Accomplishment of objectives – Criteria of success – Profitability – Gains to post merger valuation

BLOCK IV: GOVERNMENT'S GUIDELINES

- UNIT 12 Post merger – meaning- integration frame work- issues - efficiency – Factors in post merger re-organization.
- UNIT 13 Financial Restructuring Buy-back of shares – Concept and necessity – Securities and Exchange Board of India guidelines –

UNIT 14 Government's guidelines – Procedure and practice for buy-back of shares –
Procedure- reasons for buy-back of shares.

REFERENCES

1. Fred Weston, Mitchell and Mulherin, Takeovers, Restructuring, and Corporate Governance, Prentice Hall, 2003.
2. Fred Weston J, Kwang S Chng & Susan E Hoag, Merger, Restructuring and Corporate Control.
3. Verma J C, Corporate Mergers, Amalgamations and Takeovers, Jain book depot, 2008.
4. Machiaraju H R, Merchant Banking, New Age International, 2009.
5. ICSI Study Material, Corporate Restructuring: Law and Practice.
6. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings Wiley, 2007.

MBA (FINANCIAL MANAGEMENT)

E) INSTRUCTIONAL DESIGN
MBA FINANCIAL MANAGEMENT

M.B.AG	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
35711	Management – Principles and Practices	25	75	100	4
35712	Organizational Behaviour	25	75	100	4
35713	Managerial Economics	25	75	100	4
35714	Quantitative Techniques	25	75	100	4
35715	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
35721	Research Methods	25	75	100	4
35722	Business Environment	25	75	100	4
35723	Business Laws	25	75	100	4
35724	Management Information System	25	75	100	4
35725	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
35731	Marketing Management	25	75	100	4
35732	Financial Management	25	75	100	4
35733	Management of Funds	25	75	100	4
35734	Investment Analysis and Portfolio Management	25	75	100	4
35735	Financial Services and Institutions	25	75	100	4
Total		125	375	500	20
IV Semester					
35741	Foreign Exchange Management	25	75	100	4
35742	Multinational Financial Management	25	75	100	4
35743	Project Finance	25	75	100	4
35744	Investment and Derivatives Market	25	75	100	4
35745	Growth Management	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

35711- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

105. Stoner, et-al, Management, Prentice Hall, 1989.
106. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
107. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
108. Peter F. Drucker, Management, 2008.
109. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
110. Ricky W. Griffin, Management, South-Western College Publications, 2010
111. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
112. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

35712 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

35713 - 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

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

147. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition
Pearson
148. Gupta G S, Managerial Economics, Tata McGraw-Hill.
149. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
150. Mehta P L, Managerial Economics, Sultan Chand and Sons.
151. Joel Dean, Managerial Economics, Prentice-Hall.

35714 - 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

141. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
142. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
143. Sharma, Operations Research: Theory and Applications.
144. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
145. K. Gupta and D.S. Hira, Operations Research.
146. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
147. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
148. V.K. Kapoor, Operations Research.
149. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
150. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

35715 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.

UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.

UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods

UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -

UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;

UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

129. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
130. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
131. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
132. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
133. Ravi M. Kishore, Cost Management, Taxman Publications

- 134.S.N. Maheswari, Management Accounting &Management Accounting, Vikas Publishers.
- 135.Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
- 136.N. K. Prasad,Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
- 137.Andrew A Haried, Advanced Accounting, Atlantic Publishers.
- 138.Hoyle,Advanced Accounting, McGraw Hill.

35721 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

35722 - 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

99. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
100. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
101. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
102. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
103. Amarchand D, Government and Business, TMH.
104. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
105. Maheswari & Gupta, Government, Business and Society.

35723 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

85. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
86. Pathak, Legal Aspects of Business, TMH, 2009.
87. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
88. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
89. Relevant Bare Acts.
90. Balachandran and Thothadri, business Law, TMH, 2010

35724 - MANAGEMENT INFORMATION SYSTEM

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

127. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
128. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
129. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
130. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
131. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
132. Sadogopan S, Management Information Systems, 2001 PHI.
133. Murdie and Ross, Management Information Systems, Prentice Hall.
134. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
135. Stephen Haag, Management Information Systems, 2008.

35725 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

- 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: APPRAISAL AND TRAIL UNION

- 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

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

35731 - MARKETING MANAGEMENT

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

139. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
140. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
141. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
142. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
143. Memoria & Joshi, Fundamental of Marketing.
144. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
145. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
146. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
147. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
148. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

35732 - 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

- 127.Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
- 128.Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
- 129.Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
- 130.Jeff Madura, International Financial Management,South-WesternCollege Pub., 2010
- 131.Prasanna Chandra, Financial Management, McGraw Hill, 2008.
- 132.Khan and Jain, Financial Management ,Tata McGrawHill,2009
- 133.Pandey I M, Financial Management, Vikas Publishers,2009
- 134.Sheeba Kapil(2010), Financial Management, Pearson Education.
- 135.B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press

35733 - MANAGEMENT OF FUNDS

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

13. Eugene F. Brigham, Financial Management: Theory and Practice (Harcourt) 2005.
14. Jeff Madura, International Financial Management, South-WesternCollege Pub., 2010.
15. F. Brigham and Joel F. Houston, Fundamentals of Financial Management, Thomson, 2009.
16. Alan C. Shapiro, Multinational Financial Management, Wiley, 2008.
17. Kuchal, S.C, Financial Management, Chaitanya, Allahabad, 1992.
18. Prasanna Chandra, Financial Management, 2007.

35734 - 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: INDUSTRY AND COMPANY 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 PRICING MODEL

- 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 REVISION AND METHODS

- 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.

REFERENCES

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

35735 - 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:

7. Raghunathan V, Stock Exchanges and Investments
8. Avadhani V, Security Market
9. Varma, Merchant Banking

35741 - FOREIGN EXCHANGE MANAGEMENT

Objective:

To understand the concept related to foreign exchange management
To analysis the foreign exchange risk management

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 OF FOREIGN EXCHANGE

- UNIT 5 Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates - Extension and cancellation of forward contracts.
- UNIT 6 Options: Meaning, Features –Types: Put option, Call option – Mechanism – Merits and Demerits.
- 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: ROLE OF FOREIGN EXCHANGE

- UNIT 9 Economic Exposure risk – Inflation and exchange risk– Factors influence exchange risk.
- UNIT 10 Economic consequences of Exchange rate changes – managing economic exposure risk.
- UNIT 11 Exchange management in India: Fixed and fling rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts.

BLOCK IV: IMPACT OF FOREIGN EXCHANGE

- UNIT 12 Exchange control measures: Need, 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:

15. Multinational Financial Management : Alan C Shapiro
16. ABC of Foreign Exchange : Clare G. Gump
17. Guide to Foreign Exchange Regulations : Krishnamoorthy.S
18. Principles of Foreign Exchange : Chatterjee.A.K.
19. Foreign Exchange – Practice, Concepts and control : Jeevanadam.N.S.
20. Foreign Exchange Management : Rajwadi
21. Rupee Convertibility : BibekDebroi

35742 - MULTINATIONAL FINANCIAL MANAGEMENT

Objective:

- To discuss the economic and political factor of multinational financial management.
- To understand the exchange rate system.

BLOCK I: BASICS OF MULTINATIONAL FINANCIAL MARKETING

- UNIT 1 Concept of multinational financial management – Functions – Risk - Return trade off
- UNIT 2 Aspects of multinational financial environment and system – Global financial markets.
- UNIT 3 Foreign Direct Investment by MNCs – Need, strategy and opportunities.
- UNIT 4 Economic and political risk – Planning – operating policies to deal with risk.

BLOCK II: CASH PLANNING AND BUDGETING

- UNIT 5 Capital budgeting: Basics – NPV – IRR – Increment Cash flows – Parent Vs Project Cash flows.
- UNIT 6 Taxes – Exchange rate changes and inflation – Transfer Pricing – APV and CAPM.
- UNIT 7 Working Capital Management of MNCs – International Cash management: Objectives – Functions – Techniques: Netting – Leading and Lagging.
- UNIT 8 Intercompany loans – Transfer pricing – Cash Planning and budgeting – Management of Short term investment Portfolio.

BLOCK III: RISK AND UNCERTAINTY MODEL

- UNIT 9 Receivables Management: Credit policy variables: Standards – period – Discount – Collection effort.
- UNIT 10 Credit extension – Exchange rate implications – Inventory management – Concepts and tools.
- UNIT 11 Risk and Uncertainty Models – Off shore production Vs Local Purchase.

BLOCK IV: COST OF CAPITAL

- UNIT 12 International financing: Long Term Financing: Equity Instruments: International Depository Receipts and Direct equity participation.
- UNIT 13 Debt Instruments: Bonds Notes and Syndicated loans. Short term financing: Sources – Euro notes and Euro commercial paper – Inter firm financing methods.

UNIT 14 Cost of Capital: Cost of equity – Cost of debt – Cost of back – to - back
financing Overall cost of Capital structure of MNC: Theory, Practice and
determinants – Debt Vs Equity Flow analysis.

REFERENCES:

5. Multinational Financial Management: Shapiro.A.C.
6. International financial Management : Rodrigule and Carter
7. International Business Finance : Wood.D, Byrne.J
8. International Capital Markets : Watson, Marwell

35743 - PROJECT FINANCE

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 appropriate technology, availability or 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:

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

35744 - INVESTMENT AND DERIVATIVES MARKET

Objective:

- To make the students competent in market investment
- To know about funds and options aspects in derivatives market

BLOCK I: BASICS OF INVESTMENT AND DERIVATIVES MARKET

- UNIT 1 Debt Market: Meaning and Definition - Debt instruments – Nature and varieties– Distinction between debt and equity market.
- UNIT 2 Debt market features in India – Debt pricing theorems - Significance of Debt pricing theorems.
- UNIT 3 Convexity: Meaning – Convexity and Duration – Risk and return structure – Risk return relationship.
- UNIT 4 Debt Portfolio Management: Concept and importance – Passive immunization - Active management – Horizon analysis.

BLOCK II: ZERO GROWTH MODELS

- UNIT 5 Swaps: Types, Features, Merits – Bond Basics – Bond Risks - Bond swaps.
- UNIT 6 Equity Market: Equity investment – Nature and features – Factors governing equity market growth.
- UNIT 7 Equity Valuation Models: Dividend model – Zero growth models – Constant growth model – Multiple growth models
- UNIT 8 Models based on P.E. ratios – Earnings based models – Features and applications.

BLOCK III: FACTOR AFFECTING VALUES

- UNIT 9 Options Market: Concept – Types of options – Value of options.
- UNIT 10 Valuation at expiration – Profit and losses on calls and puts – Profits and losses of some option strategies.
- UNIT 11 Factors affecting the value of Call option and Put option – Index options Meaning and Features.

BLOCK IV: MARKET SECURITIES

UNIT 12 Future Market: Concept and significance – Futures contract – Basis - Futures market – Selection of Index for the futures – Benefits of the Index based Futures.

UNIT 13 Returns on futures: Measurement and evaluation – Futures Vs Options.

UNIT 14 Government Securities Market: Meaning and Features - Instruments – Operations – Significance.

REFERENCES :

1. Bhalla R K, Investment Management.
2. Preethi Singh, Investment Management.
3. Dr.PunithavathiPandian, Investment Management.
4. Gordon E &Natarajan K, Financial Market and Services.

35745 - GROWTH MANAGEMENT

Objective:

- To understand the concept and techniques of growth management
- To analysis the growth management models

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 un-sought 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

MBA (MARKETING MANAGEMENT)

**E) INSTRUCTIONAL DESIGN
MBA MARKETING MANAGEMENT**

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
36011	Management – Principles and Practices	25	75	100	4
36012	Organizational Behaviour	25	75	100	4
36013	Managerial Economics	25	75	100	4
36014	Quantitative Techniques	25	75	100	4
36015	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
36021	Research Methods	25	75	100	4
36022	Business Environment	25	75	100	4
36023	Business Laws	25	75	100	4
36024	Management Information System	25	75	100	4
36025	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
36031	Marketing Management	25	75	100	4
36032	Financial Management	25	75	100	4
36033	Marketing of Services	25	75	100	4
36034	Promotional Management	25	75	100	4
36035	Product Management	25	75	100	4
Total		125	375	500	20
IV Semester					
36041	International Marketing	25	75	100	4
36042	Logistics Marketing and Technology	25	75	100	4
36043	Quality Management	25	75	100	4
36044	Strategic Retail Management	25	75	100	4
36045	Growth Management	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

36011- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

113. Stoner, et-al, Management, Prentice Hall, 1989.
114. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
115. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
116. Peter F. Drucker, Management, 2008.
117. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
118. Ricky W. Griffin, Management, South-Western College Publications, 2010
119. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
120. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

36012 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

36013 - 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

152. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
153. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
154. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
155. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
156. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
157. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
158. Gupta G S, Managerial Economics, Tata McGraw-Hill.
159. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.

160.Mehta P L, Managerial Economics, Sultan Chand and Sons.

161.Joel Dean, Managerial Economics, Prentice-Hall.

36014 - 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

151. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
152. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
153. Sharma, Operations Research: Theory and Applications.
154. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
155. K. Gupta and D.S. Hira, Operations Research.
156. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
157. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
158. V.K. Kapoor, Operations Research.
159. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
160. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

36015 -FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

139. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
140. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
141. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
142. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
143. Ravi M. Kishore, Cost Management, Taxman Publications

- 144.S.N. Maheswari, Management Accounting &Management Accounting, Vikas Publishers.
- 145.Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
- 146.N. K. Prasad,Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
- 147.Andrew A Haried, Advanced Accounting, Atlantic Publishers.
- 148.Hoyle,Advanced Accounting, McGraw Hill.

36021 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

36022 - 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

106. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
107. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
108. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
109. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
110. Amarchand D, Government and Business, TMH.
111. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
112. Maheswari & Gupta, Government, Business and Society.

36023 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

91. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
92. Pathak, Legal Aspects of Business, TMH, 2009.
93. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
94. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
95. Relevant Bare Acts.
96. Balachandran and Thothadri, business Law, TMH, 2010

36024 - MANAGEMENT INFORMATION SYSTEM

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

136. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
137. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
138. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
139. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
140. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
141. Sadogopan S, Management Information Systems, 2001 PHI.
142. Murdie and Ross, Management Information Systems, Prentice Hall.
143. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
144. Stephen Haag, Management Information Systems, 2008.

36025- HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

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: RECRUITMENT & SELECTION

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: EMPLOYEES APPRAISALS

- 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: APPRAISAL AND TRAIL UNION

- 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

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

36031 - MARKETING MANAGEMENT

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

149. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
150. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
151. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
152. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
153. Memoria & Joshi, Fundamental of Marketing.
154. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
155. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
156. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
157. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
158. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

36032 - 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: WORKING CAPITAL 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

- 136.Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
- 137.Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
- 138.Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
- 139.Jeff Madura, International Financial Management,South-WesternCollege Pub., 2010
- 140.Prasanna Chandra, Financial Management, McGraw Hill, 2008.
- 141.Khan and Jain, Financial Management ,Tata McGrawHill,2009
- 142.Pandey I M, Financial Management, Vikas Publishers,2009
- 143.Sheeba Kapil(2010), Financial Management, Pearson Education.
- 144.B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press

36033 - 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

13. Lovelock, and Wirtz, Services Marketing, Prentice Hall, 2010.
14. Adrian Payne, Services Marketing, PHI, 1993.
15. Helen Woodruffe, Services Marketing, Macmillan, 1995.
16. Jha S.M, Services Marketing, Himalaya, 2002.
17. Sinha P.K and Sahoo S.C, Services Marketing, Himalaya.
18. Valarie Zeithaml, et al, Services Marketing, McGraw hill, 2004.

36034 - 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

15. George Belch and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw-Hill, 2011.
16. Govani et-al, Promotional Management, PHI.
17. Russell and Vernill, Advertising Procedure, Prentice Hall.
18. Chunawala et-al, Foundation of Advertising Theory and Practice, 1995
19. Aakar, Batra and Myers, Advertising Management, PHI, 2003.
20. Gelder and Woodcock, Marketing & Promotional Strategy, Nelson Thornes, 2003.
21. James F. Engel, et al, Promotional Strategy: Managing the Marketing Communications Process, McGraw Hill, 1994.

36035 - 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

19. Crawford and Benedetto, New Products Management, McGraw-Hill, 2010.
20. Kenneth B. Kahn, The PDMA Handbook of New Product Development, Wiley, 2004.
21. Robert G. Cooper, Winning at New Products, Basic Books, 2001.
22. Donald G. Reinertsen, The Principles of Product Development Flow, Celeritas, 2009.
23. RamanujMajumdar, Product Management in India, PHI, 2011
24. John Stark, Product Lifecycle Management: Springer, 2011.
25. Om P Kaushal, Product Management, Lalvani.
26. Dave Littler, Marketing and Product Development, PhilioAlen.
27. SubratoSengupta, Brand Positioning: Strategies for Competitive Advantage, TMH.

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:

17. International Marketing, Analysis & Strategy : SakOnkvisit& John J Shaw
18. Global Marketing Management : Keegan
19. Marketing Analysis, Planning & Control : Philip Kotler
20. Fundamentals of Marketing : Stanton
21. International Marketing : Philip R. Catero
22. International Marketing : Kirpalani .V.H.
23. Marketing, an Environmental approach : Kerr, John.R. & others.
24. Marketing in the International Environment : Edward Cundiff& M.T. Hilger.

36042 - LOGISTICS MARKETING AND TECHNOLOGY

Objective:

- To understand the basic concept logistics marketing and technology
- To gain an insight on marketing strategy that are best suited for logistic services.
- To attain familiarity with logistic technologies in current era for better operations

BLOCK I: BASICS OF LOGISTICS MARKETING AND TECHNOLOGY

UNIT 1 Marketing Concepts - Marketing Environment and System - Approaches to the study of marketing- marketing with respect to logistic Industry

UNIT 2 Consumer and Service Marketing – Marketing segmentation - Marketing Mix- Marketing by 3PL and 4PL services.

UNIT 3 User Behavior and Networking - User Decision Making process - Market Segmentation - Concentrated Marketing

UNIT 4 Differentiated and Undifferentiated Marketing - Service positioning - Networking: Networking with Shippers, Wholesalers and Industries

BLOCK II: NETWORKING AND SERVICE PLANNING

UNIT 5 Networking with Warehouse service providers, Transport operators. – . Meaning- Features- Objectives- Nature and Scope

UNIT 6 Product and Price mix decisions – Line, Range and Consistency of (Product) Service Mix offering - Innovative product offering

UNIT 7 New Service Planning and development Process - Service Life Cycle - BCG Product Portfolio concept and uses- Price mix decisions – Pricing: Objectives & Methods -

UNIT 8 Pricing Policies - New product pricing strategies- Reacting to competitor price changes – Types of pricing strategy

BLOCK III: LMS, OMS, WCS

UNIT 9 Promotion and Distribution mix decisions: Promotools- Advertisement: Types and Importance- Sales Promotion: Types and Relevance- Publicity: Concept and Significance- Salesmanship: Types and Traits

UNIT 10 Budgeting for Promotional expenses- Distribution mix decisions- Local, National, Regional and Global Choices.

UNIT 11 Supply chain software Technology: WMS, TMS, LMS, OMS, WCS and Network Optimization- Software Evaluations & Selections-Logistics Network Optimizations

BLOCK IV: RFID, GPS, TQM

UNIT 12 Transportation routing, mileage and mapping software-RFID (Radio Frequency Identification) technology- Integrated GPS, Wireless Data and Micro-Chip Technology System- Tracking Technology.

UNIT 13 Transport Technology: Advances in Shipping Technology- Flight Technology- Truck Technology – Rail Technology

UNIT 14 Billing Technology- Payment Technology- (ISO 9000)- Total Quality Management (TQM) and benchmarking.

REFERENCES

6. Philip Kotler and Kevin Keller, Marketing Management, Prentice Hall, 2006
7. Mullins, Walker and Boyd, Marketing Management: A Strategic Approach, McGraw Hill, 2009.
8. Alexander Chernev and Philip Kotler, Strategic Marketing Management, Brightstar Media, 2009
9. Joseph D. Patton, Logistics Technology and Management, Soloman, 1986.
10. Philip T. Frohne, Quantitative Measurements for Logistics, McGraw Hill, 2007

36043 - QUALITY MANAGEMENT

Objective:

- To know the basic concept quality management
- To understand the TQM in current era.
- To make students know to formulate strategy for better 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

36044 - STRATEGIC RETAIL MANAGEMENT

Objective:

- To know the basic concept retail management
- To understand various strategies adopted by retail industry.
- To comprehend and analyze suitable retail strategy

BLOCK I: BASICS OF STRATEGIC RETAIL MANAGEMENT

- UNIT 1 Strategy and Success Symbiosis: Concept of Strategy- Nature and Significance - Defining strategic intent -Strategic Vision, Mission, Objectives, Structure and Tactics (VMOST) - Strategic Management Process: Strategic Planning, Strategic Execution (Actions & Responses) and Strategic Control
- UNIT 2 Relationship between a Companies's Strategy and its Retail Business Model- Retail Business Strategy and Success Symbiotic Relationship- Role of Retail strategists.
- UNIT 3 Strategy Formulation – Analysis of Factors: Internal Appraisal – The internal environment and organizational capabilities in various functional areas- Analysis of Areas of strategic edges
- UNIT 4 Environmental Factors (PESTLE/PESTEL: Political, Economic, Sociological, Technological, Legal, Environmental) and their Dynamics - Environmental scanning techniques- Methods and techniques used for organizational appraisal: Value chain analysis, Financial and non-financial analysis, Balanced scorecard and key factor rating- Developing Strategic Advantage Profile

BLOCK II: STRATEGIC TRINITY

- UNIT 5 Identification of Critical Success Factors (CSF)- Profiling Strengths, Weaknesses, Competencies, Uniqueness and Success Quotient as to Retail Business.
- UNIT 6 Strategic Analysis and choice: Strategic Trinity: Functional, Business and Corporate Level Strategies – Functional Level Strategies: Production, Marketing, Employee, Financial, Innovation and Quality Strategies -
- UNIT 7 Business level strategies—Porter's framework of competitive strategies: Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies- Location and timing tactics- Concept, Importance, Building and Use of Core Competence Corporate level strategies

UNIT 8 Stability, Expansion, Retrenchment and Combination strategies - Corporate restructuring- Strategic alliances, Collaborative partnerships, Mergers and acquisition, Joint Ventures Strategies – Outsourcing Strategies- Concept of Synergy and its relevance.

BLOCK III: SHELL OPERATIONS AND DESIGN STRATEGIES

UNIT 9 Design of strategy –Project life cycle analysis– Portfolio analysis – BCG Matrix – General Electronic-McKinsey Matrix

UNIT 10 Hofer’s product market evolution and Shell Directional policy Matrix- Ansoff Matrix- Bowman’s Strategy Clock Price-Value matrix- Blue Ocean Strategy.

UNIT 11 Retail strategy: Strategic options in Retailing: Product line options: Multi or limited-line or exclusives- Channel options: Direct or indirect models- Structural Options: Physical or Virtual models- Vertical and Lateral structures

BLOCK IV: ORGANISATION STRUCTURE AND STRATEGIES

UNIT 12 Scale Options: Hyper, Super, Mall, Large, Medium, Small or Micro models- Brand Strategy: Multi brand Vs single brand-Franchise Vs Ownership strategy- Shop Positioning strategy: Managing Uniqueness and Image- Geo strategy: National, Regional and Global spread.

UNIT 13 Executing and Audit of Strategy: Good crafting of the strategy - Institutionalizing the strategy- Creating a worker-friendly culture- Communication the Pyramid of Purpose Concisely - Corporate Governance- Simons' Seven Strategy Questions for better implementation- Resource allocation, Projects and Procedural issues

UNIT 14 Organization structure and systems in strategy implementation-Leadership and corporate culture - Strategic control and operational Control- Organizational systems and Techniques of strategic evaluation- evaluating deviations, challenges of strategy Implementation- Retail Strategy Audit.

REFERENCES

10. Hitt, Ireland and Hoskisson, Strategic Management: Concepts and Cases: Competitiveness and Globalization, South-Western College, 2011
11. Michael E Porter, Corporate Strategy: Competitive Advantage, Free Press, 1998.
12. Greek W.P and Jauch L.R., Business Policy and Strategy Management, McGraw Hill.
13. Garth Saloner, Andrea Shepard & Joel Podolny- Strategic Management
14. Fred David, Strategic Management: Concepts and Cases, Prentice Hall, 2010.
15. Zentes, Morschett, Klein, Strategic Retail Management, 2007
16. Jay Barney, Gaining and Sustaining Competitive Advantage, Prentice Hall, 2010.
17. Barney and Hesterly, Strategic Management and Competitive Advantage, Prentice Hall, 2009.
18. Kaplan and Norton, Strategy Maps: Converting Intangible Assets into Tangible Outcomes, HBP, 2004.

36045 - GROWTH MANAGEMENT

Objective

- To know the basic concept of growth management
- To understand the techniques and types of growth management

BLOCK I: BASICS OF STRATEGIC RETAIL MANAGEMENT

- UNIT 1 Strategy and Success Symbiosis: Concept of Strategy- Nature and Significance - Defining strategic intent -Strategic Vision, Mission, Objectives, Structure and Tactics (VMOST) - Strategic Management Process: Strategic Planning, Strategic Execution (Actions & Responses) and Strategic Control
- UNIT 2 Relationship between a Companies's Strategy and its Retail Business Model- Retail Business Strategy and Success Symbiotic Relationship- Role of Retail strategists.
- UNIT 3 Strategy Formulation – Analysis of Factors: Internal Appraisal – The internal environment and organizational capabilities in various functional areas- Analysis of Areas of strategic edges
- UNIT 4 Environmental Factors (PESTLE/PESTEL: Political, Economic, Sociological, Technological, Legal, Environmental) and their Dynamics - Environmental scanning techniques- Methods and techniques used for organizational appraisal: Value chain analysis, Financial and non-financial analysis, Balanced scorecard and key factor rating- Developing Strategic Advantage Profile

BLOCK II: STRATEGIC TRINITY

- UNIT 5 Identification of Critical Success Factors (CSF)- Profiling Strengths, Weaknesses, Competencies, Uniqueness and Success Quotient as to Retail Business.
- UNIT 6 Strategic Analysis and choice: Strategic Trinity: Functional, Business and Corporate Level Strategies – Functional Level Strategies: Production, Marketing, Employee, Financial, Innovation and Quality Strategies -
- UNIT 7 Business level strategies—Porter's framework of competitive strategies: Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies- Location and timing tactics- Concept, Importance, Building and Use of Core Competence Corporate level strategies
- UNIT 8 Stability, Expansion, Retrenchment and Combination strategies - Corporate restructuring- Strategic alliances, Collaborative partnerships, Mergers and

acquisition, Joint Ventures Strategies – Outsourcing Strategies- Concept of Synergy and its relevance.

BLOCK III: SHELL OPERATIONS AND DESIGN STRATEGIES

UNIT 9 Design of strategy –Project life cycle analysis– Portfolio analysis – BCG Matrix – General Electronic-McKinsey Matrix

UNIT 10 Hofer’s product market evolution and Shell Directional policy Matrix- Ansoff Matrix- Bowman’s Strategy Clock Price-Value matrix- Blue Ocean Strategy.

UNIT 11 Retail strategy: Strategic options in Retailing: Product line options: Multi or limited-line or exclusives- Channel options: Direct or indirect models- Structural Options: Physical or Virtual models- Vertical and Lateral structures

BLOCK IV: ORGANISATION STRUCTURE AND STRATEGIES

UNIT 12 Scale Options: Hyper, Super, Mall, Large, Medium, Small or Micro models- Brand Strategy: Multi brand Vs single brand-Franchise Vs Ownership strategy- Shop Positioning strategy: Managing Uniqueness and Image- Geo strategy: National, Regional and Global spread.

UNIT 13 Executing and Audit of Strategy: Good crafting of the strategy - Institutionalizing the strategy- Creating a worker-friendly culture- Communication the Pyramid of Purpose Concisely - Corporate Governance- Simons' Seven Strategy Questions for better implementation- Resource allocation, Projects and Procedural issues

UNIT 14 Organization structure and systems in strategy implementation-Leadership and corporate culture - Strategic control and operational Control- Organizational systems and Techniques of strategic evaluation- evaluating deviations, challenges of strategy Implementation- Retail Strategy Audit.

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

MBA (SYSTEM MANAGEMENT)

**E) INSTRUCTIONAL DESIGN
MBA SYSTEM MANAGEMENT**

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
35811	Management – Principles and Practices	25	75	100	4
35812	Organizational Behaviour	25	75	100	4
35813	Managerial Economics	25	75	100	4
35814	Quantitative Techniques	25	75	100	4
35815	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
35821	Research Methods	25	75	100	4
35822	Business Environment	25	75	100	4
35823	Business Laws	25	75	100	4
35824	Management Information System	25	75	100	4
35824	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
35831	Marketing Management	25	75	100	4
35832	Financial Management	25	75	100	4
35833	Office Automation	25	75	100	4
35834	Internet Programming and Web Design	25	75	100	4
35835	Multimedia Applications	25	75	100	4
Total		125	375	500	20
IV Semester					
35841	Management Control Systems	25	75	100	4
35842	Re-engineering and Flexi Systems	25	75	100	4
35843	Relational Database Management Systems	25	75	100	4
35844	Data Mining and Warehousing	25	75	100	4
35845	Software Engineering	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

35811- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y),

Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

121. Stoner, et-al, Management, Prentice Hall, 1989.
122. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
123. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
124. Peter F. Drucker, Management, 2008.
125. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
126. Ricky W. Griffin, Management, South-Western College Publications, 2010
127. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
128. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

35812 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.

UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment

UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency

UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.

UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.

UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.

UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.

UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.

UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.

UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.

UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

35813 - 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

162. Dominick Salvatore, *Managerial Economics in a Global Economy*, Oxford University Press, 2011.
163. Ivan Png and Dale Lehman, *Managerial Economics*, Wiley-Blackwell, 2007.
164. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), *Managerial Economics: Analysis Problems, Cases*, 8th Edition, John Wiley & Sons.
165. Atmanand (2008), *Managerial Economics*, 2nd Edition, Excel Books.
166. Christopher R Thomas & S Charles Maurice (2008), *Managerial Economics*, 9th edition, McGraw Hill Co.
167. Petersen, H. C., Cris, L W and Jain, S.K. (2008), *Managerial Economics*, 1st edition Pearson
168. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
169. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
170. Mehta P L, *Managerial Economics*, Sultan Chand and Sons.
171. Joel Dean, *Managerial Economics*, Prentice-Hall.

35814- 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

161. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
162. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
163. Sharma, Operations Research: Theory and Applications.
164. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
165. K. Gupta and D.S. Hira, Operations Research.
166. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
167. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
168. V.K. Kapoor, Operations Research.
169. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
170. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

35815 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.

UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.

UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods

UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -

UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;

UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

149. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
150. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
151. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
152. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
153. Ravi M. Kishore, Cost Management, Taxman Publications
154. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
155. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
156. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
157. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
158. Hoyle, Advanced Accounting, McGraw Hill.

35821- RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman& Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

35822- 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

113. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
114. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
115. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
116. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
117. Amarchand D, Government and Business, TMH.
118. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
119. Maheswari & Gupta, Government, Business and Society.

35823 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance

UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.

UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.

UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailor and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.

UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007

UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.

UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association

UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting

UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.

UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

97. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
98. Pathak, Legal Aspects of Business, TMH, 2009.
99. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
100. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
101. Relevant Bare Acts.
102. Balachandran and Thothadri, business Law, TMH, 2010

35824- MANAGEMENT INFORMATION SYSTEM

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

145. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
146. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
147. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
148. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
149. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
150. Sadogopan S, Management Information Systems, 2001 PHI.
151. Murdie and Ross, Management Information Systems, Prentice Hall.
152. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
153. Stephen Haag, Management Information Systems, 2008.

35825- HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

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: RECRUITMENT & SELECTION

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: EMPLOYEES APPRAISALS

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: APPRAISAL AND TRAIL UNION

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

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

35831- MARKETING MANAGEMENT

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

159. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
160. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
161. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
162. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
163. Memoria & Joshi, Fundamental of Marketing.
164. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
165. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
166. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
167. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
168. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

35832 - 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

- 145.Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
- 146.Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
- 147.Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
- 148.Jeff Madura, International Financial Management,South-WesternCollege Pub., 2010
- 149.Prasanna Chandra, Financial Management, McGraw Hill, 2008.
- 150.Khan and Jain, Financial Management ,Tata McGrawHill,2009
- 151.Pandey I M, Financial Management, Vikas Publishers,2009
- 152.SheebaKapil(2010), Financial Management, Pearson Education.
- 153.B J Camsey, EngeneF.Brigham, “Introduction to Financial Management”, The Gryden Press

35833- 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

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

35834- 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 age – 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.

35835- 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 Desk-top 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

13. JuidthJeffcoate, Multimedia in Practice: Technology and Application, Better World Books Ltd, 2008.
14. Prabhat K. Andleigh, KiranThakrar, Multimedia Systems Design , PHI 2002
15. Simon J Gibbs and Dionysion C Tsihrikzis, Multimedia Programming, , Addison Wesley, 1994.
16. Jeffery Jefcoat, Multimedia Systems and Application , TMH.
17. Fred Halsall, Multimedia Communication Application Networks, Protocols and Standards , Addison Wesley, 2001.
18. John F Koegel Buford, Multimedia Systems, Addison Wesley, 1994.
19. Walter Worth John A, Multimedia Technology and Applications, Ellis Horowood Ltd, 1991.
20. Arch C Luther, Designing Interactive Multimedia, Bantam Books, 1992.
21. David Gries and Paul Gries, Multimedia Introduction to Programming Using Java, 2004.

22. Patrick McNeil, *The Web Designer's Idea Book*, 2008
23. Scott Kelby, *The iPod Book: How to Do Just the Useful and Fun Stuff with Your iPod and iTunes*, 2009
24. SusmitBagchi, *Ubiquitous Multimedia and Mobile Agents: Models and Implementations*, 2011.

35841 - MANAGEMENT CONTROL SYSTEMS

Objective:

- To understand the nature of management control
- To gain knowledge on goals and strategies MCS

BLOCK I: BASICS OF MANAGEMENT CONTROL SYSTEMS

- UNIT 1 Management Control: Meaning, scope, nature, function- Types of organization, features and implications
- UNIT 2 Stages of management control system: Procedure, task, challenges, problems and prospects.
- UNIT 3 Organizational Behaviour: Types, features, socio, economic, cultural, environmental, psychological, ethical, and value system and their implications.
- UNIT 4 Formal and informal, horizontal and vertical types of organizations, hierarchy, influencing factors for effective organization and their implications.

BLOCK II: PERT, CPM & KPP

- UNIT 5 Types of control and variations, EVOQ, ABC, BEP methods for evaluation of control system- organization structure and design.
- UNIT 6 Goals and Strategies for Management Control- Strategic and tactic, decision making process, decision tree-prudential decision and its issues.
- UNIT 7 Key variables in management control design and their types – Key result areas, CPM, PERT, KPP, challenges.
- UNIT 8 Management Control Structure – Horizontal and vertical, problems pertaining to effective management control system – essentials of successful MCS.

BLOCK III: M.I.S FOR MANAGEMENT CONTROL SYSTEMS

- UNIT 9 Profit centers – Transfer pricing, day to day policy, fixed price policy, active price policy, factors influencing the correct price policy - Investment decision, problems of pricing policy.
- UNIT 10 Programming and budgeting, budgetary control, various budgets of control, flexible budget relating to cost reduction, economy of investment –

Analysing, reporting, essentials of good reporting – Performance evaluation.

UNIT 11 M.I.S. for Management Control – Systems, subsystems, reporting management system, downward and upward management information system- theory and management control.

BLOCK IV: SERVIQ, WTO AND GATT

UNIT 12 Installation of management information and control system – Structured and unstructured decision – Implications.

UNIT 13 Special Management Control Situations –
Multinational companies, WTO, GATT, IBRD – SERVIQ,

UNIT 14 Non-profit organisations, Preparation of receipt and payment accounts, trial balance, balancesheet – Multi-project organization, types of non-profit organization, issues and challenges.

REFERENCES :

1. The Strategic Management of Intellectual Capital by David A. Klein, 1997
2. Strategic Management 9th Edition, Hitt, Publisher: Cengage Learning, 2012.
3. [Arabinda Bhandari, Raghunath Prasad Verma](#), Strategic Management : A Conceptual Framework 1st Edition, Publisher: Mcgraw Hill Education, 2013
4. Strategic Management 14th edition, by Fred R David
5. Anthony, Dearden & Bedford, Management Control Systems.
6. Srinivasan N.P & Gupta, Management Control Systems.
7. Chackraborty, Management by Objectives: An Integrated Approach.

35842 - RE-ENGINEERING AND FLEXI SYSTEMS

Objective:

- To know the concept and significance of Re – engineering
- To understand the process and design of re - engineering.

BLOCK I: BASICS OF RE-ENGINEERING

- UNIT 1 Concept and Requisites of BPR and Flexi System : Nature, Significance and Rationale of Business Process Reengineering (BPR) - Fundamental Rethinking is Fundamental of BPR- The Genesis.
- UNIT 2 Requisites: Reengineering Leader, Reengineering Communications, Reengineering Journey, New Process Design, Reengineering Failure, Reengineering Team, Reengineering Effort.
- UNIT 3 Reengineering Program, Reengineering Will- Speed and Smart Execution- Concept and Significance of Flexibility- Flexible Vs Fixed systems- Features and superiority of Flexible systems.
- UNIT 4 Process Reengineering: Appraisal of Processes - Processes for Reengineering- Reengineering of Processes- Role of information technology.

BLOCK II: RE-ENGINEERING REPORTING

- UNIT 5 BPR Cycle: Identify, Analyze As-Is, Envision New Processes- Business process discovery and diagnosis- Design/Re-design/Reconstruction – Test and Implement- Monitor.
- UNIT 6 Business process interoperability- Business process Improvement- Business process mapping- Process Reengineer- BPR Process and Participants.
- UNIT 7 Implementing BPR: Approval of BPR-Preparations for Implementation- BPR Process Chart- Change Management- Communication, Commitment, Control and Contours.

UNIT 8 Reengineering Reporting- Systems Thinking- Reengineering Enabling Processes- Continuous Improvement- Bottom-up Participation Process- BPR Principles.

BLOCK III: TQM CHANGE DYNAMICS

UNIT 9 Evaluation of PBR: Reengineering Success- Reengineering Revolution- BPR Vs TQM; BPR Vs CQI; BPR Vs Scientific Management;

UNIT 10 BPR Vs Industrial Engineering; BPR Vs Value Engineering- BPR Criticisms- BPR Can do well.

UNIT 11 Types of Functional Flexi systems: Simplifying systems - Enterprise Flexibility: Ready for Experimenting and coping with Paradoxes- Strategic Flexibility: Ready for Change and Dynamics.

BLOCK IV: FLEXIBILITY IN BUSINESS EXCELLENCE

UNIT 12 Organizational Flexibility: Fluidity and Managing by Walking around- Technology Flexibility - Marketing Flexibility - Human Resources Flexibility - Information System Flexibility - Manufacturing system Flexibility - Supply Chain Flexibility.

UNIT 13 Components and Competitiveness of Flexi Systems: Flexibility in Technology- Flexibility in Product offerings- Flexibility in service offerings.

UNIT 14 Flexibility in Business Excellence- Flexibility in Mergers and Acquisitions- Flexibility in Strategic Alliances- Competitive Edge and Flexi Systems.

REFERENCES

10. Jacobson, et al, Business Process Reengineering With Object Technology, Addison-Wesley, 1994
11. Clarence Feldmann, The Practical Guide to Business Process Reengineering Dorset House, 1998.
12. Dan Madison, Process Mapping, Process Improvement & Process Management, Paton

- Pres, 2005.
13. HarvardBusinessSchool, Improving Business Processes, HBSP, 2010.
 14. Jay Heizer and Barry Render, Operations Management Flexible Version, Prentice Hall, 2011.
 15. Christopher Bartlett (Author), Paul Beamish ,Transnational Management, McGraw Hill, 2010.
 16. Birkinshaw&Hagström, Flexible Firm: Capability Management in Network Organizations, OUP, 2002.
 17. Ord Elliott, The Future is Fluid Form: Designing Flat, Flexible Organizations, iUniverse.com, 2009
 18. Smith, Flexible Product Development: Building Agility for Changing Markets, Jossey-Bass, 2007.

35843 - RELATIONAL DATABASE MANAGEMENT SYSTEMS

Objective:

- To understand the features and Importance of DBMS
- To gain knowledge on DBMS model

BLOCK I: BASICS OF RELATIONAL DATABASE MANAGEMENT SYSTEMS

- UNIT 1 Database System Applications – Purpose – View of Data– Database Languages – Relational Databases – Database Design – Object based and Semi Structured Databases – Data Storage and Querying – Database Users and Administrators– Transaction Management – Database Architectures – History of Database System.
- UNIT 2 Entity-Relationship Model: E-R model – constraints – E-R diagrams – E-R Design Issues – Weak Entity Sets – Extended E-R features.
- UNIT 3 Relational Database Design: Features of good Relational Designs – Atomic Domains and First Normal Form – Decomposition using Functional Dependencies – Functional Dependency Theory – Decomposition using Functional – Decomposition using Multivalued Dependencies
- UNIT 4 Schema: Introduction -Data Base Schema-Schema and Subschema - manipulative capabilities Guidelines - Different User Interfaces.

BLOCK II: DBMS ORACLE DATABASE

- UNIT 5 DBMS Navigation, Efficiency - DBMS based on the Relational Model: The mapping operation – one to one, one to many and many to many.
- UNIT 6 Data Manipulation facilities - Data Definition facilities - Data Control facilities. Introduction - Meaning- Importance – Implication- Scope-features
- 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, Central processing Unit (CPU).

BLOCK III: ORACLE QUERIES

- UNIT 9 Oracle users and structures : Introduction -Network System Tables - Oracle Users, Types of 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: SQL STATEMENTS

- 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. Naveen Prakash, Introduction to Data Base Management Tata McGraw-Hill Publications, 2006.
2. Database System Concepts – SilberschatzKorthSudarshan, International (6th Edition) McGraw Hill Higher Education, 2011.
3. Jose A.Ramalho – Learn ORACLE 8i BPB Publications 2007
4. David Mcclanahan, Oracle Developers's Guide, Oracle Press, 2005

35844- DATA MINING AND WAREHOUSING

Objective:

- To understand the concept of Data mining
- To know about the knowledge discovery process

BLOCK I: BASICS OF DATAMINING AND WAREHOUSING

UNIT 1 Data Warehousing Introduction – Definition-Architecture-Warehouse Schema-Warehouse server-OLAP operations. Data Warehouse technology – Hardware and operating system

UNIT 2 Data Mining - Definition – DM Techniques – current trends in data mining - Different forms of Knowledge – Data selection, cleaning, Integration, Transformation, Reduction and Enrichment.

UNIT 3 Data: Types of data - Data Quality - Data Preprocessing - Measures of similarity and dissimilarity. Exploration: Summary statistics – Visualization.

UNIT 4 Association rules: Introduction – Methods to discover association rule – Apriori algorithm Partition Algorithm

BLOCK II: DBSCAN, STIRR & ROCK

UNIT 5 AR Algorithms: Pincher search algorithm – Dynamic Item set algorithm – FP Tree growth algorithm.

UNIT 6 Classification: Decision Tree classification – Bayesian Classification – Classification by Back Propagation.

UNIT 7 Clustering :Introduction – Clustering Paradigms – Partitioning Algorithms – K means & K Mediod algorithms – CLARA – CLARANS – Hierarchical clustering – DBSCAN – BIRCH – Categorical Clustering algorithms – STIRR – ROCK – CACTUS.

UNIT 8 Introduction to machine learning – Supervised learning – Unsupervised learning – Machine learning and data mining.

BLOCK III: VISUAL DATA AND KNOWLEDGE MINING

UNIT 9 Neural Networks: Introduction – Use of NN – Working of NN Genetic Algorithm: Introduction –Working of GA.

UNIT 10 Introduction –Web content mining – Web structure mining –Web usage mining
–Text mining –Text clustering, Temporal mining -Spatial mining

UNIT 11 Visual data mining – Knowledge mining – Various tools and techniques for
implementation using weka, Rapidminer and Matlab.

BLOCK IV: HADOOP INTRODUCTION AND LIMITATIONS

UNIT 12 Big Data Introduction: Overview - Characteristics- Types of Big Data-
Traditional Versus Big Data Approach

UNIT 13 Big data technologies : Introduction - Technologies Available for Big Data –
Advantages , Disadvantages

UNIT 14 Hadoop – Introduction - What is Hadoop? - Core Hadoop Components -
Hadoop Ecosystem - Physical Architecture - Hadoop Limitations

REFERENCE BOOKS:

1. C S R Prabhu, “Data Warehousing – concepts, techniques and applications “, 2nd Edition, Prentice Hall of India, 2002.
2. Jaiwei Han, MichelineKamber, “Data Mining: Concepts and Techniques”, Harcourt India / Morgan Kauffman publishers, 2008.
3. RadhaShankarmani, M Vijayalakshmi, “Big Data Analytics”, Wiley Publications, first Edition, 2016
4. Arun K Pujari, “Data Mining Techniques”, University press, 2008.
5. Pieter Adriaans, DolfZantinge, Data Mining, Addison Wesley, 2007.
6. Sean Kelly, Data Warehousing in Action, John Wiley, 2003.
7. Sam Anahory, Dennis Murray, Data Warehousing in the real world, Addison Wesley, 2005.

35845 - SOFTWARE ENGINEERING

Objectives:

- To understand the concept of software engineering
- To acquire knowledge on project engineering and tracking

BLOCK I: BASICS OF SOFTWARE ENGINEERING

- UNIT 1 Introduction - Software - Software Engineering - Size Factors - Quality and Productive Factors Meaning- Importance – Implication-Scope-features
- UNIT 2 Development Process Models - Linear Sequential - Prototyping – Rapid Application Development RAD - Iterative Enhancement - Spiral Model
- UNIT 3 Role of Management in Software Development - Introduction - Software Metrics - Process and project metrics.
- UNIT 4 Software Project Planning - Estimating software scope, Resources, Meaning-Importance – Implication-Scope-features

BLOCK II: QUALITY ASSURANCE

- UNIT 5 Project Estimation - Software Cost Estimation - Cost Factors - Estimation Techniques - Estimating Software maintenance Cost
- UNIT 6 Planning an Organizational structure: Introduction – Project planning – Project Structure -Programming Team Structure.
- UNIT 7 Project Scheduling and Tracking : Introduction Concept - Defining Task set - Scheduling plan – plan implementation.
- UNIT 8 Quality Assurance : Introduction -Planning for Quality Assurance - Quality Standards - Software Configuration Management .

BLOCK III: SOFTWARE SPECIFICATIONS

- UNIT 9 Software Risk Management: Introduction - Software Risks - Identification - Projection
- UNIT 10 Software Mitigation – Introduction – Software Monitoring and Management – Introduction - Software Reviews.
- UNIT 11 Software Requirement Specification - Problem Analysis - Structuring information
- Information Flow - Prototyping

BLOCK IV: SOFTWARE DESIGN

- UNIT 12 Structured Analysis - Requirement Specification Analysis - Characteristics - Components - Structure - Specification Techniques.

- UNIT 13 Software Design - Concepts - Principles - Module level concepts - Design methodology - Architectural Design - Transform mapping Design - Interface Design - Interface Design guidelines
- UNIT 14 Procedural Design - Software Testing Methods: Test Case Design - White Box - Basis Path Testing - Control Structure Testing - Block Box Testing - Testing strategies : Unit - Integration - Validation - System.

REFERENCE BOOKS:

1. Roger S. Pressman Software Engineering - A practitioner's Approach McGraw-Hill 6th Edition (2008)
2. Richard Fairlay Software Engineering Concepts McGraw Hill Book Company (2005)
3. Pankaj Jalote An Integrated Approach to Software Engineering Narosa Publishing House 3rd Edition(2005)

MBA (PRODUCTION AND OPERATIONS MANAGEMENT)

**E)INSTRUCTIONAL DESIGN
MBA PRODUCTION AND OPERATIONS MANAGEMNT**

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
35911	Management – Principles and Practices	25	75	100	4
35912	Organizational Behaviour	25	75	100	4
35913	Managerial Economics	25	75	100	4
35914	Quantitative Techniques	25	75	100	4
35915	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
35921	Research Methods	25	75	100	4
35922	Business Environment	25	75	100	4
35923	Business Laws	25	75	100	4
35924	Management Information System	25	75	100	4
35925	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
35931	Marketing Management	25	75	100	4
35932	Financial Management	25	75	100	4
35933	Production and Operations Management	25	75	100	4
35934	Re-engineering and Flexi Systems	25	75	100	4
35935	Manufacturing, Maintenance and Waste Management	25	75	100	4
Total		125	375	500	20
IV Semester					
35941	Management of Technology Transfer and Absorption	25	75	100	4
35942	Management of Innovation and R&D	25	75	100	4
35943	Warehousing Management	25	75	100	4
35944	Growth Management	25	75	100	4
35945	Quality Management	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

35911- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

129. Stoner, et-al, Management, Prentice Hall, 1989.
130. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
131. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
132. Peter F. Drucker, Management, 2008.
133. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
134. Ricky W. Griffin, Management, South-Western College Publications, 2010
135. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
136. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

35912 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

35913 - 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

172. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
173. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
174. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
175. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
176. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
177. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson

178. Gupta G S, Managerial Economics, Tata McGraw-Hill.
179. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
180. Mehta P L, Managerial Economics, Sultan Chand and Sons.
181. Joel Dean, Managerial Economics, Prentice-Hall.

35914 - 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

171. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
172. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
173. Sharma, Operations Research: Theory and Applications.
174. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
175. K. Gupta and D.S. Hira, Operations Research.
176. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
177. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
178. V.K. Kapoor, Operations Research.
179. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
180. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

35915 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.

UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.

UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods

UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -

UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;

UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement

UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,

UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

159. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
160. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
161. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
162. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
163. Ravi M. Kishore, Cost Management, Taxman Publications
164. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
165. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
166. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
167. Andrew A Haried, Advanced Accounting, Atlantic Publishers.

35921 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

35922 - 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

120. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
121. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
122. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
123. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
124. Amarchand D, Government and Business, TMH.
125. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
126. Maheswari & Gupta, Government, Business and Society.

35923 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailor and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

103. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
104. Pathak, Legal Aspects of Business, TMH, 2009.
105. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
106. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
107. Relevant Bare Acts.
108. Balachandran and Thothadri, business Law, TMH, 2010

35924 - MANAGEMENT INFORMATION SYSTEM

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

154. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
155. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
156. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
157. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
158. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
159. Sadogopan S, Management Information Systems, 2001 PHI.
160. Murdie and Ross, Management Information Systems, Prentice Hall.
161. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
162. Stephen Haag, Management Information Systems, 2008.

35925 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

- 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: APPRAISAL AND TRAIL UNION

- 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

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

35931 - MARKETING MANAGEMENT

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

169. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
170. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
171. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
172. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
173. Memoria & Joshi, Fundamental of Marketing.
174. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
175. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
176. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
177. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
178. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

35932 - 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

- 154.Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
- 155.Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
- 156.Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
- 157.Jeff Madura, International Financial Management,South-WesternCollege Pub., 2010
- 158.Prasanna Chandra, Financial Management, McGraw Hill, 2008.
- 159.Khan and Jain, Financial Management ,Tata McGrawHill,2009
- 160.Pandey I M, Financial Management, Vikas Publishers,2009
- 161.Sheeba Kapil(2010), Financial Management, Pearson Education.
- 162.B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press

35933 - 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 service industry and

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

17. Mikell P. Groover, Automation, Production Systems, and Computer-Integrated Manufacturing, Pearson, 2007.
18. Amitabh Raturi, Production and Inventory Management, South Western College, 2008.
19. Adam Jr. Ebert, Production and Operations Management, PHI Publication, 1992.
20. Muhlemann, Okland and Lockyer, Production and Operation Management, Macmillan.
21. Buffa E.S, Modern Production and Operation Management, TMH Publications.
22. Monks, Joseph G, Operations Management, Schaum's Outlines
23. Chary S.N, Production and Operations Management, TMH Publications, 2010.
24. Khanne O.P, Industrial Engineering.

35934 - RE-ENGINEERING AND FLEXI SYSTEMS

Objectives:

- To know the basic concept of Reengineering and flexi system
- To understand the design and strategies of Reengineering and flexi system
- To have the basic Knowledge of replacement of legacy system with the latest one

BLOCK I: BASICS OF RE-ENGINEERING AND FLEXI SYSTEMS

UNIT 1 Concept and Requisites of BPR and Flexi System : Nature, Significance and Rationale of Business Process Reengineering (BPR) - Fundamental Rethinking is Fundamental of BPR

UNIT 2 The Genesis- Requisites: Reengineering Leader, Reengineering Communications, Reengineering Journey, New Process Design,

UNIT 3 Reengineering Failure, Reengineering Team, Reengineering Effort, Reengineering Program, Reengineering Will- Speed and Smart Execution-

UNIT 4 Concept and Significance of Flexibility- Flexible Vs Fixed systems- Features and superiority of Flexible systems.

BLOCK II: RE-ENGINEERING REPORTING

UNIT 5 Process Reengineering: Appraisal of Processes - Processes for Reengineering- Reengineering of Processes- Role of information technology- BPR Cycle: Identify, Analyze As-Is, Envision New Processes- Business process discovery and diagnosis

UNIT 6 Design/Re-design/Reconstruction – Test and Implement- Monitor- Business process interoperability- Business process Improvement- Business process mapping- Process Reengineer- BPR Process and Participants.

UNIT 7 Implementing BPR: Approval of BPR-Preparations for Implementation- BPR Process Chart- Change Management- Communication, Commitment, Control and Contours-

UNIT 8 Reengineering Reporting- Systems Thinking- Reengineering Enabling Processes- Continuous Improvement- Bottom-up Participation Process- BPR Principles.

BLOCK III: FUNCTIONAL FLEXI SYSTEMS

UNIT 9 Evaluation of PBR: Reengineering Success- Reengineering Revolution- BPR Vs TQM; BPR Vs CQI; BPR Vs Scientific Management; BPR Vs Industrial Engineering; BPR Vs Value Engineering- BPR Criticisms- BPR Can do well.

UNIT 10 Types of Functional Flexi systems: Simplifying systems - Enterprise Flexibility: Ready for Experimenting and coping with Paradoxes

UNIT 11 *Strategic Flexibility: Ready for Change and Dynamics - Organizational Flexibility: Fluidity and Managing by Walking around- Production Flexibility - Marketing Flexibility*

BLOCK IV: FLEXIBILITY IN BUSINESS EXCELLENCE

UNIT 12 *Human Resources Flexibility - Information System Flexibility - Manufacturing system Flexibility - Supply Chain Flexibility.*

UNIT 13 Components and Competitiveness of Flexi Systems: Flexibility in Technology- Flexibility in Product offerings- Flexibility in service offerings-

UNIT 14 *Flexibility in Business Excellence- Flexibility in Mergers and Acquisitions- Flexibility in Strategic Alliances- Competitive Edge and Flexi Systems.*

REFERENCES

1. Jacobson, et al, Business Process Reengineering With Object Technology, Addison-Wesley, 1994
2. Clarence Feldmann, The Practical Guide to Business Process Reengineering Dorset House, 1998.
3. Dan Madison, Process Mapping, Process Improvement & Process Management, Paton Pres, 2005.
4. HarvardBusinessSchool, Improving Business Processes, HBSP, 2010.
5. Jay Heizer and Barry Render, Operations Management Flexible Version, Prentice Hall, 2011.
6. Christopher Bartlett (Author), Paul Beamish ,Transnational Management, McGraw Hill, 2010.
7. Birkinshaw&Hagström, Flexible Firm: Capability Management in Network Organizations, OUP, 2002.
8. Ord Elliott, The Future is Fluid Form: Designing Flat, Flexible Organizations, iUniverse.com, 2009

35935 - MANUFACTURING, MAINTENANCE AND WASTE MANAGEMENT

Objectives:

- To know the basic concept of manufacturing, maintenance and waste management
- To understand issues and factors of waste management
- To examine and understand the implications of waste management

BLOCK I: BASICS OF MANUFACTURING, MAINTENANCE AND WASTE MANAGEMENT

UNIT 1 Concept and Requisites of Manufacturing: Functions of manufacturing management- Basic Manufacturing operations - Organization and planning for manufacturing

UNIT 2 Engineering, Research and Development- Design of manufacturing processes- Industrial equipment and maintenance- Methods engineering - Work measurement

UNIT 3 Materials handling- Physical facilities- CAM and CAD- Manufacturing automation - Control systems, sensors, actuators and other control system components.

UNIT 4 Types and Trends in manufacturing systems: Single station manufacturing cells - Group technology and cellular manufacturing - Flexible manufacturing systems

BLOCK II: VALUE OF MAINTENANCE

UNIT 5 Manual assembly lines-Transfer lines and similar automated manufacturing systems - Automated assembly systems- Robotics- Introduction to quality assurance - Statistical process control - Process planning and concurrent engineering

UNIT 6 Production planning and control systems - Lean production and agile manufacturing-Material handling- Material transport systems- Storage systems- Automatic data capture.

UNIT 7 Nature and Needs of Maintenance: Nature of Maintenance- Need for Maintenance– Maintenance and Productivity, Quality and Competitiveness-

UNIT 8 Types of maintenance systems: planned and unplanned maintenance – breakdown maintenance– corrective maintenance– opportunistic maintenance – routine maintenance

BLOCK III: PREVENTIVE MAINTENANCE

UNIT 9 Preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – Total productive maintenance- Selection of maintenance systems - Maintenance planning and scheduling – establishing a maintenance plan–Items to be maintained and their Characters.

UNIT 10 Organization and Operations of Maintenance: Maintenance organization – resource characteristics – resources structure– administrative structure – training of maintenance personnel

UNIT 11 maintenance control- maintenance procedure – guidelines for matching procedures to items – universal maintenance procedure – System operations and documentation – documenting maintenance operations – record keeping – data collection and analysis – failure statistics– planning and scheduling plant shutdowns- evaluation of maintenance performance.

BLOCK IV: SYSTEMS AND STRATEGIES OF WASTE MANAGEMENT

UNIT 12 Concepts and contours of Waste Management: Concept of wastes- Nothing is a Waste until it is wasted –Types of Waste (on the bases of): Sources, Nature and Characteristics

UNIT 13 Rates of Waste generation: Quantities and Qualities- Factors affecting generation- Problems from solid wastes- Changing nature of solid wastes and its Impact- Zero Waste system: Concept, Requisites and Efforts- Trends in e-Waste.

UNIT 14 Systems and Strategies of Waste Management: Systems of Collection, Segregation, Handling, Transporting, Treatment, Storage and Disposal of Waste- On-site Collection, Segregation and Storage Strategy: Procedures and Requirements- Handling and Transporting strategy: Devices, People, Vehicles, Routing, Route Balancing and Transfer stations- Treatment Process: Organic and In-organic processes- Recovery and Reuse – Energy and Manure- Disposal Strategy- Industrial and Hazardous solid waste management- Extended Producer's Liability.

REFERENCES

1. Groover, Fundamentals of modern manufacturing, John Wiley, 2010.
2. Gideon Halevi, Handbook of Production Management Methods, Heinemann, 2001.
3. Leone and Rahn, Fundamentals of Flow Manufacturing, flow Publishers, 2002.
4. Don Nyman, Maintenance Planning, Coordination & Scheduling, Industrial Press, 2010.
5. Gulati and Smith, Maintenance and Reliability Best Practices, Industrial Press, 2009
6. Un-Habitat, Solid Waste Management in the World's Cities, Earthscan Ltd, 2010.
7. Scott and Scheffler, Reduce, Reuse, Recycle, Green Books Guides, 2009.
8. Maynard, H.B, Handbook of Modern Manufacturing Management, McGraw Hill, 1998.

35941 - MANAGEMENT OF TECHNOLOGY TRANSFER AND ABSORPTION

Objectives:

- To understand the need and process of technology transfer and acquisition
- To know the techniques and strategies of technology transfer

BLOCK I: BASICS OF MANAGEMENT OF TECHNOLOGY TRANSFER AND ABSORPTION

UNIT 1 Technology Transfer and Acquisition: Meaning, Need and Process- The Essence of Technology Transfer- Transfer within and between Nations

UNIT 2 Price and Return for Transfer of Technology- IPR Protection Regimes and Technology Transfer- Multilateral Policies and Technology Transfer-

UNIT 3 Trade and Investment Policy of Host/Source Country- Technology Transfer in Global business environment.

UNIT 4 WTO's TRIPs and Technology Transfer Issues: TRIPs and Technology transfer- TRIPs, Technology Transfer and Environment

BLOCK II: TECHNOLOGY TRANSFER ROUTES AND IPR STANDARDS

UNIT 5 Relaxing IPRs Standards for Environmentally Sound Technologies – TRIPs and Convention on Bio-Diversity (CBD) vis-à-vis technology transfer –

UNIT 6 Loose Vs Tight IPR Protective Environment vis-à-vis- Technology Transfer- WTO Article 66.2 Implementation and Technology Transfer.

UNIT 7 Technology Transfer Routes: Contractual and Non-contractual Flows of technology-Market Channels:Licensing-JVs- FDI- MOU- MNCs- Bargaining Process-

UNIT 8 Conditions for Market Channels- Non-market Channels: Imitation and Reverse Engineering- 'Invent Around'.

BLOCK III: CONCEPT OF NATURE OF TECHNOLOGY ABSORPTION

UNIT 9 Cross-border movement of personnel- Conditions facilitating non-market channels- Outsourcing as Alternative to Technology Transfer- Local innovation in developing countries as Alternative to Technology Transfer.

UNIT 10 Concept and nature of Technology Absorption: Meaning of Technology Absorption- Cycle of Technology Absorption: Transfer> Adoption> Adaptation> Absorption > Assimilation.

UNIT 11 Absorption and Productivity - Absorption and Human Interactions, Psychological Factors, Organizational Redesign and Re-engineering.

BLOCK IV: TECHNOLOGY DIFFUSION AND ABSORPTION.

UNIT 12 Technology diffusion and absorption: Meaning of Technology Diffusion- Key Diffusion Routes: Trade, FDI, R&D, and Labor mobility and training .

UNIT 13 Proxies for Absorption: Patent Citations, International Co-invention, and Multinational Sponsorship of Local Invention-Diffusion to Innovation- Rate of Diffusion – Time, Speed and Cost of Innovation through Diffusion- Creation of Superior Technology. Trend and Hurdles in Technology Transfer and Absorption: Status of Technology Absorption in India - Need for new outlook on Absorption strategies for acquired technology.

UNIT 14 Creating new/improved technologies- Hurdles: Attitude of Technology Transferor and Transferee firms- Market Size- R&D spend level vis-à-vis GDP- Quality of Education and Human Resources – Taxation and Fiscal Policy- PPP for Technology Transfer and Absorption.

REFERENCES

1. Itzhak Goldberg, Globalization & technology absorption in Europe & Central Asia, WB, 2008.
2. Andrew Michaels, International Technology Transfer and Trips Article 66.2: Can Global Administrative Law Help Least-Developed countries Get What They Bargained for? 31st July, 2011,
<http://gjil.org/wpcontent/uploads/archives/41.1/InternationalTechnologyTransfer.PDF>
3. World Bank, <http://go.worldbank.org/F9I6SOVA50>.
4. World Bank, <http://www.worldbank.org/eca>
5. Tabachnick & Koivukoski, Globalization, Technology, and Philosophy, Suny Press, 2004.
6. Andrew Feenberg, Transforming technology, Oxford University Press, 2002
7. United Nations, Taxation and Technology Transfer, 2006.

35942: MANAGEMENT OF INNOVATION AND R&D

Objectives:

- To understand the concept and requirement of management of innovation
- To know the techniques and development of management of innovation

BLOCK I: BASICS OF MANAGEMENT INNOVATION AND R&D

- UNIT 1 Concept of Innovations and R&D: Meaning of Innovation- Requisites for Innovation: Creativity, Scientific Temper, Invention, Proto-type Development, Testing, Refinement, Perfection and Diffusion –
- UNIT 2 Jay Doblin's Ten Types of Innovation – Jennifer Goddard's six focus areas for innovation - Innovation models of John Besant and Joe Tidd- R&D the back-bone of Technological Innovation- R & D and Economic Development Nexus- Technology innovators- Business Model innovators- Process innovators.
- UNIT 3 Innovation and Human Intellect: Creativity and Problem Solving: The Creative Process- Intellect and Creativity- Creative Individuals and Out-of-box thinking-
- UNIT 4 Techniques of Transforming Creativity into Invention and Invention into Innovation- Sources of Innovation- Michael Lee Scritchfield's 4P's of Creativity/Innovation: Product, Process, Person and Press (Place) –

BLOCK II: INNOVATION COMPLEXITY

- UNIT 5 4 Zones of Innovation: Product Leadership, Customer Intimacy, Operational Excellence and Category Renewal- Innovation failures.
- UNIT 6 Theories of Creativity, Innovation, Technology and R&D: Behavioral theory of R&D Investment and Innovation- Open Innovation theory- Dominant design theory- Technology S-curve theory- Brainstorming theory-
- UNIT 7 Ed DeBono's Six Thinking Hats- Combination method- Brinnovation (breakthrough innovation)- Benchmarking- Complexity Theory-
- UNIT 8 TRIZ/TIPS theory- Chris Grannell's Innovation Strategies- Role of MNCs in R&D – MNCs in US, EU and Japan in R&D Triad.

BLOCK III: ORGANIZATIONAL CLIMATE FOR CREATIVITY

- UNIT 9 Innovating Firms: Understanding the Innovative Features of the selected top innovators of the world, namely: The Facebook, Amazon, Apple, Google, Novartis, Walmart, HP, Nike, Intel, IBM, GE, Disney, Cricket, IPL 20-20, Samsung, Microsoft and Twitter

UNIT 10 Organizational climate for Creativity and Innovation- Autonomy and Entrepreneurship, Close to the Customer, Competitive Spirit, Failure tolerance, organizational support and Managing Ambiguity and Paradox.

UNIT 11 Patenting of Innovation: Patenting Inventions and Innovations- Role of Patents, Copy Rights, Trade Marks and Licenses in Innovation and R&D management–

BLOCK IV: PRODUCTIVE TEAM CULTURE

UNIT 12 Intellectual property rights - Decision support systems in R& D– Process Vs Product Innovation- Reverse Engineering- Law regarding Protection of Innovations from Imitations.

UNIT 13 Corporate and Government Commitment to Innovation and R&D: R & D as a Corporate Function – In-house R & D Resources and Commitment

UNIT 14 Partnership in Innovation– Financiers of R & D Projects – Role of Consultants in R & D- Creating a productive team culture – Government support for R&D infrastructure and researchers- Role of DST, DBT and CSIR- Global Innovation Index-Innovation Efficiency Index: Input Index and Output Index.

REFERENCES

1. Tom Peters and Robert Waterman, In Search of Excellence, London: Harper & Row 1982.
2. Alvin Toffler. Future Shock. New York, Bantam 1971.
3. V. Govindarajan&C.Trimble, The Other Side of Innovation, HBSP, 2010.
4. V. Govindarajan&C.Trimble, Ten Rules for Strategic Innovators, HBSP, 2005.
5. Silverstein, Samuel and Decarlo, The Innovator's Toolkit, Wiley, 2008.
6. P Skarzynski and R Gibson, Innovation to the Core,HBSP, 2008
7. Scott Berkun, The Myths of Innovation, O'Reilly Media, 2010.
8. Braden Kelley & Rowan Gibson, Stoking Your Innovation Bonfire, Wiley, 2010.
9. James M. Utterback, Mastering the Dynamics of Innovation, 1994.
10. Peter F. Drucker, Innovation and Entrepreneurship, Harper, 2006.
11. WIPO, World Intellectual Property Organization's Publications.

35943 - WAREHOUSING MANAGEMENT

Objectives:

- To know the function of ware housing Management
- To Understand the functions, Importance and its link to Business function
- To examine the functions of warehousing management and planning
- To explore the implications of warehouse in Distribution of Goods.

BLOCK I: BASICS OF WAREHOUSING MANAGEMENT

UNIT 1 Warehouse Functions: Meaning of Warehousing - Importance –Functions:

Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording;

UNIT 2 Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing- Grading and branding – Disinfecting services -Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording-

UNIT 3 Handling, Transportation & Storage of ISO Containers– Utility and Advantages of warehouses- Problems and issues in receiving processes.

UNIT 4 Warehouse Types: Own Warehouses- Hired Warehouses- Private Warehouses- Public Warehouses- Government Warehouses- Bonded Warehouses- Co-operative Warehouses

BLOCK II: WAREHOUSES AND INTERNAL OPERATIONS

UNIT 5 Distribution Warehouses- Fulfilment/ Consolidation Warehouses- Warehouses Providing Value Added Services- Cross Docking and Trans-loading Warehouses

UNIT 6 Break Bulk Warehouses- Storage Warehouses- Refrigerated Warehouses- Characteristics of ideal warehouses- Warehouse Layout- Principles and Facilities- Types.

UNIT 7 Internal Operations: Measures and metrics of warehouse operations- Logistics in the warehouse- Localization of materials in a warehouse- Identification and classification of Materials and products in the warehouse- Managing the material/products turns in warehouse (FIFO/LIFO) - Problems and issues in shipment processes.

UNIT 8 Warehousing Equipment:Material Handling equipment and Systems – Role of Material Handling in Logistics- Unloading and loading equipment- Rolling Ladders-Lifting equipment- Carrying equipment

BLOCK III: INVENTORY MANAGEMENT

UNIT 9 Platform Trucks-Industrial Carts- Industrial Scales- Pallet Equipment - Pallet Trucks - Rack Systems- Safety Matting, Industrial Safety Equipment- Storage types and storage unit management

UNIT 10 Material Storage Systems – principles – benefits – methods- Industrial Shelving, Industrial Storage Bins - Industrial Storage Cabinets - Spill Containment Systems- Industrial Waste Disposal.

UNIT 11 Inventory Management: Inventory Management- Need and functions- Stock Levels under Conditions of Certainty, Risk and Uncertainty- Cost of carrying or not holding adequate inventory- EOQ- Stock-out cost based inventory decisions

BLOCK IV: WAREHOUSE STRUCTURE AND MANAGEMENT

UNIT 12 Inventory Classification: ABC, VED and FSN- Methods of Inventory Issue Pricing- Cost and Profit implications- Inventory Ledger- Goods Receipt processing with inbound delivery/without inbound delivery - Goods issue with outbound delivery/internal consumption- Stock transfer Scenarios.

UNIT 13 IT for Warehouse Management (WM): Warehouse documentation- Information flows in the warehouse- ERP-WMS - Bar code – RFID- Organization Data- Warehouse Structure- Warehouse Master Data - WM Material master view- Organization Data

UNIT 14 Define Warehousestructure- Warehouse number - Storage type- Storage section - Storage Bin - Picking Area - Storage unit – Quantity- Creating Transfer requirement automatically/ manually - Creating Transfer requirement for storage

REFERENCES

1. James A. Tompkins, Warehouse Management Handbook, Tompkins Press, 1998.
2. David Mulcahy, Warehouse Distribution and Operations Handbook, McGraw Hill, 1993.
3. Edward Frazelle, World-Class Warehousing and Material Handling, McGraw Hill, 2001.
4. David J. Piasecki, Inventory Accuracy: People, Processes, & Technology, Ops. Pub., 2003.
5. *J P Saxena, Warehouse Management and Inventory Control (Paperback)*
6. M.Napolitana, The Time, Space & Cost Guide to Better Warehouse, Distribution Group, 2003
7. Jeroen P. Van Den Berg, Integral Warehouse Management, Management Outlook, 2009.
8. Max Muller, Essentials of Inventory Management, AMACOM, 2009.
9. Steven M. Bragg, Inventory Best Practices, Wiley, 2011

35944 - 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-Significant for growth.

REFERENCES

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

35945 - QUALITY MANAGEMENT

Objective:

- 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

15. Armond V. Feigerbaum, Total Quality Control, McGraw Hill, 2004.
16. Ron Collard, Total Quality: Success Through People, Jaico, 2006.
17. Juran, Planning for Quality, The Free Press, 1988
18. Willborn & Cheng, Global Management of Quality Assurance Systems, McGraw Hill.
19. Townsend & Gebhardt, Commit to Quality, John Wiley & Sons, 1990.
20. E. David Spong, The Making of a World-Class Organization, ASQ Quality Press, 2008.
21. Suganthi, L, Samuel, A Anand, Total Quality Management, Phi Learning, 2009.
22. Patrick L. Townsend, Joan E. Gebhardt, How Organizations Learn, ASQ QP, 2007.
23. Joel E. Ross, Susan Perry, Total Quality Management: St. Lucie Press, 1988.
24. P.N. Mukherjee, Total Quality Management, PHI, 2006.
25. Willborn & Cheng, Global Management of Quality Assurance Systems, McGraw Hill.
26. Nancy R. Tague, Quality Toolbox, ASQ Quality Press, 2005.
27. George and Weimerskirch, Total Quality Management: 2009
28. Pyzdek and Keller, The Six Sigma Handbook, McGraw Hill, 2009.

MBA (CO-OPERATIVE MANAGEMENT)

**E)INSTRUCTIONAL DESIGN
MBA COOPORATIVE MANAGEMENT**

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
36111	Management – Principles and Practices	25	75	100	4
36112	Organizational Behaviour	25	75	100	4
36113	Managerial Economics	25	75	100	4
36114	Quantitative Techniques	25	75	100	4
36115	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
36121	Research Methods	25	75	100	4
36122	Business Environment	25	75	100	4
36123	Business Laws	25	75	100	4
36124	Management Information System	25	75	100	4
36125	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
36131	Marketing Management	25	75	100	4
36132	Financial Management	25	75	100	4
36133	Cooperation : policies and Development	25	75	100	4
36134	Cooperatives and Allied Law	25	75	100	4
36135	Cooperative Institutions – Credit & Non Credit	25	75	100	4
Total		125	375	500	20
IV Semester					
36141	Management of Cooperative Enterprises	25	75	100	4
36142	Dynamics of Cooperation	25	75	100	4
36143	Entrepreneurship Development in Cooperation	25	75	100	4
36144	Cooperative Accounting , Finance and Audit	25	75	100	4
36145	Project	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

36111- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

137. Stoner, et-al, Management, Prentice Hall, 1989.
138. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
139. Weihrich and Koontz, Management: A Global Perspective, McGraw Hill, 1988
140. Peter F. Drucker, Management, 2008.
141. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
142. Ricky W. Griffin, Management, South-Western College Publications, 2010
143. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
144. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

36112 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

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

36113 - 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

182. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
183. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
184. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
185. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.

186. Christopher R Thomas & S Charles Maurice (2008), *Managerial Economics*, 9th edition, McGraw Hill Co.
187. Petersen, H. C., Cris, L W and Jain, S.K. (2008), *Managerial Economics*, 1st edition Pearson
188. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
189. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
190. Mehta P L, *Managerial Economics*, Sultan Chand and Sons.
191. Joel Dean, *Managerial Economics*, Prentice-Hall.

36114 - 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

181. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
182. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
183. Sharma, Operations Research: Theory and Applications.
184. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
185. K. Gupta and D.S. Hira, Operations Research.
186. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
187. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
188. V.K. Kapoor, Operations Research.
189. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
190. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

36115 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.
- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

168. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
169. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
170. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
171. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
172. Ravi M. Kishore, Cost Management, Taxman Publications
173. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
174. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
175. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
176. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
177. Hoyle, Advanced Accounting, McGraw Hill.

36121 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 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

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - 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 Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; 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-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: 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 - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - 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.
3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

36122 - 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

127. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
128. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
129. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
130. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
131. Amarchand D, Government and Business, TMH.
132. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
133. Maheswari & Gupta, Government, Business and Society.

36123 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties
- BLOCK IV: MSME**
- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

REFERENCES

109. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
110. Pathak, Legal Aspects of Business, TMH, 2009.
111. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
112. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
113. Relevant Bare Acts.
114. Balachandran and Thothadri, business Law, TMH, 2010

36124 - MANAGEMENT INFORMATION SYSTEM

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

163. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
164. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
165. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
166. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
167. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
168. Sadogopan S, Management Information Systems, 2001 PHI.
169. Murdie and Ross, Management Information Systems, Prentice Hall.
170. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
171. Stephen Haag, Management Information Systems, 2008.

36125 - HUMAN RESOURCE MANAGEMENT

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 MANAGEMENT

- 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: RECRUITMENT & SELECTION

- 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: EMPLOYEES APPRAISALS

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: APPRAISAL AND TRAIL UNION

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

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

36131 - MARKETING MANAGEMENT

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

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

179. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
180. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
181. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
182. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
183. Memoria & Joshi, Fundamental of Marketing.
184. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
185. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
186. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
187. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
188. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

36132 - 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: WORKING CAPITAL 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

- 163.Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
- 164.Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
- 165.Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
- 166.Jeff Madura, International Financial Management,South-WesternCollege Pub., 2010
- 167.Prasanna Chandra, Financial Management, McGraw Hill, 2008.
- 168.Khan and Jain, Financial Management ,Tata McGrawHill,2009
- 169.Pandey I M, Financial Management, Vikas Publishers,2009
- 170.Sheeba Kapil(2010), Financial Management, Pearson Education.
- 171.B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press

36133 - COOPERATION: POLICIES AND DEVELOPMENT

Objectives

- To understand the concept of cooperative policies and development
- To analysis various cooperative policies for arriving suitable decision

BLOCK I: BASICS OF COOPERATION: POLICIES AND DEVELOPMENT

- UNIT 1 Concept of Co-operation: Cooperative Thought Process – Pre-Rochdale Thinkers:Robert Owen, Charles Fourier
- UNIT 2 Post-Rochdale Thinkers: Raiffeisen, Dr.Warbasse, Fauquet, Charles Guide – Jawaharlal Nehru and Mahatma Gandhiji’s views on Cooperation.
- UNIT 3 International Co-operative Alliances -Statement of Cooperative Identity, 1995.
- UNIT 4 Cooperative Development Models: Voluntary Vs Compulsory Cooperation – Limited Vs Unlimited Liability

BLOCK II: COOPERATIVE DEVELOPMENT IN INDIA

- UNIT 5 Federal Vs. Unitary Vs. Integrated Model – New Generation Cooperatives – Merits and demerits of various models.
- UNIT 6 Cooperative Development Abroad: Working profile of Consumers cooperatives in Sweden and U.K – Cooperative Banking in Germany and Italy
- UNIT 7 Milk Producer Cooperatives in Denmark – Cooperative Farming Societies in Israel – Reasons for their success in their performance and contribution to their national economies.
- UNIT 8 Cooperative Development in Pre-Independence India : Cooperative Credit Societies Act-1904 – Cooperative Societies Act 1912

BLOCK III: COOPERATIVE COMMISIONS

- UNIT 9 Recommendations of various Committees and Commissions for development of cooperatives - Sir Edward Maclagan Committee 1914
- UNIT 10 Royal Commission on Agriculture 1928 – Cooperative Planning Committee 1945.
- UNIT 11 Cooperative Development in India Post Independence India: Recommendations of various Committees and Commissions for development of cooperatives: All India Rural Credit Survey Committee 1954

BLOCK IV: CONSTITUTION AMENDMENTS

- UNIT 12 All India Rural Credit Review Committee 1969 – CRAFTICARD 1981 – Report of Task Force on Cooperative Credit (STCCS) 2004 – Report of the High Powered Committee on Cooperatives 2009.

- UNIT 13 Ninety Seventh Constitution Amendment 2011 on Cooperatives – Problems and Challenges faced by Cooperative Sector in India as to Membership, Capital, Recognition as Economic entity, Governance, Board & Management Interface-Linkage,
- UNIT 14 Professionalization, Structure and Design, Political Intervention and Sickness – Need for Competitiveness, Human Resource Development, Facilitative Government Support, Financial sustainability and Rehabilitation.

REFERENCES

1. Dubashi P.R – Principles and Philosophy of Co-operation
2. John Winfred A. and V.Kulandaiswamy – History of Co-operation
3. Krishnaswami O.R – Fundamentals of Co-operation
4. Bedi R.D – Theory ,History & Practice of Co-operation
5. Krishnaswami O.R and Dr.V.Kulandaiswamy- Co-operative-Concept and Theory
6. V.Saradha – Theory of Co-operation
7. T.N Hajela – Co-operation (Principles , Problems and Practice).

36134 - CO-OPERATIVES AND ALLIED LAWS

Objectives

- To understand the concept of Cooperative and allied Laws
- To understand the various provision related to allied laws

BLOCK I: BASICS OF CO-OPERATIVE AND ALLIED LAWS

- UNIT 1 Indian Cooperative Legislations: Need for Separate law for Cooperatives distinct from Companies Law-Cooperative Management: Nature, Authority
- UNIT 2 Accountability: Importance – Responsibilities – Powers of Directors – Abuse of Power.
- UNIT 3 Role of Directors in Cooperative Management – Cooperative Credit Societies Act, 1904
- UNIT 4 Cooperative Societies Act, 1912, Major Provisions as to Registration, Rights-Responsibilities of Members, Management, etc.

BLOCK II: CO-OPERATIVE SOCIETIES ACT

- UNIT 5 TamilNadu Coop Acts: Tamilnadu Cooperatives Societies Act 1983 (Rules 1988, business related to regulations:- Audit, enquiry and inspection –
- UNIT 6 Supersession of board dispute and settlement-liquidation, winding up and cancellation of registered Cooperative Societies. Tamilnadu Cooperative Societies (Amendment Act 2013).
- UNIT 7 Other State Coop Acts: Multi State Cooperative Societies Act 2002, Model Cooperative Bill 1991 –
- UNIT 8 Andrapradesh Mutually Aided Cooperatives Societies Act 1995.

BLOCK III: DISCHARGE OF CONTRACTS

- UNIT 9 General Business Legislations: Indian Contract Act 1872 - Essentials of Valid Contract, Classification of Contract – Performance of Contract
- UNIT 10 Discharge of Contracts – Contract of Indemnity and Guarantee – Pledge – Contract of Agency – Sale of Goods Act 1930 –
- UNIT 11 Actual Sale and agreement to sell creditors and warranty – Rights of unpaid seller.

BLOCK IV: PROVISIONS RELATING TO REGISTRATION AND AMENDMENT

- UNIT 12 Allied Acts: Consumer Protection Act - 1986: Cyber law and Information Technology Act 2000. Foreign Exchange Management Act 1999 and FEMA Rules 2000.
- UNIT 13 The Constitution (97th) Amendment Act 2011

UNIT14 Provisions relating to registration, amendment management, audit and Liquidation of Co-operatives.

REFERENCES

1. Tamilnadu Cooperative Societies Act 1983.
2. Pillai R.S.V.Bhagavathi, Legal Aspect of Business, S-Chand &Co,New Delhi 2013.
3. SaravanavelP.Legal System in Business, Himalaya Publishing House, New Delhi,2009.
4. Balachandran. V and Thothadri. S, Legal Aspects of Business, Vijay Nicole Imprints Pvt. Ltd., Chennai

36135 - CO-OPERATIVE INSTITUTIONS: CREDIT AND NON CREDIT

Objectives

- To know the basic concept of Cooperative credit and non credit
- To compare the cooperative credit with other sector credit

BLOCK I: BASICS OF CO-OPERATIVE INSTITUTIONS: CREDIT AND NON-CREDIT

- UNIT 1 Agricultural Cooperative Credit (Short-term): Structure and composition – Cooperative Banking Structure – Features of Cooperative Credit –
- UNIT 2 Primary Agricultural Cooperative Banks: Constitutions and working – Crop loan procedure – Linking of Credit with Marketing –
- UNIT 3 District and State Cooperative Banks: Constitution and Working – Mobilizing Deposits – Lending Operations – Overdue Problems – Recovery management.
- UNIT 4 Agricultural Cooperative Credit (Long-term): Need for Long Term Finance for Agriculture – Need for a separate Agency for providing Long Term Agricultural Finance

BLOCK II: WORKING OF CO-OPERATIVE CREDIT

- UNIT5 Constitution and working of Primary and State Cooperative Agricultural and Rural Development Banks – Funding Sources and Forms –UNIT- Equity and Debt forms – Debt servicing.
- UNIT 6 Non- Agricultural Credit Cooperatives: Structure and Composition – Constitution and Working of Urban Cooperative Banks
- UNIT 7 Employees Cooperative Credit Societies, Cooperative Housing Societies and Industrial Cooperative Banks – NABARD and Cooperative Banks.
- UNIT 8 Types of Non Credit Cooperatives: Marketing Cooperatives: Origin and Development of Cooperative Marketing in India.

BLOCK III: CO-OPERATIVE PROCESSING SOCIETIES

- UNIT 9 Primary and Apex Cooperative Marketing Societies: Constitution and working – Cooperative Processing Societies: Need and Importance – Fruits Processing Societies
- UNIT 10 Cooperative Sugar Factories, Spinning Mills, Oil Mills: Constitution and working – Various forms of assistance from Government and NCDC.
- UNIT 11 Cooperative Farming Societies: Types, Characteristic Features – Causes for Failure – Agro Engineering and Service Societies –

BLOCK IV: BUSINESS CO-OPERATIVES

- UNIT 12 Dairy Cooperatives: Place of Dairying in Indian National Economy – Working of Dairy cooperatives.

- UNIT 13 Consumer Cooperatives: Need and Importance, Origin and Development Types, Structure, Working of Primary, Central and Apex Consumer Co-operatives –
- UNIT 14 NCCF, Supermarkets, Recent Development – Problems – Link With RDC. Working of Primary and Apex Weavers Cooperatives. New Generation Cooperatives.

REFERENCES

1. Kamat G.S new of cooperatives management Himalaya Publishing House, New Delhi 1987.
2. Kapoor D.R, Cooperative Audit Anmol publishers, New Delhi 1998.
3. Krishnaswami O.R, Cooperative account keeping Oxford IBH Co, New Delhi 1990.
4. Government of Tamilnadu, Cooperative Audit Manual Chennai 1993.

36141 - MANAGEMENT OF COOPERATIVE ENTERPRISES

Objectives

- To know the basic concept of Cooperative enterprises
- To understand the Cooperative enterprises theories and functions

BLOCK I: BASICS OF MANAGEMENT OF CO-OPERATIVE ENTERPRISES

- UNIT 1 Cooperative Management: Concept-Board-Executive relationship participative democratic control-Comparison of management of profit businesses and cooperative (non-profit) businesses
- UNIT2 Convergence of Management – Practices and Strategies- Principles of cooperative and other forms of organization.
- UNIT 3 Administrative System for Cooperatives: Central state rules- Secretary to Government for Cooperatives -Registrar of Cooperatives.
- UNIT 4 Functional Registrars of Cooperatives and their powers and duties – Administrative setup of Cooperatives under the Control of Registrar of Cooperative Societies.

BLOCK II: STAFF TRAINING AND DEVELOPMENT

- UNIT 5 Functional Planning and Organization: Nature, importance and planning – Planning process and types – Physical, Resources and Financial Panning.
- UNIT 6 Project Planning and Budgeting - Decision making – Types and Process – Decision making as to Purchase, Process, Sales, Credit and Collection – Centralization and Decentralization of decision power.
- UNIT 7 Human Resource Management in Cooperatives: Manpower Forecasting – Staffing and Directing Techniques in cooperatives – Staff Motivation – Meaning – Importance - Theories.
- UNIT 8 Staff Training and Development: Need and Methods – Program of Training and Development – Evaluation after Training and Development

BLOCK III: ORGANISATION ASPECTS IN CO-OPERATIVES

- UNIT 9 Adequacy of Manpower in number and talents – Individual and Organizational Leadership in Coop: Significance, Types – Styles and Theories.
- UNIT 10 Organization Aspects in Cooperatives: Nature of Cooperative Organization – Formal Vs Informal nature – Under - and over - staffed scenario
- UNIT 11 One-person only set-up and implication for control and reporting – Rural and Urban settings and their implications – Departmentalization – Decentralization – Delegation of authority and issues.

BLOCK IV: KEY RESULTS AREA OF CO-OPERATIVES

- UNIT 12 Modern Management Techniques as Applied to Cooperation: De-bureaucratization – Operational efficiency and excellence – Cooperative democracy Vs Efficiency
- UNIT 13 Key Results Area – Core Competence of Coop- Competitive Strategy for Coop- Total Quality Management – Six Sigma – Benchmarking
- UNIT 14 7S Framework - Current scenario and government policy - Strategies for sustainable development of cooperatives in India.

REFERENCES

1. Kamat G.S. Cooperatives Management Himalaya Publishing House, New Delhi 1987.
2. Kapoor D.R, Cooperative Audit, New Delhi 1998.
3. Krishnaswami O.R, Cooperative Account Keeping Oxford IBH Co, New Delhi 1990
4. Government of Tamilnadu, Cooperative Audit Manual Chennai 1993.

36142 - DYNAMICS OF COOPERATION

Objectives

- To know the basic concept of Dynamics of Cooperation
- To understand Talent Grooming and Empowerment and values
- To analysis various factors in promoting dynamics of cooperation

BLOCK I: BASICS OF DYNAMICS OF COOPERATION

- UNIT 1 Aspects of Institutional Dynamics in Cooperation: Concept of Dynamics- Dynamics as Speed of Action, as Vitality for Action, as Change Championship,
- UNIT 2 As Navigating with Environment, as Strategic Excellence, as Propulsion for Progress and as Institutional Leadership- Contours of Institutional Dynamism: Dynamics of Vision, Mission, Goals, Strategies, Technology, Programs and Control-
- UNIT 3 These Aspects of Institutional Dynamism as Applied to Cooperative Organizations- Integration process – Developments aids.
- UNIT 4 Components of Institutional Dynamics in Cooperation: Dynamics of the McKinsey 7-S Framework comprising of Structure, System, Style, Staff, Strategy,

BLOCK II: TALENT GROOMING AND EMPOWERMENT

- UNIT 5 Skills and Shared Values as applied to Cooperative Organizations- Dynamics of Governance in Cooperative Organizations-
- UNIT 6 Dynamics of being Dynamic as applied to Cooperative Organizations – Organisational models to support dynamic co- operation.
- UNIT 7 Cooperative Organizational Dynamics in Personnel: Importance of Personnel Dynamics- Factors influencing Personnel Dynamic in Cooperative Organization: Enabling Factors like Valued Leadership,
- UNIT 8 Talent Grooming and Empowerment – Individual Factors like Values, Competence and Commitment to Benchmarked Contribution.

BLOCK III: ORGANISATIONAL DYNAMICS

- UNIT 9 Cooperative Organizational Dynamics in New Product (including Service) Offering: Infusing Creativity and Innovation in Product and Service Offerings by the Cooperative institutions- Strategies and Execution for Creativity and Innovation infusion.
- UNIT 10 Product Mix Dynamics- Strategies and Actions for New Product Introduction including Down-Stream and Up-Stream Development Dynamics- Planned Obsolescence.
- UNIT 11 Cooperative Organizational Dynamics in Marketing Competence: Nature of Market Competence and Dynamics involved therein.

BLOCK IV: NUANCES AND NICHEs OF COOPERATIVE ORGANISATION

UNIT 12 Competitive Edge through Core Competence- Dynamics of Market Power in respect of the Product, Price, Place, Promotion, People, Process and Physical Evidence of Marketing- Marketing Excellence.

UNIT 13 Nuances and Niches of Cooperative Organizational Dynamics: Nuances and Niches of Mingling Technology and Tradition, Balancing Equity and Efficiency and Injecting Elements of Cooperation and Competition.

UNIT 14 Nuances and Niches of Maximizing Quality and Minimizing Cost- Application of Ethno-, Regio-, Ploy- and Geo-centric Nuances and Niches in Cooperative Organizations.

REFERENCES

1. Zhihua Qu, Cooperative Control of Dynamical Systems 2nd Edition
2. Craig Boardman, Drew Rivers, Denis O. Gray Cooperative Research Centers and Technical Innovation: Government Policies, Industry Strategies, and Organizational Dynamics.
3. Kathleen King Whyte William Foote Whyte Whyte, Making Mondragon: The Growth and Dynamics of the Worker Cooperative Complex .

36143 - ENTREPRENEURSHIP DEVELOPMENT IN COOPERATIVES

Objectives

- To know the basic concept of Entrepreneurship Development
- To understand the applications of Entrepreneurship cooperatives
- To develop favorable attitude towards cooperative development

BLOCK I: BASICS OF ENTREPRENEURSHIP DEVELOPMENT IN COOPERATIVES

UNIT 1 Entrepreneurship: Meaning, importance, Types of entrepreneurs – Innovation: Concepts, sources and types – Innovation as the essence of entrepreneurship –

UNIT 2 Sources of innovation – Cooperative entrepreneurship: Meaning, Scope and Potentials.

UNIT 3 Entrepreneurial Environment: Significance and components of environment

UNIT 4 Internal and external environment forces – Psychological, social, cultural, political, Technological, Legal and Economic forces –

BLOCK II: ENTREPRENEURSHIP

UNIT 5 Environment factors as applied to cooperative entrepreneurship- Micro and Macro factors influences.

UNIT 6 Entrepreneurial Development: Importance – Phases in the development of entrepreneurship – Stimulation: Entrepreneurial Awareness, Exposure, Motivation and Attitude

UNIT 7 Support: Entrepreneurial Education, Training, Assistance – Sustenance: Entrepreneurial Commitment and Vitalization – Entrepreneurial Development phases in cooperative sector.

UNIT 8 Programs for Developing Entrepreneurship: Schemes of Entrepreneurship development programs by Government, Education and Other institutions –

BLOCK III: DEVELOPMENT DYNAMICS

UNIT 9 Seed Capital assistance – Capital subsidy – Backward area development schemes – Sales tax concessions – Energy concessions – Recent trends

UNIT 10 Programs for Developing Entrepreneurship – empowerment - enrichment of rural entrepreneur in cooperative sector.

UNIT 11 Entrepreneurship Development Dynamics : Entrepreneurial Culture – Entrepreneurial Society.

BLOCK IV: SELECT BUSINESS AREAS OF COOPERATIVES

UNIT 12 Entrepreneurial Development needs of Women, Rural and Small Entrepreneurs in cooperative Sector.

UNIT 13 Entrepreneurial Development in Select Product in Cooperatives : Coir Products – Bricks – Dairy – Hand made paper – Oil seeds – Handicrafts – Bakery – Bee-keeping.

UNIT 14 Role of cooperatives in the select business areas - Model in cooperative developments.

REFERENCES

1. Peter F. Drucker, Innovation and 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.

36144 - COOPERATIVE ACCOUNTING, FINANCE AND AUDIT

Objectives

- To know the basic concept of Cooperative Accounting
- To analysis the comparative features of CAKS DEBKS

BLOCK I: BASICS OF COOPERATIVE ACCOUNTING, FINANCE AND AUDIT

- UNIT 1 Fundamentals of Cooperative Account Keeping: Evolution of Cooperative Account Keeping System.
- UNIT 2 Difference between Cooperative Account Keeping and Double Entry System – Day book: Different Types of Day Book – posting from Day Book into Ledgers.
- UNIT 3 Ledgers: General Ledger – Different types of Ledger kept by different Cooperatives - Significance of ledger in co-operatives.
- UNIT 4 Reconciliation of Special Ledger with General Ledger Balance – Statement of Receipts and Disbursement: Preparation and its use

BLOCK II: AUDIT AND COOPERATIVE AUDIT

- UNIT 5 Statement of Receipts and payments: Difference- Importance – Usage - Trial Balance – Final accounts.
- UNIT 6 Cooperative Finance: Sources of Finance for Cooperatives - Cost of Capital – Computation of Specific Cost.
- UNIT 7 Investment of Funds and Techniques of Capital budgeting in cooperative sector- Risk – return tradeoff.
- UNIT 8 Audit – Its Origin – Definition – Objects – Advantages. Nature and Scope of Audit – Various kinds of Audit – Commencement of Audit Programme

BLOCK III: CONCEPT OF AUDIT

- UNIT 9 Routine Checking of Vouching and its meaning – Vouching of cash Transaction – Importance of Routine Checking.
- UNIT 10 Cooperative Audit: Origin – Concept – Need and importance – Objects – Advantages – Nature and Scope of Audit – Various kinds of Audit.
- UNIT 11 Differences between Commercial and Cooperative Audit – Rights, Duties and Responsibilities of Auditor – Audit Vs Inspection and Supervision – Mechanical and Administrative Audit – Commencement of Audit: Audit Program.

BLOCK IV: AUDIT PROGRAMMES

- UNIT 12 Routine Checking of Vouching and its meaning – Vouching of cash Transaction – Verification and Valuation – Audit of final accounts and balance sheets – Complications of audit report and schedule of defects.
- UNIT 13 Audit Program for Selected Societies: Various stages of Audit in Cooperative Credit Institution – Marketing Society, Consumer Stores, Housing Society,

UNIT 14 Milk Supply Society, Industrial Cooperative, Classification on the Reserve Bank of India Standard – Preparation of final Audit Memorandum and its Enclosures.

REFERENCES

1. O.R. Krishnaswami, Cooperative Account Keeping, Oxford and IBH Publishing Co.Pvt. Ltd 1992.
2. D.R. Kapoor, Hand Book of Cooperative Audit, Anmol Publications Pvt. Ltd., 1998.
3. R.G. Saxena, Principles and Practice of Auditing Himalaya Publishing House, Reprint 1999 (4th Revised Edition), 1999.
4. B.N. Tandon, A Hand Book of Practical Auditing, S. Chand And company Ltd., 2003.
5. P. Manikavasagam, A Treatise on Cooperative Account Keeping, Rainbow Publications,

1989.

36145 - PROJECT REPORT

The Project report may be under taken in any one of the following Cooperative Institutions.

- i. Urban Cooperative Banks
- ii. District Central Co-operative Banks
- iii. Cooperative Spinning Mills
- iv. Cooperative Sugar Mills
- v. District Cooperative Milk producers Union
- vi. District Cooperative Union
- vii. Cooperative Consumer Whole sale stores Ltd.,
- viii. Cooperative Marketing Societies Ltd.,

Nature of Project

Constitution, Working, Structure, Performance and Problems. Case study covering any specific issues, methods for analyzing the problems faced by Cooperatives.

Project Proposal

Project proposal should be prepared in consultation with guide.

Eligibility to become a project Guide

Faculty members having minimum of 5 years teaching experience/ Trained Cooperative Officials like CSR/DR/JR having trained in relevant discipline minimum of 3 years work experience.

Formulation:

The length of the project report may be above 100 typed pages in double line space. Attendance Certificate from the respect Cooperative institution is must. And they have to undergo minimum 45 days training in the institution.

Evaluation:

Project Report is evaluated for 75 marks and Viva-voce carries 25 Marks.