

40. MBA (General)

Duration – Two years

Eligibility – Any Degree from a recognized University

Medium – English

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
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

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

31711- MANAGEMENT PRINCIPLES AND PRACTICES

- 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.
- 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 .
- 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.
- 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

- 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.
- 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.
- 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
- 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

- 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.
- 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 competition 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.
- 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.
- 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

- 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
- 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.
- 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.

- 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.
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8. V.K. Kapoor, Operations Research.
9. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
10. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

31715 - 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.
- 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
- 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
- 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

- 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
- 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
- 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
- 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. Babbie Robert, The Practice of Social Research, Cengage Learning, 2010.
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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

- 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.
- 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.
- 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.

- 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.

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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

- 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 -
- 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.
- 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
- 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,

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31724 - 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.
- 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.
- 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
- 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

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31725 - 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.
- 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,
- 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
- 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.

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31731 - 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-
- 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
- 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
- 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

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31732 - 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.
- 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.
- 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.
- 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.

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31733A1 - 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
- 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.
- 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.
- 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

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31734A2 - 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.
- 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.
- 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
- 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.

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31735A3 - 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..
- 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
- 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
- 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 – Kirkpatric’s model

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31733B1 - 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
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.
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
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.

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31734B2 - PROMOTIONAL MANAGEMENT

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
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
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
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.

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31735B3 - 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
- 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.
- 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
- 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.

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31733C1 - MANAGEMENT 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.
- 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.
- 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.
- 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.

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31734C2 - 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.
- 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.
- 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
- 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.

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31735C3 - 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.
- 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.
- 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.
- 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.

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2. Avadhani V, Security Market
3. Varma, Merchant Banking

31741 PRODUCTION AND OPERATIONS MANAGEMENT

- 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
- 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.
- 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
- 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.

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31742A1 - COMPENSATION MANAGEMENT

- 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
- 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.
- 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.
- 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.

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2. Morris, Principles and Practices of Job Evaluation.
3. Dravid W Belcher, Wage and Salary Administration.
4. Richard Henderson, Compensation Management in a Knowledge Based World

31743A2 - 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.
- 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.
- 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.
- 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

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31744A3 - 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
- 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
- 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.
- 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

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2. French, Bell, Zawach (Edn) Organization Development: Theory, Practice and Research. UBP.
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31742B1 - 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
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
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.
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.

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8. Marketing in the International Environment : Edward Cundiff& M.T. Hilger.

31743B2 - 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
- 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
- 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
- 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.

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31743B3 - 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
- 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.
- 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
- 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.

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31742C1 - 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.
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.
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 floating rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts.
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.

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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

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.
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.
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.
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.

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

31743C3 - 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.
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.
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.
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
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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.