



**ANNAMALAI UNIVERSITY**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**(Choice Based Credit System)**  
**(2015–2016)**

**REGULATIONS**

**For M.B.A., M.B.A. (Human Resource Management), M.B.A. (Financial Management), M.B.A. (Marketing Management), M.B.A. (International Business Management).**

**MASTER'S PROGRAMME**

**A Master's Programme consists of a number of courses. Master's Programme consists of a set of compulsory courses (Core Courses) and some optional courses (elective courses).**

**Core courses are basic courses required for each programme. The number and distribution of credits for core courses will be decided by the respective faculties.**

**Elective courses will be suggested by the respective departments. Elective courses may be distributed in all four semesters.**

**A course is divided into SIX units to enable the students to achieve modular and progressive learning.**

**SEMESTERS**

**An academic year is divided into two semesters, odd semester and even semester. The normal semester periods are:**

**Odd Semester: July to November (90 Working days)**

**Even Semester: December to April (90 Working days)**

**CREDITS**

**The term credit is used to describe the quantum of syllabus for various programmes in terms of weightage and hours of study. It indicates differential weightage given according to the contents and duration of the courses in the curriculum design.**

**The minimum credit requirement for a two year Master's Programme shall be 90.**

## **COURSES**

**Each course may consist of lectures/ tutorials/ laboratory work/ semester/ project work/ practical training/ report/ viva voce etc.**

## **COURSE WEIGHT**

**Core and Elective courses may carry different weights. For example, a course carrying one credit for lectures will have instruction of one period per week during the semester, if three hours of lecture is necessary in each week for that course, the 2 credits will be the weightage.**

**Thus normally, in each of the courses, credits will be assigned on the basis of the lectures / tutorials / laboratory work / field and industrial visits and other forms of learning in a 15 week schedule.**

**One credit for each lecture period per week**

**One credit for each tutorial per week**

**One credit for every three periods of laboratory or practical work per week**

**One credit for 3 contact hours of project work in a week**

**One credit for every two period seminar**

**Two credits for project work / dissertation.**

**Two credits for tour and industrial visits**

## **ELIGIBILITY FOR ADMISSION**

**A candidate who has passed the Bachelor's Degree in any subject including the Professional Courses of this University or an examination of any other University accepted by the Syndicate as equivalent thereto.**

## **GRADING SYSTEM**

**The term Grading system indicates a 10 point scale of evaluation of the performance of students in terms of marks, grade points, letter grade and class.**

## **DURATION**

**The duration for completion of a two year Master's Programme in any subject is of four semesters.**

## STRUCTURE OF THE PROGRAMME

The Master's Programme will consist of:

- Core courses which are compulsory for all the students
- Elective courses which students can choose amongst from courses approved within the department or in other departments of the faculty and other faculties.
- The CBCS elective subjects will be allotted after counseling by a committee of the Head of the Departments under the chairmanship of the Dean.
- Dissertation / Project Work / Practical Training / Field work, which can be done in an organization (Government, Industry, Firm, Public Enterprise etc.) approved by the concerned department.
- Student can take any two specializations (Dual Specialization) and should continue with the same from 2<sup>nd</sup> Semester to 4<sup>th</sup> Semester.

## ATTENDANCE

Every teaching faculty handling a course shall be responsible for the maintenance of attendance register for candidates who have registered for the course.

The instructor of the course must intimate the Head of the Department at least Seven Calendar days before the last instruction day in the semester about the particulars of all students who have secured an attendance of less than 80%.

A candidate who has attendance less than 80% shall not be permitted to sit for the End-Semester examination in the course in which the short fall exists.

Attendance %	Marks
90 and more	5
80-89	4
70-79	3

## EXAMINATION

There will be two sessional assessments and one End-Semester examination during each semester.

Sessional Test-I will be held during sixth week for the syllabi covered till then.

Sessional Test-I will be combination of a variety of tools such as class test, assignment, and paper presentation that would be suitable to the course. This requires an element of openness. The students are to be informed in advance about the nature of assessment and the procedures. However the tests are compulsory. Test I may be for one hour duration. The pattern of question paper will be decided by the respective Faculty. Sessional Test-I will carry 20% of marks out of the session marks 25.

Sessional Test-II will be held during eleventh week for the syllabi covered between seventh and eleventh weeks.

Sessional Test-II will be conducted with a variety of assessment tools. It will also have an element of openness. The students are to be informed in advance about the nature of assessment and the procedures. However the tests are compulsory. Test II may be for two hour duration. The pattern of question paper will be decided by the respective faculty. Sessional Test II carries 20% of marks out of the session marks 25.

There will be one end semester examination of 3 hours duration in each course.

The End Semester Examination will cover full syllabus of the course for 75% of marks.

## EVALUATION

Evaluation will be done on a continuous basis. Evaluation may be by objective type questions, Quiz, Short Answers, Essays or a combination of these, but at the End Semester Examination, it has to be a written examination.

The performance of a student in each course is evaluated in terms of Percentage of marks (PM) with a provision for conversion to Grade Point (GP). The sum total performance in each semester will be rated by GPA while the continuous performance from the 2<sup>nd</sup> Semester onwards will be marked by (OGPA).

## MARKS AND GRADING

A Student cannot repeat the assessment of Sessional Test I and Sessional Test II. However, if for any compulsive reason, the students could not attend the test, the prerogative of arranging a special test lies with the teacher in consultation with the Head of the Departments.

A minimum of 50% marks in each course is prescribed for a pass. A student has to secure 50% minimum in the End Semester Examination.

If a candidate who has not secured a minimum of 50% of marks in a course shall be deemed to have failed in that course.

The Student can repeat the End Semester Examination when it is offered next in the subsequent odd / even semester till the regulations are in force.

A candidate who has secured a minimum of 50 marks in all the courses prescribed in the programme and earned a minimum of 90 credits will be considered to have passed the Master's Programme.

#### GRADING

A ten point rating scale is used for the evaluation of the performance of the student to provide letter grade for each course and overall grade for the Master's Programme.

Marks	Grade Point	Letter Grade	Class
90 and more	10	S	Exemplary
85-89	9.0	D	Distinction
80-84	8.5	D	Distinction
75-79	8.0	D	Distinction
70-74	7.5	A	First Class
65-69	7.0	A	First Class
60-64	6.5	A	First Class
55-59	6.0	B	Second Class
50-54	5.5	C	Second Class
49 or Less	-	F	Fail

The Successful candidates are classified as follows.

I Class-60 % Marks and above in overall percentage of Marks (OPM)

II Class-50-59% Marks in overall percentage of marks.

Candidates who obtain 75% and above but below 90% of marks (OPM) shall be deemed to have passed the examination in FIRST CLASS provided he/she passes all the courses prescribed for the programme at the first appearance.

Candidates who obtain 90% and above (OPM) shall be deemed to have passed the examination in FIRST CLASS (Exemplary) provided he/she passes all the courses prescribed for the programme at first appearance.

For the Internal Assessment Evaluation, the break up marks shall be as follows:

Test	—	10 Marks
Assignment/ Seminar/ Case Study/		
Role Play/ Viva Voce / Short Answers	—	10 Marks
Attendance	—	5 Marks
Total	—	25 Marks

The award of marks shall be as below:

Faculty of Science	Theory & Practical	2000 Marks
Faculty of Arts, Indian Language and Education		3700 Marks

## **COURSE-WISE LETTER GRADES**

The percentage of marks obtained by a candidate in a course will be indicated in a letter grade.

A student is considered to have completed a course successfully and earned the credits if he/she secures an overall letter grade other than F. A letter grade F in any course implies a failure in that course. A course successfully completed cannot be repeated for the purpose of improving the Grade Point.

The F grade once awarded stays in the grade of the student and is not deleted even when he/she completes the course successfully later. The Grade acquired later by the student will be indicated in the grade sheet of the odd/even semester in which the candidate has appeared for clearance of the arrears.

A student who secures F grade in any course which is listed as a core course has to repeat it compulsorily when the course is offered next. If it is an elective course, the student has the option to repeat it when it is offered next or to choose a new elective if he/she so desires in order to get a successful grade.

When new elective is chosen in the place of failed elective, the failed elective will be indicated as dropped in the subsequent grade card.

If a student secures F grade in the Project Work / Field Work / Practical Work / Dissertation, either he/she shall improve it and resubmit it if it involves only rewriting incorporating the clarifications of the evaluators or he/she can re-register and carry out the same in the subsequent semesters for evaluation.

## **GENERAL**

In-plant training is being offered for elective students in organizations. The students get the opportunity to interact with the officials in the company environment in their chosen field.

Major project in a company for 45 days by students is compulsory. The project develops research bent of mind among them. The students can select any topic in functional areas. The faculty acts as internal guide. Computer Laboratory consists more than 100 computers. Each student is served with one PC to enable research and academic activities.

Department Library is equipped with 5000 volumes and a number of journals and back volumes. Laboratory and Computer wing function from 10.00 AM to 8.00 PM.

- **Placements in Leading Organizations**
- **Project Placements in Companies**
- **Computer Training**
- **Use of Internet and Computers**
- **Use of Electronic Gadgets in Classrooms**
- **Case Study Workshops and Consultancy Training**
- **Arranging Man-meet Programmes**
- **Short and Long Industrial Tours**
- **Specialization Training in Industries**

- **Nominating students in Inter College and University Management Development Programmes**
- **Entrepreneurial Training Programmes**
- **Executive Sports arranged annually**
- **Guest Lectures from Industries**
- **Back Volumes–Journals and Magazines**

#### **ACTIVITIES AS A PART OF MBA PROGRAMME**

- **Organizing and participating programmes in other institutions.**
- **Students Manmeet and Newsletter.**
- **Leaders Lecture Programme Series.**
- **Guest Lectures.**
- **Marketing Simulation games and exercises.**
- **Industrial Visits.**
- **Personality and Management Development Programmes.**
- **Conferences, Colloquiums, Workshops, Seminars and Symposium.**
- **Placement training and campus placement.**
- **Management Meets.**
- **Communication Development and Entrepreneur Development Programmes.**
- **Entrepreneurship Summit.**
- **SME projects and summer projects.**
- **Project Contest.**

## SCHEME OF EXAMINATIONS

## FIRST YEAR : FIRST SEMESTER

Course Name	Credits	Internal	External
101. Management Process	2	25	75
102. Managerial Economics	2	25	75
103. Organizational Behaviour	2	25	75
104. Accounting for Managers	2	25	75
105. Management Process (CBCS Elective)	4	25	75
106. Computer Applications in Management	2	25	75
107. Project Entrepreneurship and Small Business Mgt.	2	25	75
108. Research Methodology	2	25	75
109. Comprehensive Viva (Industrial Visit and subjects)	2	25	75

## FIRST YEAR : SECOND SEMESTER

Course Name	Credits	Internal	External
201. Financial Management	2	25	75
202. Marketing Management	2	25	75
203. Human Resource Management	2	25	75
204. Production and Materials Management	2	25	75
205. Marketing Management (CBCS Elective)	4	25	75
206. Decision Support System and MIS	2	25	75
207 and 208 (Any Two) of the following			75
A. FINANCE: Accounting Software – Practical	3	25	75
B. MARKETING: Marketing Research and Consumer Behaviour	3	25	75
C. HUMAN RESOURCE MANAGEMENT: Industrial Relations and Labour Welfare Management	3	25	75
D. PRODUCTION: Production Planning and Control	3	25	75
E. SYSTEMS: System Analysis and Software Development	3	25	75
F. INTERNATIONAL TRADE MANAGEMENT: Export-Import Procedures, Documentation and Logistics	3	25	75
209. Exposure to Small and Medium Enterprises – Project Work	2	25	75
210. Lab for Statistical Packages on Business Decision	2	25	75



**SECOND YEAR : THIRD SEMESTER**

Course Name	Credits	Internal	External
<b>301. Operations Research</b>	<b>2</b>	<b>25</b>	<b>75</b>
<b>302. Case Study and Analysis</b>	<b>2</b>	<b>25</b>	<b>75</b>
<b>303. Business Legislations</b>	<b>2</b>	<b>25</b>	<b>75</b>
<b>304. International Business and Export Management</b>	<b>2</b>	<b>25</b>	<b>75</b>
<b>305. Training and Development (CBCS Elective)</b>	<b>4</b>	<b>25</b>	<b>75</b>
<b>306 and 307 (Any Two) of the following</b>			
<b>A. FINANCE: Investment Security and Portfolio Management</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>B. MARKETING: Sales and Distribution Management</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>C. HUMAN RESOURCE MANAGEMENT: Legal Frame Work Governing Human Relations</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>D. PRODUCTION: Total Quality Management</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>E. SYSTEMS: Data Base Management</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>F. INTERNATIONAL TRADE MANAGEMENT: Foreign Trade Policy</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>316. Soft Skill Development</b>	<b>4</b>	<b>25</b>	<b>75</b>
<b>308. Project Viva- Voce (Industrial Visits and subjects)</b>	<b>2</b>	<b>25</b>	<b>75</b>

**SECOND YEAR : FOURTH SEMESTER**

Course Name	Credits	Internal	External
<b>401. Retailing and Rural Marketing</b>	<b>2</b>	<b>25</b>	<b>75</b>
<b>402. Business Policy and Strategic Management</b>	<b>2</b>	<b>25</b>	<b>75</b>
<b>403. Logistics and Supply Chain Management</b>	<b>2</b>	<b>25</b>	<b>75</b>
<b>404. Indian Ethos and Values</b>	<b>2</b>	<b>25</b>	<b>75</b>
<b>405. Entrepreneurship Management (CBCS Elective)</b>	<b>4</b>	<b>25</b>	<b>75</b>
<b>406 and 407 (ANY TWO) of the following</b>			
<b>A. FINANCE: Management of Financial Services</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>B. MARKETING: Advertising and Sales Promotion</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>C. HUMAN RESOURCE MANAGEMENT: Management of Training and Development</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>D. PRODUCTION: Business Process Re-Engineering</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>E. SYSTEMS: E-Commerce</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>F. INTERNATIONAL TRADE MANAGEMENT: International Marketing Management</b>	<b>3</b>	<b>25</b>	<b>75</b>
<b>408. Behavioral Science Experiments and Testing-Practical</b>	<b>2</b>	<b>25</b>	<b>75</b>
<b>409. Comprehensive viva (Industrial Visits and subjects)</b>	<b>2</b>	<b>25</b>	<b>75</b>

**A. FINANCE B. MARKETING C. HUMAN RESOURCE MANAGEMENT  
D. PRODUCTION E. SYSTEMS F. INTERNATIONAL TRADE MANAGEMENT**

**Note: 1. Industrial Visits/Educational Tour Reports and subjects will be evaluated and examined in the Viva.**

**SYLLABUS****FIRST YEAR : FIRST SEMESTER****101 : MANAGEMENT PROCESS****Objective**

The Objective of this paper is to familiarize the student with basic management concepts and behavioral process in the organization

**Teaching Methods**

Lecture, Seminar, Role Play and Case Study.

**Unit-I : Introduction**

Evolution of Management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving. Understanding and managing group processes – Group decision making.

**Unit-II : Planning**

Distinction between operational and strategic planning – Types of plans – Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

**Unit-III : Organising**

Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization – Functional organization – Committee organization – Definition of Authority – Components of authority – Rational authority – Traditional authority – Charismatic authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization.

**Unit-IV : Staffing**

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training.

**Unit-V : Directing**

The Direction Function – Leadership – Co-ordination – Need for coordination – Types of Co-ordination – Pooled, Sequential, Reciprocal and Interdependence – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination.

**Unit-VI : Supervising Control and MBO**

Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Key Man – Man in the middle – Middle marginal man – Human relations specialist – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Importance of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – process of MBO – Management by Exception.

### References

- 1) **Bhushan, Y.K.**, *Fundamentals of Business Organization and Management*, **Sultan Chand & Sons, New Delhi, 2013.**
- 2) **Chand, J.S.**, *Management: Theory & Practices*, **Vikas Publication, New Delhi, 2001.**
- 3) **Gupta, C.B.**, *Management Theory and Practice*, **Sultan Chand & Sons, New Delhi, 2011.**
- 4) **Heinz Wehrich, and Mark V. Cannice, Harold Koontz**, *Management*, (12th Edition) **Tata McGraw Hill, New Delhi, 2008.**
- 5) **Radha R Sharma**, *Change Management and Organizational Transformation*, **2<sup>nd</sup> Edition, Mc Graw Hill, New Delhi, 2012.**
- 6) **Ramasamy. T.**, *Principles of Management*, **Himalaya Publishing House, Mumbai, 2004.**
- 7) **Samuel C. Certo and S. Trevis Certo**, *Modern Management*, **PHI learning, New Delhi, 2008.**
- 8) **Sherlekar, S.A., and V.S. Sherlekar**, *Modern Business Organization & Management*, **Himalaya Publishing House, Mumbai, 2002.**
- 9) **Stoner J.**, *Management*, **6<sup>th</sup> Ed., New Delhi, Prentice Hall of India, 1996.**
- 10) **Williams Chuck**, *MGMI*, **Cengage Learning, New Delhi, 2013.**

### 102 : MANAGERIAL ECONOMICS

#### Objective

The Objective of this course is to enable the students with concepts and techniques used in micro and some aspects of macro economic theories to apply the subject knowledge in future planning and business decision. The subject will enable the students to understand functional management areas in planning and decision making. Micro economics related to firm theory and macro economics related to economic policy influencing business decision enable the students to acquire business skills.

#### Teaching Methods

Lecture and Case Method.

#### Unit-I : Basic Concepts

Nature and Scope of Managerial Economics – Economic theory and Managerial Economics – Demand Analysis and Forecasting – Demand determinants – Demand Distinctions – Demand Forecasting – Capital budgeting.

#### Unit-II : Cost Analysis

Cost concepts and classifications – Cost output relationship in the long run and short run – Economies and Diseconomies of scale – Cost control and Cost reduction – Production function.

**Unit–III : Pricing Decisions**

**Pure competition – Perfect competition – Policies and Practices – Pricing and output decisions under imperfect competition – Pricing Policies – Price discrimination – Methods of Pricing – Monopolistic Competition – Oligopoly.**

**Unit–IV : Profit Analysis**

**Profit theories – profit policy – Profit budget – Break even analysis – Break even chart – Theory of profit maximization – Economies of scale – Internal External economies.**

**Unit–V : Macro Economics and Business Decision**

**Business Cycle and Business Policies – Current Industrial Policy and Monetary Policy and Fiscal Policy – National Income and Methods of its Estimation.**

**Unit–VI : Industries and Inflation**

**Large Scale Industries and Small Scale Enterprises – Financial Institutions – Inflation: Nature and Causes – Meaning: Effects and cost – Inflation: Anticipated and Unanticipated – Inflation: Measures to control inflation.**

**References**

- 1) **Ahuja, H.L., *Managerial Economics*, S. Chand & Company Ltd., New Delhi, 2007.**
- 2) **Joel Dean, *Managerial Economics*, PHI Learning Private Ltd., New Delhi, 2008.**
- 3) **Maheshwari, *Managerial Economics*, Sultan & Chand, New Delhi, 2003.**
- 4) **Mithani, D.M., *Managerial Economics*, Himalaya Publishing House, New Delhi, 2009.**
- 5) **Moti Paul S. Gupta, *Managerial Economics*, Tata McGraw Hill Pub., New Delhi, 2007.**
- 6) **Narayanan Nadar, E. and S. Vijayan, *Managerial Economics*, PHI Learning Private Ltd., New Delhi, 2009.**
- 7) **Petersen & Lewis, *Managerial Economics*, 4<sup>th</sup> edition, Prentice Hall of India (P) Ltd., New Delhi, 2003.**

**103 : ORGANIZATIONAL BEHAVIOUR****Objective**

**The aim of this course is to understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour and to an organization as a whole. At the end of the course the students will have the ability to understand concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.**

**Teaching Methods**

**Lectures, Case Studies, Business Games and Role Play.**

**Unit–I:**

**Organization Behavior – Definition and Meaning – Models of Organizational Behavior – Hawthone Experiments – Personality Determinants – Type A/B personality – Theories of Personality.**

**Unit-II :**

**Perception – Elements of Perception – Perceptual Errors – Learning – Theories of Learning – Learning Curve – Communication – Barriers to Communication – Communication skills for effective managers – Defensive and Non defensive communication – Reflective listening.**

**Unit-III :**

**Values – Types of Values – Attitudes – The ABC Model – Work attitudes – Job Satisfaction – Causes of Dissatisfaction EVLP framework.**

**Unit-IV :**

**Leadership – Leaders Vs Manager – Leadership theories – Leadership styles – Power – Sources of power – Conflict – Causes – Resolution strategies and Types of conflict – Interpersonal / Intra Group Conflict – Transactional Analysis – Johari Window – Counselling – Types of Counselling.**

**Unit-V :**

**Motivation – Process – Theories of Motivation – Defining and Classifying Groups – Work group behaviour – Techniques for group decision making – Advantages and disadvantages of group decision making – Participation in decision making – Factors that influence group effectiveness – Empowerment and self managed teams.**

**Stress – Causes of stress – Stress reduction strategies.**

**Unit-VI :**

**Organization change – Meaning – Models of change – Resistance to change – Managing planned change organizational culture – Factors influencing Organizational Culture – Organizational Climate – Dimensions of Organizational Development – OD Cycle.**

**References**

- 1) **Debra L. Nelson, James Campbell Quick, Preetam Khandelwal, Organizational Behavior, Cengage Learning, New Delhi, 2012.**
- 2) **Jarold Greenberg, Robert A Baron, Organizational Behavior, PHI Learning, New Delhi, 2010.**
- 3) **John Newstrom, Keith Davis, Organizational Behavior – Human Behaviour at work, Tata McGraw Hill Publication, New Delhi, 2006.**
- 4) **Kavita Singh, Organizational Behavior, Pearson, New Delhi, 2012.**
- 5) **Kinicky, *Organizational Behaviour*, Tata McGraw Hill, New Delhi, 2004.**
- 6) **Margie Parikh, Rajen Gupta, Organizational Behavior, Tata McGraw Hill, New Delhi, 2010.**
- 7) **Ricky W. Griffin, Gregorej Moorhead, Organizational Behavior, Biztantra, New Delhi, 2009.**
- 8) **Stephen P. Robbins, Timothy Judge Organizational Behavior – Phi Learning, New Delhi, 2007.**
- 9) **Thomas Kalliath, Paula Brough, Michael O’Driscoll, Mathew J Manimalla, 01.Ling Siu, Organizational Behavior, Tata McGraw Hill, New Delhi, 2011.**

## 104 : ACCOUNTING FOR MANAGERS

### Objective

The purpose of this course is to acquaint the students with the various concepts, techniques, methods, process of accounting data analysis and interpretation, decision making in the areas of Financial and Management Accounting.

### Teaching Methods

Lectures and Balance sheet Analysis.

Students are to be examined on 60 percentage theory and 40 percentage on problem aspects.

### Unit-I : Introduction to Management Accounting

Introduction – Principles – Concept – Accounting conventions – Management accounting – Its origin – Role – Function – Growth – Cost accounting – Financial accounting – Difference between various accounting.

### Unit-II : Financial Accounting – A Comparative Analysis

Financial Accounting – Journal – Ledger – Trail Balance – Trading – Profit and Loss account – Balance sheet – Analysis and interpretation of financial statements – Analysis of Comparative Balance sheet – Common size statement (simple problems).

### Unit-III : Ratio Analysis, Fund and Cash Flow Analysis

Ratio Analysis – Nature – Classification – Limitations – Interpretations of Ratios – Funds flow analysis – Concept – Merits and Demerits – Cash flow analysis – Concept – Merits and Demerits (simple problems).

### Unit-IV : Marginal Costing, Budget and Budgetary Control

Marginal Costing – Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis – Budget and Budgetary control – Objectives – Type of budgets – Preparation of Sales, Cash, flexible and master budgets (simple problems).

### Unit-V : Capital Budgeting

Capital Budgeting – Methods of ranking Investment proposals – Payback method – Average Rate of Return method – Discounted Cash Flow Method – IRR method – NPV method – Excess present value method (simple problems).

### Unit-VI : Reporting

Reporting to management – Objectives of reports – Reports for different levels of management – Preparation of reports – Uses of Reports – General Principles of a good reporting.

### References

- 1) **Bhattacharya. Ashishik**, *Financial Accounting for Business Managers*, Prentice Hall of India, 2003.
- 2) **Gunasekaran, E.**, *Accounting for Management*, Lakshmi Publication, Chennai, 2012.
- 3) **Khan. M.Y. and P.K. Jain**, *Management Accounting*, Tata McGraw Hill Pub., 2004.

- 4) **Maheswari, S.N.**, *Corporate Accounting for Managers*, **Vikas Publishing House**, New Delhi, 2004.
- 5) **Maheswari, S.N.**, *Financial and Cost Accounting*, **Sultan Chand Pub.**, New Delhi, 2003.
- 6) **Pandikumar**, *Management Accounting*, **Excel Books**, New Delhi, 2008.
- 7) **Sharma. R.K. and Shashi. K. Gupta**, *Management Accounting*, **Kalyani Publishers**, 2004.
- 8) **Srinivasan, N.P. and M. Sakthivel Murugan**, *Accounting for Management*, **S. Chand & Co.**, New Delhi, 2004.

### 105 : MANAGEMENT PROCESS (CBCS ELECTIVE)

#### Objective

The Objective of this paper is to familiarize the student with basic management concepts and behavioral process in the organization

#### Teaching Methods

Seminar, Role Play and Case Study Method and games relating to the above topics.

#### Unit-I : Introduction

Evolution of management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving. Understanding and managing group processes – Group decision making – Contemporary issues in Management.

#### Unit-II : Planning

Distinction between operational and strategic planning – Types of plans – Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

#### Unit-III : Organising

Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization– Functional organization– Committee organization – Definition of Authority – Components of authority – Rational authority – Traditional authority – Characteristic authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization.

#### Unit-IV : Staffing

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training

**Unit-V : Directing**

**The Direction Function – Leadership – Co-ordination – Need for coordination – Types of Interdependence – Co-ordination – Pooled, Sequential and Reciprocal, Interdependence – Principles of Co-ordination – Approaches to achieving effective Co-ordination – Problems of Co-ordination.**

**Unit-VI : Supervising and MBO**

**Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Key Man – Man in the middle – Middle marginal man – Human relations specialist – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Importance of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – process of MBO – Management by Exception.**

**References**

- 1) **Chand, J.S., *Management: Theory & Practices*, Vikas Publication, New Delhi, 2001.**
- 2) **Harragan, *Management Concepts and Practices*, Mac Millan India Ltd., New Delhi, 2002.**
- 3) **Koontz, Weihrich and Aryasri, *Principles of Management*, Tata McGraw Hill, New Delhi, 2004.**
- 4) **Ramasamy, T., *Principles of Management*, Himalaya Publishing House, Mumbai, 2004.**
- 5) **Robbins S.P., *Management*, 8<sup>th</sup> ed., Englewood Cliffs, Prentice Hall Inc., New Jersey, 2006.**
- 6) **Robins & Coulter, *Management*, 7<sup>th</sup> edition, Prentice Hall of India (P) Ltd., New Delhi, 2003.**
- 7) **Sherlekar, S.A. and V.S. Sherlekar, *Modern Business Organization & Management*, Himalaya Publishing House, Mumbai, 2002.**

**106 : COMPUTER APPLICATIONS IN MANAGEMENT****Objective**

**The Objective of this course includes developing an appreciation of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.**

**Teaching Methods**

**Lecture and Practicals in Computer Laboratory.**

**Unit-I : Computer Fundamentals**

**Organization of computers – Generations of computers – Types of computers – Input /Output devices – Storage devices – Software : Systems software, Application software – Overview of Linux, Unix, Windows, Freewares – Programming Languages/ Assembly Languages – Compiler – Interpreter.**



#### Unit-II : Software Development Concepts and applications

**Software Development Process: File Design & Report Design – Data File Types/ Organization; Master, Transaction File, Relevance of Data Base Management System – Integration of Applications – Text Processing Software – Introduction to MS-Office, Word, Power Point, Excel, Access.**

#### Unit-III : Data Processing Concepts

**Basics of Data Processing – Modes of Data Processing – Data Hierarchy – Data Processing Systems – Management of Data Processing System in Business Organization – Application portfolio Development – Program Development Cycle – Flow Chart – Evaluation of Software Package.**

#### Unit-IV : Computer Networks

**DATA Communications: Networking Concepts, Classification – LAN, MAN, WAN – Wireless LAN – Internet, Intranet, Extranet – Virtual Private Networks (VPN) – Peer-to-Peer, Client Server – Networking topologies – Virus – Meaning – Types, Anti-virus – Benefits – Detection and Elimination.**

#### Unit-V : Implementing and Managing IT

**IT strategic Alignment – Competitive Forces Model – Value Chain Model – Strategic Resources and Capabilities – IT Planning – Managing IS Department – Evaluating IT Investment: Benefits, Costs and Issues – IT Economics Strategies – Managerial Issues.**

#### Unit-VI : Business and IT Consulting

**Business Converging with IT – IT Consulting Convergence : An Integrated Stepped Approach – Consulting Process – Proposal Development – Contract – Execution – Implementation – Planning – Closing and Collecting – Consultant – Client Relationships – Consulting themes.**

#### References

- 1) **Alexis Leon and Matuews Leon, *Fundamentals of Information Technology*, Leon Tech World, New Delhi, 2008.**
- 2) **Ed Bott, *Practical Microsoft Windows 2002, Professional*, PHT, Microsoft Press, Mumbai, 2002.**
- 3) **IT Tools and Business Systems, ISRD Group, ISBN: 9780071077712.**
- 4) **Kumar. K and S. Rajkumar, *Computer Applications in Business*, Tata McGraw Hill, New Delhi, 2009.**
- 5) **Parameswaran, R., *Computer Applications in Business*, S. Chand Company Ltd., New Delhi, 2004.**
- 6) **Peter Norton, *Introduction to Computer*, 6<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2011.**
- 7) **Rajaram. V., *Introduction to Information Technology*, PHI, 2003.**
- 8) **Ramesh Behl, *Information Technology for Management*, Tata McGraw Hill, New Delhi, 2012.**
- 9) **Ritendra Goel, D.N. Kakkar, *Computer Applications in Management*, New Age Publishing, New Delhi, 2013.**
- 10) **Sanjiva Shankar Dubey., *Management and IT Consultancy*, Mc Graw Hill, New Delhi, 2012.**

## 107 - PROJECT, ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

### Objective

The basic purpose of this course is to understand the frame work for planning, analyzing and evaluating the project and to prepare a ground where the students build the necessary competencies and to motivate for a career in Entrepreneurship.

### Teaching Methods

Lectures and Case Study and Seminar.

### Unit-I : Project Planning

Definition of project – Classifications of projects – Importance – Scope – Project Identification – Idea generation and Screening – Project selection and Planning – Project Formulation – Project life cycle – Project Organisation – Roles and Responsibilities of project manager – Managing project team.

### Unit-II : Project Feasibility Studies

Pre-feasibility study – Market and Demand analysis – Feasibility Study: Technical – Commercial – Environmental – Socio economic – Managerial and Financial analysis – Detailed Project Report – Resource Survey – Selection of plant location – Project contracts – Insurance for projects – Project Implementation.

### Unit-III : Project Finance and Evaluation

Estimating project time and cost – Cost of capital – Source of finance – Cost control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost Benefit Analysis – Project Evaluation and Performance Review Techniques.

### Unit-IV : Introduction to Entrepreneur

Definition – Concept – Classification and types of entrepreneurs – Entrepreneurial Traits – Need and Important – Roles and Responsibilities of Entrepreneurs in Indian business context – Entrepreneurial Motivation – Entrepreneurial Development Programme: Role and objectives of the programme – Contents – Institutions aiding Entrepreneurs – Central and State level Institutions.

### Unit-V : Entrepreneurship Environment and Challenges

Entrepreneurship environment: Social – Cultural – Political – Natural – Geographic – Technological – Economic Environment and its impact on Entrepreneurship – Factors affecting entrepreneurial growth – Globalization and its challenges – Steps to face global challenges – Strategies for the development of women entrepreneurs.

## **Unit–VI : Small Business Management**

**Small Enterprises – Definition – Classification – Characteristics – Ownership Structures – Steps involved in setting up a small business – Identifying and selecting a good Business opportunity – Market potential analysis – Marketing methods: Pricing and Distribution methods. Sickness in small Business: Concept – Magnitude – Causes and Consequences – Corrective Measures – Government Policy on Small Scale Enterprises – Growth Strategies in small industry: Expansion – Diversification – Joint Venture – Merger and Sub Contracting.**

### **References**

- 1) **Clifford F. Gray and Erik W. Larson, *Project Management*, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Gobalakrishnan, P. & V.E. Ramamoorthy, *Project Management*, MacMillan India Ltd, New Delhi, 2006.**
- 3) **Khanka, S.S., *Entrepreneurial Development*, S. Chand & Company, New Delhi, 2008.**
- 4) **Nagarajan, K., *Project Management*, New Age International Publishers, New Delhi, 2007.**
- 5) **Prasanna Chandra, *Projects*, Tata McGraw Hill, New Delhi, 2007.**
- 6) **Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, *Entrepreneurships*, Tata McGraw Hill, New Delhi, 2007.**
- 7) **Sonatakki, V.C., *Project Management*, Himalayas Publishing House, New Delhi, 2008.**
- 8) **Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, Himalayas Publishing House, New Delhi, 2008.**

## **108 – RESEARCH METHODOLOGY**

### **Objective**

**To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.**

### **Teaching Methods**

**Group Discussions, Role play, Lectures, Seminar Presentations, Computer Aided Teaching.**

### **Unit–I : Introduction to Research and Research Methodology**

**Research – Meaning – Types – Nature and scope of research – Problem formulation – Statement of research Objective – Value and cost of information – Importance of research in Management – Research process – Research design.**

**Unit-II : Data Collection**

**Methods of data collection – Observational and Survey methods – Field work plan – Administration of surveys – Training for field investigators – Sampling methods – Sample size.**

**Unit-III : Research Tools**

**Source of Data – Primary – Secondary data – Questionnaire Design; Attitude measurement techniques – Scaling Techniques.**

**Unit-IV : Application of Statistics in Research**

**Introduction to Statistics – Estimation of Population parameters – Point of Internal estimates of means and proportions – Correlation – Regression – Hypothesis testing – Chi-square test – T test – F test.**

**Unit-V : Use of SPSS in Social Science**

**Use of SPSS and Other statistical software – Tabulation of data – Analysis of data – Advanced techniques – ANOVA – Discriminate Analysis – Factor analysis – Multidimensional Scaling – Cluster Analysis.**

**Unit-VI : Report Preparation**

**Research Applications – Types of Report – Report preparations – Format – Languages – Tables – Pictures & Graphs – Bibliography Comments.**

**References**

- 1) **Arora, P.N. & S. Arora, *Statistics for Management*, S. Chand & Company Ltd., New Delhi, 2007.**
- 2) **Bhandarkar Wilkinson Laldas, *Methodology and Techniques of Social Research*, Himalaya Publishing House, Mumbai, 2004.**
- 3) **Donald R. Cooper and Pamela S. Schindler, *Tata McGraw Hill*, 9<sup>th</sup> Edition, New Delhi.**
- 4) **Dwiedi, R., *Research Methods in Behaviour Science*, Macmillan India Ltd., New Delhi, 2001.**
- 5) **Kothari, C.R. *Research Methodology*, New Age International (P) Ltd, New Delhi, 2004.**
- 6) **Krisnasamy, O.R. and M. Ranganathan, *Methodology of Research in Social Science*, Himalaya Publishing House, Mumbai, 2005.**
- 7) **Levin & Rubin, *Statistics for Management*, Prentice Hall of India, New Delhi, 2002.**
- 8) **Panneerselvam, R., *Research Methodology*, Prentice Hall of India, New Delhi, 2008.**
- 9) **Vohra, N.D., *Business Statistics*, Mc Graw Hill, New Delhi, 2013.**

**FIRST YEAR : SECOND SEMESTER  
201 : FINANCIAL MANAGEMENT**

**Objective**

Finance is concerned with everything that takes place in the conduct of the business. Obviously this subject seeks to develop and acquaint the students with the various concepts, techniques, methods of planning, forecasting, effective utilisation of appraisal evaluations. This will develop and improve the decision making ability in the area of finance.

**Teaching Methods**

Lectures and Seminar Presentation.

Students are to be examined on theoretical aspects 80% and problem aspects 20%.

**Unit-I : Introduction to Financial Management**

Finance function: Meaning – Definition – Scope of Finance function – Executive functions and Incidental functions – Goals of Financial Management – Profit maximisation and Wealth maximisation.

**Unit-II : Short – Term Financing**

Sources of short term financing: The Management of working capital – Meaning of working capital – Net working capital – Financing mix approaches – Sources of working capital financing – Management of cash and marketable security: Importance of cash and liquidity – Cash balance deciding factors – Determination of cash cycle – Receivable management – Objectives – Formulation of Credit and collection policies - Inventory management – Objectives of Inventory – Determination of optimum level of inventory – Types of Inventory.

**Unit-III : Long – Term Financing**

Sources of long term financing – Nature of long term financing – Common stock – Preferred stock – Debt financing: Secured and Unsecured debts – Repurchase of shares – Under writing of shares – Rights issue: Meaning – Procedure – Pricing – Underwriting of rights – Dilution of market price rights – Market price of shares.

**Unit-IV : Dividend Policy Decision**

Dividend policy decision: Internal financing – Dividend and Retained earnings – M.M. Model – Walters Model – Cost of retained earnings – Dividend practices – Factors affecting dividend policy – Dividend payout ratio – Stock dividend and Stock splits – Issue of bonus shares and its procedure.

**Unit-V : Leasing**

Leasing: Characteristics of leasing – Leasing as a source of finance – Types of Leasing – Leasing arrangements – Advantages and Disadvantages – Hire-Purchase – Meaning and Characteristics – Hire-purchase Vs Instalment payment – Fixation aspects – Mergers and Acquisitions.

**Unit–VI : Cost of Capital and Capital Structure**

**Cost of Capital – Significance – Determining Component of Cost of Capital – Weighted Average Cost of Capital – Flotation Costs – Capital Structure – Features of an appropriate capital structure – Determinants of the capital structure – The Modigliani–Miller Hypothesis under No taxes – The MM Hypothesis under corporate taxes – Analysis of capital structure in practice (simple problems).**

**References**

- 1) **Chandra Prasanna, *Financial Management – Theory and Practice*, Tata McGraw Hill Publishing Co., 4<sup>th</sup> ed., New Delhi, 2007.**
- 2) **Eugene F. Brigham & Joel F. Houston, *Fundamentals of Financial Management*, Cengage, 2011.**
- 3) **Hanif M, A Mukherjee, *Financial Accounting, Volume III*, Mc Graw Hill, New Delhi, 2013.**
- 4) **Khan, M.Y. and P.K. Jain, *Financial Management – Text and Problems*, 4<sup>th</sup> ed., Tata McGraw Hill Publishing Co., New Delhi.**
- 5) **Kuchhal, S.C., *Financial Management*, Allahabad, Chaitanya Publishing House, 2004.**
- 6) **Pandey, I.M., *Financial Management*, (9<sup>th</sup> Edition), Vikas Publishing House, 2009, New Delhi.**
- 7) **Srivastava. R.M., *Financial Management*, Himalaya Publication House, Mumbai, 2010.**
- 8) **Van Horne. James C and Sanjat Dhamija, *Financial Management and Policy*, Pearson, New Delhi, 2012.**

**202 : MARKETING MANAGEMENT****Objective**

**To acclimatize the participants about the environment of market, consumer behavior and to develop the ability to design the best marketing strategy by analyzing the factors influencing the consumer decision.**

**Teaching Methods**

**Case Study, Role Play, Seminar, Group Discussion, Visit the company, Audio Video Visual, Inbasecut exercise, Minor project and Meet the consumers.**

**Unit–I : Marketing and its Environment**

**Definition – Role of marketing – Concepts of marketing – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies.**

**Unit-II : Market Analysis and Segmentation**

**Market Analysis – Types of Markets – Marketing mix elements – Portfolio Planning – Demand forecasting methods – Surveys – Buyer’s opinion – Composite Salesforce opinion – Experts opinion – Market test method.**

**Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy.**

**Unit-III : Consumer Behaviour and CRM**

**Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process – Strategies – Family decision making – Stages in buying process – Dissonance behaviour. Customer Relationship Management – Relationship Marketing.**

**Unit-IV : Product and Pricing Strategies**

**Product – Classification of consumer goods and Industrial goods – Product lines – Product Life Cycle – New Product Development – Launching New Product – Product Innovation; Brand – types; Packaging – Labeling Trade Marks – Copyrights – Patents. Pricing Strategy – Methods of Setting Price – Discounts and Allowance.**

**Unit-V : Physical Distribution and Promotion**

**Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C. Distribution Network – Channel Management – Retailing – Wholesale – Promotion – Advertising – Publicity – Sales Promotion Methods.**

**Unit-VI : Sales Force Management and Other Entities**

**Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – marketing Intelligence System (MIS); Ethics in Marketing – Consumerism – Environmentatism – Global Marketing – Services Marketing.**

**References**

- 1) Carl Mc. Daniel, Charles W. Lamb and Joseph F. Hair, *MKTG*, Cengage Learning, New Delhi, 2011.
- 2) Dhruv Grewal, Michael Lerg, *Marketing Management*, Tata McGraw Hill, New Delhi, 2011.
- 3) Gupta, G.B. and N. Rajan Nair., *Marketing Management*, Sultan Chand & Sons, New Delhi, 2011.
- 4) Joel R. Evans and Barry Berman, *Marketing Management*, Cengage Learning, New Delhi, 2007.
- 5) Karen Webb, *Consumer Behaviour*, 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2011.
- 6) Philip Kotler, Kevin Keller, Abraham Koshy and Jha, *Marketing Management*, 12<sup>th</sup> Edition, Pearson Education, New Delhi, 2007.
- 7) Ramaswamy, V.S. and S. Namakumari, *Marketing Management, Global Perspective Indian Context*, Macmillan, New Delhi, 2009.
- 8) Russel S. Winer, *Marketing Management*, Tata McGraw Hill, New Delhi, 2012.
- 9) Varshney, R.V. and S.L. Gupta, *Marketing Management*, Sultan Chand, New Delhi, 2005.

## 203 : HUMAN RESOURCE MANAGEMENT

### Objective

The objective of the course is to enlighten the students with the challenges that organization face today like organization downsizing, workforce diversity, shortages of skilled workers and other concerns. It is the people who staff and manage organization. HRM involves the application of management functions and principles which are applied towards acquisition, development, retention and compensation of employees in organization.

### Teaching Methods

Lecture Case Study, Roleplay and Management Games.

### Unit-I : Introduction

Human Resource Management – Importance – Challenges – Line and Staff aspect – HR management activities – Role of personnel manager – Images and qualities of HR manager – Integration of employee/management interests – Harvard frame work of HRM – Environment of Human Resource Management – External forces, internal forces, Environment scanning.

### Unit-II : Human Resource Planning

Human resource Planning – Importance – future personnel needs, creating talented personnel, foundations for personnel functions – Factors affecting HRP – HR supply/demand forecast – Recruitment – Factors affecting recruitment – Recruitment policy – Internal/External sources of recruitment – Methods of recruitment – Selection procedure – Orientation program.

### Unit-III : Job Analysis, Job Design, Job Evaluation and Training

Job analysis – Content, steps in job analysis, methods of collecting job data, potential problems with job analysis – Factors affecting job design – JOB design approaches – Job specification – Job evaluation – Procedure, Advantages, Limitations – Job evaluation methods – Distinction between training development education – Inputs in T&D – Skills, Development, Ethics, Attitudinal Changes, Decision making skills – Gaps in training – Principles of learning – Learning curve – The training process – Evaluation on the job and off the job – Training methods techniques – Management Development.

### Unit-IV : Performance Appraisal

What should be appraised – Traditional methods of performance appraisal – Modern methods of appraisal – MBO process – Appraisal techniques failure – Ethics of appraisal – Potential appraisal – Potential attributes – Career planning and development – Succession planning – Retention determinants – Organizational components, organizational career opportunities – Attrition – Objectives – Problems and Benefits, Rewards and retention, Employee relationship.



#### Unit-V : Promotion and Compensation

**Promotion – Promotion policy – Types of Promotion – Basis of Promotion – Seniority – Merit – Ability – Transfers – Reasons, principles and types – Separation – Lay off, Resignation, Dismissal, Retrenchment, Voluntary retirement scheme – Components of remuneration – Wages and salary, incentives, fringe benefits, perquisites, non-monetary benefits – Factors affecting employee remuneration – Minimum wage, fair wage, living wage – Executive remuneration.**

#### Unit-VI : Quality of work life and Participative Management

**Scope and ways of participation – Board level, ownership, complete control, staff council, joint council, collective bargaining, Job enlargement/enrichment, suggestion schemes, quality circle – Total quality management – Structure of participative management – Nature and benefits of participation – managing diversity – gender issues in equal employment – Quality of work life – Role of supervisor in QWL – Safety – Types of accidents – Safety programs – Work place health issues – Work place violence – outsourcing HR activities.**

#### References

- 1) **Ashwathappa, K., *Human Resource Management*, Tata McGraw Hill, New Delhi, 2005.**
- 2) **Aswathappa K., and Sadhna Dash, *International Human Resource Management*, 2<sup>nd</sup> Edition, Mc Graw Hill, New Delhi, 2013.**
- 3) **Cynthia D. Fischer, Lyle F Schoenfeldt, James B Shaw, *Human Resource Management*, Biztantra, New Delhi, 2004.**
- 4) **Gary Dessler, Biju Varkey, *Human Resource Management*, Pearson Education, New Delhi, 2009.**
- 5) **Gupta. C.B., *Human Resource Management*, Sultan Chand & Sons, New Delhi, 2011.**
- 6) **Khanka, S.S., *Human Resource Management*, S. Chand & Company Ltd., New Delhi, 2003.**
- 7) **Luiz R. Gomez Mejia, David B. Balkin, Robert L Cardy *Managing Human Resource*, PHI Learning, New Delhi, 2009.**
- 8) **Mamoria, C.B. and S.V. Gankar, *Human Resource Management*, Himalaya Publishing House, Mumbai, 2006.**
- 9) **Rao, P.L., *Comprehensive Human Resource Management*, Excel Books, New Delhi, 2006.**
- 10) **Robert L.Mathis and John H. Jackson, *Human Resource Management*, Cengage, New Delhi, 2004.**

**204 : PRODUCTION AND MATERIALS MANAGEMENT****Objective**

**The key objective of this course is to acquaint students with the needed skills and knowledge for making effective and efficient purchase, Decision storage and flow of materials in manufacturing and service organizations; Cost-reduction techniques in Pre-Purchase and Post-Purchase systems.**

**Teaching Methods**

**Lecture and Case Study.**

**Unit-I : Production Function**

**Introduction – Production functions – Design of production system – Types of production – Types of process – Productivity – Ergonomics.**

**Plant Location – Factors influencing plant location – Multi Plant location – Foreign Location – Relocation – Plant location trends.**

**Unit-II : Plant Layout and Maintenance**

**Plant Layout – Types of layouts – Process layout – Product layout – Layout of service facilities – Office layout – Use of service facilities – Use of drawings, templates and models in layout physical facilities.**

**Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records.**

**Unit-III : Production Planning and Control**

**Production Planning and Control – Routing – scheduling – Despatching – Expediting – GANTT charts – Work study and Motion study and Method study analysis – Use of Computers in PPC – Design and Implementation of PPC System.**

**Unit-IV : Materials Management**

**Materials Management – Objective of materials management – Materials forecasting and planning – Inventory control – Fixed order size, P&Q Inventory System – Deterministic probabilistic models, Static inventory models – Spare parts management – Materials requirement planning – Aggregate inventory management – Implementation aspects of inventory systems.**

**Unit-V : Store and Purchase Function**

**Standardization, simplification, codification, stores layout, storage systems and equipment, stores preservation, stores procedures and automation of warehouses.**

**Purchasing function – Purchasing policies and procedures, legal aspects of purchasing, tax considerations in purchasing, selections and sources of supply, make or buy decisions – Vendor evaluation and rating – vendor development.**

### Unit-VI : Materials Management Information System

**Materials accounting and budgeting evaluation of materials management performance. Information systems and computers in materials management.- Materials handling equipments – Stores Account – Price – Cost analysis and Negotiation forward buying – Speculation and Commodity markets – Capital equipment buying, imports and customs – Clearance – Purchasing research.**

#### References

- 1) **Adam, EE & Ebert, R.,** *Production and Operations Management*, **PHI Learning**, 6<sup>th</sup> ed., **New Delhi, 1995.**
- 2) **Buffa, E.S.,** *Modern Production Management*, **Engle Wood Cliff, New Jersey, Wiley, 1993.**
- 3) **Chary, S.N.,** *Production and Operations Management*, **Tata McGraw Hill, New Delhi, 1999.**
- 4) **Dutta, A.K.,** *Integrated Materials Management*, **New Delhi, PHI Learning, 2000.**
- 5) **Gopalakrishnan Sundaresan,** *Materials Management*, **PHI Learning, New Delhi, 2003.**
- 6) **Nair, N.K.,** *Purchasing and Materials Management*, **Vikas Publishing House, New Delhi, 2005.**
- 7) **Paneer Selvam, R.,** *Production and Operations Management*, **PHI Learning, 2007.**
- 8) **Shridhara Bhat, K.,** *Production and Materials Management*, **Himalaya Publishing house, Mumbai, 2003.**

### 205 : MARKETING MANAGEMENT (CBCS ELECTIVE)

#### Objective

**To acclimatize the participants about the environment of market, consumer behaviour and to develop the ability to design the best marketing strategy by analysing the factors influencing the purchase decision.**

#### Teaching Methods

**Lecture and Case Study.**

#### Unit-I : Marketing and its Environment

**Definition – Role of marketing – Concepts of marketing – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing, Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies.**

#### Unit-II : Market Analysis and Segmentation

**Market Analysis – Types of Markets – Marketing mix elements – Market Portfolio Planning – Demand forecasting methods – Survey – Buyer’s opinion – Composite Sales force opinion – Experts opinion – Market test method.**

**Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy.**

**Unit–III : Consumer Behaviour and CRM**

**Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process – Strategies – Family decision making – Stages in buying process – Dissonance behaviour. Customer Relationship Management.**

**Unit–IV : Product and Pricing Strategies**

**Product – Classification of consumer goods and Industrial goods – Product lines – Product Life Cycle – New Product Development – Launching New Product – Product Innovation; Brand – Types; Packaging – Labeling Trade Marks – Copyrights – Patents. Pricing Strategy – Methods of Setting Price – Discounts and Allowance – Price of.**

**Unit–V : Physical Distribution and Promotion**

**Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions– Advertising – Publicity – Sales Promotion Methods.**

**Unit–VI : Sales Force Management and Marketing Trends**

**Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentatism – Global Marketing – Services Marketing.**

**References**

- 1) **Biplab S. Bose, Marketing Management, Humalaya Publishing, Mumbai, 2010.**
- 2) **Dawn Iacobucci, Avinash Kapoor, Marketing Management, Cengage Learning, New Delhi, 2011.**
- 3) **Meenakshi, Arunkumar, Marketing Management, Vikas Publishing House, New Delhi, 2012.**
- 4) **Philip Kotler, *Fundamentals of Marketing*, 3<sup>rd</sup>, ed., Pearson Publishers, New Delhi, 2001.**
- 5) **Rajan Saxena, *Marketing Management*, Tata McGraw Hill, Third Edition, New Delhi, 2006.**
- 6) **RSN Pillai, Bagrati, Modern Marketing, S. Chand & Company, New Delhi, 2009.**

## **206 : DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM**

### **Objective**

**This course is designed to provide business students a real-world understanding of information systems and Decision Support System application in business. The course imparts a firm foundation and background needed in the field of information systems, based on which the students can study current Information System technologies. Also, the course gives students the right balance of conceptual background, technical information and real-world applications.**

### **UNIT I**

#### **Basic MIS and DSS concepts**

**Management Information System: Definition; Concept; Frame Work. Elements of MIS: MIS Structure; Functional Components; Information Component; Human Component; System Component. Decision Support Systems: Definition; Types of problems-structured-semi-structured and unstructured problems; Sub Systems of DSS: Dialogue Management; Model Management and Data Management Sub systems.**

### **UNIT-II**

#### **Design and development of MIS and DSS**

**Designing Information System: System Development Life cycle (SDLC) approach: Requirement Analysis; Information gathering; Design and developing the IS; Implementation of IS in organizational settings. Rapid application Development: Application Systems; ERP applications. DSS development process-DSS evolution-GDSS application and design. Mathematical models in DSS**

### **UNIT-III**

#### **Infrastructure for MIS and DSS**

**Hardware requirement for MIS and DSS: Communication Processors and Channels; Network Infrastructure for MIS and DSS- Different types of Computer networks- 4GL Technologies-Mobile Device applications Expert Systems: Artificial Intelligence; Fuzzy logics: GIS applications in Business- Cloud Computing**

### **UNIT-IV**

#### **MIS in functional Components**

**Information systems applications on Functional domains of Business: Marketing Information system-HR Information System-Financial Information System-Accounting Information System-Production Information System-Information System applications in retailing- Information System applications in Supply Chain Management. Document Management Systems: Record Keeping systems**

**UNIT V****Information System Security**

**Information system Security and Control – Different layers of protection for IS application: System Vulnerability and threats for data and abuse- Piracy of applications and control. System quality factors-Ethical and social impact of Information systems. Privacy and freedom of information system end users-Information privacy norms-Fair use doctrine**

**UNIT VI****IT infrastructure Management**

**Organising MIS function in the enterprise- structure of MIS team in the organization-Different strategies of IT infrastructure management; In-house development of MIS-Outsourcing MIS function; Hardware and Software updating-End user training and development-End user training need identification-Managing the change and conversion process.**

**References**

1. **Effy Oz., *Management Information Systems*, Centage Learning India Pvt.Ltd., New Delhi.2009.**
2. **Efrem G. Mallach., *Decision Support systems and Data warehouse systems*, 10<sup>th</sup> Edition,Tata McGraw-Hill ltd,New Delhi 2011**
3. **Gelinas, Sutton, and Hunton, *Accounting Information Systems with Acquiring, Developing and Implementing Guide*, Sixth Edition, Thomson Learning International Student Edition, New Delhi, 2007.**
4. **Gordan. B .Davis and Margrethe H.Olson. (1984). *Management Information Systems: Conceptual Foundations, Structure and Development*. Singapore, McGraw-Hill International Editions.**
5. **Goyal, D.P., *Management Information Systems Managerial Perspectives*, Macmillan, New Delhi, 2011.**
6. **James O Brien and George M Marakas., *Management Information Systems*, 10<sup>th</sup> Edition,Tata McGraw-Hill ltd,New Delhi 2011**
7. **Janakiraman and Sarukeshi,Decision Support Systems, 12<sup>th</sup> Edition,Prentice Hall of India., New Delhi,2011.**
8. **Kennet C. Laudon, and Jane P.Laudon., *Management Information Systems- Managing Digital Firms*, 12<sup>th</sup> Edition,Prentice Hall of India., New Delhi,2011.**
9. **Rajesh Ray., *Enterprise Resource Planning Text & Cases*, Sultan Chand & Sons, New Delhi, 2011.**
10. **Robert Schultheis and Mary Sumner, *Management Information Systems – The Manager’s View*, Fourth Edition, Tata McGraw Hill, New Delhi, 2003.**

**A STUDENT CAN CHOOSE ANY TWO SPECIALIZATIONS FROM THE OPTIONS  
AND SHOULD CONTINUE WITH THE SAME SPECIALIZATIONS FROM  
SECOND SEMESTER TO FOURTH SEMESTER.**

**207 & 208 (DUAL) – CHOOSE ANY TWO**

<b>A. FINANCE</b>	Accounting Software
<b>B. MARKETING</b>	<b>Marketing Research and Consumer Behaviour</b>
<b>C. HUMAN RESOURCE</b>	<b>Industrial Relations and Labour Welfare Management</b>
<b>D. PRODUCTION</b>	<b>Production Planning and Control</b>
<b>E. SYSTEMS</b>	<b>Systems Analysis and Software Development</b>
<b>F. INTERNATIONAL TRADE MANAGEMENT</b>	<b>Export – Import Procedures, Documentation and Logistics</b>

**(A) ACCOUNTING SOFTWARE**

**Objective**

The purpose of this course is to acquaint the students with the practical knowledge with the various techniques, methods, process of accounting data analysis with the application software Tally ERP 9.

**Accounting Software**

Tally ERP 9 is an application software that records and processes accounting transactions within functional modules such as accounts payable, accounts payable, accounts receivable, payroll and trial balance. It functions as an Accounting Information System. Tally is Financial and Inventory Management System. It is one of the acclaimed Accounting Software with larger user base.

**Unit-I : Basics of Accounting**

Types of accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping, Mode of Accounting, Financial Statements, Final Accounts – Preparation of Trial balance, Profit and Loss Account, Balance sheet.

**Unit-II : Fundamentals of Tally.ERP 9**

- Getting Functional with tally.ERP 9
- Creation/ setting up of Company
- Features
- Configurations
- Setting up Account Heads

**Unit-III : Inventory in Tally.ERP 9**

- Order Processing
- Reorder Levels
- Tracking Numbers
- Batch wise Details
- Additional Cost Details
- Bill of Materials
- Price List.

**Unit-IV : Value Added Tax (VAT)**

- **Configuring VAT –Documents and Records**
- **Creating masters**
- **Entering Transactions**
- **Accounting for Return of Goods**
- **Rate Difference in Purchase / sales**
- **Accounting for Interstate transactions**
- **Exempt transactions under VAT**
- **VAT Reports**

**Unit-V : Central Sales Tax (CST)**

- **Basics of Central Sales Tax (CST)**
- **Enabling CST**
- **Recording Interstate Transactions**
- **Payment of CST**
- **CST Reports**

**Unit-VI : Tally.NET and Remote Capabilities**

- **Overview of Tally.NET**
- **Configure Tally.NET Features**
- **Connect Company on Tally.NET**
- **Create Remote users**
- **Authorize Remote Users**
- **Remote Access.**

**References**

1. **Hanif M, A Mukherjee, *Financial Accounting, Volume III, Mc Graw Hill, New Delhi, 2013.***
2. **Nadhani, *Tally ERP 9, Training Guide, BPB Publisher, 2009.***
3. **Namrata Agarwal, *Tally 9, Dreamtech Press, New Delhi.***
4. **Tally.ERP 9, *In simple steps, Kogent Learning Inc Solutions, Dreamtech press, 2010.***
5. **Vikas Gupta, *Comdex Business Accounting with MS Excel 2010 and Tally. ERP 9 course Kit, Dreamtech press.***
6. **Vishmi Priya Singh, *Learning Tally.ERP 9, New Asian Publisher.***

**Scheme of Examination****Marks**

- |  |            |
|--|------------|
| 1. <b>Students will appear for practical exam in the lab for 3 hours to Solve the questions with the help of tally software and the marks will be awarded based on the output and viva performance</b> | <b>75</b>  |
| 2. <b>Internal (Attendance, Assignment, Lab test)</b>  | <b>25</b>  |
|  | -----      |
|  | <b>100</b> |
|  | -----      |



**(B) MARKETING RESEARCH AND CONSUMER BEHAVIOUR****Objective**

**This course focuses on the psychology and sociology of Human behavior as it relates to consumer decision making and actions. Understanding what benefits consumers are seeking and how they make decisions, shop, buy and help marketers to develop and carry out more effective product, price, place and promotion actions. Motivation to buy is often driven by a desire to enjoy a certain quality of life. The study of decision making, shopping, buying and consuming is a scientific field of study designed to help marketers to make better decisions.**

**At the End of the Course**

- **Students should be able to get an usable, managerial Understanding of consumer behaviour**
- **Students should be able to know the importance of store layout, POP materials, and store design**
- **Students should be able to understand pre and post purchase behaviour**

**Teaching Methods**

**Lecture and Computer Laboratory exercise.**

**Unit-I : Market Research**

**Marketing research – Scope – Applications and Limitations – Marketing Research scenario in Indian Corporate sectors and other researchers. Research Process – Formulating research problem – Exploratory, Descriptive, Causal research design – Data source – Evaluating Secondary data – Designing a questionnaire – Methods of scale construction – Sampling design and Sample size.**

**Unit-II : Scaling Technique and Data Analysis**

**The concept of attitude – Procedure in attitude scaling – Introduction to marketing Scales – Data analysis – Data preparation – Frequency distribution, Cross tabulation, Hypothesis testing – Analysis of variance and covariance – Discriminant/Factor analysis – Experimental design – Randomization, Latin Scales.**

**Unit-III : Report Preparation / Presentation and Applications of Marketing Research**

**Interpretation – Report preparation – Report format – types of report – Principles of report writing – Graphs and Tables – Oral presentation – ethics in marketing research – New product development and test marketing – Advertising Research – Consumer research – Sales analysis and forecasting.**

**Unit-IV : Consumer Behaviour Introduction, Consumer motivation, Personality and Consumer perception**

**Consumer behaviour – Definition – Scope – Customer value – Customer satisfaction – Injurious consumption – Traditional marketing concept – Value and retention focused marketing – Models of Consumer Behavior – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics.**

**Needs – Goals – Discovering purchase motives – Motivation research – Defense mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour – Self image – Forms of self image – How general personality influence consumer behaviour – Perception – Weber’s Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality – Perceptual mapping.**

**Unit-V : Consumer Learning and Reference Group Appeal**

**Classical Conditioning – Instrumental Conditioning – Information Processing – Tricomponent attitude model – Multi attribute attitude model – Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.**

**Unit-VI : Consumer Influence, Purchasing Process, Structure and Post Purchase Behavior**

**Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process – Store location, Store design and Physical facilities – Store specific shopper profiles – In-store purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, situation segmentation – Positive/Negative Post purchase Behaviour – Complaint Behaviour.**

**References**

- 1) **Beri, G.C., *Marketing Research*, Tata McGraw Hill, New Delhi, 2004.**
- 2) **Blackwell, Miniard, Engel, *Consumer Behavior*, Cengage Learning, New Delhi, 2012.**
- 3) **David L. Loudon, Albert J. Della Bitta, *Tata McGraw Hill*, New Delhi, 2007.**
- 4) **Del I. Hawkins, Roger J. Best, Kenneth A. Coney and Amit Mookerjee, *Consumer Behavior, Building Marketing Strategy*, 9/e, Tata McGraw Hill, New Delhi, 2007.**
- 5) **Jay D. Lindquist and M. Joseph Sirgy, *Shopper, Buyer and Consumer Behavior*, Biztantra, New Delhi, 2007.**
- 6) **Leon G. Schiffman, Kanuk Leslie Lazar, *Consumer Behavior*, PHI Learning, New Delhi, 2008.**
- 7) **Michael R. Soloman, *Consumer Behavior*, PHI Learning, New Delhi, 2009.**
- 8) **Naresh K. Malhotra, *Marketing Research – An applied Orientation*, Pearson Education, New Delhi, 2005.**
- 9) **Rajendra Nargundkar, *Marketing Research*, Tata McGraw Hill, New Delhi, 2006.**
- 10) **Ramanuj Majumdar, *Consumer Behavior*, PHI Learning, New Delhi, 2010.**

## (C) INDUSTRIAL RELATIONS AND LABOUR WELFARE MANAGEMENT

### Objective

To enable the students to understand the significance, applications of industrial relations and labour welfare management.

This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and micro levels.

### Teaching Methods

Lecture and Case Study.

### Unit-I : Introduction

**Industrial Relations Perspectives: Approaches – Scope Concept and Significance – IR Systems – Structure of IR dept. – Role of IR Officer – Industrial Relations and the Emerging Socio Economic Scenario – Causes for poor IR.**

### Unit-II : Trade Unions and Discipline

**Role, Types, Origin, Structure, Theory – Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management – Code of Discipline and Code of Conduct – Grievance Management – Misconduct – Discipline – Forms of indiscipline – Stages in disciplinary proceedings – Punishment.**

### Unit-III : Negotiation and Collective Bargaining

**Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing – Collective bargaining – Objectives – Process – Position in India.**

### Unit-IV : Employee Empowerment and Quality Management

**Collective Bargaining and Settlements including present status – Industrial Relations and Technological Change – ILO – Aims and Role in Promoting Industrial Peace.**

### Unit-V : Labour Welfare

**Meaning and Scope – Theories – Classification, Concept and Growth of Labour Welfare in India – Role, Responsibilities, Duties of Welfare officer – Industrial Hygiene and Safety.**

### Unit-VI : NCL and Workers Participation Management

**Objective of workers Education – Recommendations of National Commission on Labour – Forms – Levels of Participation – Evolution – Models – Objectives – Joint Management Council – Stages of Participative Management – Evaluation.**

## References

- 1) **Manoria, Mamoria, Gankar, Dynamics of Industrial relations, Himalaya Publishing, Mumbai, 2012.**
- 2) **PC Tripathi, Personel Management & Industrial Relations, Sultan Chand, New Delhi, 2009.**
- 3) **Punekar, S.D and Deodhar. S.B., Sarewathi Sankaran Labour Welfare, trade unionism and industrial relations, Himalaya Publishing, Mumbai, 2012.**
- 4) **Ratnasen, *Industrial Relations in India*, New Delhi, Macmillan, 2007.**
- 5) **Singh, B.D., *Industrial Relations and Labour Laws*, Excel Books, New Delhi, 2008.**
- 6) **Venkatapathy, R., *Labour Welfare & Industrial Relations*, Mumbai, Himalaya Publication, 2003.**

## (D) PRODUCTION PLANNING AND CONTROL

### Objective

To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

### Teaching Methods

Lecture and Case Study and Computer Aided Teaching.

### Unit-I : Introduction to PPC

Concepts & functions of PPC for various types of production system – Inventory system – Integrated planning and physical distribution.

### Unit-II : Forecasting and Planning

Demand forecasting – Aggregate planning and master scheduling models – Planning and Scheduling for high volume standardised operations, Basic concepts in flow line design – Material requirement planning.

### Unit-III : Scheduling

Planning and scheduling for intermittent systems, criteria for effectiveness in scheduling; flow shop scheduling decision rule, applications of computer.

### Unit-IV : Group Technology

Group technology and cell system of production, Line of balance techniques, Project monitoring – Forecasting for inventory and Production control – Job shop planning.

### Unit-V : Maintenance

Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records. Maintenance system, Maintenance planning and control, planned maintenance system: Material handling – Principles – Equipments.

**Unit–VI : Evaluation and Safety Management**

**Operations performance evaluation and reporting, design and implementation of PPC system. Statistical process control – Safety management.**

**References**

- 1) **Adam EE & Ebert, R.J.**, *Production and Operations Management*, **Prentice Hall of India, New Delhi, 2000.**
- 2) **Amrine Harold, T.**, *Manufacturing Organization and Management*, *Engle Wood Cliffs*, **Prentice Hall Inc., New Jersey, 2002.**
- 3) **Buffa, E.S.**, *Modern Production Management*, **McGraw Hill, New York, 2002.**
- 4) **Chary, S.N.**, *Production and Operations Management*, **McGraw Hill, New Delhi, 2002.**
- 5) **Dilworth and B. James.**, **Operations Management: Design, Planning and Control for Manufacturing & Services**, **McGraw Hill, Singapore, 2000.**
- 6) **Dotler, Donald W and Lee, Lamar**, *Purchasing and Materials Management*, **McGraw Hill, New York, 2001.**
- 7) **Narasimhan, Mc Leavey & Billington**, *Production Planning & Inventory Control*, **Prentice Hall of India, New Delhi, 2003.**
- 8) **Prem Vrat, Sardana, G.D., and Sahay, G.D.**, *Productivity Measurement for Business Excellence*, **Narosa Publishing, New Delhi, 2009.**
- 9) **Senthil, M. and N.M. Venkatesan**, *Contemporary Production Management*, **Publish Microchip Computer Network, Chennai.**
- 10) **Tarek Khalil., and Ravi Shankar.**, *Management of Technology 2<sup>nd</sup> Edition*, **Mc Graw Hill, New Delhi, 2013.**

**(E) SYSTEMS ANALYSIS AND SOFTWARE DEVELOPMENT****Objective**

**The Objective of this course is to acquaint the students on systems concepts and its applications in designing computerized reports for an organization.**

**Teaching Methods**

**Case Analysis, Lecture System Development Projects and Computer lab and Computer Aided Teaching.**

**Unit–I : Basic Concepts of Systems**

**Systems Definitions – Systems classifications – open, closed: Deterministic and Probabilistic system: Stable system – Business organization as system – organization structure – Organization Objectives, process and information needs – System – Applications and Development Relationship Process.**

**Unit–II : Information System Life Cycle**

**Information System life cycle – System development stages – System Development Life Cycle – Model – JAD – Phase – User role in systems development process – Establishing a portfolio of information system application – Importance of Auditability, Maintainability and Recoverability in information systems.**

**Unit–III : Systems Planning**

**Systems Planning – Approaches to systems development – feasibility as event – Technological, Economic and Social. System investigation: Objectives of investigation, Management decision making; Procedure and data – Method of investigation – Recording of Investigation.**

**Unit–IV : Systems Analysis**

**Systems analysis – Objectives, Nature and Importance of Analysis – Role and Requirement – Tools of analysis – Steps in analysis – Analysis of Organization structure and procedures – Logical System design – Design Objective – Design Alternatives, Outline design of input and output – Data analysis processing requirements–Clerical and Computer – Selection of alternative.**

**Unit–V : Systems Designing**

**Output and Input design – Input and Output specifications – Computer Procedure design – Design tools – Design considerations – CASE tools; Design of forms, Codes, terminal dialogues and user procedures. – Object Oriented system Analysis & design – Structured Analysis and Design – Objectives, importance and techniques.**

**Unit–VI : System Implementation Concepts**

**Systems implementation – Planning and Control – Unit testing and combined module testing – Testing manual procedures – File conversion and set up – Cut over and parallel testing – Training of users and Operating personnel – Documentation of the system – Maintenance and Review of system.**

**References**

- 1) **Alan Dennis and Barbara Haley Wixom, *Systems Analysis and Design*, John Wiley & Sons, Inc., 2000.**
- 2) **Alan Pennier and Barbara Haley Wixom, *Systems Analysis and Design – An Applied Approach*, John Wiley, 2002.**
- 3) **Hawryszkiewicz, I.T., *Introduction to Systems Analysis and Design*, Prentice Hall, 2001.**
- 4) **Jeffrey A. Hetter and Joey F. George, *Modern Systems Analysis & Design*, New Delhi, Addison Wesley, 2001.**
- 5) **John W. Satzinger, Robert B. Jackson and Stephen D. Burd, *Systems Analysis and Design in a Changing World*, Thomson Learning, 2001.**
- 6) **Kenneth C. Landon and Jane P. Landon, *MIS, Managing Digital Firm*, New Delhi, Prentice Hall of India, 2001.**
- 7) **Satya Sekhar, G.V., *MIS*, Excel Publication, New Delhi, 2003.**
- 8) **Zwars, *Foundation of Information Systems*, McGraw Hill, International ed., New Jersey, 2000.**

**(F) EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS****Objective**

**The aim of this course is to acquaint students with knowledge of export-import procedures, documentation and to expose knowledge of world logistics.**

**Teaching Methods**

**Lecture, Group Discussion and Case Study.**

**Unit-I : Export Financing Documents**

**Documentation Framework – EXIM Documentation; International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement; Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices UCP);**

**Unit-II : Pre-shipment Procedure**

**Business Risk Coverage–Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities; Quality Control and Pre-shipment; Inspection and Procedures: Role of Clearing and Forwarding Agents.**

**Unit-III : Bank Negotiation**

**Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with Banks; Procedures and documentation for availing export incentives– Duty draw backs, Import Licensing and other incentives.**

**Unit-IV : Export Order**

**Processing of an Export Order; World Shipping: Structure, Liners, and Tramps, Conference System; Freight and Structure – Containerization and Other developments.**

**Unit-V : Agreements**

**International Agreements and Conferences on Sea Transport; Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerization, Machinery for Consultation; Air Transport: International setup, Freight rate structure.**

**Unit-VI : Port Procedures**

**Export licensing – Procedures in Airport and Sea – Port regarding Export and Import.**

**References**

- 1) **Bhalla, V.K. and S. Ramu, *International Business Environment and Management*, 5<sup>th</sup> ed., Anmol Pub. (P) Ltd., New Delhi, 2001.**
- 2) **Francis Cherullinium, *International Business*, Wheeler Publication, New Delhi, 2000.**
- 3) **Francis Cherunilam, *International Trade and Export Management*, Himalaya Publishing House, Mumbai, 2002.**

- 4) *Government of India Handbook of Import – Export Procedures*, **Anupam Publishers, New Delhi, 2002.**
- 5) **Nair, S.K.**, *Contract Management*, **Vrinda Publication, New Delhi.**
- 6) *Paras Ram Export: What, Where and How*, **Anupam Pub., New Delhi, 1995.**
- 7) **TAS Balagopal**, *Export Management*, **Himalaya Publishing House, Mumbai, 2000.**

#### 209 : EXPOSURE TO SMALL AND MEDIUM ENTERPRISES – PROJECT WORK

##### Objective

Students should make use of first semester holidays and other holidays to learn from small and medium business units and establishments.

Student should get versatile exposure in all specialization areas.

##### Guidelines

- 1) The duration of the program is 40 hours.
- 2) Though the students attend eight hours shift in the small business will be taken only three hours credit per day (So that students can have the touch with real business for longer time).
- 3) Students should learn in a Tiny/Village/Rural/ Industry (Eg. Poultry, Pottery, Nursery, Artisan, Agarbathi, Plantation, Fish processing, Bags, Micro finance, Pre-casting, NGO, Small and Medium Shops and the like).
- 4) Students can submit the report about one or more firms in each report.
- 5) Students should get the attendance from the firm(s) and attach the same in the report.
- 6) Students can choose a guide of their choice from regular department faculty.
- 7) Faculties have ceiling of equal distribution of wards which will be done by the concern committee. Each student must perform their Main Project, Case study base report-1, Case study base report-2. If any violation on this then the project will not be considered for evaluation during the period, the students must complete their work in the next period.
- 8) Students should submit a case study based projects/ report in the end of the said periods (First case study base report should submit at the end of second semester and the second report should submit at the end of fourth semester. The students should do the work under the guidance of one faculty member of MBA department.
- 9) These case study reports can be submitted by the students with the minimum of 100 pages of typed script and soft binding each one.
- 10) Each report should be evaluated under the central evaluation center and not by their guide.
- 11) Each case study based report can be awarded 100 marks inclusive of 25 marks as internal (Awarded by guide).



## 210 : LAB FOR STATISTICAL PACKAGES ON BUSINESS DECISION

### Objective

The objective of the Lab is to provide basic knowledge and experience in using statistical packages to make managerial decisions. The lab extends hand on experience on SPSS etc.

### Unit-I : Introduction – Basic Research Process

Research methods – Data – Evaluation of measuring Instrument – Scale of measurement – Types of Questions – Sampling methods – Reliability and validity of Questionnaire – Filed Procedures.

### Unit-II : Data Editor

Processing of Data – Coding – Variables and variables labels – Rules in Creating Variables Name – Variable Format – Value Labels – Recode Command – Missing Data – Creating and Editing a Data File.

### Unit-III : Hypothesis Testing and Probability Values

Approaches to analyzes – Types of Analysis – Hypothesis Formulation – Hypothesis Testing – Checking of Data – Purification – Modification – Dependent and Independent Variable.

### Unit-IV : Simple Tabulation and Cross Tabulation

Simple Tabulation – Frequencies – Percentage – Charts – Simple Tabulation for ranking type questions – Cross Tabulation – Calculating percentage in a cross tabulation – Cross tabulation of more than two variables – chi-square test for cross tabulation – Measures of the strength of association between variables.

### Unit-V : ANOVA and Design of Experiments

Application – Methods – Variables – Completely randomized design in a one-way ANOVA – Factorial Design with two or more factors – Pair wise test – Independent t-test – Correlation – Regression – Interpretation of Result.

### Unit-VI : Multivariate Analysis

MANOVA – Methods – Variables – Applications – Discriminate Analysis – Methods – Variables and Data – Factor analysis for data reduction – Cluster analysis – Applications areas – Recommended usages – Conjoint analysis for new Design – Multidimensional scaling – Methods – usage – Introduction to structural equation model.

### References

- 1) CR Kothari, *Research Methodology*, HPH, Bombay, 2000.
- 2) Naresh Malhotra, *Marketing Research*, Pearson Publication, 7<sup>th</sup> Edition, 2012, New Delhi.
- 3) SPSS for beginners – Vijay Gupta (1999) published by VJ Books Inc.
- 4) SPSS, Survival Manual: A step by step guide to Data Analysis Using SPSS – Julie Pallant – McGraw Hill (3<sup>rd</sup> Edition).
- 5) Vohra, N.D., *Business Statistics*, Mc Graw Hill, New Delhi, 2013.

**SECOND YEAR : THIRD SEMESTER  
301 : OPERATIONS RESEARCH**

**Objective**

The Objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

**Teaching Methods**

Lecture.

**Unit-I : Introduction**

Evolution of Operations Research – Models – Formulation of Models – Using models for problem solving – Techniques of Operations Research – Limitations of Operations Research.

**Unit-II : Linear Programming**

Requirements of L.P. Applications – Graphical methods and Simplex method of solving optimization problems – Duality – Technical issues in Simplex method.

**Special Purpose Algorithms**

Transportation model – Balanced and Unbalanced problems – North-West Corner rule – Least Cost Method – Vogels Approximation method – MODI method – Assignment model – Hungarian model – Travelling Salesman Problem.

**Unit-III : Inventory Models**

Inventory costs – Cost of average inventory – Optimum Number of orders per year – Optimum days supply per order – Optimum rupee value per order – Assumptions – Applications of EOQ in Production process – Reorder point – Lead Time – Safety Stock.

Waiting Line Models – Definitions of waiting lines – Single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time) – Multiple channel Queue models (Poisson Distributed Arrivals and exponentially distributed Service Times) – Simulation of Queuing System.

**Unit-IV : Game Theory**

Two person Zero sum Games – Pure Strategy – Mixed Strategy – Dominance – Mix N Games – Graphical solution.

**Network Models**

PERT – CPM – PERT cost – Resource allocation – Float and slack – Other network models.

**Unit-V : Replacement Models**

Capital equipment replacement – Replacement of terms that fail completely – Individual Vs Group replacement.

**Sequencing**

Problems with 'n' jobs and 2 machines problems with 'n' jobs and 3 machines.

**Unit-VI : Advanced O.R. (Theory Only)**

Orientation about Dynamic Programming – Integer Programming – Goal Programming – Decision Theory – Latest advancement in O.R. – Sensitivity Analysis.

## References

- 1) **Budnik, Frank S. Dennis MgKaney and Richard Mojena**, *Principles of Operations Research*, **All India Traveller Bookseller, New Delhi, 1995.**
- 2) **Gould, F.C. etc.**, *Introduction to Management Science*, **Englewood Chiffs, Prentice Hall Inc., New Jersey, 1993.**
- 3) **Kapoor, V.K.**, *Operations Research*, **Sultan Chand & Sons, New Delhi, 2011.**
- 4) **Panneerselvam**, *Operations Research*, **Prentice Hall of India, New Delhi, 2003.**
- 5) **Paul Loomba N.**, *Management A Quantitative Perspective*, **Collier Macmillan Publishing Co., New York, 1990.**
- 6) **Richard I. Levin and Charles A. Krikpatrick**, *Quantitative Approaches to Management*, **6<sup>th</sup> Edition, McGraw Hill Kogakuha Ltd., Tokyo, 1998.**
- 7) **Sharma, J.K.**, *Operation Research: Theory & Application*, **Macmillan India Ltd., New Delhi, 2001.**
- 8) **Taha**, *Operations Research – An Introduction*, **Prentice Hall of India, New Delhi, 2003.**

## 302 : CASE STUDY AND ANALYSIS

### Objective

The Objective of this course includes developing an appreciation of different cases and analysis in all possible directions. This will give exposure about the industry among the students and build up the experience of knowing the business organizations in depth.

### Teaching Methods

Lecture/Discussion, Executive and Invited Lectures, Group Discussion, Seminar / Presentation and Video Cases.

### Unit-I : Case Study Fundamentals

Case Based Learning – Role – Expectations – Classroom Discussions – Participation – Fundamentals – Arguments – Types of Cases – Methods – Groups – Preparations – Techniques – Problem Identification – Case Study Data Banks.

### Unit-II : Case Development and Analysis Techniques

Developing Cases – Lead Generation – Documentation – Approval – Finalization – Key Process Areas – Clearance – Class room Preparation – Lead Questions – Approaches on Problem Identification, Solving, Approach – Questions – Assumptions – Concluding the Case.

### Unit-III : Cases in HRM

Cases related to Organization Structure – Development – Initiation – Planning, ITC Choupal – Yahoo – Aravind Eye Hospital – Indian Railways – Vodafone.

**Unit-IV : Cases in Marketing**

Cases related to market segmentation, branding, pricing, demand forecasting, market analysis, market penetration, market creation – Haldiram Foods – Fairness Cream – ICICI Life Insurance – Pantaloon Retail.

**Unit-V : Cases in Finance**

Cases Related to Inventory Control – Working Capital – Breakeven Analysis - Inventory Management – Stock Market Analysis.

**Unit-VI : Cases in OR and IT**

Cases related to software development – System planning and implementation – Information system security and control – Project Management – EOQ – Queuing Problems – Cost Approximation

**References**

- 1) **Amita Mital., *Cases in Strategic Management, Volume II, Mc Graw Hill, New Delhi, 2013.***
- 2) **Anu SinghLather, and Meenakshi Handa, *Cases in Management, Wisdom Publications, Delhi, 2009.***
- 3) **Cheng. C.M., *Management: Challenges in the New Millennium, Deargon – Prentice Hall, Upper Saddle River, New Jersey, 2005.***
- 4) **Debapratim Purkayastha, *Case – Based Learning – A students Handbook, IBS Hyderabad, 201.***
- 5) **Edd Applegate and Art Johnsen., *Cases in Advertising & Marketing Management, Pinnacle, New Delhi, 2010.***
- 6) **Madhavi. C., *Knowledge Era – Business Cases, Scitech Publications (India) Pvt. Ltd., 2006.***
- 7) **Marianne M. Jennings, *Cases in Business Ethics, Cengage Learning, New Delhi, 2008.***
- 8) **Mark Asher, Eric Chung, *Vault guide to the case interview, New Age International (P) Ltd., New Delhi, 2006.***
- 9) **Natarajan. B., and Nagarajan. S.K., *Developing Analytical Skills: Case studies in Management, Shroff Publishers and Distributors Ltd., Mumbai, 2008.***
- 10) **Nikhilesh Dholakia, Rakesh Khurana, Labdhi Bhandari, Abhinandan K Jain., *Marketing Management: Cases and Concepts, Macmilan India Ltd., New Delhi, 2007.***

### 303 : BUSINESS LEGISLATIONS

#### Objective

The course is designed to assist the students in understanding basic laws affecting operations of a business enterprise.

#### Teaching Methods

Lectures and Case Analysis.

#### Unit-I : Contract

Law – Definition – Sources – A brief Study on the Indian Contract Act, 1872: Essentials of a Valid Contract, Void Agreements – Performance of Contracts, Breach of Contracts and its Remedies – Discharge – Quasi- Contracts.

#### Unit-II : Agency and Bailment

Law of Agency, Agent and Principal, Creation of agency, Classification, Relation of Principal at agent, Termination of agency – Bailment – Classification – Duties and Rights of Bailor and Bailee, Law relating to lien – Finder of Goods – Termination of Bailment – Pledge: Rights and Duties of Pawnor and Pawnee – Pledge by non-owner.

#### Unit-III : Sales and Insurance Laws

The Sale of Goods Act, 1930: Formation of a Contract – Rights of an Unpaid Seller – Condition and Warranties, performance, Sale by Auction – Law of Insurance – Life, Fire, Marine and miscellaneous

#### Unit-IV : Negotiable Instruments

The Negotiable Instruments Act, 1881, Nature and Types. Negotiation and Assignment – Holder in due course – Dishonour and Discharge of a Negotiable Instrument.

#### Unit-V : Partnership and Consumer Protection

Partnership Act – Law of Arbitration – Consumer Protection Act and Cyber Laws.

#### Unit-VI : Corporate Secretarial Practices

The Indian Company Law – Nature, Kinds, Formation of company, Memorandum of Association, Articles of Association, Prospectus, Membership in a company, Share capital, Borrowing Powers, Debentures and Changes, Company Mgt., Meetings and Proceedings, Accounts and Auditors, Prevention of Oppression and Mismanagement, Compromises, Arrangements and Reconstructions, Winding up.

#### References

- 1) Gogna P.P.S., **Business and Industrial Laws**, S. Chand, New Delhi, 2010.
- 2) Gulshan, S.S. & G.K. Kapoor, *Business Law*, New Age International (P) Ltd., New Delhi, 1995.
- 3) Kapoor, N.D., *Element of Mercantile Law*, Sultan & Chand, New Delhi, 2012.
- 4) Saravanavel, P. and S. Sumathi, *Legal aspects of Business*, Himalaya Publishing House, Mumbai, 2012.
- 5) Tulsian, *Business Law Questions and Answers*, Tata McGraw Hill, New Delhi, 2005.

### 304 : INTERNATIONAL BUSINESS AND EXPORT MANAGEMENT

#### Objective

To enable students about Internationalisation and Globalisation of Business, the subject poses challenges to executives in Indian industries. Global perspective is needed to manage Indian business. Knowledge about the subject keeps the young management students mentally prepared to accept international assignments. Students can formulate strategies for overseas markets and they get orientation on export import procedures and foreign exchange including banking transaction.

#### Teaching Methods

Lecture and Case Method.

#### Unit-I : Theories of International Trade and Nature of International Business

International Trade – Theories for basis of international trade (The comparative cost theory, opportunity cost theory, Heckschey ohlin theory) – Concepts of terms of trade – Balance of Payment – Balance of Payment disequilibrium and correction – International Orientation and Environment.

#### Unit-II : Export Procedure

Offer and receipt of confirmed orders – production clearance of the products – Excise duty rebate – shipment – Negotiation of documents – Export incentives – Bill of Lading, commercial invoice – Certificate of Origin and export documents.

#### Unit-III : Export and Import Tariff

Trade barrier – Tariffs – Classification, impacts – Non tariff barriers – Quantitative restrictions – Tariffs Vs Quota – WTO.

#### Unit-IV : International Finance

Foreign exchange market – functions – methods of effecting international payments – Swap and forward exchange – Determination of Exchange rate – Exchange Control – Methods, Objectives – Exchange rate classifications – Foreign Direct Investment and Foreign Institutional Investments.

#### Unit-V : Export Pricing and Marketing

Export pricing, costing and packaging factors influencing pricing – Structure of export price – Quotation – Export Contract – F.O.R – F.A.S. – F.O.B. – C&F – CIF – FRANCO – Pricing Strategies – Impact of incentives on pricing – Labelling, packaging and marking of export consignments.

#### Unit-VI : Export and Import Finance

Export Finance – Payment by documentary credit – Letter of Credit – Parties, types – Advance payment – Cash against documents – Documents on Acceptance – Consignment basis – Preshipment Credit and Post shipment Credit – Scrutiny of Export Import Documents – Discrepancies in documents – Need for export credit insurance – comprehensive and specific policies – Export credit and guarantee corporation – Risks covered and not covered – Import Finance – Export and Import Licence.

## References

- 1) **Ashwathappa. K.**, *International Business*, 3<sup>rd</sup> edition, Tata McGraw Hill, New Delhi, 2007.
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- 8) **John Naisbitt**, *The Global Paradox*, London, Oxford University Press, Nicholas Brealey Publishing, USA, 1997.
- 9) **Kapoor. D.C.**, *Export Management*, Vikas Publishing, New Delhi, 2009.
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- 12) **Shivaramu, S.**, *International Business*, Wheeler Publications, New Delhi, 1994.
- 13) **TAS Balagopal**, *Export Management*, Himalaya Publishing House, Mumbai, 2000.
- 14) **Vyuptakesh Sharan**, *International Business, Concepts, Environment and Strategy*, Pearson Education, Delhi.

## 305 : TRAINING AND DEVELOPMENT (CBCS ELECTIVE)

### Objective

The Purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

### Teaching Methods

Lectures and Case Study.

### Unit-I : Introduction

Concepts of training and development – Learning principles – Learning curve – Identifying training needs – Structure and functions of Training department – Evaluation of Training programme – Role, Responsibilities and Challenges to Training Managers.

### Unit-II : Training Techniques

Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing,

**Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.**

**Unit–III : Career – Planning**

**Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.**

**Unit–IV : MDP**

**Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme.**

**Unit–V : Training Institutions**

**Need for Training in India – Government – Policy on Training – Training institutes in India – Management development programmes in public sector and private sector organizations.**

**Unit–VI : MDP Institutions**

**Management Development Institute: Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.**

**References**

- 1) **Janakiraman. B, Training and Development - Indian Text Edition, Dreamtech Press, 2007.**
- 2) **KVSS N. Rao, Training and Development, Creative Common Attribution, 2012.**
- 3) **Lynton, R. Pareek, U., *Training for Development*, Vistaar, 2<sup>nd</sup> ed., New Delhi, 1990.**
- 4) **Raymond Andrew Noe, *Employee Training & Development*, Tata McGraw Hill, International Ed., New Delhi, 1999.**
- 5) **Robert Craig, *The ASTD Training and Development Handbook: A Guide to Human Resource Development* American Society for Training and Development, USA.**
- 6) **Rolf Lynton and Udai Pareek, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.**



## 306 &amp; 307 (DUAL) – SPECIALIZATION

<b>A. FINANCE</b>	<b>Investment Security and Portfolio Management</b>
<b>B. MARKETING</b>	<b>Sales and Distribution Management</b>
<b>C. HUMAN RESOURCE</b>	<b>Legal Framework Governing Human Relations</b>
<b>D. PRODUCTION</b>	<b>Total Quality Management</b>
<b>E. SYSTEMS</b>	<b>Database Management</b>
<b>F. INTERNATIONAL TRADE MANAGEMENT</b>	<b>Foreign Trade Policy</b>

**(A) INVESTMENT SECURITY AND PORTFOLIO MANAGEMENT****Objective**

**The Objective of this course is to impose knowledge to students regarding the theory and practice of security analysis and making investment decisions.**

**Teaching Methods**

**Lecture, Case Study and Seminar Presentation.**

**Unit-I : Nature and Scope of Investment Management**

**Investments – Concept and objectives – Nature of Investment – Scope for Investment – Types of Investors – The Investment process – Stages of Investment – Speculation – Types of Speculators – Distinction between Investment and Speculation – Gambling – Features of Gambling.**

**Unit-II : Listing of Securities and Brokerage Business**

**Listing of Securities: Introduction – Advantages of Listing – Legal Requirements – Key provisions in listing agreement.**

**Brokerage Business: Introduction – Functions of a brokerage firm – Functional specialisation of members – Selecting a broker – Execution of orders – Types of transactions in a Stock Exchange – Mechanics of Share Trading – Carry forward Facility – Badla Transactions – Revised Carry Forward System ( RCFS ) – Brokerage Charges.**

**Unit-III : Common Stock Analysis**

**Fundamental Analysis: Economic Analysis – Stock market and the economy – Business cycle and the stock market.**

**Industry Analysis: Classification of industries – Industry life cycle – Methods of analysis – Key characteristics of an industry analysis.**

**Company Analysis: Introduction – Internal information – External information – General aspects.**

**Financial Analysis: Introduction – Structure of a Balance sheet – Financial Ratios and their significance – The chemistry of Earnings – Valuation of shares. (Simple Problems).**

**Unit-IV : Technical Analysis and the Efficient Market Theory**

**Technical Analysis: Introduction – Tools for technical analysis – The Dow Theory – Advantages and limitations of technical analysis.**

**Charting Techniques: Introduction – Meaning of Charts – Methods of preparing charts – Uses and limitations “P” and “F” (charts points and figure) – Pattern of charts and their uses.**

**Dollar cost averaging: Introduction – Meaning of DCA – Guidelines for using DCA – Modified DCA plans.**

**Unit–V : Portfolio Management**

**Introduction – Meanings – Objectives of portfolio – Traditional portfolio analysis – Diversification of portfolio – Portfolio selection – Portfolio revision Techniques – Advantages and Limitations.**

**Capital Asset Pricing Model – Security Market Line – Capital Market Line – SML Versus CML. (Simple problems)**

**Unit–VI : Financial Derivatives Markets**

**Warrants: Definition – Considerations for shares issued through warrants – Gearing effect – Valuing warrants – Lapse of warrants – Futures markets – Hedging using index futures – futures versus options – synthetic futures – futures versus forward markets – strategies for futures markets.**

**Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps – Currency Coupon Swap – Basis Rate Swaps.**

**References**

- 1) **Bhalla, V.K., *Financial Derivatives*, 1<sup>st</sup> ed., S. Chand & Company Ltd., New Delhi, 2001.**
- 2) **Bhalla, V.K., *Investment Management; Security analysis and Portfolio Management*, 14<sup>th</sup> Ed., S. Chand and Company, New Delhi, 2013.**
- 3) **Dhanesh Kharti., *Security Analysis and Portfolio Management*, Macmillan, New Delhi, 2011.**
- 4) **Nofsinger and R. John, *The Psychology of Investing*, Prentice Hall, New Delhi, 2005.**
- 5) **Perman and H. Stephen, *Financial Statement Analysis and Security Valuation*, McGraw Hill Irwin, 2001.**
- 6) **Prasana Chandra, *Investment Analysis and Portfolio Management*, 2<sup>nd</sup> Ed., Tata McGraw Hill Publishing Company Ltd, New Delhi, 2005.**
- 7) **Preetisingh, *Investment Management*, 13<sup>th</sup> Ed., Mumbai, Himalaya Publishing House, Bombay, 2008.**
- 8) **Ranganathan, M. and R. Madhumathi, *Investment Analysis and Portfolio Management*, 1<sup>st</sup> Ed., Pearson Education (Singapore) Pvt. Ltd., New Delhi, 2005.**
- 9) **Trivoli and W. George, *Personal Portfolio Management*, Prentice Hall, New Delhi, 2000.**

**(B) SALES AND DISTRIBUTION MANAGEMENT****Objective**

**The Purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy in organizing, managing sales force and marketing channels.**

**Teaching Methods**

**Field Visit, Sales games, Group discussions, Role Play and Lectures, Case Analysis, Simulation games, Audio-Visual and Computer aided Teaching.**

**Unit-I : Sales Management**

**Sales Management – Functions – Sales Objectives – Salesmanship – Duties and Responsibilities of Sales Manager – Sales Management Skills – Characteristics of Sales People – Sales Management Information Systems.**

**Unit-II : Sales Planning and Management**

**Sales Planning – Personal Selling – AIDAS – Selling Process – Sales Negotiation – Types of Selling – Transactional Selling – Telephone Selling – Relationship Selling – Term Selling.**

**Sales Forecasting – Basic Rules – Methods; Sales Budget – Methods – Sales Budget Process.**

**Sales Force Organization – Structure – Fixation of Sales Force Size – Methods of Fixation; Sales territory – Designing Sales territory – Evaluation; Sales Quotas – Types – Sales Promotion Techniques.**

**Unit-III : Recruitment, Training and Control of Sales Force**

**Recruitment and Selection of Sales Force – Process – Sales Training – Sales Training Methods – Execution and Evaluation of the Sales Training Programme; Sales Force Motivation – Tools of Motivation ; Sales Force Compensation – Basic Types – Supervision of Sales People – Controlling of Sales Force – Sales Meeting and Sales Contests – Sales Audit – Sales Analysis – Sales Performance Evaluation.**

**Unit-IV : Distribution and Inventory Management**

**Definition – Need for Distribution Channel – Role of Distribution in Marketing – Marketing channel-Channel Classification – Vertical, Horizontal, Multichannel marketing system-Distribution Intensity – Selection of Right Channel – Channels for consumer & industrial products – Inventory Management – Packaging and Material Handling – Distribution cost analysis & Control.**

**Unit-V : Channel Intermediaries**

**Channel intermediaries – Role – Wholesaling – Functions – Classifications – Trends – Future of Wholesalers in India.**

**Retailing – Types of Retailers – Role of Retailers – Retail Strategies – Performance Measures – Aspects of Store Design – Franchising – e-tailing – Retailing in India.**

**Channel Design – Stages in channel planning – Non store Retailing and Electronic channels – Channel Information Systems – Purpose – Elements – Channel Performance Evaluation; Distributors – Selection – Motivation tools – Categorization – Performance evaluation.**

**Unit–VI : Market Logistics**

**Logistics – Scope – Functions – Focus area of Logistics – Cost of Service – Performance Measurement – Transportation – Modes of transport– Selection of the right transport mode.**

**References**

- 1) **Francis Alapatt., The Science of Selling, Productivity & Quality Publishing Pvt., Ltd., Chennai, 2011.**
- 2) **Gupta Vaswas Das, Sales Management in Indian Perspective, Prentice Hall of India, New Delhi, 2005.**
- 3) **Kapoor, D.C., Marketing & Sales Management, S. Chand & Company Ltd, New Delhi, 2004.**
- 4) **Krishna K. Havaladar and Vasant M. Cavale, Sales & Distribution Management, Tata McGraw Hill, New Delhi, 2005.**
- 5) **Mark W. Johnston and Greg W. Marshall, Sales Force Management, Tata McGraw Hill, New Delhi, 2006.**
- 6) **Nair, N.G. and Latha Nair, Sales & Distribution Management, Himalaya Publishing House, Mumbai, 2003.**
- 7) **Rustom S. Davar, Salesmanship & Publicity, Vikas Publishing House, New Delhi, 2005.**
- 8) **Sahu, P.K. and K.C. Raul, Salesmanship and Sales Management, Vikas Publishing House, New Delhi, 2005.**
- 9) **Spiro, Stanton and Rich, Management of a Sales Force, Tata McGraw Hill, New Delhi, 2003.**

### **(C) LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS**

**Objective**

**Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. The course aims to provide an application of various labour laws and their implications for industrial relations and labour issues.**

**Teaching Methods**

**Lectures and Case Analysis.**

**Unit–I : Introduction to Labour Law**

**Scope – Principles, Emergence and Objective of Labour Laws and their Socio-economic Environment; Industrial Relations Laws – Apprentices Act, Contract Labour Act.**

**Unit–II : Trade Union & Disputes**

**Industrial Disputes Act – 1947, Trade Union Act – 1926.**

**Unit-III : Industrial Employment Act**

**Standing Orders; Laws Relating to Discharge – Misconduct – Disciplinary Action.**

**Unit-IV : Social Security Laws**

**Laws Relating to Workmen's Compensation – Employees State Insurance – Provident Fund – Gratuity – Maternity Relief.**

**Unit-V : Wages and Bonus Laws**

**The Law of Minimum Wages – Payment of Wages – Payment of Bonus.**

**Unit-VI : Laws Relating to Working Conditions**

**The Laws Relating to Factories and Establishment – Mines Act – Plantation Act – Interpretations of Labour Laws – Their Working, and Implications for Management – Union – Workmen.**

**References**

- 1) **Dheodar, Puneekar & Sankaran, *Labour Welfare, Trade Unionism and Industrial Relation, Himalaya Publication, Mumbai, 1994.***
- 2) **Kapoor. N.D., *Elements of Mercantile law, Sultan Chand, New Delhi, 2009.***
- 3) **Mamoria, C.B. & Mamoria, S., *Dynamics of Industrial Relations in India, Mumbai, Himalaya Publication, 1994.***

**(D) TOTAL QUALITY MANAGEMENT****Objective**

**The Objectives of this course are to acquaint the students with the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems – ISO 9000 and other standards on their applicability in design manufacturing, quality control and services to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.**

**Teaching Methods**

**Lecture, Industrial Visit, Computer aided Teaching and Case Study.**

**Unit-I : Basic Concepts and Origin of TQM**

**Basic concept of total quality (TQ), Evolution of Total Quality Mgt., cost of quality, Scope of TQM, Dimensions of Quality.**

**Unit-II : Statistical Quality Control and Inspection**

**Conceptual approach to SQC, Acceptance sampling and Inspection plans, Statistical process control, Prevention through process improvement.**

**Unit-III : Process Capability**

**Process capability studies, Humanistic aspects of TQM, Management of quality circle and Z.D. Programmes, Kaizen.**

**Unit–IV : Just in Time, Kanban**

**Q – 7 tools, Taguchi loss function, Functional linkage of quality with reliability and maintainability, Failure analysis, Just – in – time system, JIT manufacturing system, JIT Pull system, use of kanban, JIT purchase.**

**Unit–V : Total Productive Maintenance**

**Optimum maintenance decisions, TPM, Process design and the work process. Management support mechanisms, Customer Retention.**

**Unit–VI : ISO, Six Sigma**

**ISO – 9000 standards, Quality audits, TQM tools, Marketing aspects of total quality, Total quality of services, Total Quality – Safety – Six sigma – Quality Standard.**

**References**

- 1) **Ansari, A. and B. Modarress, *JIT Purchasing*, Free Press, New York, 1990.**
- 2) **Gopal K. Kanji and Mike Asher, *100 Methods for Total Quality Management*, Sage Publication, New Delhi, 1996.**
- 3) **Grant, Ev. Gene L and Leavenworth, Richards, *Statistical Quality Control*, McGraw Hill, New York, 1991.**
- 4) **James R Erans, David A Collier, *Operation Management*, Cengage Learning, New Delhi, 2007.**
- 5) **Palpandi. A, U. Surya Rao, D. Jeyathilagan, *Total Quality Management*, Vrinda Publication, New Delhi, 2009.**
- 6) **Shridhara Bhat, K., *Total Quality Management*, Himalaya Publishing House, Mumbai, 2004.**
- 7) **Suresh Dalela & Saurabh, *ISO 9000 A Manual for Total Quality Management*, S. Chand & Company Ltd., New Delhi, 2004.**

**(E) DATABASE MANAGEMENT SYSTEM****Objective**

**This course has been designed to introduce the participants with the system to manage the data resources of an organization.**

**At the completion of this course, the participants should:**

- **Understand the role of data and databases in information systems.**
- **Understand the database development activities**
- **Be familiar with the data modeling concepts (E–R diagrams) used in database design.**
- **Be able to create databases and pose complex SQL queries of relational databases.**
- **Develop appreciation of several DBMS's**

**Be familiar with data management issues including data integrity and security.**

### Teaching Methods

Technical lecture for all units. Computer aided Teaching, Lab exposure for Unit III and IV.

#### Unit-I : Introduction to DBMS

Basic concepts of DBMS: Data, Record, File, Record types – Indexing and Hashing: Ordered Indexes, Internal External Dynamic Hashing – Types of DBMS: Advantages & Disadvantages – Database Development Life Cycle (DDLC).

#### Unit-II : Introduction to RDBMS

Introduction: Relational data integrity, CODD's rules – Database Architecture and Data Modeling – ER Model – EER Model – Data Normalisation – Logical Access Maps (LAMS) – Database Action Diagram (DAD).

#### Unit-III : SQL

Relational Algebra and Relational Calculus – Characteristics and advantages of SQL – Data types – Types of SQL commands: DDL, DML, DQL, DCL, TCL – Operators: Arithmetic, Comparison, Logical, Set – Aggregate Functions.

#### Unit-IV : Advanced Concepts

Tables, Views, Indexes – Joins and Unions – Query By Example (QBE) – Query Processing – DB Security – DB Integrity – DB System Architecture: Centralised, Client-Server, Server System, Parallel, Distributed, Network systems.

#### Unit-V : Transaction Management

Transaction: Concept, Properties – Serializability – Recoverability – Concurrency Control, Protocols, Deadlock Handling, Recovery Systems, Recovery with Concurrent Transactions.

#### Unit-VI : Database Applications

Knowledge Discovery in DB (KDD) – Data Warehouses and Data Marts – Data Mining – OLTP – OLAP – CRM – SCM – Geographic Information System (GIS).

### References

- 1) Abraham Silberschatz, Henry F. Korth, and S. Sundaram, *Database System Concepts*, McGraw Hill International Edition, 1996.
- 2) Alexis Leon and Mathews Leon, *Database Management System*, Vikas Publishing House Pvt. Ltd., New Delhi, 2000.
- 3) Date, C.J., *An Introduction to Database Systems*, Eighth Edition, Addison Wesley, New York, 2003.
- 4) Fred R. McFadden, Jeffrey A Hoffer and Mary B. Prescott, *Modern Database Management*, Addison Wesley, 2000.
- 5) Gerald V. Post, *Database Management Systems*, Tata McGraw Hill, New Delhi, 2002.
- 6) Jeffrey A. Hoffer, Mary B. Prescott and Fred R. Mcfadden, *Modern Database Management*, Prentice Hall, 6th edition, 2002.
- 7) Pannerselvam, R., *Database Management System*, Prentice Hall, New Delhi.
- 8) Raghu Ramakrishnan, and Johannesgerhrke., *Data Base Management Systems*, McGraw Hill International, New York, 2000.

**(F) FOREIGN TRADE POLICY****Objective**

To acquaint the students with recent trends in India's Foreign trade and management and policy related issues in Foreign trade in the global context.

**Teaching Methods**

Lectures, Group Discussion, and Visiting MNC.

**Unit-I : Trade Policy and Performance of India**

Trade policy – National Growth – Stages of national growth – Trade patterns – International competition – India's foreign trade in the global context – Recent trends in India's foreign trade – Trade Regulation and Promotion.

**Unit-II : Tariffs**

Barriers to free Trade – Tariffs and economic theory – Tariff systems – Tariff mitigation – Other non-tariff measures – TRIPS – Copyrights – Export incentives, Production and Marketing Assistance.

**Unit-III : EXIM Policy**

EXIM policy (latest amendment) – Export import licenses – Export oriented units and Trade House Schemes – Export and Trading Houses – Star trading houses.

**Unit-IV : Transfer of Technology**

Technology transfer – Appropriate technology – international procurement of technology – World trade and the transnational firm – ISO – Exchange Control.

**Unit-V : Institutions**

License procedures for Export and Import – DGFT – International Co-operative arrangements – Licensing conditions – Agency agreements Franchise – Co-production – Joint ventures – Technology consortium – Export promotion – Import substitution – Commodity Boards – EXIM Bank – Export Oriented Units (EOU), Export Processing Zones (EPZ), Software Technology Park (STP), Special Economic Zones (SEZ), Electronics Hardware Technology Parks (EHTP).

**Unit-VI : Risk**

Assessment of Political risk – International Competitiveness – Achieving International Competitiveness – International Environment – International entry and Operating decisions.

**References**

- 1) Balagopal TAS, *Export Management*, HPH, Bombay, 2000.
- 2) Dominick Salvatore, *International Economics*, Macmillan, New Delhi, 1998.
- 3) Francis Cherulinam, *International Business*, Wheeler Publishing, New Delhi, 2000.
- 4) Francis Cherunilam, *International Economics*, Tata McGraw Hill, Publishing Company Ltd., New Delhi, 2006.
- 5) Hodgetts and Luthans, *International Management*, Tata McGraw Hill Publication, New Delhi, 2002.



- 6) **Nair, S.K., *Contract Management*, Vrinda Publications, New Delhi.**
- 7) **Velayudham, T.K., *Foreign Trade*, Wheeler publishing, New Delhi, 2000.**
- 8) **Vionano R. Erruna, et al., *International Business Finance*, Global Business Press, New Jersey, 2000.**

### 316 : SOFT SKILLS DEVELOPMENT

#### Objective

The objective of this course is to teach Soft skills which would assist the student not only in their career but also in their day to day personal lives. The students have many opportunities to gain practical experience on their own.

#### Teaching Methods

Small, Medium, Long games, Role Play and Group Discussion.

#### Unit-I : Language in Communication

Communication for Professional Effectiveness – Understanding English as a Communication Language – Listening and Understanding – Questioning – Assertive Communication – Listening Skills – Effective Writing and Presentation.

#### Unit-II : Interpersonal Skills

Body language & Proxemics – The right body posture – Facial expression and Gestures – Eye contact – Communication – Clarity, Completeness, Conciseness, Consistency, Correctness – Transactional Analysis – Public Speaking – Phone Etiquettes – Email Writing – Self concept – Building Interpersonal Skills – Positive and Negative aspect of ego state strokes – Life position – Art of Dressing – Fear and Crisis management – Health and Happiness.

#### Unit-III : Presentation Skills

Importance of Presentation Skills, Capturing Data, Voice & Picture Integration, Guidelines to make Presentation Interesting, Body Language, Voice Modulation, Audience Awareness, Presentation Plan, Visual Aids, Forms of Layout- Delegating skill- Problem solving skill- Troubleshooting skill.

#### Unit-IV : Leadership and Counseling

Types – Leadership skills – Styles and Theories – Team building – Characteristics of effective team – Coordination – Role of counseling in relationship management – Elements of counseling – Personal qualities – Counseling skills.

#### Unit-V : Confidence Building

Self Development and Assessment: Self – Assessment, Personal Goal Setting, Career Planning - Building up self-confidence – Importance of positive and right attitude in life, confident person makes a successful individual – Decision making and Problem Solving – Understanding and Managing Group Process – Group decision making.

### Unit–VI : Resume Preparation and Time Management

**Impulsive Resume Preparation – Do’s and Don’ts in Resume Preparation – Use of internet – Group Discussion – Tests– Various Interview Techniques – Value of Time, Efficient Utilization of Time, using time saving equipment.**

#### References

- 1) **Gopalaswamy Ramesh, Mahadevan Ramesh, The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson Education India, New Delhi, 2011.**
- 2) **Madhurima Lall, *Decision Making Skills*, S. Chand & Co., Ltd., New Delhi, 2003.**
- 3) **Neera Jain, and Shoma Mukherji., *Effective Business Communication*, Mc Graw Hill, New Delhi, 2012.**
- 4) **Rajendra Pal and J.S. Korlahalhi, *Essentials of Business Communication*, Sultan Chands & Sons, New Delhi, 2004.**
- 5) **Rita Agarwal, *Stress in life and at Work*, Sage Publications India(P) Ltd., New Delhi, 2001.**
- 6) **Ronald. B. Adler, George Rodman, *Understanding Human Communication*, CBS College Publishing, New York, 1982.**
- 7) **Shookla, M.S., *A Handbook on Human Relations with Structured Experiences & Instruments*, Macmillan India Ltd., 2004.**
- 8) **Stephen P. Robbins, *Organizational Behaviour*, Prentice Hall of India, New Delhi, 2003.**
- 9) **Suja. R. Nair, *Organizational Behaviour* Himalaya Publishing House, Mumbai, 2004.**

### 308 : PROJECT VIVA–VOCE

#### Project Training

**Summer project is an on–the–job training that inculcates practical knowledge and improves performance by giving an insight into business realities. As a part of the curriculum, the project is intended to input practical and conceptual knowledge to the students which is to be carried out for 45 days during May–June.**

**A committee is constituted for the overall Co-ordination of the students. The students undertake projects in various organizations all over the country. Faculty members also render their help in finding project placements. Students will be allotted faculty guides and they are advised to undertake projects based on their individual area of specialization. The topics are selected by consulting with their project guides and company guides.**

**The Project viva and report are evaluated separately with 75 as external marks and 25 as internal marks.**

The following is introduced from the year 2015-2016 recommend that MBA project will have 75 marks and viva will have 25 marks. It is resolved to abolish internal assessment mark for project work. The project dissertation will be evaluated for 75 marks (double valuation) and 38 marks is fixed as the minimum requirement for passing the project. If less than 38 marks scored by the candidate, he or she has to redo the project. The viva is for 25 marks and the minimum requirement is 12 marks. If a candidate has secured more than 12 and failed in the project, he has to once again carry over the project and reappear for the viva.

#### **Project Related Activities**

**Project discussions for students with their guides have to be made once in a week.**

**Students can make use of the computer lab facilities for execution of their project work and for preparation of their report.**

**Frequent workshops and review meetings will be conducted with trainers and experts of various disciplines.**

**A formal interim – project presentation will be held before their juniors. This presentation acts as a good ground of experience on the part of the presenters while a good beginning of insight for the juniors.**

**A mock viva-voce will be held before appearing for their main project viva-voce examination to gain an experience.**

**Best Project Contest will be conducted every year to provide a platform to exhibit the skills they have acquired during the summer project training.**

**Students are encouraged to participate in the National Level Project contest held at various institutions.**

**Students are also encouraged to work towards publishing a paper along with the help of their faculty guide to add a real value to their project work.**

**SECOND YEAR : FOURTH SEMESTER****401 : RETAILING AND RURAL MARKETING****Objective**

The course focuses on the understanding of Retail management, the development of organized retail in India and the importance of rural market both as end market and procurement source.

**Teaching Methods**

Lectures and Case Study.

**Unit-I : Introduction**

**Introduction to Retailing – Meaning and Definition – Retailing Characteristics – Functions – Principles – Retailing in India – Organized – Unorganized – Retailing Formats – General Merchandise Retailers – Food Retailers – Non Store Retailers.**

**Unit-II : Retailing Strategy**

**Meaning – Retail Strategy – Target Market and Retail Format – Building a sustainable competitive advantage – Growth Strategies – The strategic retail planning process.**

**Unit-III : Retail site Location**

**Importance of Location – Target Market and Store Location – Site Characteristics – Site Location and Analysis – Trading area Analysis – Density of Target Market – Environmental Issues.**

**Unit-IV : Human Resource Management**

**Objectives of HRM in Retailing – Human Resource Functions in Retailing – Retail Organization Design – Motivating Retail Employees – Building Employee Commitment – Issue in Retail Human Resource Management.**

**Unit-V : Merchandize Management**

**Presenting the merchandize – Merchandize Amendment Planning – Store display and ambience – Retail Signage – Types and characteristics – Components of retail store operations – Duties and responsibilities of store manager.**

**Unit-VI : Rural Market**

**Evaluation of Rural Marketing – Nature and Characteristics of Rural Market – Needs and wants of rural customers – Rural market and product life cycle – Rural Marketing of FMCG in India – Commodity Marketing – Life Stock Products.**

**References**

- 1) **Arif Sheikh and Kaneez Fatima, *Retail Management*, Himalaya Publishing House, Mumbai, 2008.**
- 2) **Balram Doga and Karminder Ghuman, *Rural Marketing*, Tata McGraw Hill, New Delhi, 2008**
- 3) **Barry Berman and Joel R. Evans, *Retail Management: A Strategic Approach*, 10<sup>th</sup> edition, PHI learning, New Delhi, 2008.**
- 4) **Bedi, R.V. & N.V. Bedi, *Rural Marketing*, Himalaya Publishing House, Mumbai, 2004.**

- 5) **James R. Ogden, Denise Togden**, *International Retail Management*, Biztantra, New Delhi, 2009.
- 6) **Michael Levy, Barton A. Weitz, and Ajay Pandit**, *Retailing Management*, 6<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2008.
- 7) **Patrick M. Dunne and Robert F. Lusch**, *Retail Management*, Cengage learning, Delhi, 2008.
- 8) **Swapna Pradhan**, *Retailing Management Text and Cases*, Tata McGraw Hill, New Delhi, 2006.

#### **402 : BUSINESS POLICY AND STRATEGIC MANAGEMENT**

##### **Objective**

**This course aims to develop the ability of the student in business environment and formulation of business strategies in the real life situation. A successful policy and strategy leads to sustainable development of organization in the competitive world.**

##### **Unit-I : Basic concepts of Business Policy**

**Business Policy: Meaning and definition – Importance – Scope – Need Essentials of An Effective Business Policy, Types and Classification of Policies – Organizational Direction: Vision – Mission – Objectives – Goals of business, Business Planning: Process – Benefits – Limitation.**

##### **Unit-II : Business Analysis**

**Business Portfolio Analysis: BCG matrix – GE matrix, Industry Analysis: Michael Porter's Five force model – Strategic Competitive Advantage Analysis – Values Chain in Analysis – 7' Frame work – SWOT analysis.**

##### **Unit-III : Basic concept of strategy**

**Evolution of Strategy – Strategic Management – Benefits – Strategy Vs Policy – Strategy Formulation – Strategic Planning – Strategic Management Process – Strategic Decision Making – Strategic Risks – Corporate Level Generic Strategies.**

##### **Unit-IV : Business Development Strategies**

**Corporate Governance – Business Growth Strategies: Intensive – Integrative – Diversification Strategies, Functional Strategies: Marketing Strategies – Production Strategies – HR Strategies – Financial Strategies – Product Strategies, Business Process Re-engineering.**

##### **Unit-V : Business Vs Social**

**Corporate Social Responsibility – Social Audit: Benefits – Procedures, Ethical and Social Considerations in Strategy Development – Business Organization in Society – Social issues in Business.**

### Unit–VI : Strategic Implementation

**Strategy Implementation: Functional Issues, Challenges of Strategy Implementation – Strategic Evaluation and Control Process – Monitoring Performance and Evaluating Deviations – Strategic Management in Non-Profit Organization.**

#### References

- 1) **Arthur A Thompson**, *Crafting and Executing Strategy*, 13<sup>th</sup> edition TMH, 2006.
- 2) **Azhar Kazmi**, *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi, 2008.
- 3) **C.B. Mamoria, Cathis Mamoria and P. Subba Rao**, *Business Policy and Strategic Management*, Himalaya Publishing House, Mumbai, 2011.
- 4) **Charles W.I. Hill. Jareth R. Jones**, *An Integrated approach to strategic Management*, Cengage Learning, New Delhi, 2009.
- 5) **David Hunger J. and Thomas L. Wheeler**, *Strategy Management*, Addison Wesley Longman Inc. 6<sup>th</sup> edition, 1999.
- 6) **Francis Cherunilam**, *Strategic Management*, Himalaya Publishing House, Mumbai, 2008.
- 7) **Fred R. David**, *Strategic Management*, PHI Learning, New Delhi, 2009.
- 8) **Ghosh, P.K.**, *Strategic Management Text & Cases*, Sultan Chand & Sons, New Delhi, 2012.
- 9) **John A. Pearce, Richard Robinson and Amita Mital**, *Strategic Management*, Tata McGraw Hill, New Delhi, 2012.
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- 11) **R. Diana Ireland, Robert E. Hoskisson, Michael A. Hitt**, *Strategic Cengage Learning*, New Delhi, 2008.
- 12) **Thompson A., Margaret A Peteraf, John E Gamble, A J Strickland and A K Jain**, *Crafting and Executing Strategy*, Mc Graw Hill, New Delhi, 2013.

### 403 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

#### Objective

The objective of this paper is to develop skills for formulation and solving problem of transportation and product distribution models.

#### Teaching Methods:

Industrial Visit, Case Study and Lectures.

#### Unit–I : Logistics Design

**Logistics Management – Definition – Meaning – Types. The work of Logistics – Network Design – Information – Transportation – Inventory – Warehousing – Material Handling and Packaging – Organizational Structures – Role of Government.**

**Unit-II : Logistics Network**

**Logistics Resources – Principles of Logistics Information – Logistics Information System Flow – Application of Information Technologies – Electronic Data Inter change – Barcode – Scanning.**

**Unit-III : Logistics Demand**

**Forecasting – The Nature of Demand – Forecast Components – Forecast Technique – Forecast Error – Transportation Infrastructure – Principle – Model Characteristics – Logistics Location Structure.**

**Unit-IV : Supply Chain Management Models**

**Supply chain Management – Definition – Objectives – Applications – Types – Conceptual Models – Mathematical Models – Simulation Models – Formal Models – Implicit Business Models – Key issues in supply chain management.**

**Unit-V : Supply Chain Management Strategy**

**Inventory Management – The effect of demand uncertainty managing inventory in the supply chain – Push and Pull systems – Dell’s supply chain strategy – Demand and cash flow in supply chain management.**

**Unit-VI : Supply Chain Management Design**

**Channel design – The impact of internet on supply chain – E-Business – Integrated supply chain management (SCM) – Enterprise Resource Planning (ERP) – Supply chain management matrix – Modules of an ERP system – ERP support to SCM.**

**Note: Theories and concepts only will be taught to the students.**

**References**

- 1) **Ailawadi, Rakesh Singh, *Logistics Management*, PHI Learning, 2006.**
- 2) **David Simchi-Levi, Philip Kaminsky and Edith Simchi-levi, *Designing and Managing the Supply Chain Concepts, Strategies and Case*, 2 edition, Tata McGraw Hill, 2006.**
- 3) **Donald J. Bolversox and Davis J. Closs, *Logistics Management: The Integrated Supply Chain Process*, Tata McGraw Hill, 2006.**
- 4) **Rahul V. Altekar, *Supply Chain Management, Concepts & Cases*, PHI Learning, 2006.**
- 5) **Sunil Chopra, Peter Meindl and Dharam rir Kalra, *Supply Chain Management*, Pearson, New Delhi, 2013.**

## 404 : INDIAN ETHOS AND VALUES

### Objective

To acquaint the students on application of Indian Ethos and values and managerial decision making process. Mode of teaching is to train students in Yoga practices such as Asnas (yogic exercise), meditation(exercise for mind), Pranayama (exercise for breath), Introspection(practices for positive thinking) and so on, for managing stress in their managerial career.

### Teaching Methods

Lectures, Guest lectures, case studies, Yoga, Spiritual Movies, Ethical Clippings, Group and Discussion.

### Unit-I : Ethics and Religious Values

Value based management – Ethics – Definition – Meaning – Ethical Analysis in decision making – Professional Ethics – Business ethics – Values and ethics from religions: Buddhism, Jainism, Sikhism, Judaism, Taoism, Christianity, Islam.

### Unit-II : Values for Business

Cultural Values and Indian Management Ethos – Trans-cultural human values – Total quality mind for TQM – Models of values for organizational culture – Values for Indian managers – Guna Theory.

### Unit-III : Indian Ethos for Business Excellence

Principles of Indian Ethos – Gita lessons for management – Kautilya's Arthasastra Principles – Karma Yoga – Nishkama karma – Manu Dharma – Management lessons from Thirukkural – Divine managerial qualities.

### Unit-IV : Stress Management

Stress management – Types of Stress – Mechanism – Organizational Stressors – Various stress management techniques. Vethathiri Maharishis' views on Mind – Mind – Body – Conscious –relationship – Anger Management.

### Unit-V: Theories in Yoga

Mental health – Yoga – meaning – Patanjali yoga sutras – Detailed steps in Yoga and Meditation – Conditional and unconditional types. Different views on Meditation.

### Unit-VI : Yoga for Managerial Excellence

Emotional Quotient and yoga – Spiritual Quotient and yoga – Concept of self and Yoga – Mahatma Gandhi and Introspection – Thought analysis – Positive thinking – Trust – Holistic Creativity – Visualization techniques.

### References

- 1) **Balachandran, et.al.,** *Ethics, Indian Ethos and Management*, **Shroff Publishers & Distributors Pvt. Ltd. Delhi. 2005.**
- 2) **Balaji and Raj Agrawal,** *Business Ethics: An Indian Perspective*, **Biztantra Publication, New Delhi, 2004.**
- 3) **Chakraborty,** *Management Effectiveness and Quality of Work Life Indian Insight*, **TMH, 2007.**



- 4) **Chakraborty**, *Work–Contribution from Indian Insight*, **TMH, 2006.**
- 5) **Khandelual**, *Indian Ethos and Values for Managers*, **Himalaya Publishing House.**
- 6) **Rita Agrawal**, *Stress in Life and at Work*, **Sage Publications India (P) Ltd., New Delhi, 2001.**

#### **405 : ENTREPRENEURSHIP MANAGEMENT (CBCS ELECTIVE)**

##### **Objective**

**The Objective of the course is to highlight the need for strong interaction between Government and Business in India, so that the resources are channelised to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government.**

##### **Unit–I : Entrepreneur**

**The entrepreneur – Definition – Characteristics – Types – Development of Entrepreneur: Training and Development – State participation in financial institutions, Promotional agencies and NGOS.**

##### **Unit–II : Institution Interaction**

**Interaction between Government, Business and Different Chambers of Commerce and Industry in India – Industrial policy resolution – New Industrial policy of the government – Concentration of economic power – Role of multinationals – Foreign capital and Foreign collaborations.**

##### **Unit–III : Small Business**

**Check list for Organising and Operating small business – Entrepreneurs and Business executives – Personnel – Administration and Management development**

**Small scale industries – Definition – Classification of small scale industries – Government’s policy with regard to small scale industries – Its significance in the Indian economy – Problems and possibilities of ancillary industries – Sickness in small scale Industries – Causes and Remedies – Government clearance for establishing a new enterprise.**

##### **Unit–IV : Planning**

**Planning and policy – Organizational structure of small scale industries – Plant location – Layout – Setting of the unit planning of production – Project counseling – Work study – Inventory.**

##### **Unit–V : Finance for Entrepreneurs**

**Capital structure and working capital – Management – Role of banks and credit appraisal by banks – Appraisal of new project – Classification of advances – Institutional finance – Small scale industries – Incentives – Institution arrangement and encouragement of entrepreneurship.**

**Unit-VI : Marketing in Small Business**

**Marketing methods – New product ideas and evaluation – Pricing policy and distribution channel – The public distribution system – Government control over price and distribution – Consumer protection act (CPA) and the role of voluntary organization in protecting consumer rights – Export problems of small scale units.**

**References**

- 1) **Bhatia, B.S. and G.S. Batra, *Entrepreneurship and Small Business Management*, Deep & Deep Publication, New Delhi, 2003.**
- 2) **Kondaian and Chukka, *Entrepreneurship in the New Millennium: Challenges and Prospects*, Tata McGraw Hill, New Delhi, 2002.**
- 3) **Robert D. Hisrich and Micheal P. Peters, *Entrepreneurship*, 5<sup>th</sup> Edition, Tata McGraw Hill, New Delhi.**
- 4) **Sharma, D.D. and S.K. Dharmya, *Entrepreneurial Development in India*, Chandigarh, Abhishek Publications, 2002.**
- 5) **Vasanth Desai, *Management of Small Business*, HPH, Bombay.**

**406 & 407 (DUAL) – SPECIALIZATION**

<b>A. FINANCE</b>	<b>Management of Financial Services</b>
<b>B. MARKETING</b>	<b>Advertising and Sales Promotion</b>
<b>C. HUMAN RESOURCE</b>	<b>Management of Training and Development</b>
<b>D. PRODUCTION</b>	<b>Logistics Management</b>
<b>E. SYSTEMS</b>	<b>E-Commerce</b>
<b>F. INTERNATIONAL TRADE MANAGEMENT</b>	<b>International Marketing Management</b>

**(A) MANAGEMENT OF FINANCIAL SERVICES****Objective**

**The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.**

**Teaching Methods**

**Lectures, Case Study and Seminar Presentation.**

**Unit-I : Indian Financial System**

**Introduction – Structure of the Indian Financial System – Recent Developments – Financial services – Concept – Objectives – Importance – characteristics – Types of Financial Services – Regulatory Framework – Problems in Financial services Sector.**

**Unit-II : Merchant Banking**

**Definition – Need for Merchant Banks – Functions – Role – Recent Developments and Challenges ahead – Categories of Merchant Bankers – Merchant Bankers' Code of Conduct – SEBI Guidelines.**

**Unit-III : Mutual Funds Concept and Regulations**

**Introduction – Types – Advantages and Disadvantages – Mechanics of Mutual Fund Operations – Asset Management Company (AMC) – Net Asset Value (NAV) – SEBI's New Regulations to Mutual Funds (1999).**

**Unit–IV : Capital and Money Markets and Stock Exchanges**

**Capital Market: Meaning – Functions – Importance – Players in Capital Market – Primary and secondary Capital Market.**

**Money Market: Definition – Features – Money Market Instruments – Capital Market versus Money Market etc., NSE – OTCEI.**

**Unit–V : Factoring Services and Consumer Finance**

**Factoring Services: Introduction – Mechanics of Factoring – Types – Advantages and disadvantages – Players in factoring services – Factoring Vs Bills Discounting – RBI Guidelines for factoring – Constrains of Factoring Services in India – Forfeiting.**

**Consumer Finance: Definition – Types – Credit Cards, Debit cards – Mechanics of consumer Financing – Sources – Modes.**

**Unit–VI : Venture Capital and Credit Rating**

**Venture Capital: Concept – Features – Forms of Venture Capital – Phases – Functions – Advantages – Venture Capital Institutions.**

**Credit Rating: Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols.**

**References**

- 1) **Avadhani, V.A., *Marketing of Financial Services of Markets*, 3<sup>rd</sup> Edition, Himalaya Publishing House, Mumbai, 2007.**
- 2) **Bhalla, V.K., *Management of Financial Services*, Anmol, New Delhi 2001.**
- 3) **Cornett and Saunders, *Financial Markets and Institutions*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi, 2007.**
- 4) **Gordan, E. and K. Natrajan, *Emerging Scenario of Financial Services*, Himalaya Publishing House, 1997.**
- 5) **Khan, M.Y., *Financial Services*, 4<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2007.**
- 6) **Saha, T.R. and A. Mondal, *Indian Financial System & Financial Market Operation*, New Central Book Agency (P) Ltd., 2004.**
- 7) **Sasidharan and Mathews, *Financial Services and System*, 1st Edition, Tata McGraw Hill, New Delhi, 2008.**
- 8) **Siddhartha Sankar Saha, *Indian Financial Systems and Markets*, Mc Graw Hill, New Delhi, 2013.**

**(B) ADVERTISING AND SALES PROMOTION****Objective**

The objective of the course is to enlighten the students the importance of advertising and promotion. Advertising has evolved into a vital communication system for both consumers and businesses. The ability of advertising and other promotional methods to deliver carefully prepared messages to target audience has given them a major role in marketing programs. Companies rely on advertising and promotion to help them market products and services. The primary focus of the subject will be on one element of the marketing mix: the promotion variable.

**Teaching Methods**

Lectures, Advertising workshop, Creativity development exercises, Print Ad creation, Cases and Sales Promotion games.

**Unit-I : Advertising Fundamentals**

Advertising – Concepts, objectives – Role of advertising in modern Business – Advertisement layout – components of layout – Economic aspects of Advertising – Evolution of IMC – Marketing Communication mix – High control message – Low control message – Strength and weakness of major IMC tools.

**Unit-II : Advertisement Classification**

Types and Classification of Ads – Advertising appeals: Humor, slice of life, Testimonials, Demonstrations, Problem solution, Talking heads, Characters, News, emotions – Persuasion matrix – Risks of using celebrity – Advertisement based on demand influence level – Advertisement based on audience – Advertisement based on timing of response – Advertisement based on geographic coverage.

**Unit-III : Psychological Principles and Ethical aspects of Advertising**

Behavioral effects of advertising: Sensory level, Cognitive level, Personal and sociological level – Communication models: AIDA model, Hierarchy effect model – Innovation adoption model, Information processing Model, Operational model – DAGMAR philosophy – Unique selling proposition.

Ethics in advertising – Advertising and Children – Advertising and cultural values – Advertising Standards Council of India.

**Unit-IV : Media selection, Creativity and Advertising Agencies**

Types of media : print, broadcast, outdoor, transit, internet and other media – Media plan – Media mix – Media Scheduling – Advertising budget – Methods of determining advertising appropriation – Computers in media planning.

Creative process: Preparation, incubation, elimination, verification – Jingles – Thematic classification – Creative strategy evaluation – Copy writing – Advertisement evaluation: Pre-testing – Concept testing, Theme Testing, Copy Research – Post testing – Advertising agencies – types – functions – Selecting an agency – Client agency relationship – Agency compensation – Advertisement as a career.

**Unit-V : Sales Promotion**

**Sales Promotion – Objectives – Promotional mix – Consumer oriented sales promotion techniques: Sampling, couponing, Premiums, Contests and sweepstakes, Refunds and Rebates, Bonus Packs, Price – off deals, Event marketing, – Trade oriented sales Promotion: Trade allowances – Display aesthetics – Types of Displays – Managing displays – Point of purchase materials – Trade shows – Cooperative advertising – Salesman trade promotion: Sales force contest – Evaluation of Sales Promotion – Coordinating sales promotion and advertisement.**

**Unit-VI : Public Relations and Corporate Advertising**

**Public relations – Integrating PR into the promotional mix – Establishing a PR plan – Advantages and disadvantages of PR – Measuring the effectiveness of PR – Publicity – The power of publicity – Control and dissemination of publicity – Objectives, types of corporate advertising.**

**References**

- 1) **Agarwal, P.K., *Advertising, Sales Promotion and CRM*, Pragati Prakashan, Meerut, 2006.**
- 2) **Arens, *Contemporary Advertising*, Tata McGraw Hill, New Delhi, 2007.**
- 3) **Chunawalla, S.A., *Fundamentals of Advertising*, Himalaya Publishing House, Mumbai, 2004.**
- 4) **George E. Belch and Michael A. Belch, *Advertising & Promotion*, Tata McGraw Hill, New Delhi, 2005.**
- 5) **Ogilvy, David, *Ogilvy on Advertising*, Crown Publishers, New York, 1985.**
- 6) **Rajeev Batra, John G. Myers and David A. Aaker, *Advertisement Management*, PHI Learning, New Delhi, 2008.**
- 7) **Sangeetha Sharma and Raguvir Singh, *Advertising Planning and Implementation*, PHI Learning, New Delhi, 2008.**

**(C) MANAGEMENT OF TRAINING AND DEVELOPMENT****Objective**

**The Purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.**

**Teaching Methods**

**Lectures and Case Study.**

**Unit-I : Introduction**

**Concepts of Training and Development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Roles, Responsibilities and Challenges to Training Managers.**

**Unit-II : Training Techniques**

**Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.**

**Unit-III : Career – Planning**

**Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.**

**Unit-IV : MDP**

**Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme.**

**Unit-V : Training Institutions**

**Need for Training in India – Government – Policy on Training – Training institutes in India – Management development programmes in public sector and private sector organizations.**

**Unit-VI : MDP Institutions**

**Management Development Institute: Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.**

**References**

- 1) **Rao, PL., *HRD through In-House Training*, Vikas Publishing House (P) Ltd., New Delhi, 1998.**
- 2) **Raymond A Noe, and Amitabh Deo Kodwani., *Employee Training and Development*, 5<sup>th</sup> Edition, Mc Graw Hill, New Delhi, 2012.**
- 3) **Raymond A. Noe, Amitabh Deokodwani, *Employee Training & Development*, Tata McGraw Hill, New Delhi, 2012.**
- 4) **Reid, M.A., *Training Interventions: Managing Employee Development*, IPM, 3<sup>rd</sup> ed., London, 1992.**
- 5) **Rolf Lynton and Udai Pareek, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.**

**(D) BUSINESS PROCESS RE-ENGINEERING****Objective**

**Re-engineering is one of the methodologies for providing sustainable competitive advantages. It is a problem solving technique, although the primary class of problems that Re-engineering is structured to solve is operational.**

**Teaching Methods**

**Lectures and Case Study.**

**Unit-I**

**Introduction – Definition – Automation – Cost Benefit Analysis – Time Scale – Suitability.**

**Unit-II**

**Phases in Re-engineering – BPR Implementation – Project Characteristics – Project Life Cycle – Network Analysis – PERT/CPM.**

**Unit-III**

**Crashing – 3 R's of Re-engineering – Cross Functional team – Work Process Dimension – Quality and Re-engineering – CPI Versus Process Re-engineering.**

**Unit-IV**

**TQM & Re-engineering – Simulation – Re-engineering Software – Break through improvements – Job Redesign – Break Point.**

**Unit-V**

**Holonic Concept – Holonic networks – Vertical network – Horizontal Network – Regional Network – Out of Necessity Networks – Self Promoted Networks.**

**Unit-VI**

**BPR Phases – BPR Opportunities Blue Print Business System – Perform the transformation – Pilot Project – Re-engineering in Service Industry.**

**References**

- 1) **Alexis Leon, *ERP*, Tata McGraw Hill Publishing Company Ltd., New Delhi.**
- 2) **Anupindi, *Managing Business Process Flows*, Pearson Education Publications, New Delhi, 2008.**
- 3) **Balasubramanyan, K., S. Usha Priya and K. Hema, *Business Process Re-engineering*, GIGO Publication, Trichy, 2003.**
- 4) **Charles W. Zamzow, *Business Process Outsourcing*, 2010.**
- 5) **Henry J. Johnsson, *BPR Strategies for market dominance*, wiley publishers, 2009.**
- 6) **John Hamptan, *Business Process Re-engineering*, Prentice Hall Publishing Ltd., New Delhi.**
- 7) **Radhakrishnan, *Business Process Resourcing, Text & Cases*, PHI Learning Pvt Ltd.,**
- 8) **Senthil, M. and NM. Venkatesan, *Production Management*, 1<sup>st</sup> Edition, 2003.**
- 9) **Shridhara Bhat, K., *Total Quality Management*, Himalaya Publishing House, Delhi.**
- 10) **Srinivasan. R, *Business Process Resourcing*, Tata McGraw Hill, 2011.**

**(E) E-COMMERCE****Objective**

**E-Business has fully emerged as a kind of unassailable form of business transactions in recent times. This course is designed to introduce students to acquaint with the past, present and the future development of electronic commerce, and various IT research issues that are related to the development of electronic commerce. objectives towards this course is to.**

**Understand the basic E-Com business models and the associated technologies behind electronic systems.**

**Evaluate and synthesis the competitive advantage of internet enabled business models through Porter's framework.**

**Unit-I : Introduction to e-commerce**

**E-Commerce Frame work, Traditional Vs E-Business applications – Unique features of e-Commerce – e-Commerce: A Brief history- Major Categories of e-Commerce – B2C, B2B, C2B and C2C- e-Commerce Business Models- Firm Value Chains and Firm value Webs- Industry Value Chain-Business Strategy- Porters Model of Internet and Strategy.**

**Unit-II : Internet governance and technology details**

**Peer Networks -The Internet: Technology Background- The World Wide Web- The Internet and Web features- Web Hosting Services – Web servers, Domain Naming Systems (DNS) – types – POP, IMAP – Accredited Registrars, Country Coded and Top level domains, Internet Regulatory organizations.**

**Unit-III : Deploying e-commerce systems**

**Building and Managing e-Commerce Web Site-Choosing web server software- Choosing the hardware for an e-Commerce-e-Commerce site tools-Online security and payment systems- e-Payment systems-Online banking systems-electronic fund transfer- Mobile commerce – Web applications- e-Commerce in action.**

**Unit-IV : Consumers and Internet**

**Consumer Online: The Internet Audience Consumer Behavior-Basic Marketing concepts in e-Commerce-Internet Marketing Technologies-B2C and B2B E-Commerce Marketing and Branding Strategies-Understanding Ethical, Social and Political issues in e-Commerce-B2B Marketing.**

**Unit-V : E-commerce business models**

**Online Retailing and Services-Online Financial Service-Online Travel Service- Online Career Service-Online Content and publishing Industry-The Online Entertainment Industry-Search engines-Multimedia applications in Internet- Internet television and Telephony applications.**



**Unit-VI : Internet and society**

**Social Networks and Online communities-Online Auctions-e-Commerce Portals-Trends in SCM and collaborative commerce-Net Marketplaces-Private Industrial Networks-Cyber Crime-Cyber patrols-Online system Vulnerability-Censoring Internet-Ethical and human rights perspectives.**

**References**

- 1) **Bharath Bhaskar, *Electronic Commerce*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Efrain Turbon, Jae Lee, David King and H. Michael Chung, *Electronic Commerce, A Managerial Perspective*, Pearson Education Asia, 2001.**
- 3) **Gray Schneider, *Electronic Commerce, Thomson Course Technology*, 7<sup>th</sup> Annual Edition, Noida, 2009.**
- 4) **Joseph, P.T., *Electronic Commerce: A Managerial Perspective*, 3<sup>rd</sup> Edition, Prentice Hall of India Learning, New Delhi, 2008.**
- 5) **Kenneth C.Laundon and Carol Traver,*E-Commerce: business, technology,society*,6<sup>th</sup> Edition ,Pearson Education International,2011.**
- 6) **Napier, Jdd, Rivers and Wagner, *Creating a Winning E-Business*, Thomson Learning, 2000.**
- 7) **Pandey, U.S., Rahul Srivastava and Saurabh Shukla, *E-Commerce and Its Applications*, 1<sup>st</sup> Edition, S. Chand, New Delhi, 2009.**
- 8) **Ward A. Hanson and Karthi Kalyanam, *Internet Marketing and Commerce*, First Edition, Thomson Southwestern, New Delhi, 2007.**
- 9) **Paul Phillips, *E-Business Strategy*, Sultan Chand & Sons, New Delhi, 2011.**

**(F) INTERNATIONAL MARKETING MANAGEMENT****Objective**

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

**Teaching Methods**

**Lecture and Case Study.**

**Unit-I: Scope and Challenge of International Marketing**

**Global Perspective: Global - International Marketing - The International Marketing - Marketing Decision - Aspects of the Domestic and foreign environments - Developing Global awareness - Stages of International Marketing - Strategic Orientation - Domestic Market Extension - Multidomestic Market Orientation.**

#### **Unit-II: The Dynamic Environment of International Trade**

**Trade Barriers – The Twentieth to the Twenty-first Century – Multinationals – Balance of Payments – Protectionism – Trade Barriers – Easing Trade Restrictions – Competitiveness Act – General Agreement of Tariffs and Trade (WTO) – The International Monetary Fund and World Bank – Protests against Global Institutions.**

#### **Unit-III: Cultural Dynamics in Assessing Global Markets**

**Global Perspective: Equities and eBay – Culture gets in the way – Culture’s Pervasive Impact – Definition and Origins and Culture – Elements of Culture – Cultural Values – Rituals – Symbols – Beliefs – Thought Processes – Cultural Knowledge – Factual versus Interpretive Knowledge – Cultural Sensitivity and Tolerance – Culture, Management Style, and Business Systems – The Impact of American Culture on Management Style – Management Styles around the World – Authority and Decision Making – Management Objectives and Aspirations – Communication Styles – Formality and Tempo – P-Time versus M-Time – Negotiations Emphasis – Gender Bias in International Business – Business Ethics – Corruption Defined – the Western Focus on Bribery – Ethically and Socially Responsible Decision – Culture’s Influence on Strategic Thinking.**

#### **Unit-IV: The Political environment**

**The Sovereignty of Nations - Political Risks of Global Business – Economic risks political and social activity – World of Politics – Global Perspective.**

**Emerging Markets: Marketing and Economic Development – Objectives of developing countries – Marketing a developing country – Developing countries and Emerging Markets – Strategic Implementation of Marketing.**

#### **Unit-V: Global Marketing Management**

**Planning for Global Markets – Alternative Market Entry Strategies – Organizing for Global Competition – Products and Services for Consumers – Products and Culture – Analyzing Product Components for Adaptation – Marketing Consumer Services Globally – Brands in International Markets.**

**Geography and Global Markets – Climate and topography – Geography, Nature and Economic Growth – Social responsibility and Environmental Management.**

#### **Unit-VI: Assessing Global Market Opportunities**

**Breadth and Scope of International Marketing Research – Problems of gathering Primary data – Research in the Internet.**

**Multinational Market Regions and Market Groups: Global Markets and Multinational – Market Groups – European Union – North America Free Trade Agreement – Asian – Pacific Rim – Regional Trading Groups and Emerging Markets.**

**International Marketing Channels: Channel of Distribution Structure – Import Oriented Distribution Structures – Channel Control – Modern Channel Structure – Distribution.**

**Implementing Global Marketing Strategies: Negotiation with International Customers, Partners and Regulation – The Pervasive impact an culture on Negotiation Behaviour – Negotiation terms and preliminaries – After Negotiation.**

**References**

- 1) **Aswathappa, K., International Business, The Tata McGraw Hill Ltd., 2<sup>nd</sup> ed., 2006.**
- 2) **Bhalla, V.K., International Business Environment and Management, Anmol Publications Pvt. Ltd., 9<sup>th</sup> ed., New Delhi, 2007.**
- 3) **Cateora and Philip, International Marketing, The Tata McGraw Hill Companies, 13<sup>th</sup> ed., New Delhi, 2008.**
- 4) **Francis Cherunilam, International Business, Wheeler Publishers, New Delhi, 2000.**
- 5) **Kumar, International Marketing Research, Prentice Hall of India (P) Ltd., New Delhi, 2012.**
- 6) **On Krist & Shaw, International Marketing: Analysis and Strategy, Prentice Hall of India (P) Ltd., New Delhi, 2002.**
- 7) **Philip and Kotler, Principles of Marketing, 12<sup>th</sup> ed., Prentice Hall Gassey Armstrong, New Delhi, 2007.**
- 8) **Srinivasan, R., Internattional Marketing, Prentice Hall of India, 3<sup>rd</sup> ed., New Delhi, 2002.**

**408 : BEHAVIOURAL SCIENCE EXPERIMENTS AND TESTING – PRACTICALS**

Candidates are required to perform all the experiments from the areas given below. Prepare a record and the same should be submitted at the time of practical examination duly signed by the course teacher and with a bonafide certificate from the Head of the Department.

**Objective**

The students should know:

- How to use the general principles and aim of psychology – to verify certain problems in experimental situations.
- The method of giving instruction to the subjects and to conduct the experiments.
- To collect the data, interpret them using suitable statistical techniques.

**Teaching Methods**

Lecture and oral presentations.

**Course Content****Experiments**

- 1) Mirror drawing Apparatus (Transfer of training)
- 2) Concept Formation box
- 3) Step maze (Learning by trial and error and Insight)
- 4) Kinesthetic Sensitivity Board
- 5) Five wooden block varying in size with a stand having three poles and stop clock

**Tests**

Test will be conducted through practicals on the following aspects:  
 Emotional Quotient – Telephoning Skills – Creativity – Attitude Achievement  
 – Motivation – Traits Personality – Stress – Money attitude – Tolerance of Change.

**Scheme of Examination****Marks**

- |  |    |
|--|----|
| 1. Practical Examinations inclusive of answer papers and viva (output) | 75 |
| 2. Internal (Attendance, Assignment, Seminar)                          | 25 |

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 100  
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**References**

- 1) **Debra L. Nelson, James Campbell Quick, Preetam Khandelwal, Organizational Behavior, Cengage Learning, New Delhi, 2012.**
- 2) **Jarold Greenberg, Robert A Baron, Organizational Behavior, PHI Learning, New Delhi, 2010.**
- 3) **John Newstrom, Keith Davis, Organizational Behavior – Human Behaviour at work, Tata McGraw Hill Publication, New Delhi, 2006.**
- 4) **Kavita Singh, Organizational Behavior, Pearson, New Delhi, 2012.**
- 5) **Keith Davis, Organizational Behavior at Work, Tata McGraw Hill Publication, New Delhi, 2010.**
- 6) **Kinicky, *Organizational Behaviour*, Tata McGraw Hill, New Delhi, 2004.**
- 7) **Margie Parikh, Rajen Gupta, Organizational Behavior, Tata McGraw Hill, New Delhi, 2010.**
- 8) **Ricky W. Griffin, Gregorej Moorhead, Organizational Behavior, Biztantra, New Delhi, 2009.**
- 9) **Stephen P. Robbins, Timothy Judge Organizational Behavior – Phi Learning, New Delhi, 2007.**
- 10) **Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew J Manimalla, 01.Ling Siu, Organizational Behavior, Tata McGraw Hill, New Delhi, 2011.**



**M.B.A. (Human Resource Management)**  
**(Choice Based Credit System)**  
**(2015–2016)**

**MBA (Human Resource Management) – An Overview**

**Human Resource is the most valuable resource of any organisation. Managing humans is at the heart of almost all the real-life management ‘problems’. What it takes to ‘manage’ humans? Why humans are a ‘resource’ and what makes them special? The purpose of this course is to bring out issues involved in the management of human resources (HRM), both from current theory as well as practice. The course will examine humans at work and discuss various aspects which are basic to human motivation at work and in fulfilling career aspirations within organisations. HRM involves various issues right from selection-placement to performance appraisal, salary-career management, and training, etc. of employees in organisations. The course also endeavours to discuss the basic issues involved in organising of employees as trade union – the origins, comparative institutional context and influence on HRM practices. Finally the course will bring the cutting edge issues with regard to HRM, like flexibility, automation, empowerment, Japanese practices, etc. The stress throughout would be on evolving a perspective for developing humans at work and in formal organisations.**

**This course aims to provide high quality graduate professional education to a cultural diverse body of motivated students and also provide a rich programme of complementary activities which introduce students to the application of theory in actual business situations as well as diverse career opportunities and cross cultural experiences. This course offers each student, the opportunity to learn various management skills and business experience. Students of M.B.A-HRM will gain knowledge about tackling the issues related with human resource management.**

**CAREERS:**

**HR Manager in Corporate Sector**

**The role of a HR manager in the corporate sector is to search, select & recruit suitable and qualified staff for his organization. It is also concerned with the development, motivation & training of the staff in order to maximize their satisfaction & minimize turnover.**

**Increasingly the role of the HRM has future been empowered by their involvement in Strategic issue revolving around organizational change, statutory compliance & industrial matters. Typically a bachelor's degree in Management allows entry into a junior cadre of HRM, or an MBA is usually the norm for entry into mid level/senior position into HR department of large organization.**

### **HR Manager - Training & Development**

There are some companies that specialized in T & D as a business. Their jobs are broadly to "Train the Trainer" or in the other words, train HR managers to , in turn, train employees of their organization & equip them with certain skill sets. They often hold workshops on "behavioral skills" etc. They also facilitate highly specialized workshops on "how to price high end derivatives" in which case, they act as a link with specialized trainers. Most training firms employ people who have done their masters with either Management or Psychology or those who have pursued a diploma course in Psychology after their bachelors in the same.

### **HR Manager - Recruitment Consultation**

The job market is a buzz right now. MNC's are setting up base in India. Many are shifting their back end operations to Indian Cities and every possible foreign bank is also setting foot here. Poaching is no longer a bad word and is, in fact, synonymous with hiring. Thus recruitment consultation is actually a very lucrative & fruitful field to join at this stage.

There are several recruitment consultants firms in India. In some, business responsibilities are split by industries & in others, they are split by functions. The general requirement to become a recruitment consultant is an MBA with specialization in HR.

### **HR Consultant**

This is the upcoming field, where in organizations employ the services of HR consultants to either find solutions or help tide over issues relating to people in the organization. For instance, when two companies are merging to form a common entity, they often hire HR consultants to figure out a way to smoothly integrate the people & culture of the organizations. In the case of organizations that need to re-structure, HR consultant decides on those who need to be retained, fired or promoted. In public sector companies when voluntary retirement schemes are announced, HR consultants are hired to make the process smoother.

HR consultants are often employed by organizations for compensation, benefit analysis review. A bachelor's degree in Management or a specialized master's degree in HR would be good entry points at several levels of HR consulting.

### **Career Counselling**

One of the most prominent facts of career counselling is the one that caters to the youth. This field includes the paid services of private organizations & also schools & colleges that provide career counselling to their students. To be eligible for this field, a PG diploma in counselling is required.

A related field is that of conducting behavioural test, which are carried out in order to analyze personality traits of individuals, through which the type of education & career profile that is best suited to them can be determined. This is a specialized field & requires a degree in clinical psychology. "Several schools & colleges hire counsellors to conduct behavioural test for students who are the verge of choosing a career stream. They conduct behavioural tests which help students ascertain their skills set & the field that would be ideal for them to join. An increasing number of institutions understand the advantage of catching children while they are young to detect any odd behavioural pattern by conducting this test.

### Academics

If a person is interested in academics & is keen to take up HR, then a MBA with a specialization in HR is the best option. This followed by doctorate in the same field would make the candidate eligible to teach HR or OB at any institution.

HR is a fast developing field, which until a few decades ago, was considered the domain of women. However due to the variety of roles available to day & the increasing relevance of this field, finds more & more men & women pursuing HR as a viable career option.

### SCHEME OF EXAMINATIONS

#### FIRST YEAR : SECOND SEMESTER

Course Name	Credits	Internal	External
207. Industrial Relations and Labour Welfare Management	3	25	75
208. Legal Frame Work Governing Human Relations	3	25	75

#### SECOND YEAR : THIRD SEMESTER

Course Name	Credits	Internal	External
306. Management of Training and Development	3	25	75
307. Compensation Management	3	25	75

#### SECOND YEAR : FOURTH SEMESTER

Course Name	Credits	Internal	External
406. Organizational Change and Development	3	25	75
407. Performance Management	3	25	75



**FIRST YEAR : SECOND SEMESTER****207 : INDUSTRIAL RELATIONS AND LABOUR WELFARE MANAGEMENT****Objective**

To enable the students to understand the significance, applications of industrial relations and labour welfare management.

This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and micro levels.

**Teaching Methods**

Lectures and Case Study.

**Unit-I : Introduction**

**Industrial Relations Perspectives: Approaches – Scope Concept and Significance – IR Systems – Structure of IR dept. – Role of IR Officer – Industrial Relations and the Emerging Socio Economic Scenario – Causes for poor IR.**

**Unit-II : Trade Unions and Discipline**

**Role, Types, Origin, Structure, Theory – Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management – Code of Discipline and Code of Conduct – Grievance Management – Misconduct – Discipline – Forms of indiscipline – Stages in disciplinary proceedings – Punishment.**

**Unit-III : Negotiation and Collective Bargaining**

**Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing – Collective bargaining – Objectives – Process – Position in India.**

**Unit-IV : Employee Empowerment and Quality Management**

**Collective Bargaining and Settlements including present status – Industrial Relations and Technological Change – ILO – Aims and Role in Promoting Industrial Peace.**

**Unit-V : Labour Welfare**

**Meaning and Scope – Theories – Classification, Concept and Growth of Labour Welfare in India – Role, Responsibilities, Duties of Welfare officer – Industrial Hygiene and Safety.**

**Unit-VI : NCL and Workers Participation Management**

**Objective of workers Education – Recommendations of National Commission on Labour – Forms – Levels of Participation – Evolution – Models – Objectives – Joint Management Council – Stages of Participative Management – Evaluation.**

**References**

- 1) Manoria, Mamoria, Gankar, Dynamics of Industrial relations, Himalaya Publishing, Mumbai, 2012.
- 2) PC Tripathi, Personel Management & Industrial Relations, Sultan Chand, New Delhi, 2009.
- 3) Punekar, S.D and Deodhar. S.B., Sarewathi Sankaran Labour Welfare, trade unionism and industrial relations, Himalaya Publishing, Mumbai, 2012.

- 4) **Ratnasen**, *Industrial Relations in India*, **New Delhi, Macmillan, 2007.**
- 5) **Singh, B.D.**, *Industrial Relations and Labour Laws*, **Excel Books, New Delhi, 2008.**
- 6) **Venkatapathy, R.**, *Labour Welfare & Industrial Relations*, **Mumbai, Himalaya Publication, 2003.**

## **208 : LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS**

### **Objective**

**Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. The course aims to provide an application of various labour laws and their implications for industrial relations and labour issues.**

### **Teaching Methods**

**Lectures, Case Analysis and Group Discussion.**

#### **Unit-I : Introduction to Labour Law**

**Scopes – Principles, Emergence and Objective of Labour Laws and their Socio-economic Environment; Industrial Relations Laws – Apprentices Act, Contract Labour Act.**

#### **Unit-II : Trade Union & Disputes**

**Industrial Disputes Act – 1947, Trade Union Act – 1926.**

#### **Unit-III : Industrial Employment Act**

**Standing Orders; Laws Relating to Discharge – Misconduct – Disciplinary Action.**

#### **Unit-IV : Social Security Laws**

**Laws Relating to Workmen's Compensation – Employees State Insurance – Provident Fund – Gratuity – Maternity Relief.**

#### **Unit-V : Wages and Bonus Laws**

**The Law of Minimum Wages – Payment of Wages – Payment of Bonus.**

#### **Unit-VI : Laws Relating to Working Conditions**

**The Laws Relating to Factories and Establishment – Mines Act – Plantation Act – Interpretations of Labour Laws – Their Working, and Implications for Management – Union – Workmen.**

**References**

- 1) **Dheodar, Punekar & Sankaran, Labour Welfare, Trade Unionism and Industrial Relation, Himalaya Publication, Mumbai, 1994.**
- 2) **Ghaiye, B.R., Law and Procedure of Departmental Enquiry in Private and Public Sector, Eastern Law Company, Lucknow, 1994.**
- 3) **Malik, P.L., *Handbook of Industrial Law*, Eastern Book, Lucknow, 1995.**
- 4) **Mamoria, C.B. & Mamoria, S., *Dynamics of Industrial Relations in India*, Mumbai, Himalaya Publication, 1994.**
- 5) **Saini and S. Debi, Labour Judiciary, Adjudication and Industrial Justice, Oxford University Press, New Delhi, 1995.**
- 6) **Saini and S. Debi, Redressal of Labour Grievances, Claims and Disputes, Oxford & IBH, New Delhi, 1994.**
- 7) **Seth, DD., *Industrial Dispute Act, 1947. Vol. I & II*, N.M. Tripathi, Mumbai, 1995.**
- 8) ***Taxmann's Labour Law*, Taxmann Allied Service (P) Ltd., New Delhi, 1992.**

**SECOND YEAR : THIRD SEMESTER****306 : MANAGEMENT OF TRAINING AND DEVELOPMENT****Objective**

**The Purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.**

**Teaching Methods**

**Lectures and Case Study.**

**Unit-I : Introduction**

**Concepts of training and development – Learning principles – Learning curve – Identifying training needs – Structure and functions of Training department – Evaluation of Training programme – Role, Responsibilities and Challenges to Training Managers.**

**Unit-II : Training Techniques**

**Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.**

**Unit-III : Career – Planning**

**Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.**

**Unit-IV : MDP**

**Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme.**

**Unit-V : Training Institutions**

**Need for Training in India – Government – Policy on Training – Training institutes in India – Management development programmes in public sector and private sector organizations.**

**Unit-VI : MDP Institutions**

**Management Development Institute: Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.**

**References**

- 9) **Janakiraman. B, Training and Development - Indian Text Edition, Dreamtech Press, 2007.**
- 10) **KVSS N. Rao, Training and Development, Creative Common Attribution, 2012.**
- 11) **Lynton, R. Pareek, U., Training for Development, Vistaar, 2<sup>nd</sup> ed., New Delhi, 1990.**
- 12) **Raymond Andrew Noe, Employee Training & Development, Tata McGraw Hill, International Ed., New Delhi, 1999.**

- 13) Robert Craig, *The ASTD Training and Development Handbook: A Guide to Human Resource Development* American Society for Training and Development, USA.
- 14) Rolf Lynton and Udai Pareek, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.

### 307 : COMPENSATION MANAGEMENT

#### Objectives

Understanding of the compensation is important for the efficient decision making relating to management and wage administration. The course aims to provide an understanding application and interpretation for the wages and their implications for employee compensation.

#### Unit-I

Issues in Wage Determination – Components of Wage Payment – Relevant Legislations Regarding Wages – Wage Determination at the enterprise Level.

#### Unit-II

Choosing a Job Evaluation System – Problems in Implementing Job evaluation Programme at Company Level – Conditions for Successful Implementation of Job Evaluation Programme – Drawing up a Wage Payment Plan for a Proposed Plant.

#### Unit-III

Removing Wage Disparities – Reorganising the Wage Structure in a Company – Implementing a Job Evaluation Scheme – Job Evaluation for Plant Personnel – Job evaluation for Engineering, Technical and Professional Personnel.

#### Unit-IV

Job Evaluation for Office Personnel – Job evaluation and Pay Plans for Sales Personnel – Wage Fixation through Adjudication, Wage Boards and Collective Bargaining.

#### Unit-V

Administration and Control – Preparation of Pay Roll and Wage Calculations.

Fundamentals and Relational for Wage Incentives – Incentive Plans – Individual and Group.

Group Incentives: Case Studies: (i) Bank Wiring Observation Room, (ii) British Coal Mine – Productivity Bargaining – Indian Situation.

Incentive for Supervisory and Managerial Personnel – Profit Sharing and Stock Ownership – Fringe Benefits.

#### Unit-VI

Managerial Remuneration: Fundamentals – Managerial Remuneration: Situation in India.

Managerial Remuneration: Boothalingam and Sachar Committee – Managerial Remuneration in the Future.

**References**

- 1) **David W. Belcher, Wages and Salary Administration, Prentice Hall, New Delhi, 1962.**
- 2) **Elizabeth Lanham, Administration of Wage and Salaries, Harper & Row 2011.**
- 3) **Famulare, Handbook of Modern Personnel Administration, McGraw Hill, 1972.**
- 4) **James Walker Morris, Principles and Practice of Job Evaluation.**
- 5) **Pramod Verma, Wage Determination Concepts and Cases, Wiley Eastern, 1980.**
- 6) **Richar I, Henderson, Compensation Management: Rewarding Performance in the Modern Organisation, Reston Publication Company, 1985.**
- 7) **Suri, G.K. Wage, Incentives: Theory and Practice. Shri Ram Centre of Industrial Relations and Human Resources, 1973.**

**SECOND YEAR : FOURTH SEMESTER****406 : ORGANIZATIONAL CHANGE AND DEVELOPMENT****Objectives**

**This subject deals with people at work in any organization and how they may be motivated to work as a team in harmony. The subject is a combination of social science providing the current concept, theory and research findings.**

**Unit-I**

**Organizational Change – Evolution, Concept and Importance – Process of Managing Organizational Change – Types of Changes – Individual Group and Organizational Change.**

**Unit-II**

**Dynamics of resistance to Change – Implementation of Change, Methods and Techniques of Overcoming Resistance to Change – Problems of Implementing Change – Readiness for change – Approaches to Planned Change – Phases of Organization Growth.**

**Unit-III**

**Organizational Development – History of organization Development – Values – Assumptions – Beliefs in Organization Development.**

**Unit-IV**

**Theory and management of Organizational Development – Foundations of organizational Development – Managing of Organizational Development Process – Action Research and Organization Development.**

**Unit-V**

**Organization Developmental Interventions – Team Interventions – Inter Group and Third Party Peacemaking Interventions – Comprehensive Interventions – Structural Interventions – Training Experiences.**

**Unit-VI**

**Key Considerations and Issues – Issues in Consultant – Client Relationships – Role of Human Resource in Organizational Development – System Ramifications – Power, Politics and Organizational Development – Research in Organizational Development – The Future and Organizational Development – Organizational Development in International Settings.**

## References

- 1) Dey B.R, **Business Process Reengineering, Biztantra and Change Management**, New Delhi, 2012.
- 2) Franch and Bell, **Organizational Development**.
- 3) Fred Luthans, **Organizational Behaviour**, McGraw Hill book Co., Ltd., New Delhi.
- 4) Gareth R. Jones, **Organization theory Design and Change**, Pearson Education, 2004.
- 5) Keith Davis, **Human Behaviour at Work**, McGraw Hill book Co., International Edition.
- 6) Richard L. Draft, **Understanding the theory & design of organization**, Cengage Learning Western, 2007.
- 7) Warker Burke. W, **Organization Change: Theory and Practice**, Sage Publication, 2010.

## 407 : PERFORMANCE MANAGEMENT

### Unit-I

**Quality Performance Management – Concept – Dimensions – Mechanics – Features of Facilitating Organizations for Performance – Organizational Dynamics and Employee Performance – A Multi Dimensional Analysis.**

### Unit-II

**Work Place and Its Improvement Through 5S – Modern Management Techniques and Management of Employee Performance – Team Building – Concept, Culture, Methods, Effectiveness & Empowerment, Problems – Potential and Perspectives.**

### Unit-III

**Organizational Structure and Employee Motivation and Morale – Contemporary Thinking on Employment Practices (Tenure Employment) and Work Schedules (Flexitime) and the Related Performance Appraisal Systems; Quality Circle – Features – Process – Pre-requisites for their Efficiency.**

### Unit-IV

**The Potential Problems in Performance Management – Opposition to Evaluation – System Design and Operating Problems – Rater Problems – Eliminating Rater Errors – Avoiding Problems with Employees – Evaluating Techniques Failure – Ethics in Performance Evaluation – Feedback Interviews.**

### Unit-V

**Industrial Restructuring – Reward System and Employee Productivity; Quality Standards and Employee Dimensions – Illustrations on HR Dimensions drawn from CMM.**



**Unit-VI**

**Quality Performance Management – Indian and Western Thought in an Market era - Integrated Studies Dealing with Methods, Techniques, and Processes.**

**References**

- 1) **Appa Rao. C, Performance Management, Wiley India Pvt, Ltd., New Delhi-2, May 2013.**
- 2) **CB Memoria, Personnel Management, HPH, Bombay, 2000.**
- 3) **Chakravarthy S.K.: MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE – INDIAN INSIGHTS, (Tata-McGraw Hill Publishing Co. Ltd.).**
- 4) **Gomez. L, Managing Human Resource, PHI Publication, New Delhi, 2000.**
- 5) **Peter F. Drucker: MANAGEMENT, (Allied Publishers).**
- 6) **Suri G.C & R.C. Mmga: LIVING WAGES AND PRODUCTIVITY, National Productivity Council.**
- 7) **The Flowering of Management, Pravir Malik, Sri Autobindo Society, Pondicherry.**
- 8) **William G. Dyer: TEAM BUILDING – ISSUES AND ALTERNATIVES, (Addition-Wesley Publishing Company).**



**M.B.A. (Financial Management)**  
**(Choice Based Credit System)**  
**(2015–2016)**

**MBA (Financial Management) – An Overview**

**Within the content of the multinational firm, this course examines the development of policy, financing options for national and international business and making the standard financial management decisions. In this course, students will be expected to apply theory and tools of financial management to the formation of business decisions in the global environment. Through the help of this course students can apply key techniques of accounting and financial management.**

**CAREERS:**

**A finance MBA program has numerous job opportunities and is believed to be the most effective tool for enhancing proficiency and market credibility. Most of the MBA finance professionals are recruited by investment banks, security firms, corporate and BPOs. The most widely recognized jobs falling under this category are financial managers, financial analysts, accounting managers, corporate controllers, chief financial officers, cash managers, investment bankers, finance officer, treasurers, management consultants, credit managers, investment sales associates, traders and investment banking associates**

**MBA - Finance Careers**

**Accounting or financial managers are the people responsible for overseeing and maintaining the financial strategy and history of a company. The accounting manager is focused more on financial reporting, while the financial manager is focused on strategy and money management. Finance has been one of the more popular choices for MBA focus or concentration.**

**A finance MBA can offer numerous possibilities and can be an effective tool to help with promotions in the professions discussed below. Most prospective jobs for finance MBAs fall within investment banks, corporations, and securities firms. Many finance MBA graduates also follow careers in the consulting industry.**

**Financial Managers or Financial Analysts**

**Financial analysts and managers use historical (accounting) data in their decision making, however the number one role of the financial manager is to oversee the production of financial analysis and reports to help the company with decision making, business development, strategic planning, and alliance management. Through the use of these reports, the financial analyst helps to shape the company's investment and business growth. Cash management strategies developed and implemented by the financial analyst help the company to grow efficiently and allow for maximum profitability in its investments.**

**Financial analysts and managers play an important part in mergers and global financing and expansion. Highly specialized knowledge in these areas is an important asset to the financial manager and his or her employer to maximize potential profit and reduce risk. Many companies utilize globally active consulting firms exclusively for these purposes.**

#### **Cash Managers**

**The Cash Manager is responsible for overseeing and controlling cash flow, both accounts receivable and accounts payable. He or she is also responsible for ensuring that the cash position of the company is sufficient to meet current and forecasted needs, or whether adjustments in investment quantity and type are necessary.**

#### **Risk and Insurance Managers**

**Business operation and transactions involve a certain amount of risk. Risk managers and insurance managers work to minimize the amount of loss a company incurs and the amount of risk it is exposed to.**

#### **Financial Consultants**

**Financial consultants work to help companies with a wide variety of problems and issues. Everything from profitability improvement to corporate restructuring to financial strategy. The MBA students going into this field should have either an expert understanding of a wide base of knowledge, or be highly skilled in two or more sub groups. The financial consultant will also help companies with cash management and emerging market analysis.**

#### **Investment Bankers**

**An investment banker will work together with corporations needing capital to grow and institutions or investors who have money available to invest. An MBA is an enormous asset in this field as the investment banker will be giving investment advice to his or her clients regarding raising capital. Most investment banks have a corporate finance division that assists clients in structuring financial instruments such as stocks or bonds to raise capital.**

#### **Investment Banking Associates**

**People graduating with MBA in finance often begin their career as an associate with an investment bank firm or investment firm. This is usually at least one level above the entry-level position as an analyst typically obtained by persons with only an undergraduate degree. Most analysts end up pursuing MBA degree after a couple of years in the industry in order to obtain promotions. Many people in the corporate finance side of investment banking will obtain a CFA (Chartered Financial Analyst) designation as a supplement to their MBA. The Association for Investment Management Research (AIMR) is the governing body for the CFA exam and designation.**

The mergers and acquisitions departments of investment banks provide consulting services to companies in the process of merging or acquiring other companies or organizations. Organizations wishing to acquire, dispose of, or invest in real estate will deal with the real estate division of an investment bank. Equity research and consulting for private clients are also frequently chosen as career paths for MBAs with focus in investment banking.

#### Investment Sales Associates and Traders

While MBA skills and knowledge are not explicitly required in this field, they do come in as very valuable in enabling a person to understand the economic principles that drive the financial markets. Investment traders and sales associates assist corporate or institutional investors in the purchase and sale of securities such as stocks and bonds. The sales associate makes recommendations and helps with the analysis, while the trader actually executes the orders for the client.

#### Credit Managers and Specialists

The Credit manager is in charge of managing the credit a company may sanction to its clients or others. Credit managers formulate criteria for rating risk and credit, determine the maximum amount of credit to offer, and supervise past-due account collections.

### SCHEME OF EXAMINATIONS

#### FIRST YEAR : SECOND SEMESTER

Course Name	Credits	Internal	External
207. Accounting Software – Practical	3	25	75
208. Management of Funds	3	25	75

#### SECOND YEAR : THIRD SEMESTER

Course Name	Credits	Internal	External
306. Investment, Security and Portfolio Management	3	25	75
307. Banking and Insurance Management	3	25	75

#### SECOND YEAR : FOURTH SEMESTER

Course Name	Credits	Internal	External
406. Management of Financial Services	3	25	75
407. Capital Markets	3	25	75

**FIRST YEAR : SECOND SEMESTER****207 : ACCOUNTING SOFTWARE****Objective**

The purpose of this course is to acquaint the students with the practical knowledge with the various techniques, methods, process of accounting data and analysis with the application software Tally ERP 9.

**Accounting Software**

Tally ERP 9 is an application software that records and processes accounting transactions within functional modules such as accounts payable, accounts payable, accounts receivable, payroll and trial balance. It functions as an Accounting Information System. Tally is Financial and Inventory Management System. It is one of the acclaimed Accounting Software with larger user base.

**Unit-I : Basics of Accounting**

Types of accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping, Mode of Accounting, Financial Statements, Final Accounts – Preparation of Trial balance, Profit and Loss Account, Balance sheet.

**Unit-II : Fundamentals of Tally.ERP 9**

- Getting Functional with tally.ERP 9
- Creation/ setting up of Company
- Features
- Configurations
- Setting up Account Heads

**Unit-III : Inventory in Tally.ERP 9**

- Order Processing
- Reorder Levels
- Tracking Numbers
- Batch wise Details
- Additional Cost Details
- Bill of Materials
- Price List.

**Unit-IV : Value Added Tax (VAT)**

- Configuring VAT –Documents and Records
- Creating masters
- Entering Transactions
- Accounting for Return of Goods
- Rate Difference in Purchase / sales
- Accounting for Interstate transactions
- Exempt transactions under VAT
- VAT Reports

**Unit-V : Central Sales Tax (CST)**

- Basics of Central Sales Tax (CST)
- Enabling CST
- Recording Interstate Transactions
- Payment of CST
- CST Reports

**Unit-VI : Tally.NET and Remote Capabilities**

- Overview of Tally.NET
- Configure Tally.NET Features
- Connect Company on Tally.NET
- Create Remote users
- Authorize Remote Users
- Remote Access.

**References**

1. Nadhani, Tally ERP 9, Training Guide, BPB Publisher, 2009.
2. Namrata Agarwal, Tally 9, Dreamtech Press, New Delhi.
3. Tally.ERP 9, In simple steps, Kogent Learning Inc Solutions, Dreamtech press, 2010.
4. Vikas Gupta, Comdex Business Accounting with MS Excel 2010 and Tally. ERP 9 course Kit, Dreamtech press.
5. Vishmi Priya Singh, Learning Tally.ERP 9, New Asian Publisher.

**Scheme of Examination****Marks**

- |   |       |
|---|-------|
| 1. Students will appear for practical exam in the lab for 3 hours to Solve the questions with the help of tally software and the marks will be awarded based on the output and viva performance | 75    |
| 2. Internal (Attendance, Assignment, Lab test)  | 25    |
|   | ----- |
|   | 100   |
|   | ----- |

**208 : MANAGEMENT OF FUNDS****Objectives**

The main objective of this course is to help students to learn the various approaches of funds management and their role in the over all financial system.

**Teaching Methods**

Lectures, Case Study and Seminar Presentation.

**Unit-I**

Meaning and importance of funds – Benefits of effective allocation of funds – Dangers of misallocation – Organization of Funds Management and its relationship with other functional areas of the enterprise – Role of financial systems as a barometer of business conditions.

**Unit-II**

Capitalisation – Under capitalization and over capitalization – Assessment of funds required for investment in fixed assets. Current assets for new enterprises and existing enterprises – Optimum capital structure changes in pattern of capital structures – Implicit costs of free reserves and retained earnings – Implicit rates and yield – Debt. Service coverage – Acquisition of funds for specific allocation.

**Unit-III**

Financial Analysis, Planning and Control – Allocation of funds to most profitable opportunity – Development of profitable opportunities and evaluating them with the help of basic tools for measuring rate of return on investment as a criterion for allocating funds – Methods of incorporating risk – Risk adjusted rate of return (ROI) and certainty equivalent approach – Sensitivity analysis, profitability analysis and decision making – Capital rationing.

**Unit-IV**

Lease Financing – An overview - Forms of lease financing – Sale of lease back – Direct leasing – Service leasing – Financial leasing – Leveraged leasing – Potentiality of leasing as a means of financing – Leasing decisions – Lease financing in India.

**Unit-V**

Divisional Budgets: Implementing procedures – Human Resources Accounting for effective use of manpower – Rewarding the managerial staff on the basis of rate of return in the division – Due point system to evaluate various divisions.

**Unit-VI**

Term Financing and Evaluation: Source of long-term financing – Equity, Preference shares, Debentures and Bonds, Mutual funds, Funds through adaptation of non-banking private companies Finance concepts in the large scale organizations – Term loan and financial institutions – Market for long term securities in India with specific reference to stock exchange.

### References

1. James C. Van Horne, **Fundamentals of Financial Management, Eleventh Edition, Prentice Hall of India (P) Ltd., New Delhi, (2010).**
2. Khan & Jain, **Financial Management, Tata Mc Graw Hill Publication, New Delhi, 2005.**
3. Kuchhal.S.C., **Financial Management, Chaitanya Publishing House, Allahabad, 2006.**
4. Kulkarani. P.V., **Financial Management, Himalaya Publishing House, Mumbai, 2007.**
5. Pandey, I.M., **Capital Structure and the Cost of Capital, Vikas Publishing House Pvt., Ltd., New Delhi, 2006.**
6. Prasanna Chandra, **Fundamentals of Financial Management, Tata Mc Graw Hill Publication, New Delhi, 2005.**
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### SECOND YEAR : THIRD SEMESTER

#### 306 : INVESTMENT SECURITY AND PORTFOLIO MANAGEMENT

##### Objective

The Objective of this course is to impose knowledge to students regarding the theory and practice of security analysis and making investment decisions.

##### Teaching Methods

Lectures, Case Study and Seminar Presentation.

##### Unit-I : Nature and Scope of Investment Management

Investments – Concept and objectives – Nature of Investment – scope for Investment – Types of Investors – The Investment process – Stages of Investment – Speculation – Types of Speculators – Distinction between Investment and Speculation – Gambling – Features of Gambling.

##### Unit-II : Listing of Securities and Brokerage Business

Listing of Securities: Introduction – Advantages of Listing – Legal Requirements – Key provisions in listing agreement.

Brokerage Business: Introduction – Functions of a brokerage firm – Functional specialisation of members – Selecting a broker – Execution of orders – Types of transactions in a Stock Exchange – Mechanics of Share Trading – Carry forward Facility – Badla Transactions – Revised Carry Forward System ( RCFS ) – Brokerage Charges.



**Unit–III : Common Stock Analysis**

**Fundamental Analysis: Economic Analysis – Stock market and the economy – Business cycle and the stock market.**

**Industry Analysis: Classification of industries – Industry life cycle – Methods of analysis – Key characteristics of an industry analysis.**

**Company Analysis: Introduction – Internal information – External information – General aspects.**

**Financial Analysis: Introduction – Structure of a balance sheet – Financial Ratios and their significance – The chemistry of Earnings – Valuation of shares. (Simple Problems).**

**Unit–IV : Technical Analysis and the Efficient Market Theory**

**Technical Analysis: Introduction – Tools for technical analysis – The Dow Theory – Advantages and limitations of technical analysis.**

**Charting Techniques: Introduction – Meaning of Charts – Methods of preparing charts – Uses and limitations “P” and “F” (charts points and figure) – Pattern of charts and their uses.**

**Dollar cost averaging: Introduction – Meaning of DCA – Guidelines for using DCA – Modified DCA plans.**

**Unit–V : Portfolio Management**

**Introduction – Meaning – Objectives of portfolio – Traditional portfolio analysis – Diversification of portfolio – Portfolio selection – Portfolio revision Techniques – Advantages and Limitations.**

**Capital Asset Pricing Model – Security Market Line – Capital Market Line – SML Versus CML. (Simple problems)**

**Unit–VI : Financial Derivatives Markets**

**Warrants: Definition – Considerations for shares issued through warrants – Gearing effect – Valuing warrants – Lapse of warrants – Futures markets – Hedging using index futures – Futures versus options – Synthetic futures – Futures versus forward markets – Strategies for futures markets.**

**Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps – Currency Coupon Swap – Basis Rate Swaps.**

**References**

- 1) Bhalla, V.K., *Financial Derivatives*, 1<sup>st</sup> ed., S. Chand & Company Ltd., New Delhi, 2001.
- 2) Bhalla, V.K., *Investment Management; Security analysis and Portfolio Management*, 14<sup>th</sup> Ed., S. Chand and Company, New Delhi, 2008.
- 3) Nagarajan. S and Jayabal, G, “*Security Analysis Portfolio Management*, 1<sup>st</sup> Edition, New Age Publishers, Delhi.
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- 8) **Ranganathan, M. and R. Madhumathi, Investment Analysis and Portfolio Management, 1<sup>st</sup> Ed., Pearson Education (Singapore) Pvt. Ltd., New Delhi, 2005.**
- 9) **Trivoli and W. George, Personal Portfolio Management, Prentice Hall, 2000.**

### **307 - BANKING AND INSURANCE MANAGEMENT**

#### **Objectives**

The main objective of this course is to help students to learn the various insurance and banking practices and their role in the over all financial sectors.

#### **Teaching Methods**

Lectures, Case Study and Seminar Presentation.

#### **Unit-I**

**Evolution – Development of Banking in India – Meaning – Features of Banking – Classification of Banks – Banking System – Banks and Economic Development – Nationalisation of Banks – Achievements after Nationalisation.**

#### **Unit-II**

**Private sector Banks in India – Importance of Private Sector Banks in India – Indigenous Bankers and Moneylenders – Function of Commercial Banks – Reserve Bank of India – Junction – Role – Monetary Packing.**

#### **Unit –III**

**Recent Trends in Indian Banking: Types of Financing – Repayment Method – Venture Capital – Factoring services – Banknet – Automated Teller Machines (ATM) – Phone Banking – Net Banking – Gold Deposit Scheme – Multi- Dimensional Developments.**

#### **Unit-IV**

**Introduction to Insurance: Definition and nature of Insurance – Evolution – Role and Importance of Insurance – Insurance contract – Insurance Device- Professional Approach – The basic principles of Insurance.**

#### **Unit-V**

**Classification of Insurance Business: Life Insurance – Nature – Classification of policies – selection of Risk – Calculation of premium – Surrender Value – Investment of funds.**

**Marine Insurance: Nature- Marine Insurance Policies – Premium calculation – Marine losses – Payment of claims.**

**Fire Insurance: Nature – uses – Kinds of policies – Rate Fixation – Payment of claim –Re-insurance.**

**Unit -VI**

**Legal and Financial Aspects of Insurance: Sources of Law – Tax Laws – Financial aspects of Insurance Business – Privatisation of Insurance Industry – Prospects of Insurance Industry - IRDA Acts.**

**References**

1. Anand Ganguly, Insurance Management, New Age International (P) Ltd., 2009.
2. Balachandran, Principles of Life Insurance, Published by Insurance Institute of India, Mumbai.
3. Kiran, Commercial Bank and Financial Management in the Financial Services Industry, Fourth Edition, Macmillan Press, New Delhi 2001.
4. Manjmdar, Principles of Insurance, Published by Insurance Institute of India, Mumbai.
5. Mishra, Insurance principles and Practice, Published by S.Chand & Company Ltd., New Delhi, 2000.
6. Nirmala Prasad, Banking and Financial System, Published by Himalaya Publishing House, Mumbai, 2007.
7. Paremeswaran, Indian Banking, Published by S.Chand & Company Ltd., New Delhi, 2005.
8. Shekhar and Shekhar, Banking theory and Practice, Vikas Publishing House (p) Ltd., 18<sup>th</sup> Edition, 2008.

**SECOND YEAR : FOURTH SEMESTER****406 : MANAGEMENT OF FINANCIAL SERVICES****Objective**

The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

**Teaching Methods**

Lectures, Case Study and Seminar Presentation.

**Unit-I : Indian Financial System**

**Introduction – Structure of the Indian Financial System – Recent Developments – Financial services – Concept – Objectives – Importance – characteristics – Types of Financial Services – Regulatory Framework – Problems in Financial services Sector.**

**Unit-II : Merchant Banking**

**Definition – Need for Merchant Banks – Functions – Role – Recent Developments and Challenges ahead – Categories of Merchant Bankers – Merchant Bankers' Code of Conduct – SEBI Guidelines – Securitization.**

**Unit–III : Mutual Funds Concept and Regulations**

**Introduction – Types – Advantages and Disadvantages – Mechanics of Mutual Fund Operations – Asset Management Company (AMC) – Net Asset Value (NAV) – SEBI's New Regulations to Mutual Funds (1999).**

**Unit–IV : Capital and Money Markets and Stock Exchanges**

**Capital Market: Meaning – Functions – Importance – Players in Capital Market – Primary and secondary Capital Market.**

**Money Market: Definition – Features – Money Market Instruments – Capital Market versus Money Market etc., NSE – OTCEI.**

**Unit–V : Factoring Services and Consumer Finance**

**Factoring Services: Introduction – Mechanics of Factoring – Types – Advantages and disadvantages – Players in factoring services – Factoring Vs Bills Discounting – RBI Guidelines for factoring – Constrains of Factoring Services in India – Forfeiting.**

**Consumer Finance: Definition – Types – Credit Cards, Debit cards – Mechanics of consumer Financing – Sources – Modes.**

**Unit–VI : Venture Capital and Credit Rating**

**Venture Capital: Concept – Features – Forms of Venture Capital – Phases – Functions – Advantages – Venture Capital Institutions.**

**Credit Rating: Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols.**

**References**

- 1) **Avadhani, V.A., *Marketing of Financial Services of Markets*, 3<sup>rd</sup> Edition, Himalaya Publishing House, Mumbai, 2007.**
- 2) **Bhalla, V.K., *Management of Financial Services*, Anmol, New Delhi 2001.**
- 3) **Bhatia, B.S. and G.S. Batra, *Management of Financial Service*, Deep & Deep Publications, New Delhi, 1996.**
- 4) **Cornett and Sauders, *Financial Markets and Institutions*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi, 2007.**
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- 6) **Khan, M.Y., *Financial Services*, 4<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2007.**
- 7) **Saha, T.R. and A. Mondal, *Indian Financial System & Financial Market Operation*, New Central Book Agency (P) Ltd., 2004.**
- 8) **Sasidharan and Mathews, *Financial Services and System*, 1st Edition, Tata McGraw Hill, New Delhi, 2008.**

## 407: CAPITAL MARKETS

### Objective

The objective of this course is to impose knowledge to students regarding the theory and practice of knowledge with business strategies – equity markets.

### Teaching Methods

Lectures, Case Study and Seminar Presentation.

### Unit-I

Capital Market – Evolution, need for regulatory mechanism, establishment of SEBI, SEBI Act / Rules and Regulations Role of Intermediaries in the Capital Market.

### Unit-II

Primary / Secondary markets, stock exchanges, National Stock Exchange, Merchant Banking – Role and functions.

### Unit-III

Capital issues – Equity and debt instruments, pricing, credit rating of debt instruments, insider trading; Management of pre- issue and post –issue activities including issue of prospectus/ offer documents; Rights issue, bonus issue, private placements.

### Unit-IV

Merger and Acquisition – Types – Takeover Code; Loan syndications, Euro Issues, ECBs and GDRs.

### Unit-V : Knowledge with business strategies

New Issue Market (NIM): NIM and Secondary Markets, Role of the NIM, Methods of Raising funds, Bought- Out Deals Vs Private Placements, Intermediaries in NIM, Bankers to an Issue, Brokers to an Issue.

### Unit-VI

Capital Market Instruments: Meaning, Preference Shares, Equity Shares, Non-Voting Equity Shares, Convertible cumulative preference shares (CCPS) and Company fixed Deposits.

### References

- 1) Avadhani V.A, Capital Market Management, 2007.
- 2) Bharat's Compendium on SEBI, Capital issues and Listing, 2005.
- 3) Khan M.S, S.M. Faisal, Capital Market and Investment Management, Laxmi Publication, Pvt Ltd., New Delhi – 110002, First Edition, 2011.
- 4) Manual of Merchant Banking, 2003.
- 5) Nabhi's Manual for Capital issues, SEBI and Mutual Funds, Nabhi Publications, 2004.
- 6) Verma J.C, Normal Merchant Banking, 2003.

**M.B.A. (Marketing Management)**  
**(Choice Based Credit System)**  
**(2016–2016)**

**MBA (Marketing Management) – An Overview**

The MBA marketing program combines general core curriculum with the advance career-specific, up-to-date marketing training that prepares students to address and resolve real-world marketing problems. The program also helps students develop the expertise required to lead an organization's marketing efforts by learning not only the traditional disciplines of alternate marketing channels, sales management, advertising and research; but also more current technology-driven marketing approaches. This programme of MBA in Marketing focuse knowledge that enables students to make informed, influential decisions that support the development goals of their organisation or business, through such modules as Market Research, Consumer Behaviour, and Services Marketing. This programme offers a comprehensive education and postgraduate qualification in all aspects of management, while enabling the students to customise your study to meet particular work and career needs.

M.B.A. Marketing Management enriches the students to become competent and specialist in the area of marketing concepts. This course deals with consumer behaviour, marketing research, advertisement and sales promotion activities, international marketing and branding. By studying this course students may lead their prospective companies especially marketing department in the right track. With the M.B.A. Marketing Programme, one can strengthen one's position in today's market place.

**CAREERS:**

**Marketing Careers**

There are an enormous amount of career opportunities and options for people with MBA in Marketing. The most common are corporate positions such as Marketing manager, Brand manager, Market research analyst, and New product manager. Persons with strong financial skills could seek a career in strategic or market related planning. Additional corporate positions such as sales manager, advertising manager, PR (public relations) director, and marketing communications manager are also common.

In marketing or advertising agencies, numerous opportunities exist in advertising, direct marketing, and communications specialization. Consulting firms also hire marketing MBAs as new market developers, strategists, and customer segmentation specialists.

Product management careers as well as brand management careers typically require that a candidate have an MBA, even at the entry level. However, some companies that focus intensively on sales, promote these positions internally from highly successful sales representatives.

### Product and Brand Managers

The product manager is entirely responsible for the profitability and market growth of a product line. The product manager could be considered the CEO of a particular product. They typically coordinate and oversee a number of diverse divisions of a corporation to ensure the efficient and timely flow of a product to market. While some product managers have international responsibilities, most product management positions focus on product and market development domestically. Product managers will often see promotion to director or manager of a group of products or even to the position of VP of marketing.

### New Product Development Specialists

Some companies have a position specifically targeted to managing new or developing product lines. The new product specialist is skilled at launching and marketing initial implementations of a product or marketing plan before giving the project to a product manager for ongoing maintenance.

### Marketing Managers

The marketing manager's responsibilities are similar to those of the product manager, but are focused on servicing and managing an ongoing relationship with existing customers. The marketing manager utilizes skills in international marketing, customer satisfaction and retention, market strategy, and emerging technologies. This position can be highly demanding and require intensive knowledge of market research and customer management.

## SCHEME OF EXAMINATIONS

### FIRST YEAR : SECOND SEMESTER

Course Name	Credits	Internal	External
207. Marketing Research and Consumer Behaviour	3	25	75
208. Advertising and Sales Promotion	3	25	75

### SECOND YEAR : THIRD SEMESTER

Course Name	Credits	Internal	External
306. Sales and Distribution Management	3	25	75
307. Product and Services Marketing	3	25	75

### SECOND YEAR : FOURTH SEMESTER

Course Name	Credits	Internal	External
406. International Marketing	3	25	75
407. Customer Relationship Management	3	25	75

**FIRST YEAR : SECOND SEMESTER****207 : MARKETING RESEARCH AND CONSUMER BEHAVIOUR****Objective**

**This course focuses on the Psychology and Sociology of Human behavior as it relates to consumer decision making and actions. Understanding what benefits consumers are seeking and how they make decisions, shop, buy and help marketers to develop and carry out more effective product, price, place and promotion actions. Motivation to buy is often driven by a desire to enjoy a certain quality of life. The study of decision making, shopping, buying and consuming is a scientific field of study designed to help marketers to make better decisions.**

**At the End of the Course**

- **Students should be able to get an usable, managerial Understanding of consumer behaviour**
- **Students should be able to know the importance of store layout, POP materials, and store design**
- **Students should be able to understand pre and post purchase behaviour**

**Teaching Methods**

**Team talk, Cases, Games, Consumer Behaviour audit, Sample survey, Computer lab exercises and Minor Project.**

**Unit-I : Market Research**

**Marketing research – Scope – Applications and Limitations – Marketing Research scenario in Indian Corporate sectors and other researchers. Research Process – Formulating research problem – Exploratory, Descriptive, Causal research design – Data source – Evaluating Secondary data – Designing a questionnaire – Methods of scale construction – Sampling design and Sample size.**

**Unit-II : Scaling Technique and Data Analysis**

**The concept of attitude – Procedure in attitude scaling – Introduction marketing Scales – Data analysis – Data preparation – Frequency distribution, cross tabulation, hypothesis testing – Analysis of variance and covariance – Discriminant/Factor analysis – Experimental design – Randomization, Latin Scales.**

**Unit-III : Report Preparation / Presentation and Applications of Marketing Research**

**Interpretation – Report preparation – Report format – Types of report – Principles of report writing – Graphs and Tables – Oral presentation – Ethics in marketing research – New product development and test marketing – Advertising Research – Consumer research – Sales analysis and forecasting.**

**Unit-IV : Consumer Behaviour Introduction, Consumer motivation, Personality and Consumer perception**

**Consumer behaviour – Definition – scope – customer value – Customer satisfaction – Injurious consumption – Traditional marketing concept – Value and retention focused marketing – Models of Consumer Behavior – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics.**



**Needs – Goals – Discovering purchase motives – Motivation research – Defense mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour – Self image – Forms of self image – How general personality influence consumer behaviour – Perception – Weber’s Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality – Perceptual mapping.**

**Unit–V : Consumer Learning and Reference Group Appeal**

**Classical Conditioning – Instrumental Conditioning – Information Processing – Tricomponent attitude model – Multi attribute attitude model – Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.**

**Unit–VI : Consumer Influence, Purchasing Process, Structure and Post Purchase Behavior**

**Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process – Store location, Store design and Physical facilities – Store specific shopper profiles – In-store purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, Situation segmentation – Positive/Negative Post purchase Behaviour – Complaint Behaviour.**

#### **References**

- 1) **David L. Loudon, Albert J. Della Bitta, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Del I. Hawkins, Roger J. Best, Kenneth A. Coney and Amit Mookerjee, *Consumer Behavior, Building Marketing Strategy, 9/e, Tata McGraw Hill, New Delhi, 2007.***
- 3) **Henry Assail, *Consumer Behavior, Cengage, New Delhi, 2011.***
- 4) **Jay D. Lindquist and M. Joseph Sirgy, *Shopper, Buyer and Consumer Behavior, Biztantra, New Delhi, 2007.***
- 5) **Leon G. Schiffman, Kanuk Leslie Lazar, *Consumer Behavior, PHI Learning, New Delhi, 2008.***
- 6) **Naresh K. Malhotra, *Marketing Research – An applied Orientation, Pearson Education, New Delhi, 2005.***
- 7) **Rajendra Nargundkar, *Marketing Research, Tata McGraw Hill, New Delhi, 2006.***
- 8) **Satish K. Batra and S.H.H. Kazmi, *Consumer Behavior, Excel Books, New Delhi, 2008.***
- 9) **Vishal Agarwal, *Retail Store Operations, Biztantra, New Delhi, 2012.***
- 10) **Wayne D. Hoyer, Deborah Macinnis, Das Gupta, *Consumer Behavior, Biztantra, New Delhi, 2008.***

## 208 : ADVERTISING AND SALES PROMOTION

### Objective

The objective of the course is to enlighten the students the importance of advertising and promotion. Advertising has evolved into a vital communication system for both consumers and businesses. The ability of advertising and other promotional methods to deliver carefully prepared messages to target audience has given them a major role in marketing programs. Companies rely on advertising and promotion to help them market products and services. The primary focus of the subject will be on one element of the marketing mix: the promotion variable.

### Teaching Methods

Lectures, Advertising workshop, Creativity development exercises, Print Ad creation, Cases, Sales Promotion games and Computer aided Teaching.

### Unit-I : Advertising fundamentals

Advertising – Concepts, objectives – Role of advertising in modern business – Advertisement layout – components of layout – Economic aspects of Advertising – Evolution of IMC – Marketing Communication mix – High control message – Low control message – Strength and weakness of major IMC tools.

### Unit-II : Advertisement Classification

Types and Classification of Ads – Advertising appeals: Humor, slice of life, Testimonials, Demonstrations, Problem solution, Talking heads, Characters, News, Emotions – Persuasion matrix – Risks of using celebrity – Advertisement based on demand influence level – Advertisement based on audience – Advertisement based on timing of response – Advertisement based on geographic coverage.

### Unit-III : Psychological Principles and Ethical aspects of Advertising

Behavioral effects of advertising: Sensory Level, Cognitive level, Personal level, Sociological level – Communication models: AIDA model, Hierarchy effect model – innovation adoption model, information processing model, operational model – DAGMAR philosophy – Unique selling proposition.

Ethics in advertising – Advertising and Children – Advertising and cultural values – Advertising Standards Council of India.

### Unit-IV : Media selection, Creativity and Advertising Agencies

Types of media : Print, broadcast, outdoor, transit, internet other media – Media plan – Media mix – Media Scheduling – Advertising budget – Methods of determining advertising appropriation – Computers in media planning.

Creative process: Preparation, incubation, elimination, verification – Jingles – thematic classification – creative strategy evaluation – Copy writing – Advertisement evaluation: Pre-testing – Concept testing, Theme testing, copy research – Post testing – Advertising agencies – types – functions – Selecting an agency – Client agency relationship – Agency compensation – Advertisement as a career.

**Unit-V : Sales Promotion**

**Sales Promotion – Objectives – Promotional mix – Consumer oriented sales promotion techniques: Sampling, couponing, Premiums, Contests and sweepstakes, Refunds and Rebates, Bonus Packs, Price – off deals, Event marketing, – Trade oriented sales Promotion: Trade allowances – Display aesthetics – Types of Displays – Managing displays – Point of purchase materials – Trade shows – Cooperative advertising – Salesman trade promotion: Sales force contest – Evaluation of Sales Promotion – Coordinating sales promotion and advertisement.**

**Unit-VI : Public Relations and Corporate Advertising**

**Public relations – Integrating PR into the promotional mix – Establishing a PR plan – Advantages and disadvantages of PR – Measuring the effectiveness of PR – Publicity – The power of publicity – Control and dissemination of publicity – Objectives, types of corporate advertising.**

**References**

- 1) **Arens, *Contemporary Advertising*, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Chunawalla, S.A., *Fundamentals of Advertising*, Himalaya Publishing House, Mumbai, 2004.**
- 3) **George E. Belch and Michael A. Belch, *Advertising & Promotion*, Tata McGraw Hill, New Delhi, 2005.**
- 4) **Kapoor, D.C., *Marketing and Sales Management*, S. Chand & Company Ltd., New Delhi, 2004.**
- 5) **Ogilvy, David, *Ogilvy on Advertising*, Crown Publishers, New York, 1985.**
- 6) **Rajeev Batra, John G. Myers and David A. Aaker, *Advertisement Management*, PHI Learning, New Delhi, 2008.**
- 7) **Sangeetha Sharma and Raguvir Singh, *Advertising Planning and Implementation*, PHI Learning, New Delhi, 2008.**

**SECOND YEAR : THIRD SEMESTER****306 : SALES AND DISTRIBUTION MANAGEMENT****Objective**

**The Purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy in organizing, managing sales force and marketing channels.**

**Teaching Methods**

**Field Visit, Sales games, Group discussions, Role Play, Lectures, Case Analysis, Simulation games, Audio-Visual and Computer aided Teaching.**

**Unit-I : Sales Management**

**Sales Management – Functions – Sales Objectives – Salesmanship – Duties and Responsibilities of Sales Manager – Sales Management Skills – Characteristics of Sales People – Sales Management Information Systems.**

**Unit-II : Sales Planning and Management**

**Sales Planning – Personal Selling – AIDAS – Selling Process – Sales Negotiation – Types of Selling – Transactional Selling – Telephone Selling – Relationship Selling – Term Selling.**

**Sales Forecasting – Basic Rules – Methods; Sales Budget – Methods – Sales Budget Process.**

**Sales Force Organization – Structure – Fixation of Sales Force Size – Methods of Fixation; Sales territory – Designing Sales territory – Evaluation; Sales Quotas – Types – Sales Promotion Techniques.**

**Unit-III : Recruitment, Training and Control of Sales Force**

**Recruitment and Selection of Sales Force – Process – Sales Training – Sales Training Methods – Execution and Evaluation of the Sales Training Programme; Sales Force Motivation – Tools of Motivation ; Sales Force Compensation – Basic Types – Supervision of Sales People – Controlling of Sales Force – Sales Meeting and Sales Contests – Sales Audit – Sales Analysis – Sales Performance Evaluation.**

**Unit-IV : Distribution and Inventory Management**

**Definition – Need for Distribution Channel – Role of Distribution in Marketing – Marketing channel–Channel Classification – Vertical, Horizontal, Multichannel marketing system–Distribution Intensity – Selection of Right Channel – Channels for consumer & industrial products – Inventory Management – Packaging and Material Handling – Distribution cost analysis & Control.**

**Unit-V : Channel Intermediaries**

**Channel intermediaries – Role – Wholesaling – Functions – Classifications – Trends – Future of Wholesalers in India.**

**Retailing – Types of Retailers – Role of Retailers – Retail Strategies – Performance Measures – Aspects of Store Design – Franchising – e-tailing – Retailing in India.**

**Channel Design – Stages in channel planning – Non store Retailing and Electronic channels – Channel Information Systems – Purpose – Elements – Channel Performance Evaluation; Distributors – selection – motivation tools – Categorization – Performance evaluation.**

**Unit-VI : Market Logistics**

**Logistics – Scope – Functions – Focus area of Logistics – Cost of Service – Performance Measurement – Transportation – Modes of transport– Selection of the right transport mode.**

**References**

- 1) **Kapoor, D.C., *Marketing & Sales Management*, S. Chand & Company Ltd, New Delhi, 2004.**
- 2) **Krishna K. Havaldar and Vasant M. Cavale, *Sales & Distribution Management*, Tata McGraw Hill, New Delhi, 2005.**
- 3) **Mark W. Johnston and Greg W. Marshall, *Sales Force Management*, Tata McGraw Hill, New Delhi, 2006.**

- 4) **Nair, N.G. and Latha Nair**, *Sales & Distribution Management*, **Himalaya Publishing House, Mumbai, 2003.**
- 5) **Rustom S. Davar**, *Salesmanship & Publicity*, **Vikas Publishing House, New Delhi, 2005.**
- 6) **Sahu, P.K. and K.C. Raul**, *Salesmanship and Sales Management*, **Vikas Publishing House, New Delhi, 2005.**
- 7) **Spiro, Stanton and Rich**, *Management of a Sales Force*, **Tata McGraw Hill, New Delhi, 2003.**

### **307: PRODUCT AND SERVICES MARKETING**

#### **Objectives**

**This course aims at marketing skills to the students on prominent product and services. Students will learn various prospective of product and service marketing through concepts and case implications.**

#### **Unit-I**

**Product – Definition – Product Line – Product Mix – Product Mix Strategies – Product Positioning – Product Diversification.**

**New Product – Meaning – Product Manager – Importance of Test Marketing – Marketing Strategies and Product Life Cycle – Finance of New Product.**

#### **Unit-II**

**Branding – Definition – Brand Name – Brand Mark Vs Trade Mark – Brand Loyalty – Brand Equity – Brand Extension Strategies – Characteristics of a Good Brand – Family Brand Vs Individual Brand.**

#### **Unit-III**

**Packaging – Definition and Importance – Packaging Strategies – Packaging and Labelling – Uses of Packaging – Developments in Packaging – Multiple Packaging.**

**Product Obsolescence – Style and Fashion – Fashion Cycle.**

#### **Unit-IV**

**Services Marketing – Origin and Growth – Classification of Services – Marketing of Financial Services – The Indian Scene – Designing of Service Strategy.**

#### **Unit-V**

**Banking – Bank Vs. Customer – Customer Service – Government Regulations – Reserve Bank of India – Regulations – New Schemes – Commercial Banks – Rural Banks – Consumer Banking.**

**Tourism – Need for Tourism – Growth and Development of Tourism – Tourism and Culture – Tourism Marketing – Tourism Pricing – Tourism Promotion – Tourism and Government Administrative systems.**

**Unit–VI**

**Hospital Services – Supportive Services – Legal Controls on Hospitals – Consumerism and Hospital Services. Hospital Law – Medical Staff Organization – Health Care Resources – Health Care System – Marketing of Health Services.**

**Hotel Industry – Hotel Industry Vs. Tourism Industry – Supporting Services, Accommodation Management – Licences – Permission from Statutory Authorities – Problems and Prospects of Hotel Industry.**

**References**

- 1) **Adrian Payne – Service Marketing, PHI, New Delhi.**
- 2) **Bhatia A.K. – Tourism Development, Sterling Publishers (P) Ltd., Bangalore.**
- 3) **Kevin Lane Keller, Ambi MG Parmeswaran, Isaac Joseph, Strategic Brand Management, Pearson, New Delhi, 2012.**
- 4) **Merie Crawford. C – New Product Management, Tata McGraw Hill.**
- 5) **Pragati Mohanty – Hotel Industry and Tourism in India, Ashish Publishing House, New Delhi.**
- 6) **Ramanuj Majundar – Product Management in India. Prentice Hall of India, New Delhi, 2012.**
- 7) **Subrato Sengupta – Brand Positioning Strategies for Competitive Advantage, Tata McGraw Hill.**
- 8) **Valeric Zeithaml, Services Marketing, Tata McGraw Hill.**

**SECOND YEAR : FOURTH SEMESTER  
406 : INTERNATIONAL MARKETING**

**Objectives**

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

**Unit-I : Meaning**

**International marketing-Meaning –Globalisation of Business – India - An emerging market - Obstacles to Globalisation - Globalisation strategies – Global sourcing and production sourcing – Globalisation Vs Localisation- IBRI,IMF and UNCTAD.**

**Unit-II : Research**

**International Business Intelligence – Research Agencies – Problems in International Research –International Marketing Information System marketing Research – Phases of a Research Project**

**Unit-III : Market Strategy**

**Identification of markets- Market selection process – Market segment selection – Market entry strategies – Turnkey contracts – Management contracting – Counter trade – Concentrated marketing strategies – Marketing of joint ventures.**

**Unit-IV : Product Policy**

**Product Policy – International product life cycle – Product strategies – Dumping – Pricing methods/Approach – Export price quotations and Inco terms – International Logistics – Components of logistics management – International payments.**

**Unit-V : Pricing and Marketing**

**Pricing and distribution strategy - Marketing environment and promotion strategies – Communication Mix – Role of EPC – Trade fairs and exhibitions – International Marketing – Management of personal selling and sales force – Shipping & transportation - Negotiation of documents.**

**Unit-VI : MNC**

**Multinational enterprises and organizations theories – Organizational structure of American, Japanese and European MNCs – Merger and acquisitions.**

**References**

- 1) **Fayer Weather: International Marketing, New Delhi, Prentice Hall of India (P) Ltd., 2<sup>nd</sup> ed., 2002.**
- 2) **Francis cherunilam; International Business, New Delhi, Wheeler Publishers, 2000.**
- 3) **Kumar: International Marketing Research, New Delhi, Prentice Hall of India (P) Ltd., 2002.**

- 4) Nair, Contract Management, Vrindha Publications, New Delhi.
- 5) On Krist & Shaw: International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India (P) Ltd., 2002.
- 6) Philip kotler; Principles of Marketing; New Delhi, Prentice Hall Gassy Armstrong, 11<sup>th</sup> ed, 2002.
- 7) Srinivasan. R: International Marketing, New Delhi, Prentice Hall of India, 2002.

#### **407 : CUSTOMER RELATIONSHIP MANAGEMENT**

##### **Objectives**

The basic objective of this course is to acquaint the students with the studying consumer behaviour needs and research, social science and buyer behaviour in the customer relationship management.

##### **Unit-I**

**CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.**

##### **Unit-II**

**CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.**

##### **Unit-III**

**Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).**

##### **Unit-IV**

**Analytical CRM: Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.**

##### **Unit-V**

**CRM Implementation: Defining success factors, preparing a business plan - requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches.**



**Unit-VI**

**Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM .internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.**

**References**

- 1) **Bernd H Schmitt: Customer Experience Management: A Revolutionary approach to connecting with your customers.**
- 2) **Jagdish Seth, et al: Customer Relationship Management.**
- 3) **Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Addison Wesley Information Technology Series.**
- 4) **Kristin L. Anderson & Carol J Kerr: Customer Relationship Management.**
- 5) **Patrica 13. Ramaswamy, et al: Harvard Business Review on Customer Relationship Management.**
- 6) **Paul Greenberg: CRM at the Speed of Light: Capturing and Keeping Customers in Internet Real Time.**
- 7) **Stanley A.Brown: Customer Relationship Management, John Wiley & Sons, Canada, Ltd.**



**M.B.A. (International Business Management)  
(Choice Based Credit System)  
(2015–2016)**

**MBA (International Business Management) – An Overview**

**MBA in International Business aims to provide various tools and frameworks for preparing competitive strategies in response to increased internationalization. Particular attention is given to understand the international environment within which firms operate, and develop suitable management strategies. With an international business MBA, students can prove their capability and ability in this area, and can enjoy moving into an exciting, rewarding, and fast-paced career in global business management. MBA in International business makes students learn about the skills and knowledge required dealing with global business management, and with this degree students will open a whole new world of opportunities when it comes to their business career.**

**M.B.A – IBM by Department of Business Administration, Annamalai University is an intensive course of study that provides the students with the knowledge, skills and practical experience needed to pursue a career in international business. This programme is designed to equip the students with specialized knowledge and industry insights to either advancement of the career or to change professional direction. After the end of this course students will be enriched with contemporary global management theories and practices.**

**MBA in international business develops and increase the strategic and integrated views of organizations and management at individual, or at group level. The degree makes students aware of the functioning of the business environments at international level. Develop an advanced understanding of international, ethical and strategic concepts and current theories in the management of global businesses. Students are able to challenge convention by removing subject and functional boundaries, so as to make effective decisions in the absence of complete data.**

**Careers**

**The job profile of the people in the field of international business is to meet various government officials, business professionals, and financial agencies to discuss options for businesses in foreign market. They might have to travel to various countries to search information for clients on various business markets. Their task is to prepare reports, presentations, and entering into discussions with the clients related to various options for international business projects and plans.**

### Career Opportunities

The students graduating in the field of international business can have a wide range of career opportunities in the following:

- Non-government Organizations
- National and International Government Agencies
- Travel and Leisure Industry
- Banking

Students can work as:

- International Marketing Manager
- International Trade Service Specialist
- Importer/Wholesaler
- Freight Forwarding Coordinator
- Import Agent
- Director of Import/Export Compliance
- Import/Export Supervisor

### SCHEME OF EXAMINATIONS

#### FIRST YEAR : SECOND SEMESTER

Course Name	Credits	Internal	External
207. Export-Import Procedures, Documentation and Logistics	3	25	75
208. International Economics	3	25	75

#### SECOND YEAR : THIRD SEMESTER

Course Name	Credits	Internal	External
306. Foreign Trade Policy	3	25	75
307. Information Technology and E-Commerce	3	25	75

#### SECOND YEAR : FOURTH SEMESTER

Course Name	Credits	Internal	External
406. International Marketing Management	3	25	75
407. International Financial Management	3	25	75

**FIRST YEAR : SECOND SEMESTER****207 : EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS****Objective**

**The aim of this course is to acquaint students with knowledge of export-import procedures, documentation and to expose knowledge of world logistics.**

**Teaching Methods**

**Lectures and Case Study.**

**Unit-I : Export Financing Documents**

**Documentation Framework – EXIM Documentation; International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement; Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices UCP);**

**Unit-II : Preshipment Procedure**

**Business Risk Coverage–Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities; Quality Control and Pre-shipment; Inspection and Procedures: Role of Clearing and Forwarding Agents.**

**Unit-III : Bank Negotiation**

**Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with Banks; Procedures and documentation for availing export incentives– Duty draw backs, Import Licensing and other incentives.**

**Unit-IV : Export Order**

**Processing of an Export Order; World Shipping: Structure, Liners, and Tramps, Conference System; Freight and Structure – Containerization and Other developments.**

**Unit-V : Agreements**

**International Agreements and Conferences on Sea Transport; Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerization, Machinery for Consultation; Air Transport: International setup and Freight rate structure.**

**Unit-VI : Port Procedures**

**Export licensing – Procedures in Airport and Sea Port regarding export and import of goods.**

**References**

- 1) Bhalla, V.K. and S. Ramu, *International Business Environment and Management*, 5<sup>th</sup> ed., Anmol Pub. (P) Ltd., New Delhi, 2001.**
- 2) Francis Cherulliniam, *International Business*, Wheeler Publication, New Delhi, 2000.**
- 3) Francis Cherunilam, *International Trade and Export Management*, Himalaya Publishing House, Mumbai, 2002.**

- 4) **Government of India Handbook of Import – Export Procedures, Anupam Publishers, New Delhi, 2002.**
- 5) **Nair, S.K., *Contract Management*, Vrinda Publication, New Delhi.**
- 6) **Paras Ram Export: What, Where and How, Anupam Pub., New Delhi, 1995.**
- 7) **TAS Balagopal, *Export Management*, Himalaya Publishing House, Mumbai, 2000.**

## 208 : INTERNATIONAL ECONOMICS

### Objectives

The Objective of this course is to acquaint the students with concept and techniques used in economic theory and to enable them to apply this knowledge in business decision – making. Emphasis is given to changes in the nature of business firms in the context of globalization.

### Unit-I

Theory of International Trade-Inter – regional Vs. International trade – The Theory of comparative cost – Haberler’s Theory of opportunity cost – The modern Theory of Factor Endowments: The H.O. theorem – The Leontief paradox – Economic Growth and International trade.

### Unit-II

Commercial Policy – Free Trade Vs. Protection – Tariffs – Import Quotas – International Economic Integration – Customs union – Free Trade : Merits and Demerits – Protection – Merits and Demerits – Balance of payments policy – Internal and External Balance – Foreign Trade Multiplier.

### Unit-III

Exchange control and EXIM Policy – Exchange Control – Objectives, Methods, Merits, and Demerits – Recent EXIM Policy of India – Theories of Balance of payments – The Elasticity Approach, the Absorption Approach, and Monetary approach.

### Unit-IV

Foreign Exchange and Policy – Theories of Foreign Exchange Rate: The Mint Par Parity Theory: The purchasing power parity theory; -causes of changes in the exchange rate – Fixed Exchanges Rates – Flexible Exchange Rates.

### Unit-V

International Economic Relations – Foreign Trade and Economic Development – Commercial policy and Economic Development – Terms of Trade and Economic Development – Foreign Aid in Economic Development – The Euro Dollar Market – International Liquidity – Private Foreign Investment and Multi-Nationals – Foreign Capital and Technology.

**Unit–VI**

**International Financial Institutions and Trade Policies – International Monetary Fund (IMF) – The World Bank (IBRD) – The General Agreement on Tariffs and Trade (GATT) – UN Conference on Trade and Development (UNCTAD) – Asian Development Bank (ADB) – WTO (World Trade Organization) – Liberalization and Globalization of Trade Policies.**

**References**

- 1) **Ashwathappa. K., *International Business*, 3<sup>rd</sup> edition, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Balagopal. T.A.S., *Export Management*, Himalaya Publishing House, Mumbai, 2011.**
- 3) **Cherunilam, Francis., *International trade and export management*, Himalaya Publishing House, Mumbai, 2010.**
- 4) **Francis Cherunilam, *International Business*, Wheeler Publishing, 2000.**
- 5) **George. Ball: *Global Companies*, Engle Wood Cliffs, Prentice Hall, New Delhi, 1994.**
- 6) **James H. Taggart and Michael C. McDermott, *The Essence of International Business*, Prentice Hall of India, New Delhi, 2003.**

**SECOND YEAR : THIRD SEMESTER****306 : FOREIGN TRADE POLICY****Objective**

**To acquaint the students with recent trends in India's Foreign trade and management and policy related issues in Foreign trade in the global context.**

**Teaching Methods**

**Lectures, Group Discussion and Visiting MNC.**

**Unit–I : Trade Policy and Performance of India**

**Trade policy – National Growth – Stages of national growth – Trade patterns – International competition – India's foreign trade in the global context – Recent trends in India's foreign trade – Trade Regulation and Promotion.**

**Unit–II : Tariffs**

**Barriers to free Trade – Tariffs and economic theory – Tariff systems – Tariff mitigation – Other non-tariff measures – TRIPS – Copyrights – Export incentives, Production and Marketing Assistance.**

**Unit–III : EXIM Policy**

**EXIM policy (latest amendment) – Export import licenses – Export oriented units and Trade House Schemes – Export and Trading Houses – Star trading houses.**

**Unit–IV : Transfer of Technology**

**Technology transfer – Appropriate technology – international procurement of technology – World trade and the transnational firm – ISO – Exchange Control.**

**Unit-V : Institutions**

**License procedures for Export and Import – DGFT – International Co-operative arrangements – Licensing conditions – Agency agreements Franchise – Co-production – Joint ventures – Technology consortium – Export promotion – Import substitution – Commodity Boards – EXIM Bank – Export Oriented Units (EOU), Export Processing Zones (EPZ), Software Technology Park (STP), Special Economic Zones (SEZ), Electronics Hardware Technology Parks (EHTP).**

**Unit-VI : Risk**

**Assessment of Political risk – International Competitiveness – Achieving International Competitiveness – International Environment – International entry and Operating decisions.**

**References**

- 1) **Dominick Salvatore, *International Economics*, Macmillan, New Delhi, 1998.**
- 2) **Francis Cherulinam, *International Business*, Wheeler Publishing, New Delhi, 2000.**
- 3) **Francis Cherunilam, *International Economics*, Tata McGraw Hill, Publishing Company Ltd., New Delhi, 2006.**
- 4) **Hodgetts and Luthans, *International Management*, Tata McGraw Hill Publication, New Delhi, 2002.**
- 5) **Nair, S.K., *Contract Management*, Vrinda Publications, New Delhi.**
- 6) **Velayudham, T.K., *Foreign Trade*, Wheeler publishing, New Delhi, 2000.**
- 7) **Vionano R. Erruna, et al., *International Business Finance*, Global Business Press, New Jersey, 2000.**

**307 : INFORMATION TECHNOLOGY AND E-COMMERCE****Objectives**

**To learn the methodology of doing business with internet. Also the course has been developed to introduce the concept of electronic market space and electronic commerce infrastructure.**

**Unit-I**

**Fundamentals of Computers – Introduction to computer, types, Hardware, Software and its types, languages. Internet, working of internet, computer networks – Objectives – LAN, WAN, Data, Information – Data processing – Limitations of computers.**

**Unit-II**

**Basis of IT – Information age – Responses – Information system; Infrastructure and Architecture – IT support for organizations – Types of Information systems – Managing IT – Basic of computer hardware and software for IT infrastructure – Introduction to world wide web – Internet applications for commerce.**

**Unit-III**

**Applications of IT – Information system – GIS EDI. EDI application in Business – EDI & E-Commerce – Implementation and EFT-Extranets – Implementation – Data, Knowledge and decision support – Decision making and support systems – Data visualization technologies – Knowledge Management – Discovery and analysis – Business of Internet commercialization.**

**Unit-IV**

**E-Commerce – Definition – Business applications – Market research and customer support infrastructure, payments and other support-E-business-E-markets-E-payments-Enterprise application integration-EDP-CRM-B2B-B2C – Consumer Oriented E-Com-Network, infrastructure for E-Com.**

**Unit-V**

**IT for managers – Basic understanding of Information Technology – Computer database technology and telecommunication networks – Different categories of Information system – Roles in different management levels in organizations – Organizational and Managerial support systems – Planning, developing.**

**Unit-VI**

**Tools for Managers – Managing information system experience and Using Information technology for Management tasks – Updating knowledge day-to-day in business-Data warehousing-Data mining (DM) and knowledge data discovery-Document Management – Digital Libraries – DM techniques and data visualization.**

**References**

- 1) **James O'Brien & George Marakas, Introduction to Information Systems, Tata McGraw Hill, New Delhi, 2010.**
- 2) **Joseph, P.T, E-Commerce: An Indian Perspective Prentice Hall of India, 2010.**
- 3) **Ramesh Behl, Information Technology for Management, Tata McGraw Hill, New Delhi, 2012.**
- 4) **Bharath Bhaskar, *Electronic Commerce*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi, 2007.**
- 5) **Efraim Turbon, Jae Lee, David King and H. Michael Chung, *Electronic Commerce, A Managerial Perspective*, Pearson Education Asia, 2001.**
- 6) **Gray Schneider, *Electronic Commerce, Thomson Course Technology*, 7<sup>th</sup> Annual Edition, Noida, 2009.**
- 7) **Joseph, P.T., *Electronic Commerce: A Managerial Perspective*, 3<sup>rd</sup> Edition, Prentice Hall of India Learning, New Delhi, 2008.**
- 8) **Kenneth C.Laundon and Carol Traver,E-Commerce: business, technology,society,6<sup>th</sup> Edition ,Pearson Education International,2011.**
- 9) **Napier, Jdd, Rivers and Wagner, *Creating a Winning E-Business*, Thomson Learning, 2000.**
- 10) **Pandey, U.S., Rahul Srivastava and Saurabh Shukla, *E-Commerce and Its Applications*, 1<sup>st</sup> Edition, S. Chand, New Delhi, 2009.**
- 11) **Ward A. Hanson and Karthi Kalyanam, *Internet Marketing and Commerce*, First Edition, Thomson Southwestern, New Delhi, 2007.**



**SECOND YEAR : FOURTH SEMESTER  
406 : INTERNATIONAL MARKETING MANAGEMENT**

**Objective**

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

**Teaching Methods**

Lecture, Seminar and Case Study.

**Unit-I: Scope and Challenge of International Marketing**

**Global Perspective: Global - International Marketing - The International Marketing - Marketing Decision - Aspects of the Domestic and foreign environments - Developing Global awareness - Stages of International Marketing - Strategic Orientation - Domestic Market Extension - Multidomestic Market Orientation.**

**Unit-II: The Dynamic Environment of International Trade**

**Trade Barriers - The Twentieth to the Twenty-first Century - Multinationals - Balance of Payments - Protectionism - Trade Barriers - Easing Trade Restrictions - Competitiveness Act - General Agreement of Tariffs and Trade (WTO) - The International Monetary Fund and World Bank - Protests against Global Institutions.**

**Unit-III: Cultural Dynamics in Assessing Global Markets**

**Global Perspective: Equities and eBay - Culture gets in the way - Culture's Pervasive Impact - Definition and Origins and Culture - Elements of Culture - Cultural Values - Rituals - Symbols - Beliefs - Thought Processes - Cultural Knowledge - Factual versus Interpretive Knowledge - Cultural Sensitivity and Tolerance - Culture, Management Style, and Business Systems - The Impact of American Culture on Management Style - Management Styles around the World - Authority and Decision Making - Management Objectives and Aspirations - Communication Styles - Formality and Tempo - P-Time versus M-Time - Negotiations Emphasis - Gender Bias in International Business - Business Ethics - Corruption Defined - the Western Focus on Bribery - Ethically and Socially Responsible Decision - Culture's Influence on Strategic Thinking.**

**Unit-IV: The Political environment**

**The Sovereignty of Nations - Political Risks of Global Business - Economic risks political and social activity - World of Politics - Global Perspective.**

**Emerging Markets - Marketing and Economic Development - Objectives of developing countries - Marketing a developing country - Developing countries and Emerging Markets - Strategic Implementation of Marketing.**

**Unit-V: Global Marketing Management**

**Planning for Global Markets – Alternative Market Entry Strategies – Organizing for Global Competition – Products and Services for Consumers – Products and Culture – Analyzing Product Components for Adaptation – Marketing Consumer Services Globally – Brands in International Markets.**

**Geography and Global Markets – Climate and topography – Geography, Nature and Economic Growth – Social responsibility and Environmental Management.**

**Unit-VI: Assessing Global Market Opportunities**

**Breadth and Scope of International Marketing Research – Problems of gathering Primary data – Research in the Internet.**

**Multinational Market Regions and Market Groups: Global Markets and Multinational – Market Groups – European Union – North America Free Trade Agreement – Asian – Pacific Rim – Regional Trading Groups and Emerging Markets.**

**International Marketing Channels: Channel of Distribution Structure – Import Oriented Distribution Structures – Channel Control – Modern Channel Structure – Distribution.**

**Implementing Global Marketing Strategies: Negotiation with International Customers, Partners and Regulation – The Pervasive impact an culture on Negotiation Behaviour – Negotiation terms and preliminaries – After Negotiation.**

**References**

- 1) **Aswathappa, K., International Business, The Tata McGraw Hill Ltd., 2<sup>nd</sup> ed., 2006.**
- 2) **Bhalla, V.K., International Business Environment and Management, Anmol Publications Pvt. Ltd., 9<sup>th</sup> ed., New Delhi, 2007.**
- 3) **Cateora and Philip, International Marketing, The Tata McGraw Hill Companies, 13<sup>th</sup> ed., New Delhi, 2008.**
- 4) **Francis Cherunilam, International Business, Wheeler Publishers, New Delhi, 2000.**
- 5) **Kumar, International Marketing Research, Prentice Hall of India (P) Ltd., New Delhi, 2012.**
- 6) **On Krist & Shaw, International Marketing: Analysis and Strategy, Prentice Hall of India (P) Ltd., New Delhi, 2002.**
- 7) **Philip Kotler, Principles of Marketing, 12<sup>th</sup> ed., Prentice Hall Gassey Armstrong, New Delhi, 2007.**
- 8) **Srinivasan, R., Internattional Marketing, Prentice Hall of India, 3<sup>d</sup> ed., New Delhi, 2002.**

**407 : INTERNATIONAL FINANCIAL MANAGEMENT****Objectives**

**International finance is concerned with everything that takes place in the conduct of the business. Obviously this subject seeks to develop and acquaint the students with the various concepts, techniques, methods of planning, forecasting, effective utilization appraisals and to develop and increase the decision making ability in the area of international finance.**

**Teaching Methods**

**Lectures, Case Study and Seminar Presentation.**

**Unit-I**

**International Finance – Importance, Nature and Scope of IFM – IFM versus Domestic Financial Management – International Finance flows – Introduction – Sources – Consequences and remedial measures.**

**Unit-II**

**Foreign Exchange Markets – International Stock Exchanges – Distinctive Features – Major Participants – Spot market – Forward market – Market for currency futures – Currency futures market – Market for currency options – option pricing – Speculation with options.**

**Unit-III**

**International Investment Decision – Foreign Direct Investment – Theories of FDI. Costs and Benefits of FDI, Country Risk Analysis – Mergers and Acquisition. International Capital Budgeting – Evaluation Criteria – Computation of Cash Flow – Cost of Capital – Adjusted Present Value Approach – Sensitivity Analysis.**

**Unit-IV**

**Management of Short term funds – International Working capital Management – Working capital Policy – Steps in Management of Cash and Near – Cash Assets – Management of Receivable – Management of Inventory.**

**Unit-V**

**International Financial Market Instruments – International Equities – International Bonds – Short term and Medium term Instruments. Evaluation and Management of Risks – Meaning and forms of political Risk – Evaluation of Political Risk – Management of Political Risk.**

**Unit-VI**

**International Portfolio Investment – Concept of Optimal Portfolio – Benefits of international portfolio on investment – International Taxations – Bases of International tax system – Types of taxes.**

**References**

- 1) **Abdhullah, F.A. Financial Management for the Multinational firm, Engle Word Cliffs, New Jersey, Prentice Hall Inc. 1987.**
- 2) **Apte, P.G., International Financial Management, 4<sup>th</sup> Edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2010.**
- 3) **Bhalla, International Financial Management, 2<sup>nd</sup> Edition, Anmol., 2001.**
- 4) **Madhu Vij, International Financial Management, 3<sup>rd</sup> Edition, Excel Books, 2010.**
- 5) **Maurice D. Levi, International Finance, 4<sup>th</sup> Edition, Routledge Publishers, 2005.**
- 6) **Milind Sathye, International Financial Management, 1<sup>st</sup> Edition, Wiley Student Edition, 2006.**
- 7) **Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.**
- 8) **Vyuptakesh Sharan. International Financial Management, 5<sup>th</sup> Edition, PHI Learning Private Limited, 2010.**

