

# **MADURAI KAMARAJ UNIVERSITY**

*(University with Potential for Excellence)*

***Directorate of Distance Education***

## **Master of Business Administration (Semester)**

### **1. Introduction of the Programme**

MBA Programme focuses on the development of competency and work skills relevant to the demands of the Private sectors at the domestic and international levels and also Public sectors. The Programme is with a strong focus on personal development and reflective learning throughout the programme helps the learners to realize their career potential.

In the current competitive job scenario, choosing a promising post graduate degree programme is vital to ensure a promising career. The aim of all the students at the time of completion of course is to get employment in one of the best companies in the job market or to become an entrepreneur in the field of one's interest. Nowadays in India the economic conditions are favouring in all dimensions in all the sectors including both manufacturing and service. India is encouraging the foreign companies to start business in India through Direct Investment and Portfolio Investment. Big companies in India also start their business operations in foreign countries. To get a job in any multi-national companies, one needs to develop technical skill in the respective field. There is a huge demand for technically qualified persons to get job opportunities in MNCs. MBA Programme helps the students in getting jobs in these reputed companies. MBA Students learn the fundamental concepts in management, administration and its application in business to solve many complex issues of business and also acquire different techniques and skills. In MBA Programme, specialization in the areas of production, marketing, human resource and systems is provided apart from fundamental concepts including general management, behavioural aspects which will make an MBA Student to become a great manager in a multi-national company developing all qualities required for that. Students can also become entrepreneurs thus giving employment opportunities to many persons. Getting an MBA Degree will increase one's chances of finding a great job with a reputed company thus becoming a great leader in the business world or becoming an entrepreneur which is essential of any nation like India.

### **2. Eligibility Conditions**

A candidate who has passed any one of the following degrees of this University or any other University accepted by the syndicate as equivalent thereto subject to such conditions as may be prescribed therefore, will be eligible for admission to the M.B.A. (Semester) Degree course.

B.Com.,	B.Com., (E Commerce)
B.Com., (CA)	B.Com., (CS)
B.Com., (PA)	B.B.A.,
B.Com., (Banking & Insurance)	B.Com., (Honors)
B.E (Any Branch)	B.Sc (CS)/BCA/B.Sc (IT) B.Sc (Maths)
B.Sc (Phy)/ B.Sc (Chem)	

2.1 Duration of the Programme : 2 Years

2.2. Medium of Instructions : English

**3. Objectives of the Programme**

- To enable the students to become Managers in a reputed multinational company.
- To prepare the students to start a own business thus becoming Entrepreneurs
- To enable the students to take the role of consultant and trainer in leading organisations.
- To help the students to become managers in banking companies
- To tune up the employability skills of the students to the expectations of the corporate

**4. Outcome of the Programme**

- Developing the students employable in Corporate sectors
- Making the students eligible for employment in Government sectors including Banks.
- Creating confidence among the students to appear for competitive examinations, group discussion and interview.

**5. Core Subject: 15 Elective Subjects : 6**

**Project : 1**

**6. Pattern of Semester Exam : 4 Semesters**

**7. Scheme for Internal Assessment:**

A signment 1	12.5
A ssignment 2	12.5 marks

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Total:	25 marks
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**11. External Exam: 75 marks**

**12. Question Paper Pattern:**

Part A	5 * 2	=	10 marks
Part B (eihter or)	5 * 7	=	35 marks
Part C (Open choice)	3 * 10	=	30 makrs
(3 out of 5)			-----
Total	-		75 marks
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### **Classification**

<b>S. No</b>	<b>Range of CCPA</b>	<b>Class</b>
1	50 & above but below 60	II
2	60 & Above	I

### **13. Scheme for Evaluation**

#### **Internal marks:**

1. The pattern for internal valuation may be: average marks of two Assignments, Each for 25 marks.
2. There is no minimum marks requirement for internal component.

#### **Criteria for passing in External:**

1. A minimum of 34 Marks should be secured in external valuation out of 75 Marks
2. The sum of both external and internal should be a minimum of 50 Marks out of 100 for a pass
3. The Grading system for passing will be given by university as per the norms instead of marks.

### **14. Teaching Methodology:**

Classroom Teaching

### **15. Retotaling and Revaluation Provision**

Candidates may apply for retotaling and revaluation within ten days from the date of the result published in the university website along with the required forms and fees.

**SCHEME OF EXAMINATION -MBA DEGREE COURSE (SEMESTER**  
**MBA (DLP) COURSE STRUCTURE**

<b>Semester – I</b>		<b>Credits</b>	<b>External</b>	<b>Internal</b>	<b>Total</b>
	<b>Core Paper</b>				
1.	Management Theory and Practices	3	75	25	100
2.	Organizational Behavior	3	75	25	100
3.	Managerial Economics	3	75	25	100
4.	Management Accounting	3	75	25	100
5.	Quantitative Methods	3	75	25	100
	<b>Total Credits in the Semester</b>	<b>15</b>	75	25	100
			<b>375</b>	<b>125</b>	<b>500</b>
<b>Semester – II</b>					
	<b>Core Paper</b>				
6.	Human Recourse Management	3	75	25	100
7.	Marketing Management	3	75	25	100
8.	Financial Management	3	75	25	100
9.	Operations Management	3	75	25	100
10	Management Information System	3	75	25	100
11.	Research Methodology	3	75	25	100
	<b>Total Credits in the Semester</b>	<b>18</b>			
			<b>450</b>	<b>150</b>	<b>600</b>
<b>Semester – III</b>					
	<b>Core Paper</b>				
12.	Operations Research	3	75	25	100
13	Business Environment and Law	3	75	25	100
	<b>Elective</b>				
14.	Elective Paper 1	4	75	25	100
15.	Elective Paper 2	4	75	25	100
16.	Elective Paper 3	4	75	25	100
	<b>Total Credits in the Semester</b>	<b>18</b>			
			<b>375</b>	<b>125</b>	<b>500</b>
<b>Semester – IV</b>					
	<b>Core Paper</b>				
17	Strategic Management	3	75	25	100
18	Entrepreneurship Development	3	75	25	100
	<b>Elective</b>				
19.	Elective Paper 4	4	75	25	100
20.	Elective Paper 5	4	75	25	100
21.	Elective Paper 6	4	75	25	100
	<b>Mandatory Paper</b>				
	Project Work	6			100
	<b>Total Credits in the Semester</b>	<b>24</b>	<b>375</b>	<b>125</b>	<b>600</b>

### **Elective Papers for Semester III**

**Note:** The candidate need to choose any one of the Elective Paper Group given below for third semester and the same group should be continued in and Forth semester.

#### **Marketing (Group A)**

1. Market Research
2. Product Management
3. Advertising and Sales Promotion

#### **Human Resource management (Group B)**

1. Training and Development
2. Organization Development
3. Human Resource Accounting

#### **Finance (Group C)**

##### **Elective: Finance**

1. Management of Financial Institutions
2. International Trade, Finance, and Documentation
3. Investment and Portfolio Management

#### **Production (Group D)**

1. Total Quality Management
2. Purchasing and Inventory Management
3. Supply Chain Management

#### **System (Group E)**

1. E- Commerce Technology and Management
2. Data Base Management System
3. Software Development

## **Elective Papers for Semester IV**

**Note:** The candidate need to choose any one of the Elective Paper Group given below for third semester and the same group should be continued in and Forth semester.

### **Marketing (Group A)**

- 4. Consumer Behavior
- 5. Services Marketing
- 6. Retail Management

### **Human Resource Management (Group B)**

- 4. Industrial Relations and Employee Welfare
- 5. Human Resource Planning and Audit
- 6. Compensation Benefit

### **Finance (Group C)**

- 4. Strategic Cost Management
- 5. Financial Market, Treasury, and Risk Management
- 6. International Financial Management

### **Production (Group D)**

- 4. Product Design and Project Management
- 5. Computer Integrated Manufacturing
- 6. Supply Chain and Logistics Management

### **System (Group E)**

- 4. Decision Support System
- 5. Enterprise Resource Planning
- 6. Information Technology for Management

## **MBA - PG Degree Course**

### **Total Credits**

<b>Semester</b>	<b>Credits</b>
<b>I Semester</b>	<b>15</b>
<b>II Semester</b>	<b>18</b>
<b>III Semester</b>	<b>18</b>
<b>IV Semester</b>	<b>24</b>
<b>Total Credits</b>	<b>75</b>

**FIRST SEMESTER**  
**MANAGEMENT THEORY AND PRACTICES**

**Objectives:** To help students understand Evolution of Management Thought, Concepts, basic functions and recent trends managerial concepts and practices for better business decisions.

**UNIT I:** Evolution of Management thoughts – Contribution of Selected Management Thinkers

– Various approaches to management – contemporary management practice – Managing in global environment – Managerial functions.

**UNIT II:** Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.

**UNIT III:** Departmentation – Span of Control – Delegation – Centralization and Decentralization – Committees – Line and Staff relationships – Recent trends in organisation structures.

**UNIT IV:** Process of Recruitment, Selection, Induction Training – Motivation – Leading – Leadership styles and qualities – Communication – process and barriers.

**UNIT V:** Managements control systems – techniques – Types of control.

**REFERENCES**

1. Bateman Snell, Management: Competing in the new era, McGraw-Hill Irwin, 2002.
2. Chandan J.S., Management Concepts and Strategies, Vikas Publishing House, 2002.
3. Hellriegel, Jackson and Slocum, Management: A Competency-Based Approach, South Western, 9th edition, 2002.
4. Koontz, Essentials of Management, Tata McGraw-Hill, 5th Edition, 2001.
5. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management, Pearson Education, Third Edition, 2001.
6. Tim Hannagan, Management Concepts and Practices, Macmillan India Ltd., 1997.

## **ORGANISATIONAL BEHAVIOUR**

**Objectives:** To introduce students to framework that are useful for diagnosing problems involving human behaviour, to increase students understanding of psychological and sociological phenomenon that regularly occur in organizations. To understand the dynamics of human organizations and concepts of individual as well as the group level.

**UNIT I:** Definition, need and importance of organizational behavior – nature and scope – framework – organizational behavior models.

**UNIT II:** Personality – types – factors influencing personality – theories – learning – types of learners – the learning process – learning theories – organizational behavior modification. Attitudes – characteristics – components – formation – measurement. Perceptions – importance – factors influencing perception – interpersonal perception. Motivation – importance – types – effects on work behavior.

**UNIT III:** Organization structure – formation – groups in organizations – influence – group dynamics – emergence of informal leaders and working norms – group decision making techniques – interpersonal relations – communication – control.

**UNIT IV:** Meaning – importance – leadership styles – theories – leaders Vs managers – sources of power – power centers – power and politics.

**UNIT V:** Organizational climate – factors affecting organizational climate – importance. Job satisfaction – determinants – measurements – influence on behavior. Organizational change – importance – stability Vs change – proactive Vs reactive change – the change process – resistance to change – managing change. Organizational development – characteristics – objectives – team building. Organizational effectiveness – perspective – effectiveness Vs efficiency – approaches – the time dimension – achieving organizational effectiveness.

### **REFERENCES**

1. Hellriegel, Slocum and Woodman, Organisational Behavior, South-Western, Thomson Learning, 9th edition, 2001
2. Stephen P. Robins, Organisational Behavior, Prentice Hall of India, 9th edition, 2001

# **MANAGERIAL ECONOMICS**

## **1. Introduction To managerial Economics**

Definition, Scope Of Managerial Economics, Interdisciplinary Approach To Managerial Economics Activity, Nature Of The Firm Profit In Market System, Economics And Decision Making, Economic Model

## **2. Demand Theory and Analysis**

Individual And Market Demand, Total and Marginal Revenue, Price Income, Cross Elastic ties, Imperfect information And Advertising Utility Indifference Curves and Maps, The Consumers Budget Constraints, Utility Maximization. Empirical Demand Function: Regression Techniques, Demand Estimation. Business And Economic Forecasting: Source Of Data, Time Series Analysis, Barometric Forecasting, Input/output/Analysis Economic Models And Forecasting Under Risk.

## **3. Production and Costs**

Basic Concepts in Production Theory: The Production Function, Production with One Variable Input Two Variable Inputs Economies Of Sales And Scope. Estimating The Production Function: Production in the Short Run Short Run Cost Relationships .Production Isoquants, Iso Cost Curves, Optimal Combination of Inputs, Returns to Scale Relationship between Short Run and Long Run Costs. Empirical Analysis of Production and Cost. Specification of Short Run Liner, Cubic Production Functions, Estimation and Problem.

## **4. Market Structure**

### **A. Perfect Competition**

Characteristics Of The Market ,Basic Principles Of Profit Maximization Intheshort Run And Long Run Demand Profit maximizing Input Usage, Maximizing Expected Profit Under Risk . Equilibrium price, Losses and Shut down Decisions, Evaluation of Perfect Competition

### **B.Monopily**

Characteristics, Profit Maximizing Prices And Outputs In The Short Run and Long Run, Allocative In Efficiency And Income Distribution, Technical Efficiency And Rent Seeking .Measurement And Determinants Of Market Power.

### **C.Monopolistic Competition, Oligopoly, Barriers to Entry**

#### **Monopolistics Competition**

Characteristics, Profit Maximizing Prices And Outputs In The Short Run and Long Run  
Evaluation Of Monopolistic competition

#### **Oligopoly**

Characteristics, Price Rigidity,( The Kinked Demand Model), Interdependence( The Cornell Model), Cartel And Collusive Price Leadership, Non Co Operative Oligopoly Strategic Interaction In Oligopoly Markets.

#### **Strategic Entry Deterrence**

Sources and Spectrum of Market Structures.

### **D.Game Theory and Strategic Behavior:**

Introduction To Game Theory, Game Theory And Oligopoly, Strategic Behavior

### **5. Pricing Decision**

Pricing Of Multiple Products, Price Discrimination, Product Bundling, Peak Load Pricing, Cost Plus Pricing and Other Pricing Theories. Pricing In Global Integration

Pricing and Employment of Inputs.

Input Pricing and Employment, Correspondence between Output and Input Decision, Economic Rent, Wage and Income Differential, Labour Union

### **6. Technological Change and Location Decision in Global Economy**

### **7. Capital-Budgeting Decision: Various Tools**

### **8. Macro-Economic Analysis for Business Decision Making A.**

### **E.Efficiency Equity, Environment and Government**

Approach And Economic Efficiency, Government, Public Choice, Monetary, Fiscal Policy, Curbing Market Power, Natural Resource & Environmental Economics, Income Distribution And Struggle Against Poverty.

## **B. Fundamental Concepts Of Macro Economics**

Over View, National Income and Product Amount, Consumption and Investment Aggregate Demand And Multiplier Model Government, International Trade And Output

## **C. Aggregate Supply Economic Growth and Macro Economic Policy**

Economic Growth and Aggregate Supply, Business Cycles and Un Employment, Ensuring Price Stability, The Warring Schools Of Macro Economics. Economic Consequences Of Dept, Policies For Growth And Stability

## **D. International Trade and the World Economy**

International Trade and Exchange Rates, Comparative Advantage and Protection Strategy For Economic Development, Managing The Global Economy

## **Reference Book**

- 1. Managerial Economics    Joel Dean Prentice Hall Of India**
- 2. Managerial Economics    M.S. Subramanian**
- 3. Managerial Economics    Koutsoyiannis**
- 4. Managerial Economics    Mote, Paul, Gupta    Tata McGraw Hill**

# **MANAGEMENT ACCOUNTING**

## **I. Objective**

The Subject Is To Introduce The Fundamentals Of Cost Accounting And How These Could Be Used For Management Decision Making

### **1. Introduction**

Definitions Of Financial Cost And Management differences Between Them Functions And Qualities Of A Management Account Organizational Status Of Management Account In The Company –Behavioral Implications –Relationship With Other Department

### **2. Financial Statement**

Preparation of Journals, Subsidiary Books, Ledger, Trial Balance, Trading Account, Profit And Loss Account and Balance Sheet. Accounting Principles And Concepts, Business Entity Concepts, Money Measurement Concept Going Concern Concept ,Cost Concept, Duality Concept, Accounting Period Concept, Realization Concept And Matching Concept Depreciation and Stock Valuation

### **3. Fundamentals of Cost Accounting**

Cost, Expenses , Costing- Definition Of Cost Accounting –Different Types Of Costs- Use Of Those Cost Concepts In Decision Making Problems.

### **4. Cost-Volume-Profit Analysis**

Definition, Uses, Limitations, Applications In Real Life Situation, Breakeven Point Variation In BEP Concept –Plotting Of BEP Charts , Cash BEP ,Single Products Morality products ,BEP In Manufacturing And Services Industries, Accountants And Economist Break Even Charts.

### **5. Marginal Costing**

Relevant Costs And Future Costs, Opportunity Costs, Uses Of Marginal Costing And Follows:  
Decision Making Situation

- 1) Make/ Buy/ Subcontract
- 2) Sell/Process Further
- 3) Pricing Of Product/Service

- 4) Adding/Dropping of Product, Product Lines, Closing-Down of Divisions, Changing Product Mix.
- 5) Determination Of Economic Price Of Raw Materials
- 6) Capital Investment Decisions And Problems In Above
- 7) Concepts Of Limiting Factors, Problems Therof, Marginal Costing Vs Absorption Costing Effect On Profit

Application in Incremental Costing

## **6. Budgeting Profit Planning and Control**

Basic Principles in Budgeting Routines and Organization. Preparation of Functional Budgets Including Budget and Flexible Budgets. Responsibility Accounting, MBO and Budgeting, Analysis Of Variations Measures Of Divisional Performance- Practical Illustrations. Zero Based Budgeting – Basic Principles, Mechanics of ZBB, Uses, and Advantages. Performance and Program Budgeting Activity Based Costing Strategic Management Accounting

## **7. Standard Costing and Variance Analysis**

Fixation of Standard Costs for Material, Labor And Overheads, Sales Variances, Causes, Establishment Of standard Costing

## **8. Management Reporting System**

Qualities Of A Good Management Report , Records And Forms, Methods Of Presentations Of Recommendations, Dictions And Some Format Of Report Working Sheets.

### **Iv .Reference Text Book**

1. Cost Accounting –Practice And Theory S.P.Jain And K.L Narang
2. Cost Accounting –Problem ..Jain And Narang
3. Cost Adviser P.V.Rathnam
4. Cost Accounting S,N Maheswari

## **QUANTITATIVE METHODS**

### **Objective**

This subject aims providing a quantitative basis in solving business problems. Problems emphasizing personnel, marketing, finance, operations will be the focal points in this subject, i It has also to provide an in-depth understanding in the statistical application to various business research problems thus laying a foundation for seminar course on Research methodology in the Second Semester.

### ***UNIT - I Introduction***

Mathematics: Sets, Relations, Functional representation, A-P.G.P. and their applications to financial mathematics. Derivatives, higher order derivatives, applications of derivatives. Maxima and Minima and its application to business problems. Function of one variable, two variables, Matrices and applications.

### **UNIT – II**

Frequency distribution, graphing frequency distribution, Different types of tabulations, Polygons, Ogives, lorenz curve, Histogram, bar charts, Pie Diagrams, Pictograms etc. Arithmetic Mean, Geometric mean, Weighted Mean, Median, Mode different formulas, Comparison. Range, mean deviation, Standard Deviation, Co-efficient of variation, Exploratory Data Analysis, Standard Error Concept,

### ***UNIT – III***

Basic concepts, Three types of Probability, Probabilities under concepts of Statistical Independence and Dependence, Revision of prior estimates of probability, Bayes Theorem. Distributions: Random variables, Expected value in decision making, Binomial, Poison, Normal distributions, choice of correct ‘probability distribution. Introduction, various Sampling Distribution, considerations in sampling, sample size and standard Error.

Point estimates, Interval estimates, confidence Intervals, Calculation of Interval Estimates of the Mean of Large Samples, Proportions from large samples, T-Distribution, determination of sample size in estimation.

### ***UNIT - IV***

Basic concepts, Testing of means, Samples with population, standard deviation, measuring the power of Hypothesis Test, Hypothesis Testing Proportions-Large Sample, Hypothesis testing under different conditions, differences between means and proportions probability values in Hypothesis testing. Introduction Chi-Square as a test of Goodness of Fit, Testing the Appropriateness of a distribution, Analysis of variances, Inferences about a populating Variance and Two population Variances.

Estimating using Regression Line, Correlation analysis, Limitations, making inferences about population parameters, Errors and Caveats. Multiple Regression, Multiple Correlation analysis, Finding the Multiple Regression Equation, Making Inferences about population parameters, Modeling Techniques. Introduction, Sign Test for paired data| Rank, sum test, Mann Whitney, U Test, One sample, Runs test, Rank Correlation, Kolmogorov-Smirnov Test.

#### **UNIT- V**

Introducing Variations, Time Series, Trend Analysis, Cyclical Variation, Seasonal, Irregular Variations, Time Series Analysis in forecasting. Definition, Unweighted Aggregates, Index weighted, Aggregate Index, Average of Relatives Methods, Quantity and value Indices, Issues in constructing an index number.

#### **IV. Suggested Text Books**

- |    |                            |                           |                          |
|----|----------------------------|---------------------------|--------------------------|
| 1. | Statistics for Management  | Richard I. Levin<br>Rubin | Prentice Hall of India   |
| 2. | Statistics                 | Speigel                   | Schaum's Out-line Series |
| 3. | Statistics and probability | Murray R. Spiegel         | Schaum's Out-line Series |

#### **V. References**

- |    |                            |                        |                                     |
|----|----------------------------|------------------------|-------------------------------------|
| 1. | Probability                | Seymour<br>Lipschultz  | Schaum's Out-line<br>Series         |
| 2. | Study Materials Of CIMA -- | CIMA London on         | Quantitative Methods<br>Publication |
| 3. | Business Mathematics       | Sancheti and<br>Kapoor | —                                   |

#### **VI. Collateral Readings**

1. Journal for Quantitative Analysis and Portfolio Management.
2. The Management Accountant, ICWAI.

## **SEMESTER II**

### **HUMAN RESOURCE MANAGEMENT**

**Objectives:** To provide the future manager with inputs with a view to Enhancing the appreciation of the Human Resources function as a potential career option, Understanding the interface of the Human Resources function with Operations, Marketing, and Finance functions

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

**UNIT II:** Employment planning and forecasting – Recruitment, selection process- Building employee commitment : Promotion from within – Sources- Induction.

**UNIT III :** Orientation & Training : Orienting the employees, the training process, need analysis, Training -techniques, Developing Managers : Management Development - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments - Performance appraisal in practice. Managing careers : Career planning and development - Managing promotions and transfers.

**UNIT IV :** Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation – Incentives- Practices in Indian organisations. Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

**UNIT V :** Labour relations -Employee security - Industrial relation-Collective bargaining : future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing -Future of HRM function.

#### **BOOKS FOR REFERENCE**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India
2. Venkatapathy R.& Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
3. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books,

## **MARKETING MANAGEMENT**

**Objectives:** It helps students to understand the basic concepts of Marketing Management, understand various marketing tools/models for solving marketing problems and to comprehend various situations and marketing terminologies.

**UNIT I:** Marketing conceptual frame work – marketing environment – customer oriented organization – marketing interface with other functional areas, marketing in a globalized environment.

**UNIT II:** Understanding Industrial and individual buyer behavior – influencing factors– responding to buyer behaviour – building customer satisfaction – marketing to organizations and marketing of services Market segmentation – targeting and positioning, developing marketing mix,

**UNIT III:** Product planning and development – product life cycle – brand management, developing new product -Pricing decisions – channel design and management – retailing and wholesaling – promotion methods. Advertisement and personal selling, public relations.

**UNIT IV:** Marketing Research- Types, process – tools and techniques – application of marketing research – product launching, demand estimation, advertising, brand preferences, customer satisfaction, retail stores image, customer perception, distribution, customer relationship, competitor analysis and related aspects

**UNIT V:** Online marketing – web based marketing programmes – emerging now trends and challenges to marketers.

### **REFERENCES**

1. Aakar Day, Kumar, Essential of Marketing Research.
2. Boyd Walker, Marketing Management, McGraw Hill, 2002.
3. Keith Flether, Marketing Management and Information Technology Prentice Hall, 1998
4. Phlip Kortler: Marketing management (Millenium edidtion), Prentice hall of India.
5. Zikmand d'Amico, Marketing South western, Thomson Learning, 2000.

## **FINANCIAL MANAGEMENT**

**Objectives:** Imbibing knowledge about the decisions and decision variables involved in building the asset side of balance sheet of the firm and developing the analytical skills by associating the tools and techniques with the situation and to develop skills for interpretation business information and application of financial theory in corporate investment decisions.

**UNIT I:** Financial management – An overview, time value of money. Introduction to the Concept of risk and return of a single asset and of a portfolio, valuation of bonds and shares option valuation.

**UNIT II:** Capital Budgeting: Principles and techniques, Nature of capital budgeting, Identifying relevant cash flows, Evaluation Techniques, Payback, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques, Project selection under capital rationing, Inflation and capital budgeting. Concept and measurement of cost of capital, Specific costs and overall cost of capital.

**UNIT III:** Financial and operating leverage, capital structure, Cost of capital and revaluation, designing capital structure. Dividend policy, Aspects of dividend policy, practical consideration, forms of dividend policy, practical considerations, forms of dividends, share splits.

**UNIT IV:** Principles of working capital: Concepts, need; Determinants, issues and estimation of working capital, Accounts Receivables Management and factoring, Inventory management, Cash management, Working capital finance, Trade credit, Bank finance and Commercial paper.

**UNIT V:** Indian capital and stock market, New issues market. Long term finance: Shares debentures and term loans, lease, hire purchase, project financing, venture capital financing.

### **REFERENCES**

1. Khan M.Y and Jain P.K, Financial Management, Text, Problems and Cases - Tata McGraw
2. Pandey I.M , Financial Management, Vikas Publishing House Pvt. Ltd.,

## **OPERATIONS MANAGEMENT**

Objectives: To understand the concepts of Operation Management and its applications in industrial situations and to familiarize the students with various concepts of Operation Planning and Management.

**UNIT I** Production and Operations Management (POM) – Need, History, System, Types, functions and communication in POM. Computer Integrated Manufacturing and Services Systems. Global /trade operations and supply network applications.

**UNIT II:** Facility Location Decisions (FLcD) – Selections of country, region and site. Facility Layout Decision (FlyD) – Types (Fixed Position, and Production, Process, Flexible), Methodologies (Distance Minimising, Computer software systems (CRAFT, CORELAP, ALDEP),

**UNIT III:** Forecasting – Types, Methods (Qualitative and Quantitative), Types of variation in data, Minimising forecasting errors and selection of forecasting methods. Capacity Planning-MRP and MRP II systems Introduction to ERP Line Balancing and performance ratios,

**UNIT IV:** Material Management (MM) – Handling Technology (Robots, Automated storage and retrieval systems (ASRS) and methods (JIT, / Kanban, ABC Systems).Independent Demand Inventory Models – Fixed order system, Basic EOQ, EBQ Models, Quantity discount models. Dependent Demand Inventory models

**UNIT V:** Johnson's Algorithm for job sequencing -Use of Gantt charts, Queuing analysis and Critical Ratios as methods for job scheduling. work measurement methods (WM) - Time study, methods-time measurement, Work Sampling, White color measurement and learning curves, Using WM to increase productivity- PERT / CPM – Drawing the network, computation of processing time, floats and critical path. Resource leveling techniques.

### **REFERENCES**

1. Paneer Selvam R., Production and Operations Management, Prentice Hall of India.
2. Sang M Lee and Marc J Schniederjans, Operation Management, All India Publishers

## **MANAGEMENT INFORMATION SYSTEM**

**Objectives:** Make the students to understand the interface of the Human Resources function with Operations, Marketing, and Finance functions and to impart knowledge on information systems and its relevance to business decisions.

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

**UNIT II:** Employment planning and forecasting – Recruitment, selection process- Sources- Induction-Orientation & Training - Management Development - On-the-job and off-the-job- Management Developments - Performance appraisal in practice. Managing careers : Career planning and development - Managing promotions and transfers.

**Unit III :** Establishing Pay plans : Basics of compensation - factors determining pay rate - Statutory benefits - non-statutory (voluntary) benefits - Labour relations - Industrial relation- Discipline administration - grievances handling - managing dismissals and separation.

**UNIT IV:** Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS-HRIS: Function, Usage and Application.

**UNIT V:** DSS: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Managing Information Technology: Managing Information Resources and technologies - Security and Ethical Challenges: IS controls - facility control and procedural control.

**References**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India
2. James A O'Brien, "Management Information Systems", Tata McGraw Hill.
3. VSP Rao, Human Resource Management : Text and cases, First edition, Excel Books
4. Waman S Jawadekar , "Management Information System Text and cases", TMH

## **RESEARCH METHODOLOGY**

**Objectives:** To impart knowledge to evaluate and conduct research on management problems/issues, to provide skills necessary for the conduct of student research projects as a part of the programme requirement and to highlight importance of research in management

**UNIT I:** Business Research – Definition and Significance – the research process – Types of Research –Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

**UNIT II:** Research Process- Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

**UNIT III:** Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

**UNIT IV:** Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor Analysis - multiple regression and correlation –Application of statistical software for data analysis.

**UNIT V** Research report – Different types – Contents of report – need of executive summary – cauterization – contents of chapter – report writing – the role of audience – readability – comprehension –report format – title of the report – ethics in research – ethical behavior of research

### **REFERENCES**

1. Alan Bryman and Emma Bell, Business Research methods, OUP.
2. Cooper and Pamela Business Research methods , Tata Mc Graw Hill, 2006.
3. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006.

**SEMESTER III**  
**PAPER11**  
**OPERATIONS RESEARCH**

**Objectives:** To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate, to introduce some widely-used mathematical models. The understanding of these models will allow the students to communicate with persons who run them and to evaluate the results they present and to provide a tool that the students can use to solve management problems.

**UNIT I:** Introduction to applications of operations research in functional areas of management. Linear programming- Formulation, Solution by graphical and simplex methods, Special cases, Dual simplex method, Principles of duality, Sensitivity analysis.

**UNIT II:** Transportation models (minimizing and maximizing cases) –Balanced and unbalanced cases –Initial basic feasible solution by N-W corner rule, least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI /Stepping stone method. Cases of degeneracy. Transshipment models.

**UNIT III:** Solution to pure and mixed integer programming problem by Branch and bound and cutting plane algorithms. Game theory-Two person zero sum games-saddle point, Dominance Rule, Convex Linear combination (averages), methods of matrices, graphical and LP solutions.

**UNIT IV:** Dynamic programming (DP) – Deterministic cases – Maximizing and minimizing problems. DP techniques for LP problems. Decision making under risk – Decision trees – Decision making under uncertainty. Application of simulation techniques for decision making.

**UNIT V QUEUING THEORY AND REPLACEMENT MODELS** -Queuing theory – single and multi-channel models – Infinite number of customers and infinite calling source. Replacement models –Individual replacement models (with and without time value of money) – Group replacement models.

**REFERENCES**

1. Paneerselvam R., Operations Research, Prentice Hall of India,
2. Toha, “Operations Research”, Tata Mc Graw Hill

## **BUSINESS ENVIRONMENT AND LAW**

### **I. Objective**

Decisions cannot be taken in vacuum. All the forces emanating from external environment have to be considered. This subject provides basic knowledge on the external environment and corporate laws.

#### **UNIT I      *Introduction***

Historical background of Indian business, professionalism vs. family Management, Management education in India. Interface between Industry and, Academia-Gaps, problems, solutions. Indian corporate culture, value systems.

#### **UNIT II      *Political Environment***

Forms of government Administration, Federal,-United systems -appropriateness thereof as of now. Indian political philosophy towards business enterprises, political stability, integrity implications for stable business policies.

#### **UNIT III      *Legal Environment***

Important provisions and administrative aspects of the following Acts with latest amendments, The Foreign Exchange Management Act 1992, Indian Companies Act 1956 and recent Companies Bill      Law of Contracts      Income Tax, Wealth Tax, Gift tax.      Labour laws Stock Exchange Board of India Act, securities contracts Regulations Act 1956.Consumer Protection Act. Environment Protection Act.

#### **UNIT IV      *Economic Environment***

Economic Liberalization, Privatization of public sector units, New industrial policy, opening up of economy to Multinationals, economic dependence, Trade related intellectual Properties (TRIPS), Industrial growth and development, Balance of growth between Agricultural, Industrial, Services Sectors, Economic prosperity and maturity, GATT. an evaluation of operations of IFCI, LIC, GIC, UTI, IRBI-changing structures. Decontrol on prices licensing etc. Mutual funds, financial Indian capital Markets, services A Critical Analysis of current union Budgets. WTO, IMF role in Indian Economic development, Disinvestment of Public Sector Units.

#### **UNIT V      *Technological and Socio Cultural Environment***

Concept of technology, appropriate technology process of innovation, rates of technological development for selected industries (like in agriculture, computers, drugs, etc.) Laws relating to product and process patents. Role of WTO Investment in R & D by Indian companies, basic and applied research. Multinationals strengths in technology and other resources. Total quality Management, Bench Marking, Zero Defects, etc.Impact on business,

Emerging middle class, rise in consumer spending, Mega buck executives Advertising as a major source to reflect contemporary socio-cultural values, social responsibility social audit.

## REFERENCES

- |    |  |            |              |
|----|--|------------|--------------|
| 1. | The Business Environment<br>of the Seventies                   | Wilson     | Dunkel, Reod |
| 2. | Elements of Company Law  | N.D.Kapoor |              |
| 3. | Labour Laws  | Malik      |              |
| 4. | The Enterprise and factors<br>affecting its operations<br>CMIE | —          | ILO          |

**ELECTIVES**  
**MARKETING (GROUP A)**  
**MARKET RESEARCH**

**UNIT – I**

Introduction To market Research – Marketing Research as a Tool of Management – Relevance of Marketing in the Indian Marketing Environment

**UNIT – II**

Basic Concept –Scientific Method- Types Of Research Basic Method of Collecting Data Secondary Data.

**UNIT – III**

The Marketing Research Process – Planning the Research Project The Data Collection Forms – Attitude Measurements

**UNIT – IV**

Introduction To Sampling -Applications Of Sampling Methods To Marketing Problems –Data Collections: And The Field Force Tabulation Of Collected Data- Analysis –Techniques- Research Report Presentations

**UNIT – V**

Application of Market Research

Identifying Market Segments

- A) Product Research
- B) Advertising Research
- C) Market And Sales Analysis Research

# **PRODUCT MANAGEMENT**

## **UNIT- I**

Business Objective And Product Planning. Demand And Product Planning –Product life Cycle – Different Stages of Marketing Mixes during Lc.

## **UNIT -II**

Developing Product Plans –Product Policy-Product –Product Positioning – Branding-Packaging –Related Planning To Other Elements Of The Marketing Mix Physical Distribution And Promotion

## **UNIT- III**

Product Modification -Product Elimination product Appraisal System

New Product Management –Nature and Importance Of organization For New Product Planning And Development.

## **UNIT – IV**

The Product Planning And Development Process –Exploration Search For New Product Ideas – Business Analysis Product Development Product Testing

## **UNIT – V**

Market Testing- Commercialization-Follow Up Requirement –Effective Management Of New Product Planning And Development

# **ADVERTISING AND SALES PROMOTION**

## **UNIT – 1**

### **Foundation Of Advertising**

Nature Scope of Advertising- Types Of Advertising –Functions Of Advertising-Advertising Planning &Decision Making –The Environment Of Advertising-Advertisingment And The Economy- Advertising And The Society- Advertising And Ethics- Industrial Advertising In India –Rural Advertising India – Current Challenges And Opportunities

## **UNIT 2**

### **Advertising Agency Partnership**

The Advertiser- The advertising Agency, Functions Structure- Forming The Advertiser- Advertiser— Agency Partnership

## **UNIT 3**

### **Creating Advertisement And Commercials**

Creativity, Creative Strategy And Copywriting- Creative art Direction-Creative Production –Print Media- Creative Production –Electronic Media

## **UNIT 4**

### **Advertising Media**

Media Types- Media Strategy And Planning –Print Media-Electronic Media –Readership Data Studies Org, Ins, Nrs Vii, Viii, Ix And X- Media Research Agencies In India –Imrb Org,Marg And Ins

## **UNIT 5**

### **Research &Evaluation**

Advertising Research –Audience Analysis &Behavior- Copy Research –Advertising contribution To Sales –Advertising Communication Performance –Pre Testing And Post- Testing

## **UNIT 6**

### **Sales Promotion**

Scope And Importance Of Sales Promotion The Promotion Blends Scope Of Sales Promotion Consumer Sampling Premium Contents And Education. Trade Association And Sales Promotion Comprehensive sales Promotion Programmers Planning Budgeting For sales Promotion Working With Dealers And Agent

## **HUMAN RESOURCE MANAGEMENT (Group B )**

### **TRAINING AND DEVELOPMENT**

#### **UNIT -1**

Training Objectives Identifying Training Needs- Evolving Training Policy Principles Of Learning, Training Educations And Development Uses Of Performance Appraisal In The learning Aspects

#### **UNIT – II**

Issues On Training –Locations –Duration- Techniques- On The Job –Job Training

Laboratory Training – Assumptions, Goals And Techniques –Cost Of Training –Training Budget

#### **UNIT - III**

Selections of Trainees- Basic- Criteria-Selections of Trainers –Internal/Or external

#### **UNIT - IV**

Training Methods For Different Levels Of Employees- Evaluation Of Training Effectiveness

#### **UNIT – V**

Management Development –Objectives- Identifying Development Needs Evolving Development Policy-Preparing Developing Plans –Designing Development Programmers – Issues Involved In Development –Appraisal Remunerations And Succession –Evaluations Of Development Effectiveness

Organization Development –Objectives Organization Development Organization Development and Management Development –Steps In Implementing OD Programmer- OD Approach in India

## **ORGANIZATIONAL DEVELOPMENT**

### **I. Objectives**

The Course Develops Analytical And Operational Approach To Planned System. Wise Organizational Changes .Organizational Today Are faced With Dilemma Of How To Integrate The Organizational Objectives With The Goals Individual Working For It The Resolve This Dilemma In Our Rapidly Changing Environment And To Ensure That Competing Or Conflicting Groups Move Towards A Collaborated Way Of Work Several Changes In The Organizations Structure Processes And Behavior Are Necessary This Is to sought to be achieved through A Planned Management Change Effort Broadly Termed As Organization Development

### **II. Syllabus**

#### **UNIT – I**

Need For OD –The Concept- Nature,Origin,Meaning And Definition –Unique Characteristics- Organization Climate

#### **UNIT – II**

The Process Of OD The Collection of Data –Diagnosis-Planned- Intervention Strategies And Tactics –General Discussion –Planned –Change Laboratory method

#### **UNIT – III**

Managerial Grid Management By Objectives

#### **UNIT – IV**

OD Strategy at Work –Critical Evaluations –Conditions

#### **UNIT – V**

Techniques for Successful OD Effects Future Prospects

### **Suggest Reading**

1. Organizational Development - Values Process And Technology – Margulies Newton, Raja and Anthon
2. An Experimental Approach Organisational Development – Harvey Donald P. and Brawn R.Donald

## **HUMAN RESOURCE ACCOUNTING**

### **Unit -1**

Human Resource Accounting Human Resource –Its Failures ,Model Human Resource Management, Principle Resource, Importance Of human Resourcehra Scenariodistinction Between Human Resource And Physical Resource Traditional Accounting , Human Resource Accounting Assumptions Of Human Resource Accounting Human Resource Development, Deferents To Human Resource Accounting

### **Unit-2**

Accounting –An Information Sstem For Management Financial Accounting , Accounting And Business, Advantages Of Computerized Accounting, Computerized Accounting Programs Accounting Concept And Convention , Financial Statements And Theirnature ,Preparation Of Final Account

### **Unit-3**

A-Concept Postules And Approches Traditional Accounting Practices- An Overview Human Resource- An Asset Future Service Potentials,Measurable Value Acquisition Through Transation Ownership,Approaches Towards Controlling Costs Of Resource

### **Unit-4**

Human Resource Accounting –Cost Based Method Historical Cost,Expenditure Incurred, Replacement Cost, Standard Cost Method ,The Cost Approach Investment In Human Resources

### **Unit-5**

Economicmodels,Goodwill Method By Hermanson , Adjusted Discounted Future Wages Methos Flamholtz Model,A Model With Service Rewards ,Human Assetmultiplier Model A Model For The Measurement Of Human Asset,Behavioral Model The Economic Modeljaggi&Lau Method Myers& Flowers Methods

### **Unit-6**

Likert's Psychological Or Behavioural Model Exploitative Authoritative Benevolent Authoritative, Consultative Participative ,Net Worth Of An Organisation By Likert And Pyle Three Classes Of Variables Casual Variable Intervening Variable End Result Variables

### **Unit-7**

Human Resource Accounting In India Scenario , Two Focusing Issues Emerging With Regard To Hra Valuation In India ,Mode Of Valuation Of Organisational Human Resource

## **Unit-8**

Human Engineering And Human Engineering Process Introduction To Engineering Human Side People And Machine A Case For Understanding Human Maintenance Measurement Element Measurement Personnel Measurement Process Measurement Venues Measurement Output measurement Influences Measurement Attributes Measurement Principles

## **Unit-9**

The Humanengineering Process The Stages In The Human Engineering Process Mission Analysis Requirement Analysis Function Analysis Function Allocation Design Verification

## **Unit-10**

Research In Human Engineering Controlled Experience Some Business Sources Of Business Intelligencebusiness Researchobjective Of Resrache Proble Areas To Be Researchedin Human Resource Management Source Of Data Primary Source Survey

## **FINANCE (Group C)**

### **MANAGEMENT OF FINANCIAL INSTITUTIONS**

#### **Objective**

This Course Aims To Provide A Clear Understanding Of Financial System. Financial Institutions And Their Various Service

#### **UNIT - 1**

##### **FINANCIAL MARKETS:**

Capital Market- Stock Market – Financial –Player- Legal Aspects And Regulatory Norms  
Money Market- Call Market, Treasury Bills Market, Commercial Bills , Markets For Commercial Paper And Certificate Of Deposit ,Discount Market, Market For Financial Guarantees Gift Edged International Dimensions Of Financial Market.

#### **UNIT- 2**

##### **FINANCIAL INSTITUTIONS**

Banking Institutions –RBI- Commercial Banks- Foreign Banks And Private Sector Banks – Co Operative Banks –Structure And Function. on- Banking Financial institution –Role , Function And Regulatory Aspects –Chit Funds Nidhi And Benefit Funds

#### **UNIT - 3**

##### **DEVELOPMENT OF FINANCIAL INSTUTIONS**

IDBI,ICICI,IFCI, IRBI, RCF, TIIC, TIDCO, SIPCOT, ITCOT,SIDCO, SIDBI, Emerging Role Structures, Management Issues, Advent Of Foreign Financial Institutions Competitions And Diversification Plans Of These DFI's

#### **UNIT - 4**

##### **INSURANCE SECTOR**

LIC, GIC- Functions, Organization & Various Services- Role in Financial Market, Deregulations In Insurance Industry And The New Insurance Bill Before The Parliament

#### **UNIT- 5**

##### **MUTUAL FUNDS:**

UTI &Other Private Mutual Funds Regulatory Aspects Functions Various Types Of Funds, Calculations Of NAV, Present Scenario India. Credit Rating Agencies Role, Competions to Healthy Capital Market Ethical Issues Regulatory

#### **IV. REFERENCE BOOK**

The Indian Financial system    Vasant Desai Himalaya    Publishing House

Financial Institutions And Market    L.M. Bhole    Tata Mc.Graw Hill Publing company ltD

# **INTERNATIONAL TRADE, FINANCE AND DOCUMENTATION**

## **UNIT - 1**

### **Foreign Trade and Foreign Trade Transactions**

Visible And Invisible Imports And Exports .Balance Of Payment. Contract Terms

## **UNIT- 2**

### **Shipping Documents And Foreign Trade**

Various Types Of Invoice , Insurance Policy Bill of Lading ,Certificate, Of Origin, Analysis Certificate ,Packing List, Weight List Etc

## **UNIT - 3**

### **Finance Foreign Trade**

Types Of Import And Export –Letter Of Credits, Foreign Bills Exchange ,Pre- Shipment Credit Packing Credit, Post Shipment Credit Extended By EXIM Bank And Others . Advance against Export Incentives EXIM Script, Deferred Payment Guarantee

## **UNIT- 4**

### **Foreign Exchange**

Theories Of Foreign Exchange Mechanism Various Exchange Rates Exchange Rate Arithmetic .Spot And Forward Rates. Exchange Control Regulations in India. Authorized Dealers And Their Functions Foreign Dealers Associations Of India (FEDAI) Foreign Exchange Regulations Act (FERA), Reserve Bank Of India (RBI), Exchange Control Manual.

## **UNIT - 5**

### **International Exchange Systems**

Post Exchange System, Present Exchange System Convertibility And Inconvertibility, International Monetary Fund Special drawing Rights Devaluations And Revaluations

## **UNIT- 6**

### **International Financial Institutions**

EXIM Bank, International Monetary Fund (IMF) Asian Development Bank (ADB) Export Credit Guarantee Corporations (ECGC), World Bank, International Development Associations Banks For International Settlement Multilateral Investment Guarantee Agency, International Investment Bank, Industrial Credit And Investment Corporations Of India (ICICI)

## **UNIT - 7**

### **International Exchange System**

Brettonwood System –Free Float Of Currencies –LERMA –Internet Rates Vs Exchange Rates  
SDR Devaluations And Revaluations Central Bank 'S Role

# **INVESTMENT AND PORTFOLIO MANAGEMENT**

## **Objective**

The Culminations of Security Evaluation and Accumulations of Security Related Information's In Investment Decision Making This Subject Deals In Portfolio Optimizations Evaluations revision, Etc

## **UNIT 1**

### **Introduction**

Investment, Gambling, Speculations, Different Factors Favoring Investment Process Risk-Return Attitude Age Income Level and Other and Other Social Cultural Factors

## **UNIT 2**

### **Portfolio Analysis**

Dominance And Efficiency Portfolio Simple Diversification Markowitz Diversification ,Derivation Of Capital Market Line Lagrangian Function for Minimizations Of Risk Stochastic Dominance

## **UNIT 3**

### **Capital Market Theory**

Assumptions Derivations Relaxing the Assumptions Graphical Analysis

## **UNIT 4**

### **Institutional Investor**

Maximizing Utility investment Objectives of Uti ,Lic,Gic, And Other Private Mutual Funds Graphical And Mathematical Utility Analysis. Foreign Institutions Investor

## **UNIT 5**

### **Portfolio Performance Evaluations**

Various Scheme Of Investment Financial Institutions Different Techniques Of Evaluation Net Asset Value Return On Equity Investment Yield On Fixed Income Security Expenses Ratio

Compound Total Annual Return   Sensitivity Of NAV To Market Index   CMP/NAV Etc   Sharpes  
Treynors Indices Measures   Decompositions Of Overall Evaluations

## **UNIT 6**

### **Efficient Market Hypothesis**

Weak Form   Semi-Strongly Efficient   Strongly Efficient   Full of Hypothesis   Different Tests Used  
For Above Hypotheses   Results Of Research   Of Research Studies   India   Implications Of Risk  
Return Analysis   Fundamental And Technical Analysis   And Portfolio Management

## **7. ARBITRATING THEORY**

ASSUMPTIONS ,GENERAL DERIVATION OF THE model, problem on two factor models  
only. Comparison of modern portfolio theory with apt study by ross and rool: problems of apt.

## **8. multi period wealth maximization**

Utility of terminal wealth, single period portfolio management , portfolio revision, portfolio  
rebalancing, portfolio upgrading.

Investment planning horizon , practical problem in portfolio revision. Principles of selection and  
revision of equity portfolio by EDWARD A mennis

## **9. Application of ex-post and ex- ante security market line**

## **10. Computer application in investment management**

## **v.References**

1.Investments sharpe, bailey,Alexander prentice hall of india

## **VI. MAGAZINES**

Journal of finance , journal quantitative and financial analysis, chartered financial analyst , jour

## **PRODUCTION (GROUP D )**

### **TOTAL QUALITY MANAGEMENT**

**Objectives:** The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation using TQM to improve the overall efficiency of the firm.

**UNIT I:** Total Quality Management Evolution – Definition of Quality – Dimensions – QC- QA – QP Concepts –Quality Management – Cost of Quality Failure Cost – Reducing Costs – Juran’s model – Analysis of COQ for improvement .

**UNIT II:** Definition of TQM – Elements – Deming’s 14 points – TQM tools and techniques – Planning phase of TQM – Barriers to TQM implementations.

**UNIT III:** Service quality – Features- customers delight – Kano model – Perceived Quality – Employee Involvement –Employee Motivation –Team work – Effective Communication – Training and Motivation -Performance Appraisal.

**UNIT IV:** Continuous process improvement – Juran’s Trilogy – Kaizen – BPR and TQM – supplier importance Selections. Standards – Quality audit –supplier rating systems – Balanced score card. - Process Control –Flow Charts – Scatter Diagram –Pareto Chart – Control Chart – Central Limit Theorem – Six Sigma , Definitions, Origin ,Process Models

**UNIT V:** Benchmarking – Type, Process – QFD – Taguchi’s Loss Function – Total Productive Maintenance- Quality systems – ISO 900 – QMS – Management responsibility – Environmental management systems 14001 –Quality awards – Deming price European and Indian quality awards.

### **REFERENCE**

Dale H. Besterfield, Carol Besterfield, Glen Besterfield and Mary Besterfield – Total Quality Management – Prentice Hall of India – Third Edition – 2007

## **PURCHASING AND INVENTORY MANAGEMENT**

Objectives: The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in Purchasing and Inventory Management and also the ability to apply them in the enterprise reality to improve the overall efficiency of the firm.

**UNIT I:** Purchase policy- Rate and Running Contract – Subcontracting- Systems Contract – Stockless purchase –Buying seasonal items – Forward Buying – Hedging – Purchasing Activities – Indent Status – A to Z of Purchase Order –Transportation – Incoming Inspection – Bill settlement –Documentation.

**UNIT II:** Meaning of Right Price – Price Analysis – Determination of Right Price – Influencing Factors on Pricing – Classification of Pricing – Price Forecasting - Right Place – Purchase Budgets – Budgetary control – Need Identification Problems – Definition of lead time Elements- Cost Reduction and Lead time.

**UNIT III:** Relevance of Good Supplier - Advantages of Good Relations –Prerequisites – Evaluation of Suppliers – The Buyers Role – Role of the Vendor –Relevance of Good Suppliers – Need for vendor evaluation – Goals of Vendor Rating – Advantages of Vendor Rating – Parameters of Vendor Rating.

**UNIT IV:** Role of Material Management – Classes of Material – Materials and Profitability – Profit Center Concept – Material Objective –Centralized Purchasing- Decentralizing – Delegation of Powers – Definition of Material Planning –Bill of Material – Material Requirement Planning – Importance of Material Research- Definition – Advantages of Materials Information System .

**UNIT V:** Codification – Classification – Methodology–Requirement of codes – Coding Structure and Design –Advantages - International Codification – Cost and Consequences – Right Quantity – Economic Ordering Quantity – Derivations of EOQ.

### **REFERENCE**

Gopalakrishnan P.– Purchasing and Materials management – Tata McGraw Hill

## **SUPPLY CHAIN MANAGEMENT**

**Objectives:** To impart knowledge and understanding to students on Supply Chain Management and its relevance to today's business decision making.

**UNIT I:** Supply Chain definition – Objectives – Types – Various definitions – Drivers – Need for SCM – SCM as a profession – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix

**UNIT II:** Strategic Sourcing – Source evaluation – collaborative perspective – Buyer-Supplier Relationship – Partner Selection – develop of Partnership – importance of inventory – imbalances – uncertainties – inventory costs – inventory turnover ration

**UNIT III:** Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – 3 PL advantages – Indian transport infrastructure – IT solutions – EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology

**UNIT IV:** Critical business processes and information systems – DBMS – benefits of ERP –information system and bull whip effect – SCM software packages – modeling concepts – Vendor analysis model – Coordinated SCM – Simulation modeling- Reverse Vs forward supply chain – types of reverse flows – collaborative SCM's andCPFR – agile systems – sources of variability – characteristics – supplier interface – internal processes

**Unit V:** Supply Chain Management and profitability – quality management – mass customization and globalization – ethical Supply Chains – e-business and SCM – Balanced Score Card – Benchmarking, Performance measurement

## **REFERENCE**

Mohanty R.P, S.G Deshmuki “Supply Chain Management” Biztantra, New Delhi

## **SYSTEM (GROUP E)**

### **E-COMMERCE TECHNOLOGY AND MANAGEMENT**

#### **Course Objective**

The objective of this course is to enhance the understanding of the students about the technical and managerial aspects of E-Commerce. the scope, significance and technical aspects of database management system. The students are also exposed to the organisational requirements and legal and ethical implications of E-Commerce,.

#### **UNIT – I**

Electronic commerce and physical commerce - Economic forces – advantages – myths – business models.

#### **UNIT – II**

Internet and World Wide Web, internet protocols - FTP, intranet and extranet - cryptography, information publishing technology- basics of web server hardware and software.

#### **UNIT – III**

Consumer oriented ecommerce – e-tailing - models - Marketing on web – advertising, e-mail marketing, e-CRM; Business oriented ecommerce – E-Government, EDI on the internet –SCM - Web Auctions - Virtual communities - Web portals

#### **UNIT – IV**

E payments - Characteristics of payment of systems, protocols, E-cash, E- cheque - Micro payment systems.

#### **UNIT – V**

Legal, Ethics and privacy issues in E-Commerce – Protection needs and methodology – consumer protection - cyber laws - contracts and warranties . Taxation and encryption policies.

#### **REFERENCES**

1. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3<sup>rd</sup> Edition. Tata McGrawHill Publications, 2008.
2. Efraim Turban et al, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2006.
3. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
4. Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd,2007.
5. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
6. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 2008

## **DATABASE MANAGEMENT SYSTEM**

### **Objective**

This course aims to enable students to understand the scope, significance and technical aspects of database management system. It also exposes the students to the functional implications and the corporate requirements of database management.

### **UNIT – I**

Database and Database Management – characteristics – importance –functions - advantages – Database Management System - evolution – database architecture data organization- file structure and indexing

### **UNIT – II**

Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration

### **UNIT – III**

Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atomicity, recovery, security, backup and recovery, data base administration- client server architecture based RDBMS.

### **UNIT – IV**

Concepts of distributed databases and design, Object oriented databases-object life cycle modeling conceptual design-UML.

### **UNIT – V**

Overview of visual databases and knowledge based databases-conceptual design and business Impacts – Significance of certifications such as Oracle Certified Professional.

### **REFERENCES**

1. Hector Garcia -Molica et al, Database Systems – The complete book, Pearson Education, 2008
2. Jain V. K., Database Management Systems, Dreamtech press, 2007
3. Jeffrey A Hoffer et al, Modern Database Management, 8th Edition, Pearson Education,2008,
4. Mark L.Gillenson & el, Introduction database management, Wiley India Pvt. Ltd, 2008
5. Narayan S. Umanath and Richard W. Scamell, Data Modeling and database design, Thomson course technology, 2008
6. Peter Rob and Carlos Coronel, Database systems- Design, Implementation and Management, Thomson Course technology, 2008
7. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning,

## **SOFTWARE DEVELOPMENT**

### **Course Objective**

This course aims to enable students to understand the technical process and managerial significance of software development. It also exposes the students to the functional implications and the human factors associated with developing and maintaining software.

### **UNIT I**

Overview of software development life cycles –Challenges – Software engineering Process - paradigms – Comparison between Process and Product –Metrics – Software project management – Planning – estimation – Risk analysis – Software project scheduling

### **UNIT II**

Requirement Analysis – Definition – Specification - tools – Formal Specification – Prototyping Specification – Analysis modelling

### **UNIT III**

Software design – Abstraction – Modularity – Software Architecture – Effective modular design - Cohesion and Coupling – Architectural design – Procedural design – Data flow oriented design – Object Oriented design

### **UNIT IV**

User interface design – Human factors – Human computer interaction – Interface standards - Fundamentals of coding – code documentation – code efficiency – Software Configuration Management

### **UNIT V**

Software Quality Assurance – Review, Walkthrough and inspection- Quality metrics – Software Reliability – testing – Path testing – Control Structures testing – Black Box testing – Integration, Validation and system testing – Reliability models for Software quality - Software Maintenance

### **REFERENCES**

1. Ali Behforooz and Frederick J. Hudson, 'Software Engineering Fundamentals, Oxford publications.
2. Carlo Ghezzi, Mehdi Jazayari, Dino Mandrioli, 'Fundamentals of Software Engineering, Prentice Hall of India, 1991.
3. Pfleeger, 'Software Engineering', Prentice Hall, 1999.
4. Richard Fairley, 'Software Engineering', II Edition, Tata McGraw Hill, New Delhi.
5. Roger Pressman. S., 'Software Engineering', A Practitioner's Approach, Tata McGraw Hill, New Delhi.
6. Sommerville I. , 'Software Engineering, V Edition, Addison Wesley, 1996.

## **SEMESTER IV**

### **STRATEGIC MANAGEMENT**

**Objectives:** The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business.

**UNIT I:** Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility

**UNIT II** External Environment - Environmental Threat and Opportunity Profile (ETOP) – SWOT- Porter’s Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalisation and Industry Structure - National Context and Competitive advantage Resources- Avoiding failures and sustaining competitive advantage-

**UNIT III** The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategic analysis and choice -OCP - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card

**UNIT IV :** The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control

**UNIT V:** Managing Technology and Innovation- Strategic issues for Non Profit organizations- New Business Models and strategies for Internet Economy

### **REFERENCES**

1. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, Third Edition
2. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006

## **ENTREPRENEURSHIP DEVELOPMENT**

**Objectives:** To enable the students have entrepreneurial motivation by providing the basic idea of entrepreneurship, business ideas, project writing and new venture creation

**UNIT I:** Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

**UNIT II:** Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

**UNIT III :** Business Idea- Idea generating Techniques- Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria- Venture Creation.

**UNIT IV:** Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching- Role of Venture Capitalists and Angel Investors in promoting entrepreneurship.

**UNIT V:** Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

### **REFERENCES**

1. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
2. Khanka S.S., Entrepreneurial Development, S.Chand and Company Limited
- 3.Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005

## **MARKETING (GROUP A)**

### **CONSUMER BEHAVIOUR**

#### **Course Objective**

This course aims at enabling students to understand why and how consumers make consumption and buying decisions. This would enable them to make better strategic marketing decisions.

#### **UNIT – I**

Concepts – Significance – Dimensions of Consumer Behaviour – Application of knowledge of Consumer Behaviour in marketing decisions.

#### **UNIT – II**

Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

#### **UNIT – III**

Psychological Influences on consumer behaviour – motivation – perception – personality - Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

#### **UNIT – IV**

Socio-Cultural Influence, Cross Culture - Family group – Reference group – Communication – Influences on Consumer behaviour

#### **UNIT – V**

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.

#### **REFERENCES**

1. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
2. David L. Loudon and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2002.
3. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2<sup>nd</sup> Edition.
4. Indian Edition, 7<sup>th</sup> Edition 2005.
5. Jay D. Lindquist and Joseph Sirgy, Shopper, Buyer and Consumer Behavior, Biztranza, 2008.
6. Leon G. Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.
7. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill,
8. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.

# **SERVICES MARKETING**

## **Course Objective**

The objective of this course is to introduce students to the unique features and characteristics of Services and the marketing challenges. It aims to help the students to understand the unique challenges inherent in marketing, managing, and delivering service excellence at a profit.

## **UNIT – I**

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

## **UNIT – II**

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

## **UNIT – III**

Service Life Cycle – New service development – Service Blue Printing – GAP's model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

## **UNIT – IV**

Positioning of services – Designing service delivery System - Service Channel – Pricing of Services - methods – Service marketing triangle - Integrated Service marketing communication.

## **UNIT – V**

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment - public utility Services – case studies

## **REFERENCES**

1. Biztantra, 2nd Edition, New Delhi, 2004.
2. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.

3. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education,
4. Douglas Hoffman K.et al, Essentials of Service Marketing : Concepts, Strategies and Cases, Thomson Learning, 2nd Edition.
5. Halen Woodroffe, Services Marketing, McMillan, 2003.
6. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.
7. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, New Delhi, 2004.
8. Valarie Zeithaml et al, Services Marketing, 5th International Edition, 2007

## **RETAIL MANAGEMENT**

### **Course Objective**

The objective of this course is to help students to understand the significance and the functional framework of retail management. It aims to provide conceptual understanding and practical exposure to the students.

### **UNIT – I**

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio-economic and technological Influences on retail management – Government policy implications on retailing.

### **UNIT – II**

Organized and unorganized formats – Types of retail format – Characteristics of each format – Emerging trends in retail format – MNC's role in organized retail format.

### **UNIT – III**

Choice of retail location - Internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions.

### **UNIT – IV**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audit - Retail store brands – Retail advertising and promotions – Retail Management Information System - Online retail – Emerging trends

### **UNIT – V**

Understanding of Retail shopper behaviour – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behaviour – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

### **REFERENCES**

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztranza, India, 2008.
3. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4<sup>th</sup> Edition 2008.
4. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
5. Swapna Puadham, Retail Management -Text and Cases, Tata McGraw Hill, 2<sup>nd</sup> Edition, 2008.
6. Dunne, Retailing, Cengage Learning, 2<sup>nd</sup> Edition, 2008
7. Sivakumar, Retail Marketing, Excel Books, First Edition, 2007.
8. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

## **HUMAN RESOUCCE (GROUP B )**

### **INDUSTRIAL RELATIONS AND EMPLOYEE WELFARE**

**Objectives:** To help students understand the nature of IR, Evolution of Trade union, current trends and practices for efficient management decisions and to ensure industrial peace.

**UNIT I:** Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

**UNIT II:** Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Industrial Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery- – Conciliation – Arbitration – Adjudication.

**UNIT III:** Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education & Training Schemes.

**UNIT IV:** Industrial Safety-Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT V:** Welfare of Special Categories of Labour- Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

### **REFERENCES**

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. C.S.Venkata Ratnam, Globalisation & Labour Management Relations, Response Books
3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd.
4. Subba Rao , Essentials of Human Resource Management & Industrial relations (Text & Cases ), Himalaya Publications, 2007.

## **HUMAN RESOURCE PLANNING AND AUDIT**

**Objectives:** To help students understand the Human Resource Planning, its important and techniques to identify the optimum number of human resource for efficient human resource function related decisions.

**UNIT I:** Basics in HR Planning : Macro Level Scenario of HRP, Concepts & Process of HRP, Considerations – Technology, Finance, Product Demand.

**UNIT II:** HR Planning -Methods & Techniques : Demand Forecasting: Managerial Estimates, Trend Analysis, Markov Analysis, Utilization Analysis: Work Study, Job Analysis, Supply Forecasting : Inventory Analysis, Wastage Analysis, Balancing Supply & Demand, Issues of Shortage & Surplus.

**UNIT III:** Human Resource Information System (HRIS)- Need- Importance- Process-Practical Usage- Practice in Indian Corporate - Introduction to SAP and Peoplesoft .

**UNIT IV:** Job Analysis & Job Evaluation : Job Analysis – Concepts, Process, Job description, Job Specification, Uses , Limitations, Job Evaluation – Concepts, Methods, Limitations.

**UNIT V:** Measurement of HR Planning: HR Audit, HR Accounting. HR Plan - Implementation Strategies: Recruitment , Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan.

### **REFERENCES**

1. Bell D J: Planning Corporate Manpower
2. Bennison M.& J Casson : The Manpower Planning Handbook, McGraw Hill.
3. Pettman B.O. & G Tavemeir : Manpower Planning Workbook, Gower
4. Walker J W: Human Resource Planning, MGH

## **COMPENSATION AND BENEFITS**

**Objectives:** This course aims at providing key concepts related to compensation management, which is an integral part of human resources management, and, from the point of view of employees, probably its most important part.

**UNIT I:** Compensation and Organisational Strategy – Lifestyle and Compensation – Pay and Social Class – Reward System – Compensation System – Compensation Dynamics – Rates of Pay – Compensation Program – Jobs and Pay in India

**UNIT II:** Strategic and Tactical Compensation Issues – Employees - a Critical Resource

– Division of Labour – Pay Relationships – Legislation and Compensation – Indian Legal System – Minimum Wages Act, Employee Compensation Act, Apprenticeship Act, Bonus Act

**UNIT III:** Job Analysis – Gaining Employee Acceptance – Collecting and Describing Job Data – Job Facts – Job Contract – Elements of Job Descriptions – Job Requirements and Pay – Job Evaluation – Job Ranking – Market Pricing Approach – Maturity Curve Method.

**UNIT IV:** Polit Factor Method of Job Evaluation – Job Evaluation Committee – Determining the Need for a Survey – Preparing for the Survey – Identifying Survey Methods – Designing the Survey – Using Third Party Surveys

**UNIT V:** Pay Structure Architecture – Pay for Performance – Application of Motivation Theories – Merit Pay – Performance Appraisal Issues and Opportunities – Designing a Pay System – Short Term Incentives – Premium and Differentials – Individual Based Bonus and Rewards- Long Term Incentive and Deferred Compensation Plan – Executive Compensation – International Competition – Benefits Administration – Employee Benefits – QWL and Pay Administration

## **REFERENCE**

Richard I. Derson, “Compensation Management”, Pearson Education

**FINANCE (GROUP C)**  
**STRATEGIC COST MANAGEMENT**

**Objectives**

- ☐ To explain how the costing techniques are useful in the process of managerial decision-making
- ☐ To Understand the role of a cost manager in pricing
- ☐ To familiarize the strategic cost management tools and techniques

**Unit – I**

Cost analysis and Management decisions – Concepts of Cost – Cost information – Cost behaviour – Cost structure today – Cost Volume Profit Analysis, its application and limitations – Discussions involving alternative choices – Curvilinear BEP – Cost indifference point.

**Unit – II**

Strategic Cost Management Tools and Techniques – Activity Based Costing and Activity Based Management – Drawbacks of conventional Manufacturing Costing System – Target Costing - Life Cycle Costing.

**Unit – III**

Measuring total business unit performance – Financial and non financial – Balanced Score card and its perspectives. Divisional performance and segment performance

**Unit – IV**

Cost information for pricing and product planning- Factors Involved in deciding pricing - Role of BICP — Role of Product's cost in pricing – Short term and long term pricing decisions – ROI, Cost plus, Marginal cost, Bottom line Pricing - Transfer pricing – International Transfer Pricing - Governments intervention in pricing.

**Unit – V**

Total Cost management and Value engineering – Cost control and cost reduction – Techniques of cost reduction -- Six sigma and cost manager – Benchmarking

## References

1. John K. Shank and Vijay Govindarajan, Strategic Cost Management , Vikas Publishing House, 2004
2. Robert Kaplan & Robin Cooper - Cost and effect, Harvard Business School. 2002
3. Robert Kaplan et.al, Management Accounting, Prentice Hall, New Delhi( 2005)
4. Saxena and Vashist, Advanced Cost and Management Accounting:Problems and Solutions, Sulthan Chand & Sons, New Delhi, (2004)
5. Saxena and Vashist – Advanced Management Accounting Problem and Solution. Sultan chand ,2006

## **FINANCIAL MARKETS, TREASURY AND RISK MANAGEMENT**

### **Objectives**

- ☐ To acquaint with the nature of Indian Financial System
- ☐ To Understand the Treasury and Risk Management process in Banking
- ☐ To examine the role of commercial banks in the Indian Economy

### **Unit – I: Indian Financial System**

An overview of Indian Financial System-Financial Markets-Money Market and Capital Market-Money Market Instruments-call Money, T-Bills, Commercial Paper, Certificate of Deposits, Repo and Reverse Repo.-Primary and Secondary Market-Role of RBI,SEBI,DFHI,SHCI in Financial Markets.

### **Unit – II: Treasury management in Banking Industry**

Concept and Functions of Treasury Management in Commercial banks-Treasury Products in Forex Market, Money Market and Securities Market-Funding and Regulatory aspects-CRR, SLR, Liquidity Adjustment Facility (LAF) and Payment and Settlement system.

### **Unit – III: Risk Management Process in Banking**

Risks in Banking activities-Credit Risk, Liquidity Risk, Interest Rate Risk, Market Risk, Exchange Rate Risk and Operational risk-Risk Mitigation Measures. Capital Management in Banking-Capital Adequacy Norms-Basel II -Three Pillars Overview and Compliance Requirements.

### **Unit – IV: Commercial Banks and their Roles in Indian Economy**

Role of RBI in ensuring economic growth and Containing Inflation through Commercial banks - Recent Trends in Banking - Retail Lending and Corporate Banking - Universal banking-Leasing and Hire purchase - Credit Rating- Home Loans- Mutual fund - Bancassurance - Resolving customer complaints through Ombudsman.

### **Unit – V: Profit planning activities of Banks through Subsidiary activities**

Merchant Banking-IPO and Equity issue-Underwriting of Shares-Pricing of issue-Book building process-Profit earnings through non fund based activities like issue of LCs, Bank Guarantees etc. and other fee based activities. -Increasing liquidity and profitability through the process of Securitization.

## **REFERENCES**

1. Avadhani. V.A, Treasury Management in India, Himalaya Publishing House, 2002
2. Khan M.Y., Financial Services, Tata McGraw Hill , 2004
3. Khan M.Y., Indian Financial System, Tata McGraw Hill, 2007
4. Varsnney and Mittel, Indian Financial System, Sultan Chand Publications, New Delhi. 2003

# **INTERNATIONAL FINANCIAL MANAGEMENT**

## **Objectives:**

- ☐ To explain the basic features and functions of Forex Market
- ☐ To develop an appreciation in Foreign Exchange Exposure and Management
- ☐ To understand the International Financial System

## **Syllabus**

### **Unit - I: International Financial Management**

Balance of Payments-Current account and Capital account-Forex Reserves. Functions and Structure of Forex market-Forex market Participants-Correspondent Banks-Nostro and Vostro accounts. Bid-Ask rates-Spot and Forward Transactions Forward Premium and Discount-Arbitrage-Exchange Rate theories-Purchasing Power Parity, Interest Rate parity-Fisher Effects.

### **Unit – II: International Markets**

International Financial Management - an overview. Globalization-Multinational Corporations-Foreign Direct Investment-Methods of raising Funds in International Markets. ADRs and GDRs-International Bond Market and Equity Market-Euro Dollar/Euro currency Market-External Commercial Borrowings (ECB)-Instruments in International Financial Markets-Offshore Banking-Tax-havens.

### **Unit – III: Foreign Exchange Exposure and Management**

Management of Transaction Exposure, Translation Exposure and Economic Exposure - Methods of hedging the exposures-Overview of Derivatives in hedging the risks-Forward Contracts, Swaps, Options and Futures.

### **Unit – IV: International Financial System**

International Monetary System-Bretton Woods System-Flexible Exchange Rate system Fixed and Floating rate system-World Bank and its affiliates-International Monetary Fund-special drawing Rights.

### **Unit – V: Financing of International Trade-Indian Perspectives**

International methods of Payments and settlements - Letter of Credit - Provisions of UCPDC - Exports and Imports - Exchange control requirements - Pre-shipment and Post Shipment finance - Factoring and Forfeiting services - Role of Exam Bank and ECGC.

## **PRODUCTION (GROUP D)**

### **PRODUCT DESIGN AND PROJECT MANAGEMENT**

#### **Course Objective**

This course has the objective of enhancing the understanding of the students of product design and project management. It also helps the students to gain an insight into the process of product design and the functions and implementation issues of project management.

#### **UNIT – I**

Defining Product, Types of products. Successful Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types - Stage gate model - New Service Development Process

#### **UNIT – II**

Product Planning Process – Product Life Cycle - Technology Life Cycle — Disruptive Technologies- Product Specification - Concept Generation – Brain Storming

#### **UNIT – III**

Concept Selection – Concept Screening - Concept Scoring - Concept Testing- Product Architecture - Platform Planning - Robust Design- Collaborative Product development

#### **UNIT – IV**

Project - Definition –Scope – Significance – Project Proposal - Project management – Functions - organization - planning - human aspects and pre-requisites.

#### **UNIT – V**

Project Monitoring and Control – Project Report – Types and Format – Project Evaluation – Types and Methodology – Appraisal Report

#### **REFERENCES**

1. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.
2. Chitale A.K. and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
3. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
4. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Third Edition, reprint 2008.
5. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata- McGraw Hill, 2007.
6. Stevel. E. Pauley, Daniel G.Riordan – Technical Report Writing Today – AITBS
7. Publishing & Distributors, India 5th edition – 2000.

# **COMPUTER INTEGRATED MANUFACTURING**

## **Course Objective**

The objective of this course is to expose the students to the role of computer in the manufacturing process. It also aims to improve the understanding of students about the technological aspects and the implementation issues computer integrated manufacturing.

## **UNIT I**

Computer Integrated Manufacturing – Definition, Concept, Evolution and Benefits - Types of Manufacturing Systems and Sub-systems – Automated Systems – Elements, Functions and Levels.

## **UNIT II**

Hardware, Software and Security Requirements for implementing CIM systems - Communication Systems for CIMS – Communications Matrix – Network architectures and Techniques - Creating and maintaining a manufacturing systems database.

## **UNIT III**

Fundamentals of Design for Manufacturing (DFM) - Computer Aided Design (CAD) - 3D Modeling packages - Finite Element Analysis packages and Transportability - NC, CNC and DNC machines - Introduction to part-programming - Tool Management - Data Logging and acquisition - Automated data collection.

## **UNIT IV**

Manufacturing Systems – Components, Classifications and Functions – Flexible Manufacturing Systems(FMS) – Components, Applications and benefits - Planning and Implementation issues in FMS - Group Technology – Part-Families - Classification and Coding.

## **UNIT V**

Concurrent Engineering - Role of Expert Systems in CIMS - Robotics-Overview - Types in CIMS - Automated Guided Vehicles – Types and Technology – Control - Overview of Automated Assembly systems-Lean Production –Agile Manufacturing

## **REFERENCES**

1. Mikell P.Groover, Automation, “Production Systems and Computer Integrated Manufacturing” PHI, 2001.
2. Ronald G.Askin, “Modelling and Analysis of manufacturing” John Wiley & Sons, 1993.
3. Vajpayee Kant. S, Principles of Computer Integrated Manufacturing, Prentice Hall India, Second Indian Reprint, 2005.

## **SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

### **Course Objective**

The objective of this course is to enable the students to understand the scope and significance of supply chain and logistics management. It also expose the students to the structural framework and the functional implications of logistics.

### **UNIT I**

Supply Chain management and logistics management – Definition - Evolution. Supply Chain – Fundamentals - and Importance. Supply chain strategy - Drivers of Supply Chain Performance - Supply Chain relationships

### **UNIT II**

Logistics – functions, objectives - solution- Customer Service - Warehousing and Material Storage - Material Handling, Transportation and Packaging – 3PL and 4PL.

### **UNIT III**

Distribution - Network Design – Role, Factors Influencing, Options, Value Additions. Models for Facility Location and Capacity allocation - Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

### **UNIT IV**

Sourcing – Make or buy decision, Creating World Class Supply base, World Wide Sourcing Inventory Management – managing cycle inventory, safety inventory. Value of information, Bullwhip effect, Coordination in supply chain, Analysing impact of supply chain redesign on the inventory

### **UNIT V**

E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chain IT Framework - E-Supply Chains, E – Logistics- eSCM - Agile Supply Chains - Reverse Logistics - Global Logistics.

### **REFERENCES**

1. Altekhar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India,2005.
2. Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process” Tata McGraw Hill, 2000
3. Donald J. Bowersox, David J. Closs and M. Bixby Cooper, “Supply Chain Logistics Management”, Tata McGraw Hill, 2008
4. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, “Principles of Supply Chain Management- A Balanced Approach”, South-Western, Cengage Learning 2005
5. Mohanty R.P. and S.G. Deshmukh, “ Supply Chain Management”, Biztantra, 2005
6. Naraya Rangarj, G. Raghuram, Mandyam M. Srinivasan, “Supply Chain Management for Competitive Advantage – Concepts and Cases”, Tata McGraw Hill, 2009
7. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, Prentice Hall, 2007.

## **SYSTEM (GROUP E)**

### **DECISION SUPPORT SYSTEM**

#### **Course Objective**

The objective of this course is to bring about an understanding of the significance, structural framework and functional performance of decision support systems. It also exposes the students to the relevance of understanding user requirements and the implementation issues.

#### **UNIT I**

Decision Concept-steps-Decision Support System-Components-Characteristics-Classification & Application.

#### **UNIT II**

Models – Modeling Process – Types of Models – Optimisation – Simulation – Heuristic – Descriptive – Predictive – Model base – Modeling Languages – Model Directory – Model Base Management System – Model Execution, Integration and command processing – Model Packages.

#### **UNIT III**

Database – Sources of Data – Data Directory – Data Structure and Database - Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.

#### **UNIT IV**

User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural Language Processing – Speech Recognition and understanding – Issues in user interface.

#### **UNIT V**

Development process – Software and Hardware and Data Acquisition – Model Acquisition – Dialog Development – Integration – Testing and Validation – Training and Implementation.

#### **REFERENCES**

1. Efraim turban and Jay E Aronson, Decision Support Systems and Intelligent Systems, Prentice Hall of India, 1998.
2. Janakiraman V.S. and Sarukesi. K., Decision Support Systems', Prentice Hall of India, 1999.
3. Lofti, Decision Support System and Management, McGraw Hill Inc., International Edition, New Delhi, 1996.
4. Marakas, 'Decision Support System', Prentice Hall International Paper back Edition, 1998

# **ENTERPRISE RESOURCE PLANNING**

## **Course Objective**

This course aims to enhance the understanding of the students with respect to the conceptual framework and the technological infrastructure of Enterprise Resource Planning. It also aims to expose the students to the implementation issues and future trends associated with ERP.

## **UNIT – I**

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

## **UNIT – II**

Overview of ERP software solutions- Small medium and large enterprise vendor solutions – Business Process Reengineering - Business Engineering and best Business practices - Business process Management- Overview of modules -sales and Marketing, Accounting and Finance, Materials and Production management

## **UNIT – III**

Planning Evaluation and selection of ERP systems-Implementation life cycle – ERP Implementation - Methodology and Frame work- Training – Data Migration - People and Organization in implementation-Consultants, Vendors and Employees.

## **UNIT – IV**

Maintenance of ERP- Organizational and Industrial impact - Success and Failure factors of ERP Implementation -case studies.

## **UNIT – V**

Extended ERP systems – Customer Relationship Management – Supply Chain Management - Business Analytics - Future trends in ERP systems-web enabled Wireless technologies

## **REFERENCES**

1. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
2. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006.
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
5. Summer, Enterprise Resource Planning, Pearson Education, 2008.

# **INFORMATION TECHNOLOGY FOR MANAGEMENT**

## **Course Objective**

This course aims at highlighting the significance of role of information technology in enhancing the managerial performance. It also exposes the students to the technical aspects and business applications of information technology.

## **UNIT I**

Managing in Information Age - Evolution of IT Management – Types of Information Systems – Internet Based Business Systems – Value Chain Reconstruction for E-Business – IT Management Challenges and issues – Critical success Factors for IT Managers.

## **UNIT II**

Computing Hierarchy – Input – Output Technologies – Hardware Issues – System Architecture – Operating Systems – Network Operating Systems – Grid Computing – Mobile Computing – Ubiquitous Computing – Application Programming – Managing Application Development – Data Resources – Managing Data Resources – Problem of Change and Recovery.

## **UNIT III**

Communication Technology – WWW – Intranets – Extranets – Voice Networks Data Communication Networks – Last Mile – Wireless System – Web Hosting – Application Service Providers.

## **UNIT IV**

IT Applications - Enterprise System – Expert System – Decision Support System – Neural Networks – Executive Information System – Customer Relationship Management System – Supply Chain Management Systems – Knowledge Management – Data Warehousing – Data Mining – Virtual Reality – Enterprise Resource Planning – E-Business and Alternatives. E-Business Expectations and Customer Satisfaction.

## **UNIT V**

IT Strategy Statements – Planning Models for IT Managers Legislation and Industry Trends. Independent Operations – Headquarters Driver – Intellectual Synergy – Integrated Global IT – IT investment – Estimating Returns – IT Value Equation – Pricing Frame work – Hardware and Software Buying – Factors of IT Management – Implementation Control – Security – Quality - Ethical Issues

## **REFERENCE**

1. Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore, 2004.
2. Garroll W. Frenzel Johne. Frenzel, Management of Information, Technology, Thomson Course Technology, Boston, 2004.
3. Henry C. Lucas. Jr, Information Technology – Strategic Decision Making for Managers, John Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2005.

## **M.B.A. Degree Course**

### **QUESTION PATTERN**

Question Paper Model Total Marks=75 Marks Section A

Answer 5 Short-answer Questions of "Either Or" type, one question from each Unit.

$5 \times 2 = 10$  Marks

#### **Section B**

Answer 5 Medium-answer Questions of "Either Or" type, one question from each Unit.

$5 \times 7 = 35$  Marks

#### **Section C**

Answer any three Long-answer Questions out of Five Questions, one question from each unit

$3 \times 10 = 30$  Marks

## **Pattern of question paper**

Time:3 Hours

Max.marks:75

### **Section A:** (5 x 2 =10 Marks)

Answer all questions choosing either (a) or (b)

Answers not exceeding half pages.

(One question from each unit)

1 (a) or 1 (b)

2 (a) or 2 (b)

3 (a) or 3 (b)

4 (a) or 4 (b)

5 (a) or 5 (b)

### **Section B:** (5x7=35 Marks)

Answer all questions choosing either (a) or (b)

Answers not exceeding two pages.

(One question from each unit)

11 (a) or 11 (b)

12 (a) or 12 (b)

13 (a) or 13 (b)

14 (a) or 14 (b)

15 (a) or 15 (b)

**Section C: ( 3 x 10 = 30 Marks )**

Answer any three out of five questions.

Answers not exceeding Four pages.

(One question from each unit)

16

17

18

19

20

## **SCHEME FOR EVALUATION**

### **Internal marks:**

1. The pattern for internal valuation may be: average marks of two Assignments, Each for 25 marks.
2. There is no minimum marks requirement for internal component.

### **Criteria for passing in External:**

4. A minimum of 27 Marks should be secured in external valuation out of 75
5. The sum of both external and internal should be a minimum of 40 out of 100 for a pass
6. The Grading system for passing will be given by university as per the norms instead of marks.