

M.B.A. (FULL – TIME)
(2000-2001 onwards)

SCHEME OF EXAMINATIONS

SEMESTER – I

Paper – I – Managerial Communication
Paper – II – Mathematics and Statistics for Managers
Paper – III – Information Technology for Managers
Paper – IV – Managerial Economics
Paper – V – Organizational Behaviour
Paper – VI – Management Accounting.

SEMESTER – II

Paper – VII – Management Information Systems
Paper – VIII – Marketing Management
Paper – IX – Production and Materials Management
Paper – X – Financial Management
Paper – XI – Personnel Management and Industrial Relations
Paper – XII – Research Methodology
Summer Project (Project Report – 150 marks, Viva – 50 marks)

SEMESTER – III

Paper – XIII – Operation Research
Paper – XIV – Enterprisewide Information Systems
Paper – XV – International Business Environment
Paper – XVI – Elective – I
Paper – XVII – Elective – II
Paper – XVIII – Elective – III

SEMESTER – IV

Paper – XIX – Strategic Management
Paper – XX – Elective IV
Paper – XXI – Elective V
Paper – XXII – Elective VI
Paper – XXIII – Elective VII
Paper – XXIV – Elective VIII

ELECTIVES (III SEMESTER)

1. Security Analysis and Portfolio Management
2. Consumer Behaviour
3. Marketing Research
4. Business to Business Marketing
5. Organization Development
6. Product Policy Management

7. Wage and Salary Administration
8. Strategic Cost Management
9. Project Appraisal, Planning and Control
10. Sales and Distribution Management
11. Labour Legislation
12. Digital Economy and E-Business
13. Internet Technologies and Systems
14. Management Support Systems.

ELECTIVES (IV SEMESTER)

1. Financial Services
2. Global Financial Management
3. Entrepreneurial Marketing
4. International Marketing
5. Advertising and Sales Promotion
6. Public Relations Management
7. Rural Marketing
8. Marketing of Services
9. Business Law
10. Total Quality Management
11. Planning and Managing Retail Business
12. Managing Interpersonal Effectiveness
13. Group Dynamics
14. Object Oriented Programming & C++
15. Relational Database Management Systems Laboratory
16. Software Design & Project Management.

PAPER – I – MANAGERIAL COMMUNICATION

UNIT – I

Communication – Meaning and Significance for Management – Types of Communication – Media – Barriers to Communication – Principles of Effective Communication.

UNIT – II

Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters, enquiries, customers' complaints, collection letters – Sales promotion letters.

UNIT – III

Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports – Writing Research Reports, Technical Reports – Norms for including Exhibits & Appendices.

UNIT – IV

Non – verbal Communication – Personal Appearance Posture – Body Language – Use of Charts, Diagrams & Tables – Visual & Audio Visual Aids for Communication – Dyadic Communication: Face to Face Communication – Telephonic Conversation.

UNIT – V

Conducting Meetings: Procedure – Preparing Agenda, Minutes and Resolutions
Conducting Seminars & Conference: Procedure of Regulations Speech Evaluating Oral Presentation – Group Discussion: Drafting Specie – Negotiation Skills.

Reference Books:

1. WOOLCOTT & UNWIN – Mastering Business Communication
2. RAISHER: Business Communication – ATTBS.
3. KRISHNAMOHAN & MEERA BANNERJEE – Developing Communication Skills, McMillan.
4. ANDERSON & OTHERS: Assessment & Thesis Writing.

PAPER – II : MATHEMATICS AND STATISTICS FOR MANAGERS

Objectives:

This course mainly deals with the use of Mathematical and Statistical concepts in the resolution of managerial decision problems. As such the course will deal not only with some of the theoretical concepts in Mathematics and Statistics but will also be concerned with their application.

UNIT – I

Mathematical basis of managerial decisions: Functions –Application of functions – Maxima & Minima –Matrix Algebra – Arithmatical Operations - Properties, Solutions of equation by inverse method, Gauss –Jordan method and Cramer’s rule.

UNIT – II

Linear Programming – Formulation – Graphical methods – Introduction to Probability – Addition & Multiplication theorems – Bayes theorems and its applications. Theory of expectation – EMV.

UNIT –III

Descriptive Statistics – measures of central tendency – measures of dispersion; Skewness & Kurtosis – Frequency distribution – Histograms – Polygons.

Definition of random variable – Binomial distribution, Poisson distribution, Normal distribution – Applications to Business situations.

UNIT – IV

Theory of Sampling and Sampling methods: Simple random sampling – Stratified random sampling – Systematic sampling – Cluster sampling.

Testing of Hypothesis and Theory of inference – Type I and II errors. Concept of Sampling distribution – test of significance for means, proportions and S.Ds. Large samples: Analysis of Variance one way classification.

UNIT – V

Theory of Correlation and Regression: Meaning of Correlation and regression – Principles of Least squares – Simple Linear Regression – Simple correlation – Co-efficient – Rank Correlation.

Reference:

1. Mathematics for Managers - M.Raghavachar, TMH
2. Statistics for Management - Levin etal (PHI)
3. Business Statistics - Saha (Central)
4. Quantitative Techiques for managerial Decision Making - V.K.Srivastava, S.V.Shenoy & S.C.Sharma
5. Introduction to Statistics for Business - John Fraund.

PAPER – III – INFORMATION TECHNOLOGY FOR MANAGERS

Note: Units 3,4 & 5 should be delivered with focus on skills and hence laboratory hours at the rate of 2 hours per week needs to be provided.

UNIT – I – INFORMATION TECHNOLOGY AND BUSINESS:

Information Technology (IT): Definition evolution – role of IT in Business and industry – Component technologies of IT – types of applications – The trends in IT including Hardware, Operating Systems, Software and packages and peripherals.

UNIT – II – APPLICATIONS OF IT:

Networking – I –net technologies – Database technologies – Multimedia and Virtual Reality Technologies – Use of IT in Management Information Systems, Decision Support Systems and Expert Systems. E-Business Applications. Telecommunication and Convergence – Introduction to Enterprise – Wide Systems.

UNIT – III – WINDOWS & WORD PROCESSING:

Using Windows – Using Widows Explorer – Word basics – Formatting text and documents – Working with headers, footers and foot notes- Tabs, Tables and Sorting – Working with Graphics-Templates and Wizards – Creating Macros and Menus –Mail merge.

UNIT – IV – USE OF SPREADSHEET:

Excel basics- Arranging Worksheets – Functions – Chart and its features – Graphics – Command Macros – Worksheet as database – What if Projects.

UNIT – V – DATABASE APPLICATIONS:

Introduction to Access – Creating Databases – Forms – Entering and Editing Data-Finding, Sorting and Displaying Data-Reports, Letters and labels – Relationships – Expressions and Macros – Linking, Importing and Exporting Records.

Text Books:

1. Basantra, “Computers Today” - McGraw Hill Publications.
2. Ron Mansfield, “Working in Microsoft Office” Tata McGraw Hill Publications.

Reference:

1. Sanders, “Computers Today” - McGraw Hill Publications.
2. Daniels N.C., “Information Technology” – Addison Waisely Publications.

PAPER – IV : MANAGERIAL ECONOMICS

Course Objectives:

1. To impart a basic knowledge of the concepts and tools of economic analysis as relevant for managerial decision making.
2. To provide a fair understanding of the aggregate economic system within which a firm operates, and
3. To provide an exposure to some of the business laws affecting business operations.

UNIT – I

The scope and methods of managerial economics – Introduction to the Analysis of Market Mechanism, demand – supply and equilibrium – Elasticity – Theory of Demand – Demand Forecasting.

UNIT – II

Production and Cost Analysis.

UNIT – III

Market Structures and Pricing – Price – Output decisions under perfect competition, monopolistic and Oligopoly.

UNIT –IV

Introduction to Macro economics – National Income Accounting - Consumption function –Investment –Money and the Rate of Interest – Monetary and Fiscal Policy.

UNIT – V

Indian Economic Environment : Industrial Policies – Five Year Plans – Banking & Financial System including RBI – Foreign Investment.

Reference:

1. Managerial Economics by Dominik Salvatore
2. Managerial Economics by Gupta
3. Macro Economics by P.G.Apte.
4. Lectures on Company Law by K.S.Anantharaman
5. Commercial and Industrial Law by Das Gupta.

PAPER – V – ORGANISATIONAL BEHAVIOUR

Objectives: The objectives of the course are:

1. To familiarize the participants with the behavioural patterns of human beings at individual and group levels in the context of an Organization, which in its turn is influenced by the environment enveloping it, so that.
2. The ability of the participants in the knowledge, Prediction and control of human behaviour in an Organization is enhanced.

UNIT –I

History of Management Thought, Henri Fayol's Principles of Management and Mintzberg's nature of managerial work.

UNIT – II

Individual behaviour – personality: perception: learning, attitudes inter-personal behaviour – Group and inter-group behaviour.

UNIT – III

Organization and the systems concept: Organization – theories: social Organization, Organizational rules; power authority and status. The Organization relation to its environment.

UNIT – IV

Motivation and morale, leadership-nature, type and approaches, development of leadership including laboratory training and group dynamics.

UNIT –V

Management of change: conflict Management. Organization Health, Development and Effectiveness. Management of culture, Cross Cultural Management.

SUGGESTED READINGS:

1. KASTAND ROSENZWEIG – Organization and Management.
2. KEITHDAVIS – Human Behaviour at work.
3. KAMALA CHOWDHRY & SUDHIR KAKKAR – Understanding Organization Behaviour.
4. ATHOD & COFFEY – Behaviour in Organizations.
5. HERSEY & BLANCHARD – Management of Organization Behaviour.
6. GIBSON & OTHERS – Organization – Structure Process and Behaviour.
7. EDGAR SCHEIN – Organization Psychology.
8. KATZ & KATHN – The Social Psychology of Organization.
9. ABRAHAM K KORMAN – Organizational Behaviour.

PAPER – VI : MANAGEMENT ACCOUNTING

Objectives:

The purpose of this course is to impart basic knowledge of both financial and cost accounting so that students are able to understand financial statements and reports to make decisions.

UNIT – I

Purpose and Scope; changing role of Accountant in profession, industry and as a consultant: Basic accounting concepts and postulates and their implications.

Accounting Records and Systems: The journal and other subsidiary books. The Ledger and account, debit and credit, adjusting and closing entries, ruling and balancing accounts. The trial balance.

UNIT – II

Construction of Profit and Loss Account and Balance Sheet of joint stock companies as per companies act requirement.

UNIT – III

Nature and attributes of financial statements and other value of bankers, creditors and investors.

COST ACCOUNTING:

Cost concepts, determination of costs, elements of Cost-cost classification.

UNIT – IV

Overheads, Allocation, Apportionment, Absorption, Control over Factory, administration, selling and distribution Overheads, valuation of Inventories.

UNIT – V

Marginal costing – Break Even Analysis, contribution approach and direct costing.

Standard costing as a tool for control, variance analysis and budgetary control system.

SUGGESTED READINGS:

1. R.L.Gupta, Principles of Practice of Accountancy (New Delhi, Sultan Chand & Sons) 3rd Edition, 1978.
2. N.L.Hingorani, A.R.Ramanathan and A.T.S.Grewal, Management Accounting (New Delhi, Sultan Chand & sons) 3rd Edition.
3. Robert N.Antony & James S.Reece, Management Accounting – Principles (Bombay: Tarapoeva: & Sons) Indian Re-print 1977.
4. Robert N.Antony & James. S.Reece, Management Accounting Text and Cases (Bombay: Taraporevala & Sons) Indian Re-print 1977.
5. S.K.Bhattacharya and John Dearden, Accounting for Management – Text and Cases (New Delhi: Vikas Publishing House) 1976.
6. Charles V.Horngren, Cost Accounting : A Managerial Emphasis (New Delhi Prentice-Hall) 4th Indian Reprint (4th Edition).
7. L.W.J.Owlerand, J.L.Brown, Wheldon’s Cost Accounting and Costing Methods (London: English Language Book Society and Mac Donald Evans) 13th Edition 1971.

MANAGEMENT INFORMATION SYSTEMS

1. INTRODUCTION TO BUSINESS SYSTEMS IN BUSINESS:

Need for IS in Business – fundamentals of IS – System concepts – Components of IS – IS resources Activities –Overview of IS –Operations Support System, Management Support Systems, Other Classification – System approach to Problem solving – Global business scenario – trend in technology and applications.

2. INFORMATION SYSTEMS FOR BUSINESS OPERATIONS:

Business Information Systems – Marketing Information Systems – Manufacturing – Information Systems – Human Resource Information Systems –Accounting Information Systems, Financial Information Systems – Transaction Processing System.

3. INFORMATION SYSTEMS FOR MANAGERIAL DECISION SUPPORT:

Management Information & Decision Support Systems - Management Information Systems – Expert Systems – Examples, Executive Information Systems – Artificial Intelligence Technologies.

4. INFORMATION SYSTEMS FOR STRATEGIC ADVANTAGE:

Strategic roles of IS-Breaking Business Barriers – Reengineering Business Processes Improving Business Quality – Creating Virtual Company – Building Knowledge Creating Company – Using Internet Strategically – Challenges of Strategic IS – Enterprise-wide systems and E-Business applications.

5. MANAGING INFORMATION SYSTEMS:

Enterprise Management – Information Resource Management – Strategic Management, Operational Management – Resource Management Technology – Distributed Management. Organizing Planning – IS planning methodologies – Critical Success Factors – Business Systems Planning – Computer Aided Planning Tools. Security & Ethical Challenges: IS Controls – Facility Controls – Procedural Controls – Computer Crime – Privacy Issues.

TEXT BOOKS:

1. O'Brien, J.A. "Management Information Systems" Tata McGraw Hill Publications.

References:

1. McLoed, J.R.R. "Management Information Systems" Maxwell Mcmillan International.
2. Kroenke D and et al "Management Information Systems – An Introduction" McGraw Hill Publications.

MARKETING MANAGEMENT – PAPER – VIII

UNIT – I

Marketing Meaning – Concept - Functions – Marketing Planning & Implementing Marketing Programmes – Marketing Environment Market Segmentation and Consumer Behaviour – Marketing Research and Market Information System.

UNIT – II

Product: Meaning – Product Planning – Policies –Positioning – New Product Development – Product Life Cycle – Branding, Packing, Labeling.

Price : Pricing Objectives – Factors, Methods and Procedure.

UNIT – III

Promotion: Promotion Mix – Advertisement – Message – Copywriting – Advertisement Budgeting – Measuring Advertisement Effectiveness – Media Strategy – Sales Promotion – Personal Selling and Publicity.

UNIT – IV

Physical Distribution: Distribution Mix – Managing Channel – Intermediaries – Transport and Warehousing – Distribution Strategies – Distribution Cost Analysis.

UNIT – V

Marketing Strategies – Tools for Competitive Differentiation of Product – Strategies for Competitors – Leaders, challenges, follower & niches – Marketing of Services – Consumerism and Consumer Protections. Evaluating & Controlling Marketing Performance. Direct Selling, Direct Marketing.

Reference Books:

Marketing Management – PHILIP KOTLER

Marketing – V.S.RAMASAMY & NAMAKUMARI, McMillan

Fundamentals of Marketing – WILLIAM STANFON – Tata McGraw Hill.

Marketing – BENNET – Tata McGraw Hill.

PAPER – IX – PRODUCTION AND MATERIAL MANAGEMENT.

UNIT – I

Production function – an Introduction – Definitions and types of production systems. Strategic Planning decisions for Operations – demand forecasting for Operations.

UNIT – II

Technology and Design of products and services – capacity planning – location and Distribution.

UNIT – III

Process, jobs and facility layout – Operations planning and control – planning aggregate production, work force and inventory levels – inventory replenishment policies.

UNIT – IV

Maintaining system reliability – maintenance – quality control, quality assurance, quality circles and the emerging concept of total quality control.

UNIT – V

Industrial scheduling systems – large scale projects – Introduction to Flexible Manufacturing Systems and World Class Manufacturing.

Text Book:

Modern Production, Operations Management By E.S.Buffa 7th Edition.

References:

1. Production and Operations Management by Raymond R.Mayol.
2. Production Management by Keith Lockyer.
3. Production –Inventory Systems: Planning and Control by Buffs and Miller.

PAPER – X – FINANCIAL MANAGEMENT

Objectives

This course focuses attention on formulating financial decisions in business enterprises with the objects of developing in the student skills for carrying out the functions of Planning, raising, investing and controlling the financial resources.

UNIT – I

Introduction to Financial Management – Time Value of Money – Risk and Return – Valuation of Securities.

UNIT – II

Financial Analysis: Ratio Analysis – Break Even Analysis –Leverage Analysis.

UNIT – III

Short term Financial Management: Working Capital Policy – Cash Management – Receivables Management – Inventory Management – Working Capital Financing.

UNIT – IV

Long Term Financial Management: Cost of Capital, Capital Structure – Capital Budgeting – Long – Term Sources of Financing.

UNIT – V

Special Topics: Mergers and Acquisitions – Introduction to International Finance – Leasing & Hire Purchase – Introduction to derivatives.

SUGGESTED TEXT : “Financial Management – Theory and Practice” by Prasanna Chandra.

PAPER – XI – PERSONNEL MANAGEMENT INDUSTRIAL RELATIONS:

Objectives:

This course aims at (1) providing a conceptual framework on Personnel Management and Industrial Relations, (2) acquainting the participants with the Personnel and Industrial Relations policies and practices observable in industry, and (3) testing the Indian policies and practices against the conceptual framework referred to with respect to enhancing their effectiveness in utilizing human resources.

UNIT – I

The personnel function – evolution of personnel Management – status and role of personnel manager – Organization of personnel department.

UNIT – II

Training and Development with special reference to methodologies of training – job changes – job enlargement – job enrichment. Performance Appraisal methods.

UNIT – III

Wage and Salary administration including emerging compensation structure like ESOP etc. – incentive payments – employee, health, safety and welfare – social security – personnel research – separation.

UNIT – IV

Industrial relations theories –state and industrial relations labour policy and legislative framework – administrative dimensions of labour laws – trade unions, functions, structure and policy – Employers Associations.

UNIT – V

Labour Management relations – industrial conflict – collective bargaining – participative management – personnel management in small and medium organizations.

SUGGESTED READINGS:

1. EDWIN B.FLIPPO – Personnel Management.
2. MONAPPA & SAIYADIN – Personnel Management.
3. R.S.DWIVEDI – Man Power Management.
4. JOHN B.MINER & MAY GREEN MINER – Personnel and Industrial – A Managerial Approach.
5. M.N.CHATTERJEE – Management of Personnel in Indian Enterprise – Concepts, Practices and Emerging Trends.
6. ANDREW F.SIKLA – Personnel Administration and Human Resources Management.
7. Y.N.RUDRABASAVARAJ – Dynamic Public Administration.
8. C.D.Mamoria – Personnel Management.

PAPER – XII – RESEARCH METHODOLOGY:

UNIT – I

Scientific thinking: Reasoning and Scientific attitude. What is Research? Research Process: Research need, Formulating the problem, designing, sampling, Pilot testing, data collection, analysis and interpretation and report. Research Design: Exploratory, Descriptive, Casual, Formulation of hypothesis – Types.

UNIT – II

Measurement: Nature, Scales, Sources and Characteristics of Sound measurement tool. Scaling: Nature, methods and Scale construction techniques. Sampling: Nature, Simple, Probability and complex probability; Non-probability samples.

UNIT – III

Sources and collection of data: Primary and secondary sources, survey observation, experimentation – details and evaluation. Analysis and presentation: Coding, data entry, tabulation & cross tabulation. Hypothesis testing procedure. Tests of significance: Types and selection of tests.

UNIT – IV

Measures of Parametric and Non-parametric tests, Assumptions, Computation and testing of product moment correlation – Mean difference tests, Non-parametric tests: X^2 tests, Rank order correlation, U test, Sign test.

UNIT – V

Presenting results: Written and oral reports, The written research report, preparatory items, Introduction, methodology, findings and conclusions. Writing the report: Pre-writing concerns, writing the draft to presentation, Consideration. Oral presentation: Preparation, delivery and audiovisuals.

RECOMMENDED TEXT:

RAO K.V. – Research Methods for Management and Commerce, Sterling.

EMORY AND COOPER - Business Research Methods.

TULL & HAWKINS – Marketing Research: Measurements & methods, Prentice Hall.

PAPER – XIII : OPERATIONAL RESEARCH

Objectives:

The objectives of the course is to acquaint the student with the application of Operations Research to business and industry and help them to grasp the significance of analytical techniques in decision making. Students will be tested on the application of Operations Research to business related problems.

UNIT – I

Introduction to Operations Research, evaluation of the field, scope, phase merits and limitations – concept of optimization, Theory of simplex methods to solve canonical and general LPP, Primal-dual problem and its properties, dual simplex method, sensitivity analysis relating to changes in tightness of constraints and co- efficient of objectives function; LINDO Package and its applications in solving LPP and sensitivity analysis. Concept of Goal Programming.

UNIT –II

Transportation problem by Vogel's approximation method with MODI optimality test; assignment problem including traveling salesman model; integer 1 linear Programming complete enumeration method and Gomory's cutting plane methods; fixed charge problem and Zero-one Programming (formulation only).

UNIT – III

Network analysis – drawing of Arrow diagram-critical path method – calculation of critical path duration, total, free and independent floats, PERT problems; Inventory Theory, Deterministic models-purchase problem without and with shortages, with price breaks, production problem without shortages, probabilistic models, single period model.

UNIT – IV

Decision under risk-expected money value criterion – decision trees – decision under uncertainty – minimax criterion: Theory of Games – pure and mixed Strategies, Principles of dominance, graphical methods, simplex methods.

UNIT – V

Queing theory – M/M/1/FIFO/oc model; Markovian chain, Simulation:- Monte Carlo Method.

References:

1. Operations Research : An Introduction, Handy A.Taha, Macmillian.
2. Fundamentals of Operations Research for Management – Gupta and Cozzokino, Hoden – Day, IUC.
3. Operations Research – Kanti Swarup, Manmohan and Gupta, Sultan Chand & Sons.

PAPER – XIV – ENTERPRISEWIDE INFORMATION SYSTEMS.

1. ENTREPRISE RESOURCE PLANNING:
Evolution of ERP-MRP and MRP-II problems of system islands need for system integration – and interface early ERP packages – ERP products and Markets – Opportunities and problems in ERP implementation.
2. ERP IMPLEMENTATION:
Identify ERP benefits – team formation
3. RE-ENGINEERING CONCEPTS:
The emergence of re-engineering concept – concept of business process – rethinking processes – Identification – Managing change in IT Organizations – Preparing
4. SUPPLY CHAIN MANAGEMENT:
The concept of value chain – differentiation between ERP and SCM – SCM for customer focused – need and specify of SCM scenario in India – products and markets of SCM products.
5. CUSTOMER RELATIONSHIP MANAGEMENT:
Competition and customer focus – Components of CRM – Models of CRM – Packages and Selection – Implementation – Integration with other Enterprise – Wide Systems. Web enabling of Enterprise-wide systems.

References:

1. Reengineering the Corporation – Michael Hammer & James Chamby.
2. Supply Chain Management – Sahay, Macmillan, New Delhi.
3. Enterprise Resource planning: The dyanamic of operations Management Auraham Shutub.
4. E-Business & ERP: Transforming the enterprise By Grant Norris, et al
5. Introduction to supply chain Management – Robert B.Manelfield, Ernest L.JrNichols.
6. Customer Relationship Management Planning guide by Dick lee.
7. Customer Relationship Management: Linking people, process, & technology By Stanley A.Brown.

PAPER – XV : INTERNATIONAL BUSINESS ENVIRONMENT

ABSTRACT OF SYLLABUS:

The Course provides a broad overview of the changing character of Global Business Environment, Trade and International Theories along with related issued.

It outlines the major players in the Global Market place. It analysis the various Managerial Functions undertaken in Multi National Corporations.

The course outlines the Global Market Characteristics including cultural environment, attitudes, practices and International Business ethics including bribery. It discusses the role of politics, Law and Technology Protection in the context of Global business.

The strategic policy level issues like business Government relations, ownership, control of overseas subsidiaries, decision making and strategic long range planning are analysed.

The changing perception of Global Business by way of Regional Integration and Global-Trade Protectionism issues are discussed. In this context the International Business opportunities in developed countries and lesser developed countries are analysed.

Important functional areas such as Human Resources Management, Production and Logistics, Marketing Mix and Financial Management are touched upon.

Comparative analysis of strategies and practices of major MNCs of American, European and Japanese Corporations and discussed, in relation to other developing and underdeveloped countries Corporation is also analysed.

CURRICULAM

UNIT – I : INTERNATIONAL MARKET PLACE ENVIRONMENT AND PARTICIPANTS:

- The world of International Business, Internationalization and its need.
- World Economy, International market size and the reasons of Growth, New comers in International Business and Theories of International Business.
- Structure of International Market, Changing pattern and present status.
- Multinational Banks and Insurance.

UNIT – 2 – CULTURAL ENVIRONMENT, ATTITUDES PRACTICES CROSS CULTURE INTERACTIONS, ROLE OF POLITICS, LAW AND TECHNOLOGY PROTECTION:

- Culture, International Environment, Cultural Attitudes and International Marketing.
- Cross Culture Communications and Cross Cultural negotiations.
- Selected Business Practices, Business Ethics.
- International Marketing, Law & Technology Protection and International espionage.

UNIT – 3 – 1. REGIONAL INTEGRATION AND GLOBAL TRADE PROTECTION.

- Regional Integration including United Europe, ASEAN and others.
- General agreement on tariffs and trade.
- International Trade frame work and dumping.

2. INTERNATIONAL CORPORATIONS AND GOVERNMENTS:

- Control issues and Social responsibilities in various countries.
- Analysis of conflicts and conflicting issues including MNCs adaptation with changing International environments.

UNIT – 4 – 1. STRATEGIC ASPECTS OF INTERNATIONAL BUSINESS:

- Organization Design and Structure of Multinational Corporations: including Definition, Design of appropriate structures – Theoretical and conceptual considerations.
- Organizational structures versus Multifocusses strategies.
- Structure of MNCs of USA, Japan and Europe.
- Organizational Structure and Effectivess.

2. PLANNING, DECISION MAKING AND POLICY MAKING IN INTERNATIONAL CORPORATIONS:

- Long Range planning and environmental scanning in International Corporations including its philosophy, definition, planning modes, planning ethics, Multinational Planning and Organization effectiveness.
- Decision Making and Headquarters – Subsidiaries relations in MNCs including critical issues, elements, types and factors affecting the process, National Origin and decision making.
- Policy making, concept of control and methods of Entry.

UNIT – 5 – FUNCTIONAL ASPECTS OF INTERNATIONAL BUSINESS OPERATIONS:

- Human Resource Management in International Corporations – Managing the Labour force, Recruitment and Training for overseas jobs
- Managing Foreign Subsidiaries, Profile of Subsidiaries of MNCs of US, Japan, Europe etc., impact of Sociocultural factors of Management, International Managers for Home office.
- International production and legistics: Exporting Versus manufacturing overseas, FDI, Decisions, Choice of Technology, Debate and appropriate technology, make-buy decisions, practices of Multinational companies.
- International Marketing opportunities – the opportunities in Developed Countries, in LDCs, Entry decisions in foreign markes, foreign investment strategies, international market assessment.
- Managing Marketing Mix in an International environment.
- Financial Management in International business.

References:

1. Prescribed Text Book: "International Management" by Anant R.Negandhi, PHI Publication.
2. Reference Book: "International Marketing: by V.H.Kirpalani PHI Publication.

PAPER – XIX – STRATEGIC MANAGEMENT

UNIT – I

Corporate Strategic planning – Mission – Vision of the firm – Development, maintenance & the role of leader – Hierarchical levels of planning – Strategic planning process. Merits and limitations of Corporate Strategic Planning. Strategic Management in Practice.

UNIT – II

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive environment analysis – to identify opportunities & threat – Assessing internal environment through functional approach and value chain – identifying critical success factors – to identify the strength & weakness – SWOT audit – swot matrix – implications core competencies – Port-folio analysis – Stake – holder's expectations, Scenario - planning.

UNIT – III

Strategy Formulation:

Generic strategies – Grand strategies – Strategies of leading Indian companies – The role of diversification – limits – means and forms. Strategic management at Corporate level, at Business level and at Functional level with special reference to companies operating in India.

UNIT – IV

Concepts and tools of Strategy evaluation:

Competitive cost dynamics – experience curve – BCG approach – cash flow implication – IA – BS matrix – A.D.Littles Life – Cycle approach to strategic planning – Assessment of economic contribution of strategy – Cost of equity capital – M/8 model with stationary growth – Assessing market value of a Business – Profitability matrix – diversiture decision – cash flows and selection of proper discount rates.

UNIT – V

Strategy Implementation & Control:

Various approaches to implementation of strategy – Commander approach – Org – change approach, collaborative approach, Cultural approach, creative approach – Matching organization structure with strategy – 76 model – Strategic control process – Du pant’s control model and other Quantitative tools – steps – M.Porter’s approach for Globalisation – Future of Strategic Management.

Reference Books:

1. Strategic Management – Pearce & Robinson, All Indian Travellers N.D.1988.

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

OBJECTIVE:

This course provides (a) an understanding of the conceptual framework underlying Security Analysis & Portfolio Management and (b) an appreciation of the regulatory and tax framework circumscribing investment in securities; and (c) some insights into the operations of the Indian Stock Market.

UNIT – I

Valuation of Bonds: Measures of Yield, Duration & Convexity, Measures of Risk, Determinants of Interest Rates and Theories on Term Structure, Bond Swaps.

UNIT – II

Derivative Securities: Equity Options: Concept, Applications & Valuation, Economic Analysis, Industry Analysis.

UNIT – III

Valuation of Equity Stocks: Approaches of Equity Stock Valuation, Economic Analysis, Industry Analysis.

UNIT – IV

Valuation of Equity Stocks: Company Analysis, Technical Analysis, Efficient Markets Hypothesis.

UNIT – V

Portfolio Management – The Conceptual Framework: Modern Portfolio Theory, Portfolio Management, Performance Evaluation of Portfolio, Applications of Options & Futures in Portfolio Management.

Suggested Reading:

1. 'Investment Management' by V.K.Bhalls
2. 'Management of Investment' by Francis
3. 'Security Analysis and Portfolio Management' by Fisher and Jordan.

CONSUMER BEHAVIOUR.

UNIT – I – CONSUMER BEHAVIOUR – AN INTRODUCTION:

What is C B Why to study CB., Application of consumer behaviour principles to strategic marketing. Role of Marketing in Consumer behaviour, Market Segmentation and Consumer behaviour.

UNIT – II – CONSUMER AS AN INDIVIDUAL:

Consumer needs and motivation, Personality and Consumer Behaviour, Psychographics Consumer Perception, attitudes, attitude formation and change, Learning.

UNIT – III – CONSUMER IN A SOCIAL & CULTURAL SETTING:

Groupdynamics and consumer reference groups, Family, Social class and Consumer behaviour, The influence of Culture Consumer behaviour. Sub – cultural and Cross Cultural Consumer Analysis.

UNIT – IV – CONSUMER DECISION MAKING PROCESS:

Personal influence and the opinion leadership. Diffusion of innovation process, Consumer Decision making process, Comprehensive models of consumer decision making. New Product purchase and repeat purchase.

UNIT –V – CONSUMER BEHAVIOUR APPLICATIONS:

Consumer Behaviour applicable to Profit and Non Profit Service Organizations, Societal Marketing Concept, Marketing Ethics, Consumer movement, Government Policy and Consumer Protection, Indian Consumer and Marketing Opportunities in India.

Recommended Books:

LEON G. SCHIFFMAN & LESLIE LAZAR KANNK: CONSUMER BEHAVIOUR, PHI DAVID LOYDON) CONSUMER BEHAVIOUR: CONCEPTS & APPLICATIONS ALBERT BIUTTA) 4. EDN – MC GRAW HILL INTERNATIONAL.

Marketing Research

UNIT – I – Marketing Research – Meaning and importance – role and scope – MR interface with other disciplines – Evaluation of MR in India. Market Research and Marketing Research – Merits and Limitation of MR MR and Marketing Information System – MR process – MR design - special techniques for MR. Panel Research – Retail audit – omnibus surveys – Trade Research.

UNIT – II – Product Research – Need – areas of Product Research: New Product development – concept development – Product test and Test marketing procedures – Research for identifying market segments.

UNIT – III – Research for Pricing decisions: - Profit oriented and share Oriented Pricing.

Distribution Research: Research for number and location of sales representatives – locating retail outlet and warehouse – Distribution cost analysis.

UNIT –IV –Promotion Research: Research – Copy testing – Evaluating advt. effectiveness – Media research – Motivation Research.

UNIT – V – Sales Research : Methods of measuring market potential sales Control Research – Sales forecasting – Sales analysis.

Reference Books:

1. Body, Westfal et al-Market Research – All India Traveller.
2. Donald S.Tull & Del I. Hawkins – Marketing Research, Mcmillan
3. D.D.Sharma – Marketing Research, Sultan & Chand.
4. G.C.Beri – Marketing Research, Tata Mc Graw Hill.
5. Tull & Green – Research for Marketing Decision – PHI.
6. Thomar Kinnear & James Taylor – Marketing Research – An applied approach – Mc Graw Hill International.

Business To Business Marketing:

Objective: The course attempts to expose the various concepts in Industrial marketing to students who have a foundation course in marketing. This would enable the students to become familiar with the peculiarities of Industrial marketing and be able to apply the concepts and practices Industrial marketing to real life situations.

UNIT – I – (i) Introduction to Industrial marketing – Industrial Marketing Operations.

UNIT – II – (ii) Segmentation in Industrial Marketing, Demand concepts for Industrial products, Industrial Marketing Research, Industrial Buyer Behaviour.

UNIT - III –(iii) Product Management – Product line planning – New Product development strategy.

UNIT – IV (iv) Pricing, Distribution, Advertising and Sales Promotion of Industrial Products.

UNIT – V – (v) Marketing strategy for Industrial Firms – Product Market Management – Developing & Evaluating Strategies – Effective implementation of Strategies.

Organization Development

UNIT – I : Introduction to Organization Development:

Concept, Nature and Scope of O.D.

: Historical Perspective of O.D.

: Underlying Assumptions & Values.

Theory and Practice on change and changing

: The Nature of Planned Change.

: The Nature of Client Systems: Group Dynamics, Intergroup Dynamics and Organizations as Systems.

UNIT – II : Operational Components of O.D.

: Diagnostic, Action and Process – Maintenance Components
Action Research and O.D.

UNIT – III : O.D. Interventions:

: Team Interventions

: Inter – group Interventions

: Personal, Interpersonal and group process interventions

: Comprehensive Interventions

: Structural Interventions.

UNIT – IV : Implementation and Assessment of O.D.

: Implementation – conditions for failure and success in O.D.
efforts.

: Assessment of O.D. and change in Organizational
performance.

: The impact of O.D.

UNIT – V : Some key considerations and Issues in O.D.

: Issues in consultant – Client relationships

: Mechanistic & Organic systems and the contingency approach

: The future of O.D.

Some Indian experiences in O.D.

Reference Books:

1. Wendell L.French & Cecil H.Bell, Jr. Organization Development, PHI Fourth edition.
2. French, Bell and Zawacki
Organization Development Theory, Practice and Research, Universal Book Stall, Third edition.
3. Rosabeth Moss Kanter: The Change Masters, Simon & Schaster.

Product Policy Management:

Course Objectives : The course aims at imparting conceptual knowledge of Product Management and to expose the avenues of practical and productive applications of these concepts.

- UNIT –I Product Management – Definition – implications - potential benefits – extent of application. Basis concepts – the role of product Manager – defining the key tasks – styles of Product Management – Communicating the concepts and Culture.
- UNIT – II Product Planning Process – Level of Strategic Planning – Nature of Product Strategies – Opportunity Search – Basic Product Market decisions – Market share – Market Segmentation – PIMS Study – BCG Matrix – Product Life Cycle Concept.
- UNIT – III Product Development – Generating ideas – Source of Product innovation – Selecting the best ideas – concept testing Product Testing – Test Marketing – Relating Products to Customers – Managing the Launch – Launch team – Continuous Customer Feedback.
- UNIT – IV Product Managers as Marketing Managers – Evolution of product Management, Marketing Concept – Managing Marketing Mix – Product Differentiation – Distribution decisions –Advertising and Sales Promotion task – Pricing Options - Product Collaborations.
- UNIT – V Product Managers and Finance – Product Financial objectives – Objectives and Budgets – Product Budgets Monthly Financial reports – Product Costs – Working Capital – Product Cash flows – Product Investment decisions – Product Profit Planning – Break - Even – Chart – Sensitivity, Analysis – Product Management Audit.

Reference:

1. The Product Management Handbook by – Richard Handscombe.
2. Brand Positioning – By – Subrato Sengupta.
Wage and Salary Administration

- UNIT – I (a) PHILOSOPHIES RELATING TO WAGE FIXATION:
National Wage Policy – Living, subsistence and minimum wage levels – wage as a reward for labour. Wage as a determinant of price economy – Wage as an index of standard of living and status. Direct and indirect wages.

(b) HISTORICAL INFORMATION ON WAGE
ADMINISTRATION.

Standing Labour Committee – Indian Labour Conference – Wage Boards
– Productivity Boards – Growth of legislations on Wage – The role of
Tribunals and collective agreements.

UNIT – II (c) Wage Determination Techniques
Work study aspects – Job evaluation Programme – Wage Budgeting
techniques.

(d) Environmental Analysis for Wage Fixation:
Wage surveys – Administering and interpreting data obtained through
questionnaires – Trends in International Management.

UNIT – III (e) Financial and Costing Aspects
Capacity of the Industry to pay – Wage as a cost component – Allocation
of funds – Scheduling funds for disbursements – Retirement benefits –
legal cases and funding – Insurance.

(f) Legal Aspects
Minimum Wages and Payment of Wages legislations – ID Act and
important case laws on wages; implication of EPF, ESI, Gratuity, Bonus,
Equal remuneration legislations on Wages. Wage board recommendation
Statutory records and returns – Fees and licenses.

UNIT – IV (g) Collective Bargaining Process and Practicals
The Wage demand – The charter of demands – long term settlements –
I.U.formalities – Representation – Negotiating Table – Preparations for
negotiation – proceedings of negotiation – Communication aspects –
Drafting settlements Parties to settlement – Validating the Settlement –
Implementation process.

UNIT – V (i) Incentive and Production Bonus Plans:
Time related and work related Payments – Various incentive plans – OB
and pool premia – Plant utilization bonuses – Normalisation and
Stabilisation Procedures – Piece rate system and incentive.

(j) Salary Administration Principles and Practices:
Executive compensation Plan – Issues and models – New methods of
payment in various countries – Performance related salary plans –
Personal taxation and salary fixation.

Strategic Cost Management:

Course Objective:

The course aims at imparting an advanced knowledge of existing Costing Systems, their drawbacks and development of improved methods and techniques, so as to make Costing systems tools of Strategic Decision Making.

UNIT – I – Designing Costing Systems for Job and Process Oriented manufacturing environments – Cost Estimation and Regression Analysis – Linear programming and cost volume profit analysis – Learning curves.

UNIT – II – Cost as a Source of Competitive Advantage – Value Chain Concept – Cost Driver Concept – Strategic Positioning Concept – Profit Variance Analysis – Target Costing – Life Cycle Costing.

UNIT – III – Activity Based Costing – Drawbacks of Conventional Costing Systems – Hidden Factory – Merits and Demerits of ABC – implementation of ABC.

UNIT – IV – Cost of Quality – Understanding, Analysis and measurement of COQ.

UNIT – V – Business Process Reengineering , Total Quality Management, Just in Time and Flexible Manufacturing Systems as enablers of low cost strategy – Their implications for Costing Systems.

References:

1. “Strategic Cost Management” by Vijay Govindarajan
2. “Advanced Management Accounting” by Roert S.Kaplan and Anthony A Atkinson.

Project Appraisal Planning and Control.

UNIT – I –

1. Project Planning.
2. Market and Technical Analysis

UNIT – II-

3. Project Financing
4. Financial Projections
5. Risk Analysis
6. Hurdle Rates
7. Appraisal Criteria.

UNIT – III

8. Options and Flexibility
9. Project Management

UNIT – IV

10. Network Techniques
11. Project Review.

References:

1. Projects : Preparation, Appraisal, Budgeting and implementation by Prasanna Chandra.
2. Study materials of ICFAI

Sales and Distribution Management

Objectives : The objective of the course on sales and Distribution Management is to provide an Understanding of the approaches concepts, techniques and attitudes required for effective decision making in the areas of Sales and Distribution Management. The course would provides special emphasis on the Field Manager's problem and decision making. The course is intended for those participates who wish to take up careers in the area of marketing and sales.

Unit – I - Framework for understanding of Sales Management and Distribution Management decisions in the context of different industries. Personal selling and Marketing Strategy: Personal selling and Salesmanship, setting – Personal selling objectives, Sales related marketing policies formulating personal selling strategy.

Unit – II - Organizing the sales effort:
The Sales Organization, Sales Department - Relations, Distributive Network Relations.

Unit – III - Sales Force Management
Recruitment, Selection and Training of Sales Personnel, Motivation and Compensation, Sales meeting and Sales contests.

Unit – IV - Controlling the Sales Effort:
Sales budget, Quotas, Territories, Branch Administration:

Unit – V - Distribution Management:
Channel strategy and positioning, channel member selection and development, problems of working with channel members (including motivation and compensation) and channel evaluation and control.

Labour Legislation:

Objecives : To orient the student with legal obtains pertaining to employment conditions, benefits and labour regulatory mechanisms in business and industry including exposure to concerned pieces of enactments and connected court decisions. Detailed study of the following enactments, including discussion on concerned Cast Law:

- Unit – I –
- a. Factories Act.
 - b. Workmens Compensation Act.
 - c. Industrial Employment Standing Orders Act.

- Unit – II –
 - a. Payment of Wages Act.
 - b. Minimum Wages Act.
 - c. Sales Promotion Employees Condition of Employment.

- Unit – III –
 - a. Employees Provident Fund and Miscellaneous Provisions Act.
 - b. Employees State Insurance Act.
 - c. Contract Labour Regulation and Abolition Act.
 - d. Equal Remuneration Act.
 - e. Employment Exchange (Compulsory Notification) Act.

- Unit – IV –
 - a. Maternity Benefit Act.
 - b. Shops and Establishments Act.
 - c. Catering Establishments act.

- Unit – V –
 - a. Weekly Holidays act. Orientation to the following aspects:
 - b. Industrial Jurisprudence
 - c. Criminal Liability.

Digital Economy & E-Business:

1. Digital Economy:
Emerging cyber economy – Opportunities and challenges offered by internet – generic business models on the net-types and technology and economic changes.

2. Intra Business Applications:
Intra business applications: Online sales force automation, online customer service & support, virtual organization, logistics management, distribution & payment channel, corporate digital library network centric computing, EDI implementation & standards, software, network carrier & mode of information transmission, business applications.

3. Marketing Through The Internet;
Marketing through the internet: Advertising & Marketing on the internet – Analysis of markets – Building of electronic market place of buyers & sellers, E-intermediaries, merchantile models – consumers & merchants perspective. E – Commerce & retailing – Case studies of products and services marketed on the Internet.

4. Electronic Payment Systems:
Electronic payment systems & electronic cash E-Commerce & banking. Internet monetary payment & security requirements – confidentiality of payment information, payment information integrity, account holder & merchant authentication payment & purchase order process, account holder registration, merchant registration, account holder ordering, payment authorization, online e-cash anonymity, double spending, interoperability, electronic payment schemes – digital cash, credit cards, internet cheque, debit card, smart cards, financial EDI, E-wallets, micro transactions, payment clearing service providers.

5. Emerging Trends:
Emerging trends: Cyber communities-new communication paradigm, building infrastructure, gaining access, multi-sensory communications, mass markets / verticals / affinity groups, e governance. Legal & regulatory issues, global learning infrastructure, computer based education & training, digital copyrights.

Text Books:

1. Ravi Kalakota & Andrew electronic commerce – A manager’s guide, Addison Wesley, USA.

References:

1. David Kosiur, Understanding electronic commerce –Microsoft press
2. Soon – Young Choi, Dale O Stahl & Andrew B Whinston., The economics of Electronic commerce, Mac Millan Publishing Company, U.S.A.

Internet Technologies and Systems:

1. Introduction & Web Design:
Internet Communication Technologies – Networking Architecture – Protocols – Value Added Networks – Virtual Private Networks. Introduction to Web Technologies – Evolving Trends – Content Design – Graphics and Animation using Adobe Photoshop, Dream Weaver, Flash Player, Shockwave – HTML Fundamentals.
2. Client Application Development:
Java Script: Variables –Literal Arrays – Expressions and Operators – Control Statements – Functions – Event Handling – Working with Layers – Controlling Page Appearance using Style Sheets – Providing Security with object Assigning. VB Script : Variables – Data types – Operations – Control Flow – Error Handling –Event Programming, Procedures – Forms – Controls – Active X objects.
3. Web Architecture and Web Servers:
Overview of components – Tuning and Load balancing – Network Architecture – Architecture Security, E-commerce architecture models – MS Internet Information Server – Distributed Internet Architecture –Microsoft Transaction Server – Visual Age of Java –Net Objects fusion – Web sphere Web logic – Net Commerce – Netscape Application Server – Cold Fusion – Silver Stream – Vignette Story Server – Broad Vision one – to – one Enterprise.
4. Security:
Need for Computer Security – Protecting resources – Types of risks – Security Strategies, Mechanisms for Internet Security Tools, Enterprise Level Security, Encryption, PKI (public key infrastructure), Fire Walls, Digital Certificate (X.509), Digital certificate servers (entrust, netscape, verisign, oracle), Secure Socket Layer, LDAP (light weight directory access protocol).

5. Advanced Concepts:
Dynamic HTML – Extended Markup Language – Wireless Markup Language – Virtual Reality Modeling Language – Wireless Application Protocol – Voice Over Internet Protocol – Component Object Model – Common Object Request Broker Architecture – Java Beans – Enterprise Java Beans.

Text Books:

1. Uyless, D.Black, “Advanced Internet Technologies”, Prentice Hall, New York.
2. Peter Varhol, “Evaluating Server Technologies for Internet & Intranet Applications”.
3. Bob Emmerson, David Greetham, “Computer Telephony & Wireless Technologies: Future directions in Communication.

Management Support Systems:

1. Decision Making Styles:
Managerial Decision Making: Decision making process – problem solving techniques – how Decision are being supported – Decision styles – group Decision making – features of various CBIS.
2. Decision Support System – Introduction:
Decision Support System: An overview: Relevance scope of DSS – Characteristic and capabilities of DSS – components of DSS – classification of DSS.
3. DBMS & MBMS
Database Management System: sources of data – data file Environment database Environment – data models – relevance of relational database design in DSS.

Model Base Management System: Types of models – function, time, certainty, uncertainty, risk,, structure – OR models – Dichotomous model of mind – Simon’s model in information system design.
4. DGMS & DSS Applications
Dialog Generation Management System: User interface – graphics – menus – Forms – DSS tools – DSS generators – specific DSS. Constructing a DSS: Steps in designing a DSS – identification
5. EXECUTIVE INFORMATION SYSTEMS & EXPERT SYSTEMS:
Executive information system: Executive Information needs – characteristics and capabilities of EIS – EIS model – EIS implementation decisions. Expert Systems – Definitions – Concepts – Components of an ES – Examples – Developing Expert Systems – Introduction to AI Techniques – Case Studies on Business Applications of Expert Systems.

Text Books:

1. Truban, E.”Decision Support & Expert Systems – Managerial Perspective” – Macmillan, New Yourk, 1988.

Reference:

1. Peter & Keen, G.W, “Decision System an Organizational Perspective”. Addison Wisley.
2. Theierauff, R.J., “Decision Support System for Planning”, PHI New Delhi, 1982.

FINANCIAL SERVICES:

Course Objectives:

This course provides an understanding of the following fund-based and fee-based financial services offered by financial intermediaries such as non-banking finance companies, banks and financial institutions.

- Equipment Leasing
- Hire Purchase & Consumer Credit
- Bill Discounting & Factoring
- Accessing Capital Market.

This course will also focus on issues concerning the financial management of financial intermediaries.

Unit – I : Equipment Leasing : Overview, Legal & Tax Aspects, Lease Evaluation, Lease Accounting, Recent Development, International Leasing.

Unit – II : Hire Purchase & Consumer : Overview, Legal & Tax Aspects, Financial Evaluation of Hire Purchase, Accounting for Hire Purchase, Consumer Credit.

Unit – III : Bill Discounting & Factoring : Concept & Forms of Bill Discounting, Concept & Types of Factoring, Bill Discounting Vs. Factoring, Financial Evaluation of Factoring, Factoring in the Indian Context, Export Factoring and Forfaiting.

Unit – IV : Accessing Capital Market: Issue Management: Regulatory & Tax Framework, Issue Pricing Models – Equity and Debt Convertible Instruments, Financial Engineering , Raising funds from the International Capital Markets, Assessing Money Markets.

Unit – V : Strategic Issues in the Management of Financial Intermediaries : Capital Policy, Liquidity Policy, Credit Policy, Investment Policy.

Reading Material:

1. Handbook of Leasing, Hire Purchase & Factoring by K Sriram – Publishers: The Institute of Chartered Financial Analysis of India, Hyderabad.
2. Global Capital Markets by P.R.Josh.

GLOBAL FINANCIAL MANAGEMENT:

UNIT – I : a. International Economic Environment
b. International Monetary System.

UNIT – II : c. Foreign Exchange Market
d. Exchange Rate Determination

UNIT – III : e. Law of one price
f. Management of Foreign Exchange Exposure.

UNIT – IV : g. International Capital Budgeting.
h. International Working Capital Management
i. Financial Dimensions of International Trade

UNIT – V : j. Control and Tax aspects of Multinational Companies
k. Financing a multinational Company.

References:

1. International Financial Management by Maurice D.Levi, Mc Graw Hill.
2. Exchange Rate Arithmetic by C.Jeevanandham, Sultan & Chand
3. Study materials of ICFAI.

ENTREPRENEURIAL DEVELOPMENT:

Objectives of the course:

1. To provide a basic frame-work to start a small / medium scale business / Industrial Unit
2. Preparation of Project profile / Report on a line of manufacture / business / service unit of actual interest to the participant – bankable project report taking into account technical feasibility, financial viability, requirements of financial institutions / commercial banks etc.,

Unit – I : “What is Business” & Definition of Entrepreneur / “Choosing the right line of Business” Statutory Requirements & Clearances.

Unit – II : Requirements of Financial Institutions and Commercial / Banks Working Capital Management.

Guidelines for Technical Feasibility of a Project Proposal.

Unit – III : Parameters for Financial viability of a Project Proposal.

Unit – IV : Incentives & Opportunities provided by Government and its Agencies.

Unit – V : “Better Projects” through SWOT analysis, Sensitivity Analysis, Contingency, Planning, Markets Research etc. Project Report Preparation & Filling of Application with financial Institution / Bank

References:

1. A Guide to small scale Entrepreneurs – Directorate of Industries & Commerce.
2. Guide to Entrepreneururs – Industries Development & SIPCOT.
3. How to Plan an SSI Unit – Mr.N.K.Vyas.
4. Part – III “What is Business” of the Book” People and performance – The Best of Peter Drucker in Management”.
5. For Entrepreneurs – What they do not teach in Harvard.

INTERNATIONAL MARKETING:

Objectives : This course is intended to emphasis the concept of Internationalisation of Entrepriise, especially considering the competitive global situation. This course will lay special emphasis on Exports and a total study on various methods of Exports will be detailed Strategic planning for exports including the comparative advantages of Nations will be analysed. The Exports senarie in specific reference to Indian context including Expert Promotion and incentives, the Government and Institutional support and the Export Policy and procedures along with documentation requirements can be discussed.

Unit – I : Global Marketing : Identifying foreign markets and opportunities - International marketing task and philosophy.

Unit – II : International Marketing Variations : Direct exports – FDI – Joint ventures – subsidiaries – licensing – Franchising / contracts and Contracting / Barter and Counter trade / Alliances / Mergers and Acquisitions.

Unit – III : International Product Policy Planning Moving Products across Borders – Pricing for exports and Logistics.

Unit – IV : International Promotion – Advertising, other forms & Sales force.

Export structure – selection on channels & Appointment of Agents & Distributions.

International Marketing Intelligence – Sources – Research / Evaluation & Organisation.

Unit – V : Exports : Indian Cotext

- Balance of payments
- Export Promotion and incentives
- Governmental and Institutional support
- Exchange control & Export credit
- Export Houses / Trade Houses / FTZ’s STC’s
- Export procedure and documentation.

References:

1. International Marketing by V.H.Kirpalani.
2. International Marketing Management – An Indian Perspective by Varshney and Bhattacharya, Sultan Chand & Sons.

ADVERTISING AND SALES PROMOTION

Unit – I : PROMOTION MIX & PERSONAL SELLING : Promotion Mix

Tools, Steps in Communication process, Factors in deciding promotion mix – Personal selling – Sales force Design – Objectives, Strategy, size, structure and compensation. Principles of Personal Selling – Salesmanship, steps in selling process, Negotiation – Models, Strategy & Tactics, Customer Relationship Management. Evaluation of Personal selling.

Unit – II : ADVERTISING MANAGEMENT: Meaning, Objectives,

Importance Classification of advertisement, Economic and Social Effects of advertising, Organization of Advertising Department, Advertising Agency Management, Campaign Planning, Advertising Budget.

Unit – III : ADVERTISING MEDIA MANAGEMENT: Types – Print,

Radio, TV, Cinema, Outdoor and other forms – Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling.

Unit – IV : ADVERTISING CREATIVITY : Advertising Copywriting for

Print & Broadcast Media – Principles, Styles, Advertising Visualization and Design, Production of Print, Broadcast and other Advertisements, Evaluation of Advertising.

Unit – V : SALES PROMOTION AND PUBLICATIONS:

SALES PROMOTION : Objectives, Tools, Planning, Implementation and Control, Evaluation of Sales Promotion.

PUBLIC RELATIONS : Objectives, Tools, Media and Message, Evaluation of Public Relations.

SUGGESTED BOOKS:

1. Advertising – Text & Cases – MAHENDRA MOHAN – Tata McGraw Hill.
2. Advertising – RODERICK WHITE – Tata McGraw Hill.
3. Advertising – Theory & Practice – VERNON FRYBURGER – AITBS
4. Advertising – JAMES G.NORRIS – Prentice Hall of India.
5. Sales Promotion – TONY DAKIN.
6. Sales Promotion – JULIAN CUMMINS
7. Successful Sales Promotion – PRAN CHOUDHARY ET AL – Mac Millan.
8. Marketing Management – PHILIP KOTLER – PHI .
9. Sales Management – CUNDIFF & STILL –PHI .
10. Advertising Excellence – BOVEE & THILL -- McGraw Hill International.

PUBLIC RELATIONS MANAGEMENT:

Objectives:

1. To understand the role of public relations in building and maintaining a healthy corporate image.
2. To gained working knowledge of the various tools used in public relations.

Unit – I : 1) Introduction to P.R. – Definition, Nature, History and Development, Role of PR, PR associations.

Unit – II : 2) Public Opinion – The Psychological factors that affect the perception of the public, their thought process and decision making process.

Unit – III : 3) Public Opinion Research.

4) Public Relations : The process

Unit – IV : 5) Media & Tools : Press, Radio, Television, Documentaries, Films.

6) Company Literature : Annual reports, manuals Brochures
Information bulletins, House Journals, News Letters, Direct mailing.

Unit – V : 7) Advertising and Promotional Techniques : Promoting and positioning your organization through Advertising, Exhibitions, open house, Tournaments etc.,

8) Lobbying, Managing Rumours & Leaks.

References:

1. Effective Public Relations – Scoot M.Cutlip / Allen H.Centre / Broom
2. Public Relations – Sam Black.

Rural Marketing:

Unit – I : Characteristics of rural marketing in India
Rural – Vs – Urban Marketing.
Population – Rural & Urban.

Socio-economic and political Environment and its impact on Rural Marketing.

Problems and Challenges of Rural Marketing – communications, Transportation and Purchasing Power. Marketing of Consumer Products and Consumer Durables in Rural set up.

Unit – II : Impact of Green Revolution and upcoming of industries in rural and backward areas and the resulting impact on rural marketing.

Agribusiness – A systems Approach.

Agricultural Marketing – Definition, Scope.

Importance of Agricultural Sector for the national economy.

Marketable Surplus, Estimation, Factors affecting.

Marketable Surplus, Regulated Markets, Co-op.

Marketing, Role of Government and Statutory Controls.

Unit – III : MARKETING OF AGRI – INPUTS

Seasonality, dependence on monsoon, impact of drought, flood and such other natural calamities, low and inconsistent purchasing power, infrastructural facilities.

MARKETING OF FERTILIZERS:

History of fertilizer production and consumption in India, their trends during the Five Year Plans, Market developmental activities, Product Ranges, Product Mix, location of fertilizer plants, capital outlays, marketing territories, soil – product compatibility, Essential Commodities Act.

Fertilizer Marketing Organizations, Product Pricing, Promotion and placement of products.

Rural Communication strategies adopted by fertilizer marketing Organizations, short and long term agricultural development programs, transportation, warehousing, packaging, manpower planning.

Dealer channel selection and development, role of co-operative in fertilizer marketing.

Extension Manufacturing Units, Statutory regulation on prices, packaging, marketing territory, Management Information System in Fertilizer industry.

Unit – IV : PESTICIDES:

An overview of pesticide industry in India – Consumption patterns of pesticides in Agricultural and non – agricultural sectors.

Distribution, packaging, promotion, Governmental controls.

Unit – V : MARKETING OF AGRICULTURAL PRODUCE:

Marketable surplus, and market service, price fluctuations, seasonality, role and importance of marketing efficiency.

Marketing of Milk: Production, processing, storage, distribution and demand estimation.

Marketing of Horticultural Products : Selection, Processing and Marketing.

Marketing of Oil Seeds and Vegetables Oils.

Production constraints, Demand, Consumer Schemes and Governmental Policies.

References:

- Agricultural Marketing in India by S.S.Acharyar & N.L. Agrawal.
- Marketing of Agricultural Products in India by A.P.Gupta.
- Principles and Practices of Agricultural Marketing and Prices by S.C.Jain.
- Marketing Efficiency in Indian Agriculture.

MARKETING OF SERVICES:

Unit – I : Developing a Framework for understanding Services Marketing – Classification of Services on similar characteristics.

Unit – II : Nature of Service – Relationship with customers – Customerisation and judgement in Service delivery – Nature of demand relative to supply method of service – Delivery – Significance of people based attribute and / or facility based attributed of the service product.

Unit – III : Managing Customer Mix – Deciding on what segment of Customers to serve – Positioning the service – Developing of service positioning strategy – Positioning map.

Unit – IV : Managing Demand – Demand supply interaction – Strategies relating to demand – Inventory Demand – Flexible capacities – Modifying marketing mix elements to manage demand.

Unit – V : Service business as a system – service operations sub-systems – Service delivery subsystem – Service marketing subsystem – Planning, organization – and implementation of Marketing effort – interfunctional Conflict between marketing and operations – Evaluation of marketing effort.

BUSINESS LAW:

Unit – I : Law of contract – agreement – offer – acceptance – consideration – capacity to contract – contingent contract – Quasi contract – performance – Discharge – Remedies to breach of contract.

Unit – II : Partnership – Sale of Goods – Law of Insurance.

Unit – III : Negotiable Instruments – Notes, Bills, Cheques – crossing – endorsement – holder in due course – contract of Agency.

Unit – IV : Company – Formation – Memorandum – Articles - Prospectives – Shares – debentures – Directors – appointment – Powers and duties.

Unit – V : Meetings – Proceedings – Management – Accounts – audit – oppression & mismanagement – winding up.

Reference Books:

1. Elements of Mercantile Law – N.D.Kapoor.
2. Mercantile Law – Maheswari & Maheswari.
3. Mercantile Law – S.M. Shukla.
4. Company Law – Ramiah.
5. Company Law – Avatarsingh.

TOTAL QUALITY MANAGEMENT:

Unit – I : Total quality Management – Definition – Quality Management in retrospect – Total Quality – Value & differential advantage. Evolution of quality approaches.

Unit- II :Strategic thinking and planning, The strating print for Total quality – Total quality policy

Unit-III: Total quality model – Enables for total quality - quality responsibilities – Archiving total commitment to quality supportive Leadership.

Unit -IV: Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback.

Unit-V: Strategic choice of markets, and customers maintaining competitive advantage - Designing process and products for quality. The Role of ISO 9000 series of quality system standards. Pitfalls in operationalising total quality – Auditing for TQM.

Suggested Readings:

1. Total quality Management: Text, cases and Readings.
JOEL E.ROSS, Kogan Page Publications.
2. Quality control Handbook
JURAN, McGraw Hill Publications
3. Quality in Free
Philip Crosby
McGraw Hill Publication.

PLANNING & MANAGING RETAIL BUSINESS:

FOCUS : The course will focus on (i) Manufacturers perspective on
retailers.
(ii) Retailers understanding of the retail
business.

BROAD CONTENTS:

Unit – I : An introduction to the Retailing System. Retailing mix – Social
forces – Economic forces – Technological forces – Competitive forces.

Unit – II : Retailing definition, structure, Different forms – Marketing
Concepts in Retailing – Consumer purchase behaviour – Cultural and Social
group influence on Consumer Purchase Behaviour.

Unit – III: Retail store Location – Traffic flow and analysis – Population and
its mobility – Exteriors and layout – Customer traffic flows and pattern –
Creative display.

Unit – IV : Merchandise Planning – Stock turns, Credit Management, Retail
Pricing, Return on per. sq. feet of space – Retail Promotions – Staying ahead
of competition.

Supply Chain Management – Warehousing – Role of IT in supply chain
management.

Unit – V : Franchising, Direct Marketing / Direct Selling – Exclusive shops
– Destination stores – Chain Stores – Discount Stores and other current and
emerging formats – Issues and options.
Retail Equity, Technology in Retailing – Retailing through the Internet.

Suggested Reading:

Retailing – GEORGE H LUCAS, ROBERT P BUSH, LARRY G. GRESHAM – All
India Publishers & Distributors, Chennai – 84.

MANAGING INTERPERSONAL EFFECTIVENESS

Unit – I : SELF PERCEPTION AND SELF-PRESENTATION : Defining & perceiving self, gaining self-knowledge, self-effectiveness, self-presentation, self-presentation motives and strategies, impression management, self-monitoring.

Unit – II : COMMUNICATION: Communication & language, Non-verbal communication, proxemics, paralanguage, kinetics, deception, detection deception, non-verbal leakage.

Unit – III : ATTITUDE AND ATTITUDE CHANGE: The nature of attitude, changing attitudes – theoretical perspectives, changing attitudes through persuasion, Avoiding measurement pitfalls, conditions promoting and reducing consistency.

Unit – IV : ENVIRONMENTAL INFLUENCE: Territoriality, crowding, environmental quality and social behaviour, the impact of our surroundings.

Unit – V : QUALITY OF LIFE: Quality of Life: Working and well being, The working woman and the stress on working women, Advertising and consumer behaviour, public health, aging and life quality, using social psychology to improve quality of life.

References:

PENROD – Social Psychology.

HANEY W V (1979) – Communication and Organizational Behaviour.
Homewood III : IERWIN.

OSKAMP S (1977) – Attitudes & Opinions Englewood Cliffs, N I Prentice Hall.

UDAIJAIN (1989) – Crowd Behaviours.

ALTMANI (1975) - Environmental and Social Behaviour, Privacy: Personal Space, Territory and Crowding, Monterey Calif: Brookecole.

STEVEN PENROD (1986) – Social Psychology, Second Edn., Prentice Hall

GROUP DYNAMICS:

UNIT – I : Groups and its formation – Formal and informal groups – Functions fulfilled by groups – Variables affecting the integration in groups of organization in groups of organizational groups and personal needs.

UNIT – II : Training for effective group membership – T Group training or sensitivity training – Lab exercises and feedback to individuals for improving interpersonal competence goals, approaches and utilization of sensitivity – training in Organizations.

UNIT – III : Process of decisions making in groups – Problems and approaches for ‘consensus’ formation – effective meetings.
Theory and model of interpersonal behaviour of C William Shutz – FIRO-B Test – its application – Achieving group compatibility – Problems in Reaching compatability.

UNIT – IV : Use of groups in Organizations Vs Individual performance –

Inter group Problems in Organizations – Inter group competition –
Reducing competition through training – Conflict – Management of
conflict – Preventing interpersonal conflict and inter group conflict
Achieving integration in groups.

UNIT – V : Organization Development through better management of group
dynamic – Team Work development.

References:

1. Organization Psychology – Edgar Schein
2. T-Group Development & OD – Dharani P Sinha
3. Interpersonal under world – G William Shutz.

OBJECT ORIENTED PROGRAMMING & C ++

1. INTRODUCTION:

Traditional Programming approaches – Straight – Run Programming & structured
Programming techniques – Limitations of Traditional Approaches – Object
Oriented Approach – Objects – Classes – Data encapsulation – Data abstraction –
Inheritance – Code Reusability – Polymorphism – Object Oriented Languages.

2. OBJECT ORIENTED ANALYSIS AND DATA MODELING:

Object Oriented Analysis & Data Modeling – Object Oriented Concepts, Object
Oriented Analysis Modeling – Object Oriented design methods, class & object
definition, refining operations, program components & interfaces.

3. DESIGNING OF OO SYSTEMS:

Notation for OOD, Implementation detailed design, An Alternative Object
Oriented Design strategy, integrating OOD with SA/SD.

4. C++ BASICS:

C++ Programming basics-classes & objects, constructor & destruction,
Overloaded constructors, Access specifiers, static class data, Inheritance, Base
Class & Derived class constructors, overriding member functions, class
hierarchies, abstract base class, public & Private inheritance, levels of inheritance,
multiple inheritance.

5. ADVANCED CONCEPTS:

Polymorphism, operator overloading, Virtual functions, Dynamic or Late binding,
abstract classes, virtual base classes, friend functions static functions, Templates
classes, Case Studies & Programming development in C++ demonstration &
presentation.

Text Books:

1. Lafore, R, “Object Oriented Programming in C++”, Galgotia Publications.
2. Champeaux, D.D., & Douglas Lea “Object Oriented System Development”,
Addison – Waisley.

RELATIONAL DATABASE MANAGEMENT SYSTEMS LABORATORY:

Note : The course is aimed at providing skills on developing and implementing applications in RDBMS.

1. INTRODUCTION TO RDBMS AND ORACLE:
Basic concepts of Relational Data Model – Introduction to SQL – Normalization. Creating tables – data types – data functions – conservation and transformation functions – queries and subqueries.
2. ADVANCED CONCEPTS OF ORACLE:
Changing data – advanced use of functions and variables – creating, dropping, altering tables and views – SQL plus –accessing remote data – building reports – authority allocation – triggers and procedures. Data dictionary – design and performance issues.
3. INTRODUCTION TO VISUAL BASIC:
Introduction to basics – variable and values – drawing on the screen – building programs – adding menu bar – using array variable – building clock programs.
4. BUILDING LARGER PROGRAMS:
Designing and building larger programs – address – book interfacing – working with multiple records – searching, printing, sorting and deleting – data management and control tool box for controls, forms, drawing fonts, and miscellaneous.
5. PROJECT DEVELOPMENT:
Selection of a Client / Server based application – design the project and tools – development using Oracle and Visual Basic – demo and review.

Text Books:

1. George Koch & Kevin Loney, “ORACLE The complete reference”, TMH, New Delhi.
2. John Socha and Devra, ‘Visual Basic”, Prentice Hall, BPB, New Delhi.

SOFTWARE DESIGN & PROJECT MANGEMENT:

1. SYSTEM ANALYSIS & DESIGN:
Overview of system analysis & Design: Introduction to different methodologies & Structured system analysis – Details of SDLC approach – mini cases – E-R diagrams – DFD concepts – Data dictionary concepts. Structure charts – modular programming – I/O & file design consideration – Entity Life histories (ELH).
2. SYSTEM IMPLEMENTATION:
System implementation & maintenance: Implementation Strategies – SW/HW selection & procurement – Control & security – issues of designing & implementing on-line systems – data communication requirements – system conservation approaches & selection issues.

3. PROJECT DEVELOPMENT & DATABASE DESIGN:
Introduction to Database technologies & CASE tools with specific packages – overview of relational model – Database creation – SQL command – Normalization – designing forms & reports – using CASE tools for system analysis & design-case studies – Cost / benefit analysis – project & resource planning – design & development testing & documentation.
4. SOFTWARE PROJECT MANAGEMENT:
Software project management: challenges & opportunities – changing technologies & approaches – choice development of methodologies & technical platforms, project management techniques – monitoring & measurement of progress.
5. SOFTWARE PROJECT MANAGEMENT:
Software project management – elements, cost estimation, manpower planning, Software & Product Metrics – Quality assurance & control-standards & documentation – testing – implementation – training – technology management – quality standards – certificate – handling multiple projects, issues of share development.

Text Books:

1. Senn, J.A. “Analysis & Design of Information Systems”, “McGraw Hill Publications.
2. Beaver, ‘An Introduction to Managing Software Projects’.

Reference:

Marco, T.D. “Structured Analysis & System Specification”, Prentice Hall Publications.
