



St. PETER'S UNIVERSITY

St. Peter's Institute of Higher Education and Research

(Declared Under Section 3 of the UGC Act, 1956)

AVADI, CHENNAI – 600 054

TAMIL NADU

M.B.A.

Code No. – 411 & 412

(Effective From 2009 – 2010)

(Distance Education)

Regulations and Syllabi

(I & II Year)

St. PETER'S INSTITUTE OF DISTANCE EDUCATION

Recognized by Distance Education Council and

Joint Committee of UGC – AICTE - DEC, New Delhi

(Ref. F. No. DEC/SPU/CHN/TN/Recog/09/14 dated 02.04.2009 and

Ref.F.No.DEC/Recog/2009/3169 dated 09.09.2009)

St. Peter's University
St. Peter's Institute of Distance Education
Chennai – 600 054.

Code No. – 411 & 412
M.B.A. PROGRAMME
(Distance Education)

Regulations and Syllabi
(Effective from 2009 – 2010)

1. Eligibility:

- (a) Candidates who passed Three Year Undergraduate Programme or Four year Undergraduate Programme of the University or any other examination recognized as equivalent thereto are eligible for admission to Two Year M.B.A. Programme.
- (b) Candidates who passed One Year P.G. Diploma in Business Administration or any other examination recognized as equivalent thereto are eligible for admission in Second Year (III & IV Semesters) of Two Year M.B.A. Programme.

2. Duration: Two Years comprising 4 Semesters.

3. Medium: English is the medium of instruction and examination.

4. Methodology: The methodology of distance education includes supply of self-instructional study materials in print format and in CD, face-to-face instruction for theory and practicals for a limited period during week ends and on holidays, provision of virtual class in phased manner, dissemination of information over e-mail, Student - Support

Service at various Centres of the University, Continuous Assessment and End Assessment conducted by the University at various parts of India.

5. Weightage for Continuous and End Assessment: There is no weightage for Continuous Assessment (CA) unless the ratio is specifically mentioned in the scheme of Examinations. The End Assessment (EA) has 100% weightage.

6. Credit System: Credit system be followed with 18 credits for each semester and each credit is equivalent to 25-30 hours of effective study provided in the Time Table.

7. Scheme of Examinations

I Semester

Code No.	Course Title	Credit	Marks	
			EA	Total
Theory				
109MBT11	Management Principles & Organizational Behaviour	3	100	100
109MBT12	Economic Analysis for Business Decisions	3	100	100
109MBT13	Statistics for Management	2	100	100
109MBT14	Applied Operation Research for Management	3	100	100
109MBT15	Financial and Management Accounting	3	100	100
109MBT16	Legal Environment of Business	2	100	100
109MBT17	Executive Communication	2	100	100
	Total	18	700	700

II Semester

Code No.	Course Title	Credit	Marks	
			EA	Total
Theory				
209MBT21	Production & Operation Management	3	100	100
209MBT22	Financial Management Decisions	3	100	100
209MBT23	Marketing for Managers	2	100	100
209MBT24	Human Resource Management	2	100	100
209MBT25	Computer Applications and Management Information System	2	100	100
209MBT26	Total Quality Management	2	100	100
209MBT27	Applied Research Methods in Management	3	100	100
209MBP01	Computer Lab for Business Administration Record	1	90	100
			10	
Total		18	800	800

Summer Project: The Summer Project will be carried out by the students at the end of the Second Semester End Assessment for a period of 30 days as part of III Semester Assessment with the weightage of 25:75 for IA and EA respectively.

III Semester

Code No.	Course Title	Credit	Marks	
			EA	Total
Theory				
309MBT01	International Business Management	3	100	100
309MBT02	Strategic Management	3	100	100
E1***	Electives I	2	100	100
E2***	Electives II	2	100	100
E3***	Electives III	2	100	100
E4***	Elective IV	2	100	100
E5***	Elective V	2	100	100
E6***	Elective VI	2	100	100
Total		18	800	800

IV Semester

Code No.	Course Title	Credit	Marks	
			EA	Total
Theory				
409MBT01	Marketing Research and Consumer Behaviour	6	100	100
409MBT02	Entrepreneurship Development	6	100	100
409MBP01	Project and Vivavoce	6	200	200
Total		18	400	400

LIST OF ELECTIVES

MARKETING – ELECTIVES

Code No.	Course Title	Credit	Marks	
			EA	Total
Theory				
309MBT03	Retail Management	2	100	100
309MBT04	Services Marketing	2	100	100
309MBT05	Advertising and Sales Promotion	2	100	100
309MBT06	International Marketing	2	100	100
309MBT07	Brand Management	2	100	100
309MBT08	Rural and Social Marketing	2	100	100
Total		12	600	600

FINANCE – ELECTIVES

Code No.	Course Title	Credit	Marks	
			EA	Total
Theory				
309MBT09	Security Analysis and Portfolio Management	2	100	100
309MBT10	Merchant Banking and Financial Services	2	100	100
309MBT11	International Trade Finance	2	100	100
309MBT12	Strategic Financial Management	2	100	100
309MBT13	Corporate Finance	2	100	100
309MBT14	Derivatives Management	2	100	100
Total		12	600	600

HUMAN RESOURCE MANAGEMENT – ELECTIVES

Code No.	Course Title	Credit	Marks	
			EA	Total
Theory				
309MBT15	Managerial Behaviour and Effectiveness	2	100	100
309MBT16	Organisational Change & Intervention Strategy	2	100	100
309MBT17	Industrial Relations and Labour Welfare	2	100	100
309MBT18	Labour Legislations	2	100	100
309MBT19	Strategic Human Management and Development	2	100	100
309MBT20	Corporate governance & Corporate Social Responsibility	2	100	100
Total		12	600	600

SYSTEM – ELECTIVES

Code No.	Course Title	Credit	Marks	
			EA	Total
Theory				
309MBT21	Software Development	2	100	100
309MBT22	Database Management Systems	2	100	100
309MBT23	E-Commerce Technology and Management	2	100	100
309MBT24	Enterprise Resource Planning for Management	2	100	100
309MBT25	Software Project and Quality Management	2	100	100
309MBT26	Decision Support System	2	100	100
309MBT27	Information Technology for Management	2	100	100
Total		14	700	700

8. Passing Requirements: The minimum pass mark (raw score) be 50% in End Assessment (EA).

9. Grading System: Grading System on a 10 Point Scale be followed with 1 mark = 0.1 Grade point to successful candidates as given below.

$$\text{Overall Grade Point Average (OGPA)} = \frac{\text{Sum of Weighted Grade Points}}{\text{Total Credits}}$$

$$= \frac{\sum (EA)C}{\sum C}$$

The Overall Grade: The Overall Grade and Classification of all successful candidates be arrived at from the Overall Grade Point Average as stipulated in the following conversion Table.

Grade	Over all Grade Point Average(OGPA)	Over all weighted Average marks	Classification
0	9.00 to 10.00	90.00 to 100	First Class
A	8.00 to 8.99	80.00 to 89.99	First Class
B	7.00 to 7.99	70.00 to 79.99	First Class
C	6.00 to 6.99	60.00 to 69.99	First Class
D	5.00 to 5.99	50.00 to 59.99	Second Class
F	0.00 to 4.99	0.00 to 49.99	Fail

The Grade Sheets of successful candidates provide particulars such as (1) Overall weighted Average Marks, (2) Overall Grade Point Average, (3) Overall Grade and (4) the Overall classification.

10. Pattern of the Question Paper: The question paper for End Assessment will be set for three hours and for the maximum of 100 marks with following divisions and details.

Part A: 10 questions (with equal distribution to all units in the syllabus). Each question carries 2 marks.

Part B: 5 questions with either or type (with equal distribution to all units in the syllabus). Each question carries 16 marks.

The total marks scored by the candidates will be reduced to the maximum prescribed in the Regulations.

11. Syllabus

109MBT11 – MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR

UNIT I: MANAGEMENT AND ADMINISTRATION DEVELOPMENT

Definition of Management - Science or Art - Management and Administration - Development of Management Thought - Contribution of Taylor and Fayol - Functions of Management - Planning, Organizing, directing and controlling.

UNIT II: ORGANISATIONAL BEHAVIOUR & INDIVIDUAL BEHAVIOUR

Focus and purpose of OB - Definition, need and importance of organizational behaviour - Nature and scope - Frame work - Organizational behaviour models - Personality - Types - Factors influencing personality - Theories - Learning - Types of learners - The learning process - Learning theories - Organizational behaviour modification. Attitudes - Characteristics - Components - Formation - Measurement. Perceptions - Importance - Factors influencing perception - Interpersonal perception.

UNIT III: GROUP BEHAVIOUR

Organization structure - Formation - Groups in organizations - Influence - Group dynamics - Emergence of informal leaders and working norms - Group decision making techniques interpersonal relations.

UNIT IV: LEADERSHIP, MOTIVATION AND POWER AND POLITICS

Scope - Human Factors - Creativity and Innovation - Harmonizing Objectives - Leadership - Types of Leadership Motivation - Hierarchy of needs - Motivation theories - Motivational Techniques - Job Enrichment - Communication - Process of Communication - Barriers and Breakdown - Effective Communication - Electronic media communication, power and politics.

UNIT V: DYNAMICS OF ORGANIZATIONAL BEHAVIOURS

Organizational climate - Factors affecting organizational climate - Importance. Job satisfaction - Determinants - Measurements - Influence on behaviour. Organizational change - Importance - Stability Vs Change - Proactive Vs Reaction 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.

TEXT BOOKS:

1. Harold Knootz and Heinz Wehrich, *Essentials of Management*, TMGH, 6th Ed, 2004.
2. Stephen P. Robins, *Organizational Behaviour*, Prentice Hall of India, 9th edition, 2001.
3. Hellriegel, Slocum and Woodman, *Organization Behaviour*, South-Western, Thomson Learning, 9th edition, 2001.
4. P.G. Aquinas, *Organizational Behaviour*, Excel Publishing, New Delhi, 1st edition.

REFERENCES:

1. James A F Stoner ... et al, *Management*, 6th Ed, Pearson, 2004.
2. Schermerhorn, Hunt and Osborn, *Organizational Behavior*, John Wiley, 7th edition, 2001.
3. Jit S. Chand, *Organizational Behavior*, Vikas Publishing House Pvt. Ltd, 2nd edition, 2001.
4. Fred Luthans, *Organizational Behaviour*, McGraw Hill Book Co, 1998.
5. Newstrom & Davis, *Organizational Behaviour*, McGraw Hill, 2001.
6. Jaffa Harris and Sandra Hartman, *Organizational Behaviour*, Jaico, 2002.

109MBT12 – ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

UNIT I: NATURE AND SCOPE OF MANAGERIAL ECONOMICS

The scope and methods of Managerial economics - Approaches to Managerial decision making and Theory of Firm. Demand basic analysis - Concepts and tools of Analysis for demand forecasting - Uses of business indicators - Forecasting of demand for consumers - Meaning of consumer - Durable and capital goods - Concepts in Resource allocation - Cost analysis - Break even Analysis - Short run and long run cost functions Production function.

UNIT II: MARKET STRUCTURE

Pricing and out put general equilibrium - Pricing objective pricing method and approaches - Product-line pricing and differential pricing Capital budgeting - Capital management and financial policy - Restrictive Agreements - Price Discrimination - Measurement of economic concentration- Monopoly Restrictive Trade Practices.

UNIT III: NATURE AND SCOPE OF MACRO ECONOMIC ISSUES

Macro economic variables - National income - Investment - Savings - Employment - Inflation Balance of Payment - Exchange rate - Circular flow of income.

UNIT IV: ANALYSIS OF MONEY MARKET

Demand and supply of money - Money market equilibrium - Role of money – Monetary policy-Indian, perspective.

UNIT V: NATIONAL INCOME

National income concepts - Measurement of national income - Role of economic planning – Indian economic planning - Determination of National income – Keynesian perspective - Multiplier - Accelerator - Business cycle - Role of fiscal policy.

TEXT BOOKS

1. Karampal, Surenda Kumar, Managerial Economics, Excel Publications, 1st edition.
2. Atmanand, Managerial Economics, Excel Publications, 2nd edition.

REFERENCES:

1. Mithani.D.M Macro Economics - Himalaya publishing.
2. Maheswari Managerial Economics - PHI 2002.
3. Dominick Salvatore Managerial Economics in a global economy,
4th Edition.
4. Joel Dean Managerial Economics - PHI 2001.

109MBT13 – STATISTICS FOR MANAGEMENT

UNIT I: PROBABILITY DISTRIBUTION

Basic definitions and rules for Probability Binomial distribution - Poisson distribution concepts - Normal distribution - Sampling distribution for mean and proportion - Application of Central limit theorem - Determination of sample size.

UNIT II: TESTING OF HYPOTHESIS

Sampling techniques - Procedure for testing of hypothesis - Z-test - t-test - F-test for two sample variance - Chi-square test for independence of attributes and goodness of fit.

UNIT III: NON-PARAMETRIC METHODS

Sign test for paired data Rank sum test - Mann-Whitney U Test and Kruskal Wallis test.

UNIT IV: CORRELATION AND REGRESSION

Definition Types of Correlation - Karl-Pearson's Coefficient of correlation - Rank correlation regression Analysis

UNIT V: TIME SERIES

Time series analysis - Variations in time series - trend Analysis - Cyclical variations - Seasonal variations and Irregular variations.

TEST BOOKS

1. Levin R.I. and Rubin D.S., Statistics for Management, 7th Edition, PrenticeHall of India Pvt. Ltd, New Delhi, 2001.
2. Aczel A.D. and Sounder Pandean J., 'Complete Business Statistics', 5th edition, Tata McGraw - Hill Publishing Company Ltd., New Delhi, 2004.
3. Anderson D.R., Sweeney D.J. and Williams T.A., "Statistics for Business and Economics", 8th Edition, Thomson (South - Western) Asia Pvt. Ltd, Singapore, 2002.
4. R.Selvaraj, G.Laganathan, Quantitive Methods in Management, Excel Publishing, New Delhi, 1st edition.
5. Bharthwaj, Business Statistics, 2nd edition.

REFERENCES:

1. Levine D.M Krehbiel T.C. and Berenson M.L., "Business Statistics: A First Course Pearson Education Asia, 2nd Edition, New Delhi, 2002.
2. Hooda R.P ., "Statistics for Business and Economics", 2nd Edition, Macmillan India Ltd 2001.
3. Morse L.B "Statistics for Business and Economics", Harper Collins College Publishers, New York, 1993.
4. Bowerman B.L., Connel R.T.O' and Hand M.L., 'Business Statistics in Practice", 2nd Edition, McGraw-Hill/ Irwin, 2001.
5. Gupta S.C., and Kapoor V.K., "Fundamentals of Mathematical Statistics", Sultan Chand & Sons, New Delhi, 2002.

109MBT14 – APPLIED OPERATIONS RESEARCH FOR MANAGEMENT

UNIT I: INTRODUCTION TO LINEAR PROGRAMMING (LP)

Introduction to applications of operations research in functional areas of Linear Programming - formulation, solution by graphical and simplex - Penalty) Principles of Duality.

UNIT II: LINEAR PROGRAMMING EXTENSIONS

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 / Cases of degeneracy. Assignment Models (Minimizing and Maximizing Cases) - Balanced and Unbalanced Cases. Solution by Hungarian and Branch and Bound Algorithms. Traveling Salesman problem.

UNIT III: INTEGER LINEAR PROGRAMMING! AND GAME THEORY

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: NETWORK ANALYSIS AND DECISION THEORY

Network Analysis - CPM - PERT. Decision making under risk - Decision trees Decision making under uncertainty

UNIT-V: QUEUING THEORY AND REPLACEMENT MODELS

Queuing Theory – Signal and Multi-Channel models – Infinite number of customers and infinite calling source.

Replacement Models - Individuals replacement Models (With and without time value of money) - Group Replacement Models.

TEXT BOOKS:

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, August, 2003.
2. Tulsian P.C., Vishal Pandey, Quantitative Techniques (Theory and Problems), Pearson Education (Asia), first Indian Reprint, 2002.

REFERENCES:

1. Handy A Taha, Introduction to Operations Research, nPrentice Hall India, Seventh edition, Third Indian Reprint, 2004.
2. Gupta P.K., Man Mohan, Problem in Operations Research (Methods and Solutions), Sulthan Chand and Sons, Ninth edition, 2003.
3. Vohra N.D. Quantitative Techniques in Management, Tata McGraw hill, Second edition, 2001.
4. Kalavathy S, Operations Research, Second Edition, Third Reprint, 2004, Vikas Publishing House.

109MBT15 – FINANCIAL & MANAGEMENT ACCOUNTING

UNIT I: INTRODUCTION TO ACCOUNTING

Meaning of accounting - Branches of accounting - Objectives of accounting - Fundamental concepts - Principles and rules of accounting - Double entry book keeping - Classification of accounting.

UNIT II: BASIC ACCOUNTING CYCLES

Journal, Ledger, trial balance - Preparation of final accounts - Depreciation accounting - Capital and revenue expenditure and receipts.

UNIT III: FINANCIAL STATEMENT

Characteristics Limitation - Financial statement analysis - Ratio analysis.

UNIT IV: CASH & FUND FLOW STATEMENT

Meaning and Objectives - Different between fund flow statements & Income statement - Preparation and interpretation of fund flow & cash flow statement.

UNIT V: COST ACCOUNTING

Meaning and Objectives – Classification - Elements of cost accounting - Elements of cost - Preparation of cost sheet - Allocation and absorption of overhead - Direct cost - Overheads & Cost sheet.

UNIT VI: BUDGETING CONTROL

Types of budgets - Techniques for budgeting Cash budgeting - Functional budgeting - Flexible budgeting - Preparation and interpretation. Marginal costing and variance analysis – Marginal Costing - Cost volume profit analysis – Break even point - Application of marginal costing techniques to managerial decision making - Standard cost system.

TEXT BOOKS:

1. R.L. Gupta - Financial accounting – sultan and sons Publishing house Pvt. Ltd, New Delhi.
2. Jain and Narang - Financial, Cost and Management accounting – Kalyani publishing house, New Delhi.
3. M.Y. Khan & P.k. Jain - Management accounting - Tata McGraw Hill publishing company Ltd., 2004.
4. M.A. Sahaf- Management accounting (Principles & Prentice) Vikas publishing house Pvt., New Delhi.
5. S.N. Maheshwari - Cost and Management accounting – Himalaya publishing; Ltd, New Delhi.
6. R.S.N. Piilal & Baghavathi - Cost Management accounting, S. Chand & Co. Ltd, New Delhi.
7. M.P. Pandikumar – Management theory and Practice, Excel Publishing, 1st edition, New Delhi.

109MBT16 – LEGAL ENVIRONMENT OF BUSINESS

UNIT I: MERCANTILE AND COMMERCIAL LAW

The Indian Contract Act 1872:

Essential of a valid contract - Void Agreements - Formation of a contract - Performance of contracts - Breach of contract and its remedies - Quasi contracts.

The Sale of Goods Act 1930:

Sales contract transfer of titles and risk of loss - Warranties in sales contract - Performance sales contracts - Conditional sales and rights of an unpaid seller.

Negotiable instruments Act 1881:

Nature and requisites of negotiable instruments - transfer of negotiable instruments and liability of parties - Enforcement of secondary liability - Holder in due course - Special rules for cheques and drafts - Discharge of negotiable instruments

Agency:

Nature of agency - How created, Agent's authority and liability of principal and third party: Rights and duties of principal - Agents and Third party - Liability of principal or - agents torts, termination of agency.

Partnership:

Indian in Partners: lip Act 1932- Types of Partnership- Registration of Partners- Relations of Partners- Dissolution of firms.

Insurance:

Law of Insurance - Contract of Insurance - Fundamental of elements - Life Insurance, Fire Insurance and Marine Insurance.

UNIT II: COMPANY LAW

Major principles - Nature and types of companies – Formation - Memorandum and Articles of Association – Prospectus – Power - Duties and liabilities of Directors - Winding up of companies - Corporate Governance

UNIT III: INDUSTRIAL LAW

An Overview of Factories Act - Payment of Wages Act - Payment of Tonus Act - Minimum Wages Act - Industrial Disputes Act.

UNIT IV: INCOME TAX ACT AND SALES TAX ACT:

Corporate Tax Planning - Overview of Sales Tax Act - Including Value Added Tax.

UNIT V: CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS

TEXT BOOKS:

1. Mercantile Law, N.D. Kapoor, Sultanchand and company, New Delhi - Latest edition.
2. Commercial and Industrial Law, Sen&Mitra.The world press, Pvt. Ltd., Calcutta 1996.
3. Business & Corporate Law, C. Bauseel Excel Publishing, New Delhi, 1st edition.
4. S.S. Gulshan, Mercantile Law, Excel Publishing, New Delhi, 1st Edition.
5. Raj Agrawal, Business Environment, Excel Publishing, New Delhi, 1st edition.

REFERENCES:

1. A Manual of Mercantile Law M.C Shukla. S.Chand & Co., New Delhi.
2. Regulatory Frame Work S.N. Maheswari, Himalaya Publications, New Delhi.
3. Relevant Bare Act.

109MBT17 – EXECUTIVE COMMUNICATION

I. CATALOG DESCRIPTION AND CREDIT HOUER OF COURSE

Strategies and skill for effective writing and speaking in business organizations.

II. PROPOSES OR OBJECT OF THE COURSE:

Upon completion of this course the student should be able to

- a) Demonstrate competency in the fundamentals of business writing, reporting, and research.
- b) Demonstrate competency in oral and interpersonal communication including one – on – group communication, and public presentation.
- c) Demonstrate understanding of the rudiments of intercultural communication.
- d) Demonstrate understanding of legal and ethical issues confronting business communicators.
- e) Use business communication technology.

III. EXPECTATION OF STUDENTS

Active informed class participation. Library and internet research and computer access for completion of written assignments.

IV. COURSE CONTENT OR OUTLINE:

- A. Overview of communication in business
 1. Communication and organization effectiveness.
 2. interpersonal perception selective attention feedback, variables and conception.
 3. Formal and informal communication systems.
 4. Persuasion, participating in discussion debates and conferences presentation skills, paralinguistic features oral fluency development.
- B. Effective business writing
 1. Style, word-usage, organization, mechanics, and form (including, electronic mail with attached documents) for specific objectives
 2. Primary and secondary research for business report-writing
 3. Business letter. Memos, minutes, agendas, enquiries, orders – sales letters, notice, tenders, letters of application, letter of complaints,
 4. Project proposal, project reports, appraisal reports, brochures, hand bills, advertisements.

- C. Employment-Process Communication
 - 1. Cover letter, resume, follow-up
 - 2. On line resume submittal forms.
 - 3. Interviewing skills (interviewer and interviewee)
 - 4. Listening skills, barriers to listening.
 - 5. Group discussion, role playing stress interview.

- D. Public Presentation
 - 1. Audience analysis
 - 2. Research
 - 3. Organization of presentation
 - 4. Delivery of presentation
 - 5. Nonverbal communication (including business etiquette and protocol).

- E. Legal and ethical considerations for business communicators
 - 1. Equal employment opportunity
 - 2. Invasion of privacy
 - 3. Misrepresentation and fraud
 - 4. Ethical perspectives and their implications for responsible communication.

TEXT BOOKS:

- 1. Lesikar. R.V. and M.E.Flathey (2008).
BasicBusinessCommunication,11th edition.NewYork.McGraw-Hill.
- 2. SharanJ.Genrson and Steven M.Gerson'-"Technical Writing-Process and Product" - Pearson Education – 2000.
- 3 .Rajendrapol - "Business Communications".
- 4. Steve. E. Pauley, Daniel G.Riordan - Technical Report Writing Today - AITBS Publishing & Distributors, India 5th edition - 2000.
- 5. Robert L.Shurter, Effective letters in business Third .1983.
- 6. Biswajit das, Ipseeta satpathy, Business Communication & personality development, Excel publishing, New Delhi, 1st edition.
- 7. M.K. Sehgal Randhana Khetarpal, Business Communication, Excel Publishing, New Delhi, 1st edition.

209MBT21 – PRODUCTION & OPERATIONS MANAGEMENT

UNIT I: INTRODUCTION TO PRODUCTION AND OPERATION MANAGEMENT

Production and Operations Management (POM) - Need, History, System, Types, functions and communication in POM. Computer Integrated Manufacturing and Services system. Global /trade operations and supply network applications.

UNIT II: MATERIAL AND INVENTORY MANAGEMENT

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 - MRP and MRP.II systems introduction to ERP, e-business and e-operations strategies.

UNIT III: PLANNING AND FORECASTING

Introduction to Strategic, Tactical, Operational, Aggregate and Capacity Planning. Planning product design and development - Applications of CAD, Expert systems, Standardisation Group Technology (GT) and Research and Development. Forecasting type methods (Qualitative and Quantitative), Types of variation in data, Minimising. Forecasting error and selection of forecasting methods.

UNIT IV: SCHEDULING AND PROJECT MANAGEMENT METHODS

Johnson's Algorithm for job sequencing (n job thro' 2 machines, n jobs thro' 3 machines, a jobs thro'm machines and 2 jobs thro'm machines). Use of Gantt charts, Queuing analysis and Critical Ratios as methods for job scheduling . PERT / CPM - Drawing the network, computation of processing time, floats and critical 'Path. Resource leveling techniques.

UNIT V: FACILITY, LAYOUT LOCATION AND WORK MEASUREMENT

Facility location Decisions (FLYD) - Selections of country, region and site. Facility layout decision (FlyD) - Types (Fixed Position, and Production, Process, flexible), Methodologies (Distance Minimizing, Computer software systems (CRAFT, CORELAP,ALDEP) Line Balancing and performance ratios, work measurement methods(WM) Time study, methods time measurement, Work Sampling, White color measurement and learning curves, Using WM to increase productivity.

TEXT BOOK:

1. R.Paneer Selvam, Production and Operations Management, Prentice Hall of India.
2. Sang M.Lee and Marc J Schniederjans, Operation Management, Publishers "utors, First Indian edition 1997.
3. Robert H.'Lowson, Strategic operations Management (The competitive advantage), Vikas Publishing House, First Indian reprint 2003.
4. Upendra Kachra, Production & Operation Management, Excel Publishing, 1st edition, New Delhi.

REFERENCES:

1. Thomas E Morton, Production and operations management, Vikas Publishing House, First Indian reprint 2003.
2. Mahapatra P B, Computer Aided Production Management, Prentice Hall of India, 2001.
3. Martand T Telsang, Production Management, S Chand and Company, First edition 2005.

209MBT22 – FINANCIAL MANAGEMENT DECISIONS

UNIT I: FOUNDATION OF FINANCE

Financial management – An overview, time Value of money.
Introduction to the concept of risk and return of a Single asses and of a portfolio – valuation of bonds and shares option valuation.

UNIT II: INVESTMENT DECISIONS

Capital budgeting-principles 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: FINANCING AND DIVIDEND DECISION

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 Practical consideration - Forms of dividends - Share splits.

UNIT IV: WORKING CAPITAL MANAGEMENT

Principles of working capital - Concept need – Determinants - Issue and estimation of working capital. Accounts receivables Management - Inventory management - Cash management .Working capital Finance - Trade credit - Bank finance and commercial paper.

UNIT V: LONG TERM SOURCES OF FINANCE

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. Financial management -text, problems, and cases, M.Y .Khan and P.K.Jain - Tata.McGraw- Hill publishing company Ltd, New Delhi.
2. Financial management -principles and practice, S.N.Mahsehwari - Sultan chand and sons, New Delhi.
3. Financial management -I.M.Pandey, Vikas publishing Louse pvt Ltd, New Delhi.
4. Financial management –R.K Sharma,Shashi K.Guptha,Kalyani Publications.
5. Financial management –Theory and Practice-Prasanna Chandra, Tata.McGraw - Hill publishing company Ltd, New Delhi.

209MBT23 – MARKETING FOR MANAGERS

COURSE OBJECTIVE:

This is the must course for (millennium managers). This course provides insights of concepts and applications of basic and advanced marketing aspects. This course will provide a new dimension to' marketing in the scenario of marketing becomes a strategy. It will enable the managers to understand the dynamic business environment and help them to cope up with the changes in order to stay alive and successful.

UNIT I:

Marketing - Reality Check - Evolving Marketing Concepts - Core Concepts of Marketing - Ps of Marketing ; Traditional and Modern - In Class Exercise. Developing Marketing Strategies and Plans - SWOT Analysis - Preparation of Marketing Plan - In Class Exercise Analyzing Marketing Environment - Micro & Macro -Marketing Information/Intelligence System - In Class Exercise

UNIT II:

STP Process - Segmentation, Targeting and Positioning - Segmentation - Types -Understanding VALS Network (Profile your consumer) - Applying STP Process Marketing Strategy Decisions - Application of Market Mix - Strategic Perspective Product Management Decisions - Brand Positioning - Differentiation Strategies -Product Category Management - Product Differentiation and Positioning - New Product Development - Product Life cycle Strategies - In Class Exercise

UNIT III:

Distribution Management Decisions- Evolution - Significance of Channel Members - Functions - Types of Channel Members - Determinants of Channel Cost and Channel Section - Distribution Strategies -- In Class Exercise, Pricing Decisions - Pricing Methods - Pricing Simulation Game - Deciding Appropriate Pricing Strategy (Steps) - Response to Price Changes by Leader, Challenger and Follower - In Class Exercise, Integrated Marketing Communications (Promotion Mix) - Advertising - Media Mix - Sales Promotion - Techniques - Personal Selling - Sales Force Management - Prospecting - Public Relations (Corporate Communication) - Internet - In Class Exercise & Case Analysis

UNIT IV:

Know your consumer - Roles of Consumers - Factors Influence Consumer Behavior - Consumer Behavior Process (PADSAPP Model) - Understanding and Application of CLV (Customer Life-time Value) -

Marketing of Services - I Introduction and advanced aspects - In Class Exercise & Case Analysis

UNIT V:

Analyzing Consumer Behavior - Marketing Research - Types of Research - j Marketing Research - Marketing Research Process - Research Design - Types or Data - Methods of Collection - Sampling Plan - Techniques - Analysis of Data -Report Preparation, In Class Exercise

TEXT BOOKS & REFERENCES:

1. Kotler, Philip, et al. (2008) Marketing Management, 13th Edition, Pearson India.
2. SHH Kazhi, Marketing Management, Excel publishing, New Delhi, 1st edition.
3. Tapau K Ponda. Marketing Management, Excel publishing, New Delhi, 2nd edition.

209MBT24 – HUMAN RESOURCE MANAGEMENT

UNIT I: PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT

Evolution of human resource management - the importance of the human factor - objectives of human resource management - role of human resource manager - human resource policies - computer applications in human resource management.

UNIT II: THE CONCEPT OF BEST FIT EMPLOYEE

Importance of human resource planning - Forecasting human resource requirement - Internal and external sources. Selection process screening - Tests - Validation - Interview - Medical examination - Recruitment introduction - Importance - Practices - Socialization benefits.

UNIT III: TRAINING AND EXECUTIVE DEVELOPMENT

Types of training methods purpose benefits resistance - Executive development programmes - Common practices - Benefits - Self development - Knowledge management.

UNIT IV: SUSTAINING EMPLOYEE INTEREST

Compensation plan - Reward - Motivation - Theories of motivation - Career management - Development mentor - Protégé relationships.

UNIT V: PERFORMANCE EVALUATION AND CONTROL PROCESS

Method performance evaluation - Feedback - Industry practices - Promotion, demotion, transfer and separation - Implication of job change. The control process - importance - Methods - Requirement of effective control systems grievances - Causes - Implications - redressal methods.

TEXT BOOKS:

1. Decenzo and Robbins, Human Resource Management, Wilsey, 6th edition, 2001.
2. Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India, 2001.
3. R. Krishna veni, Human resource Management, Excel publishing, New Delhi, 1st edition.
4. V.S P Rao, Human /Resource Management, Excel publishing, New Delhi, 2nd edition.

REFERENCES:

1. Human Resource Management, Eugene McKenna and Nic Beach, Pearson Education Limited, 2002.
2. Dessler Human Resource Management, Pearson Education Limited, 2002.
3. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company. 1997.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 1998.
5. Ivancevich, Human Resource Management, McGraw Hill 2002.

209MBT25 – COMPUTER APPLICATIONS AND MANAGEMENT INFORMATION SYSTEM

UNIT I: INTRODUCTION

Information system - Establishing the framework - Business model - Information system architecture - Evolution of information systems.

UNIT II: SYSTEM DEVELOPMENT

Modern information system - System development life cycle - Structured methodologies - Designing computer based method, procedures control, designing structured programs.

UNIT III: INFORMATION SYSTEM

Functional areas, Finance, marketing, production, personnel - Levels, Concepts of DSS. EIS, ES - Comparison, concepts and knowledge representation - Managing international information system.

UNIT IV: IMPLEMENTATION AND CONTROL

Testing security - Coding techniques - Detection of error - Validation - Cost benefits analysis - Assessing the value and risk information systems, systems methodology - Objectives - Time and Logic, Knowledge and Human dimension - Software life cycle models - Verification and validation.

UNIT V: BUSINESS APPLICATIONS IN BUSINESS

MS office - MS Excel, MS Power Point, MS Word, MS Access, MS Front Page, MS Project, Accounting packages Statistical Packages, Operations Research Package, Packages) in functional areas of management.

TEXT BOOK:

1. Kenneth C. Laudon and Jane Price Laudon, Management. Information systems Managing the digital firm, Pearson Education Asia.
2. Ashok Arora, Akshayabhatia, Management Information systems, Excel Publishing, 1st edition.
3. GV Satyasekhar, Management Information System, Excel Publishing, 1st edition.
4. Pradip Kumar sinha, Management Information System, Excel Publishing, 1st edition.

REFERENCES:

1. Gordon B.Davis, Management Information system: Conceptual Foundations, Structure and Development, McGraw Hill, 1974.
2. Joyce j. Elam, Case series for Management Information System Silmon and j Schuster, Custom Publishing 1996.
3. Steven Alter, Information system - A Management Perspective – Addison -Wesley, 1999.
4. James AN O' Brein, Management Information Systems, Tata McGraw Hill, New Delhi, 1999.
5. Turban Mc Lean, Wetherbe, Information Technology Management making connection for strategic advantage - John Wiley, 1999.
6. Ralph -Stair and George W.Reynolds Principles of Information Systems – A Managerial Approach Learning, 2001.

209MBT26 – TOTAL QUALITY MANAGEMENT

UNIT I: INTRODUCTION TO QUALITY MANAGEMENT

Definitions – TQM Frame work, benefits, awareness and obstacles, Quality - Vision, Mission and Policy statements. Customer Focus - Customer perception of quality, translating needs into requirements Customer retention. Dimensions of quality, cost of quality.

UNIT II: PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

Overview of the contributions of Deming, juran Crosby, Masaaki imai, Feigenbaum Ishikawa, Taguchi, Shingeo and Walter Shewhart. Concepts of Quality Circle, Japanese 5s principles and 8D methodology.

UNIT III: STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY

Meaning and significance of statistical process control (SPC)- Construction of control charts for variables and attributes. Process capability - Meaning, significance and measurement-Six sigma concepts of process capability, Reliability concepts - Definitions, reliability in series and parallel, product life characteristics curve. Total productive Maintenance (TMP)-relevance to TQM, Terotechnology Business process re-engineering (BPR)- Principles, applications, reengineering process, benefits and limitations.

UNIT IV: TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

Quality functions development(QFD) - Benefits, Voice of customer, Information organization, House of quality(HOQ), Building a HOQ,QFD process, Failure mode effect analysis(FMEA) - Requirements Of Reliability, Failure Rate, FMEA stages, design, process and documentation .Taguchi techniques - introduction, loss function, Parameter and tolerance design, Signal to noise ratio. Seven old (Statistical) tools, seven new management tools, Bench marking and POKA YOKE.

UNIT V: QUALITY, SYSTEMS ORGANIZING AND IMPLEMENTATION

Introduction to is/iso9004:2000 - quality management systems - guide lines for performance improvements, quality audits, TQM culture, leadership - quality council, employee involvement, motivation, empowerment, recognition and reward Information technology -computers and quality functions, internet and electronic communications, information quality issues.

TEXT BOOKS:

1. Dale H Bester field et al, Total Quality Management, Third Edition, per arson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management - Text and cases, First Edition 2002, Himalaya Publishing Home.

REFERENCES:

1. William J.KoIarii, Creating quality .McGraw Hill, 1995.
2. Poornima M.Charantimath.,Total quality management, per arson Education (First Indian1 Reprints 2003).
3. Rose J.E.Total Quality Management , Kogan Page India Pvt. Ltd,1993.
4. Indian standard - quality management systems - Guidelines for performance improvement (Fifth Revision),Bureau of Indian standards, New Delhi.

209MBT27 – APPLIED RESEARCH METHODS IN MANAGEMENT

UNIT I: INTRODUCTION TO RESEARCH

The hallmarks of scientific research - The building blocks of science in research - The research process for applied and basic research - The need for theoretical frame work - Hypothesis development - Hypothesis testing with quantitative data. The research design. The purpose f the study: Exploratory, Descriptive, Hypothesis testing (Analytical and Predictive) - cross sectional and longitudinal studies.

UNIT II: EXPERIMENTAL DESIGN

The laboratory and the field experiment - Internal and external validity - Factors affecting internal validity. Measurement of variables - Scales and measurement of variables - Development scales - Rating scale and concept in scales being developed. Stability measures.

UNIT III: DATA COLLECTION METHOD

Interviewing questionnaires etc. Secondary sources of data collection. Guidelines for questionnaire design - Electronic questionnaire design and surveys. Special data source: Focus group|, Static and dynamic data-collection methods and when to use each. Sampling techniques and confidence in determining sample size. Hypothesis testing determination of optimal sample size.

UNIT IV: A REFRESHER ON SOME MULTIVARIATE STATISTICAL TECHNIQUES

15 Factor analysis - Cluster analysis - discriminant analysis - Multiple regression & Correlation - Canonical correlation - Application of SPSS package.

UNIT V: THE RESEARCH REPORT

The purpose of the written report - Concept of audience - Basics of written reports. The integral parts of a report - The title of a report. The table of content, the synopsis, the introductory section, method of sections of a report, result section - Discussion section - Recommendation and implementation section.

TEXTBOOKS:

1. Donald R.Cooper and Ramcis S.Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, NewDelhi, 2000.
2. C.R.Kothari Research Methodology, Wishva Prakashan, New Delhi, 2001.
3. Kumar, Bhatta charya, Research Methodology, Excel Publishing 2nd edition.
4. R.Nandha Gopal, K.Arul Rajan, N.Vivek, Research Methodology in Business, Excel Publishing, New Delhi, 1st edition.

REFERENCES:

1. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc. New york, 2000.
2. Donald H.Mc.Burney, Research Methods, Thomson Asia Pvt. Ltd. Singapore2002.
3. G.W. Ticehurst and A.J.Veal, Business Research Methods, Longman, 1999.
4. Ranjit Kumar, Research Methodology, Sage Publication, London, New Delhi, 1999.
5. Raymond-Alain Thie'tart, ET, al., doing management research, sage publication, London, 1999.

309MBT01 – INTERNATIONAL BUSINESS MANAGEMENT

INTERNATIONAL BUSINESS ENVIRONMENT

Definition – Why go international? - Forms of international business – Theories of International Trade- Globalization- International Business Environment- Economic, political, Social, Technological, Regulatory and cultural factors.

INTERNATIONAL BUSINESS

Finance and Markets Basics of Foreign Exchange - Foreign Exchange Market- Instruments- FOREX management – Determination of Exchange Rate – Exchange risk – Managing exchange rate risk- Economic Integration- Trade Barriers- Non Tariff Barriers- Arguments for free trade and arguments for protection – Global Capital market.

INTERNATIONAL INSTITUTIONS AND INVESTMENT FLOWS

WTO and its role– IMF and World Bank- UNCTAD– UNIDO- EXIM bank- International Banking- MNC's and Structures- FII'S- Foreign direct Investment- Foreign Investments in India- Regional Trade Blocks- Evolution of European Union and EURO currency- Export procedures and documents

PROBLEMS AND ISSUES IN INTERNATIONAL BUSINESS

Balance of Payments- Meaning, Components- Managing deficits- International Pricing- Transfer Pricing- Dumping- Anti dumping measures- Intellectual Property Rights- Currency convertibility -Foreign Trade Policy of India- Regulation and Promotion of Foreign Trade- Determinants of Exports and Imports in India.

CHALLENGES IN INTERNATIONAL BUSINESS MANAGEMENT

Country Analysis- Political Risk- Exchange Risk- Market Entry Decisions- Strategic Alliances- Control Techniques- Global Manufacturing, Logistics, marketing, HR and Accounting concepts and cases-

TEXT BOOKS:

1. Francis Cherunilam, International business, Prentice Hall of India (P) Ltd., New Delhi 4th Revised Edition- 2007 publication.
2. Charles W.L.Hills and Arun Kumar Jain 'International Business', Tata McGraw Hill, New Delhi, 5th Edition, 2006.
3. N.Venkateswaran, 'International Business Management' 1st Editon, New Age International, 2006.
4. Pradip Kumar Sinha Sanchari Sinha, International Business Mangement, Excel Publication, New Delhi, 1st Edition, 2008.

REFERENCES:

1. S.Tamer CAVuscil, Gary Knight, and John R.Riesenberger, "International Business' 1st Edition- Pearson Education India.
2. Anand K.Sundaram and I. Stewart Black, 'The International Business Environment', Prentice Hall of India, New Delhi, 2007.
3. Adiran Buckley, "Multinational Finance" Prentice Hall of India- 2007.
4. Daniels , 'International Business' 11th Edition , Pearson Education

309MBT02 – STRATEGIC MANAGEMENT

UNIT I: INTRODUCTION TO STRATEGY MANAGEMENT

Concept of Strategy, Mission, Vision statement, Strategic objective & strategic Manager, strategic management model.

UNIT II: COMPETITIVE ADVANTAGE

External Environment - Porter's Five Forces Model-Strategic Groups
Competitive - Changes during Industry Evolution - Globalisation and Industry Structure - National Context and Competitive advantage Resources - Capabilities and competencies - Core competencies - Low cost and differentiation Generic Building Blocks of Competitive Advantage - Distinctive Competencies - Resources and Capabilities durability of competitive Advantage - Avoiding failures and sustaining competitive advantage.

UNIT III: STRATEGIES

Building competitive advantage through functional level strategies - Business level strategy - Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances - Building and Restructuring the corporation

UNIT IV: STRATEGY IMPLEMENTATION & EVALUATION

Designing organisational structure - Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change

UNIT V: Cases in Strategic Management

TEXT BOOKS:

1. Charles W.L.Hill & Gareth R. Jones "Strategic management" – An integrated approach, Houghton mifflin company, Princeton New jersey, All India publishers and distributors, Chennai.
2. V.S.P.Rao, V.Hari Krishna, Strategic Management-Excel Publication, New Delhi, 1st Edition.
3. Upendra Kachru, Strategic Management- Excel Publication, New Delhi, 1st Edition.

REFERENCES:

1. Thomas L.Wheeler J.David Hunger – "Strategic management" Addison Wesley Longman Singapore Pvt. Ltd., 6th edition 2000.
2. C. Appa Rao, B. Parvathiswara Rao, K. SivaramaKrishnan, Strategic Management & Business Policy - Excel Publication, New Delhi, 1st Edition.

MARKETING ELECTIVES

309MBT03 – RETAIL MANAGEMENT

OVERVIEW OF RETAILING ENVIRONMENT AND MANAGEMENT:

Function of retailing; Building and sustaining relationships; Strategic planning; Structural change, Types of Retailing outlets, Market structure and control; Planning and development

SITUATIONAL ANALYSIS:

Retail institutions by store-based strategy mix; web, non store -based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Promotional strategies.

CHOOSING A STORE LOCATION:

Trading-area analysis; Site selection; store design and layout; Display

MANAGING RETAIL BUSINESS:

Retail organization and HRM; Operations management; Financial and operation dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality.

DELIVERING THE PRODUCT:

Retail Information Systems; Merchandise management and pricing: developing and implementing plans; people in retailing; Out-of-store retailing; different types

INTERNATIONAL RETAILING:

Internationalisation and Globalisation; Shopping at World stores; Going International; The Internationalisation process; Culture, business and international management

TEXT BOOK:

- 1) Berman B and Evans J R-Retailing Management (Pearson Education, 2002).
- 2) Michael Lervy M and Weitz B W-Retailing Management (Tata McGraw-Hill, 2004).
- 3) Newman A J and Cullen P-Retailing: Environment and operations (Vikas, 2002).
- 4) Sameer A Kulkarni, Virtual Market, Excel Publishing, New Delhi, 1st Edition.

REFERENCE:

- 1) Varley R and Rafiq M- Principles of Retailing Management(Palgrave, 2004).
- 2) Lamba- The Art of Retailing (Tata McGraw-Hill,2001).

309MBT04 – SERVICES MARKETING

OBJECTIVES:

This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

COURSE CONTENTS:

INTRODUCTION TO SERVICES MARKETING:

Growing Importance of Services Sector; Meaning and Nature of Services And Marketing Implications; Services Marketing Process.

UNDERSTANDING CUSTOMERS BUYING CONSIDERATIONS AND BEHAVIOUR:

Customer Expectations and perceptions; Defining and measuring Service Quality: GAPS model: Defining and Measuring Customer Satisfaction: Service Recovery.

SEVICES MARKETING MIX:

Services Design and Development ; Services Blue printing: Service Process: Physical Evidence and Service scape pricing of Services: Services Distribution Management: Managing the integrated Services Communication Mix Managing Service Personnel: Employee and Customer Role in Service Delivery

MARKETING APPLICATIONS IN SERVICES INDUSTRIES:

Hospitality Services, Tourism Services, Banking Services Health and Insurance Services

DEMAND AND SUPPLY STRATEGIES:

Demand and Supply Strategies for Services: Factors governing Demand and supply –Capacity Utilization Services marketing in selected Indian Industries

TEXT BOOKS:

1. Zeithaml V.A and Bitner M.J (2003), Services Marketing 3rd Edition, Tata McGraw Hills, Delhi.
2. Lovelock C.H. & Wirtz, J. (5th ed., 2004) service marketing: people, Technology, Strategy. Pearson education.
3. S.M.Jha, Service marketing, Himalaya Publishing House- Revised edition 2000
4. C. Bhattaacharjee, Service Marketing, Excel Book Publishing, New Delhi, 1st Edition.

REFERENCE BOOKS:

1. Hoffman, K.D.J& Bateson, E.G (2003) Essential of Service Marketing: Concepts strategies and cases, Thomson south western.
2. Kurtz D.L.and Clow K.E.(2003) Services Marketing, Biztantra, New Delhi.
3. Woodruff .H.1997. Service Marketing, New Delhi: Macmillan India Ltd.,

309MBT05 – ADVERTISING AND SALES PROMOTION

OBJECTIVE:

It helps to understand how to make a compulsive effect on the buyer by creating and managing advertising and selling programmes.

INTRODUCTION & OBJECTIVES: Advertising as an element in the marketing-its roles and importance-classification of advertising-Ad objective-Sales oriented objectives-Behavioral oriented objectives-DAGMAR.

CREATIVE STRATEGY & TESTING OF ADS: Testing of ads-creative appeal ac values-ad designing; print-copy visual element, Audio visual-situation & story boarding-creative strategy for high involvement products. Pre testing and post testing of advertisement-the tests and the suitability of them for various media.

MEDIA STRATEGY: Media mix-print, broadcast (T.V & Radio), Cinema, Outdoor, Direct Mail advertising and Internet.Defining Media Planning-from marketing plan to media plan, challenges in media planning.Developing media objectives-reaching the audience and distributing the message.Developing the media strategy- selection of media scheduling, calculating the cost efficiency.

SALES MANAGEMENT: An overview of Sales Management-selling & salesmanship, setting objectives for Personal Selling, Formulating Strategy, role & characteristics of Effective Sales Executive, Managing Sales Department-Relations, Distributive Network Relations.

SALES FORCE MANAGEMENT: Managing People-recruitment, selection, training of Sales Personnel. Leading, Motivating, Controlling the sales force. Sales Budget, Quota, Territories, Control & Cost Analysis. International Sales Management.

TEXT BOOKS:

1. Sales Force Management-Churchill, Neil & Walker-Irwin Homewood IL, 1993.
2. Sales Management Decisions, Strategies & Cases- Richard R. Still, Edward W. Cundiff- Prentice Hall, 5th Edition.
3. Advertising and Sales Promotion-Belch & Belch

REFERENCES:

1. Advertising – Roderick White-Tata McGraw Hill
2. Advertising: Theory &Practice-Vernon Fryburger- Aitbs.
3. Advertising – James S. Norris – Prentice Hall, India.

309MBT06 - INTERNATIONAL MARKETING

Objectives: The course aims at making students understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

Course contents:

International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and positioning; Screening and Selection of Markets;

International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint venture M & A, Setting- up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale.

Managing International Distribution and Promotion: Distribution Channel Strategy- International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix- Advertising and other Modes of Communication.

Emerging Trends in International Marketing: Regionalism Vs. Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of WTO); Marketing Research for Identifying Opportunities in International Markets.

TEXT BOOKS:

1. Cateora, Philip R. and Graham John L. (2005). International Marketing. Tata McGraw- Hill Edition.
2. Terpstra, Vern and Sarathy, Ravi (2000). International Marketing. The Dryden Press, Chicago.
3. P K Vasudeva, International Marketing, Excel Book Publishing, New Delhi, 3rd Edition.

REFERENCE BOOKS:

1. International Marketing- Varshney, Bhattacharya- S Chand.
2. Global Marketing Management- Warren Keegan- Pearson / PHI, 7/e

309MBT07 – BRAND MANAGEMENT

OBJECTIVES: This course aims at enabling the students to apply brand managements concepts and principles in the recent market scenario.

INTRODUCTION

Basic understanding or brands – concepts and process – significance of a brand – brand mark and trade mark – different types of brands – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

BRAND ASSOCIATIONS

Brand vision – brand ambassadors – brand as a personality, as trading asset, brand extension – brand positioning – brand image building.

BRAND IMPACT

Branding impact on buyers – competitors, brand loyalty – loyalty programmes – brand equity – role of brand manager – Relationship with manufacturing – marketing – finance – purchase and R & D – brand audit.

BRAND REJUVENATION

Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – monitoring brand performance over the product life cycle. Co-branding.

BRAND STRATEGIES

Designing and implementing branding strategies – case studies

TEXT BOOKS:

1. Kevin Lane Keller, "Strategic brand management", Person Education, New Delhi, 2003.
2. Lan Batey Asian Branding- "A great way to fly", Prentice Hall of India, Singapore 2002.
3. S. Ramesh Kumar, "Managing Indian Brands", Vikas publishing House(P) Ltd., New Delhi, 2002.
4. Harsh V Varma, Brand Management, Excel Publishing, New Delhi, 2nd Edition.

REFERENCE:

1. Jean Noel, Kapferer, "Strategic brand management", The Free Press, New York, 1992.
2. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd, New York, 2000.
3. Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005.

309MBT08 – RURAL AND SOCIAL MARKETING

COURSE CONTENTS:

1. **Rural Marketing Introduction: Definition:** Myths and Reality of Rural Markets; Characteristics of Rural People; Rural market Environment; Rural Infrastructure; Problems of Rural Marketing as regards Product Positioning; Distributions; Language; media; Transport etc. Challenges for Rural Marketing.
2. **Rural Marketing Strategies:** Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e.Chaupals etc.) with few case studies, Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.
3. **Foundation of Social Marketing:** Definition; Nature and Scope; Social Marketing Challenges; Conceptual Framework of Social Marketing; Need for Social Marketing.
4. **Social Marketing Strategies and Applications:** Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies, Promoter Strategies.
5. **Role of Govt. and NGO's in Social Marketing:** Social Marketing; Applied in Family Planning, Medicare; Small Savings; AIDS Prevention. Case Studies

TEXT BOOKS:

1. S.M. Jha, "Social Marketing", Himalaya Publishing House, Delhi, 2004.
2. Kotler p., "Strategic Marketing for Non-Profit Organisations", PHI, Delhi, 2002.
3. Gopalaswamy T.P., "Rural Marketing", Wheeler Publishing, Delhi, 2004.
4. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, "Rural Marketing – Text and Cases", Pearson Education, Singapore Pvt. Ltd, 2002.

FINANCE ELECTIVES

309MBT09 – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

INVESTMENT SETTING

Meaning, Characteristics, Objectives, speculation, Gambling, Types of Investors, Sources of investment information, Investment avenues, Security Contract regulation Act.

STOCK EXCHANGES

Meaning, Functions, The Stock Market in India's: BSE, NSE, OTCEI& ISE, Organization, Membership& Management of stock exchanges, Regulation of stock exchanges, Listing of Securities, Permitted securities.

SECURITIES MARKETS

Financial Market: Segment, Types, Participants, Primary market/New Issue Market: Methods of Floating New Issues, Steps In Floating a Public Issue, Book Building, Role of Primary Market, Regulation of Primary Market, Debt Market.

FUNDAMENTAL & TECHNICAL ANALYSIS

Fundamental Analysis: Economic, industry and company analysis – Technical Analysis – 'DOW theory', Charts, Patterns – Technical indicators

PORTFOLIO ANALYSIS

Portfolio theory, Portfolio Invested Process – Principles – Portfolio Planning & Implementation and Monitoring – Portfolio evaluation.

TEXT BOOKS:

1. V.K.Bhalla, Investment Management, 15th Edition, S. Chand & Co., New Delhi, 2008.
2. S. Kevin, Security Analysis and Portfolio Management, PHI Learning Private Limited, New Delhi, 2008.
3. Donald E. Fisher & Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, 2003.
4. Sudhindra Bhat, Security Analysis & Portfolio Management-"Excel Books, New Delhi, 1st Edition

REFERENCES:

1. Preetim Singh, Investment Management, 9th edition, Himalaya Publishing House, New Delhi 2000.
2. Prasanna Chandra, Managing Investments, Tata McGraw Hill, 2002 edition.
3. Gordon J. Alexander, William F. Sharpe & Jeffery V. Bailey, Fundamentals of Investments, Prentice Hall, India, 2003 edition.

309MBT10 – MERCHANT BANKING AND FINANCIAL SERVICES

UNIT – 1

Merchant banking in India-Recent developments and challenges ahead-Institutional structure-functions of merchanting banking-legal and regulatory frameworks.

UNIT – 2

Role of merchant banker in appraisal of projects,designing capital structure and instruments-issue pricing-preparation of prospectus,selection of bankers,advertising consultants,etc. Role of registrars-underwriting arrangements. Dealing with bankers to the issue,underwriters,registrars and brokers-offer for sale-book-building-green shoe option-E-IPO,private placement-Bought out Deals-off-shore issues-Issue marketing-advertising strategies-NRI marketing -Post issue activities.

UNIT – 3

Mergers and acquisitions-portfolio management services-credit syndication-credit rating-mutual funds-business valuation

UNIT – 4

Leasing and hire-purchasing-basics of leasing and hire-purchasing financial evaluation-tax implication.

UNIT – 5

Consumer credit-credit cards-real estate financing-Bills discounting-recent developments in factoring and forfeiting-venture capital.

TEXT BOOKS:

1. M.Y. Khan, Financial Services-Tata McGraw-Hill 7th edition.
2. Machiraju, Indian Financial System- Vikas Publishing House,5th edition

REFERENCES:

1. J.C. Verma, A manual of merchant banking Bharath publishing house, NewDelhi.
2. Bhalla. V.K.-Management of Financial Services.
3. Kothari V. Lease financing, Hire purchase including consumer credit.
4. Verma J.C. Venture capital financing in India, Sage, New Delhi.

309MBT11 – INTERNATIONAL TRADE FINANCE

INTERNATIONAL TRADE

- International Trade
- Meaning and Benefits
- Basis of International Trade
- Foreign Trade and Economic Growth
- Balance of Trade
- Balance of Payment
- Current Trends in India
- Barriers to International Trade
- WTO
- Indian EXIM Policy.

EXPORT AND IMPORT FINANCE

- Special need for Finance in International Trade
- INCO Terms (FOB, CIF, etc.,)
- Payment Terms
- Letters of Credit
- Pre Shipment and Post Shipment Finance
- Forfaiting
- Deferred Payment Terms
- EXIM Bank
- ECGC and its schemes
- Import Licensing
- Financing methods for import of Capital goods.

FOREX MANAGEMENT

- Foreign Exchange Markets
- Spot Prices and Forward Prices
- Factors influencing Exchange rates
- The effects of Exchange rates in Foreign Trade
- Tools for hedging against Exchange rate variations
- Forward, Futures and Currency options
- FEMA
- Determination of Foreign Exchange rate and Forecasting.

DOCUMENTATION IN INTERNATIONAL TRADE

- Export Trade Documents: Financial Documents
- Bill of Exchange
- Type
- Commercial Documents

- Performa, Commercial, Consular, Customs, Legalized Invoice, Certification of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents
- Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note.
- Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, Certification of Origin, GSPS
- UPCDC Norms.

EXPORT PROMOTION SCHEMES

- Government Organizations Promoting Exports
- Export Incentives : Duty Exemption
- IT Concession
- Marketing Assistance
- EPCG, DEPB
- Advance License
- Other efforts I Export Promotion
- EPZ
- EQU
- SEZ and Export House.

TEXT BOOKS:

1. Apte P.G., 'International Financial Management'– Tata McGraw Hill.
2. Larceny & Bhattacharya, 'International Marketing' - Sultan Chand & Sons.
3. B.M.Wali and AB Kalkumdrikas, 'Export Management' – Sterling Publishers Pvt., Ltd.
4. Madhu vij, International Financial Management, Excel publishing, 2nd Edition.

REFERENCES:

1. Websites of WTO, World Bank, IMF, Ministry of Commerce, ECGC and EXIM Bank.

309MBT12 – STRATEGIC FINANCIAL MANAGEMENT

INTRODUCTION

- Financial Planning
- Analyzing Financial Performance
- Approaches to Financial Planning
- Short – Term Financial Planning.

CORPORATE RESTRUCTURING

- Strategic Alliances
- Divestiture
- Ownership Restructuring
- Leveraged Buyouts
- Sell Offs
- Leveraged Recapitalizations
- Distress Restructuring.

TURN AROUND STRATEGIES

- Mergers & Amalgamations
- Financial Frame Work
- Merger as a Capital Budgeting Decision
- Legal and Tax Aspects
- post Merger Integration Issue. Acquisition / Take over – Codes and Procedures
- Techniques
- Defensive Strategies
- Cross Boarder Deals.

CORPORATE SICKNESS

- Corporate Sickness
- The Magnitude
- Different Interpretation of Sickness
- Causes of Sickness
- Turnaround
- Types of Turnaround
- Basic Approaches
- Surgical vs. Humane
- Phases in Turnaround Management.

STRATEGIC COST MANAGEMENT

- Strategy and Cost Management
- Strategy Formulation and Cost System Design

- Alternate Strategies
- Objectives of Cost Management Systems
- Causes and Symptoms of Broken Cost System
- Remedies
- Cost of Quality and Long
- Term Profitability
- Activity Based Costing Principles
- Activity Based Management
- Target Costing.

TEXT BOOKS:

Sudhindra Bhat, Financial Management, Principles & Practice - Excell publication, 1st edition.

REFERENCES:

1. Sharplin, 'Strategic Management'; McGraw Hill.
2. Weston J.Fred & E.F.Brigham ' Managerial Finance'; Drydon Press.
3. James. C. Van Horne, 'Financial Management and Policy', Prentice Hall of India (p) Ltd.,
4. M.Y.Khan, 'Financial Services', Tata McGraw Hill – 3rd Edition.
5. Richard A.Brealey and Stewat C.Myers, 'Principles of Corporate Finance', Tata McGraw Hill.
6. Pradip M.Khandwalla, 'Innovative Corporate Turnarounds', Saga Publications, New Delhi.
7. Pradip M.Khandwalla, 'The fourth Eye', Saga Publications, New Delhi.
8. Khar baunder O.P. and Stallworthy E.A, 'Company Resource: How to Manage a Business Turnaround' (Heinemann, London).

309MBT13 – CORPORATE FINANCE

INDUSTRIAL FINANCE

- Indian Capital Market
- Basic problem of Industrial Finance in India. Equity
- Debenture financing
- Guidelines from SEBI procedures, advantages and disadvantages and cost of various sources of Finance. Short term-working capital finance
- Estimating working capital requirements
- Approach adopted by Commercial banks, Commercial paper.

FINANCE FOR REHABILITATION

- Finance for rehabilitation of sick units. Public deposits and inter corporate investments. Finance from international sources and financing of exports
- Role of EXIM bank and commercial banks.

ADVANCED FINANCIAL MANAGEMENT

Appraisal of Risky Investments, certainty equivalent cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

FINANCING DECISION

- Simulation and financing decision
- Discounting of current ratios
- Cash inadequacy and cash insolvency
- Determining the probability of cash insolvency
- Financing decision in the Context of option pricing model and agency costs
- Inter-dependence of investment
- Financing and Dividend decisions.

CORPORATE GOVERNANCE

- Corporate Governance
- SEBI Guidelines
- Corporate Disasters and Ethics
- Corporate Social Responsibility
- Stakeholders and Ethics
- Ethics, Managers and Professionalism.

TEXT BOOKS:

1. Khan and Jain – Financial management Tata McGraw Hill publishing company Ltd.
2. Machiraju – Indian financial system, Vikas publishing house (P) Ltd.
3. I.M. Pandey Financial management, Vikas publishing house (P) Ltd.

REFERENCES:

1. Indian Financial System – P.N.Varshney and D.K.Mittal – Sulthan chand & sons.
2. Corporation of Finance and financial management – K.R.Das and Dr.P.K.Bhattacharya – Kalyani publishers.
3. Corporate Finance (Theory & Practice) – Vishwanath.S.R, A division of sage publication India (P) Ltd.
4. Indian Financial system – M.Y.Khan, Tata Mcgraw Hill publishing company Ltd.
5. Financial Market and institution – Dr.S.Guruswamy – Vijay Nicole imprints (P) Ltd.

309MBT14 – DERIVATIVES MANAGEMENT

INTRODUCTION Derivatives

- Definition
- Types
- Forward Contracts
- Futures Contracts
- Options
- Swaps
- Differences between Cash and Future Markets
- Types of Traders
- OTC and Exchange Traded Securities
- Types of Settlement
- Uses and Advantages of Derivatives
- Risks in Derivatives
- Cases (Barings Bank, MG refining Marketing Inc (MGRM)).

FUTURES CONTRACT

- Specifications of Futures Contract
- Margin Requirements
- Marking to Market
- Hedging using Futures
- Types of Futures Contracts
- Securities, Stock Index Futures, Currencies and Commodities
- Delivery Options
- Relationship between Future Prices, Forward Prices and Future Spot Prices

OPTIONS

- Definition
- Exchange Traded Options, OTC Options
- Specifications of Options
- Call and put Options
- American and European Options
- Intrinsic Value and Time Value of Options
- Option payoff options on Securities, Stock Indices, Currencies and Futures
- Options pricing models
- Differences between future and Option contracts.

SWAPS

- Definition of SWAP
- Interest Rate SWAP
- Currency SWAP
- Role of Financial Intermediary
- Warehousing
- Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs
- Credit Risk.

DERIVATIVES IN INDIA

- Evolution of Derivatives Market in India
- Regulations
- Framework
- Exchange Trading in Derivatives
- Commodity Futures
- Contract Terminology and Specifications for Stock Options and Index Options in NSE
- Contract Terminology and specifications for stock futures and Index futures in NSE
- Contract Terminology and Specifications for Interest Rate Derivatives.

TEXT BOOKS:

1. John. C. Hull, 'Options, Futures and other Derivative Securities', Prentice Hall India Pvt., Ltd.
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – Prentice Hall India Pvt., Ltd.,
3. P. Vijaya Bhaskar and B. Mahapatra, 'Derivatives simplified – An Introduction to Risk Management', Response Books, Sage Publication Pvt., Ltd.,
4. BishnuPriya Mishra Sathya Swaroop Debasish, Financial Derivatives.

REFERENCES:

1. David Dubofsky – 'Option and Financial Futures – Valuation and Uses' – McGraw Hill International Edition.

REFERENCES - WEBSITES:

www.nse-india.com
www.mcxindia.com
www.ncdex.com
www.fcamin.nic.in

HR ELECTIVES

309MBT15 – MANAGERIAL BEHAVIOR AND EFFECTIVENESS

DEFINING THE MANAGERIAL JOB

- Descriptive Dimensions of Managerial Jobs
- Methods
- Model
- Time Dimensions in Managerial Jobs
- Effective and Ineffective Job behaviour
- Functional and level differences in Managerial Job behaviour

DESIGNING THE MANAGERIAL JOB

- Identifying Managerial Talent
- Selection and Recruitment
- Managerial Skills Development
- Pay and Rewards
- Managerial Motivation
- Effective Management Criteria
- Performance Appraisal Measures
- Balanced Scorecard
- Feedback
- Career Management
- Current Practices

THE CONCEPT OF MANAGERIAL EFFECTIVENESS

- Definition
- The person, process, product approaches
- Bridging the Gap
- Measuring Managerial Effectiveness

- Current Industrial and Government practices in the Management of Managerial Effectiveness
- The Effective Manager as an Optimizer.

ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS

- Organisational Processes
- Organisational Climate
- Leader
- Group Influences
- Job Challenge
- Competition
- Managerial Styles

DEVELOPING THE WINNING EDGE

- Organisational and Managerial Efforts
- Self Development
- Negotiation Skills
- Development of the Competitive Spirit
- Knowledge Management
- Fostering Creativity.

TEXT BOOKS:

B.D.Singh, Managing Conflict and Negotiation - Excel Publication, New Delhi, 1st Edition.

REFERENCES:

1. Peter Drucker, Management, Harper Row, 2000.
2. Milkovich and Newman, 'Compensation McGraw – Hill, 2000.
3. Blanchard and Thacker, 'Effective Training Systems, Strategies and Practices' Pearson 2005.
4. Dubin, Leadership. 'Research Findings, Practices & Skills', Biztantra, 2005.
5. Mathis Jackson, 'Resource Management', Thomas Southwestern, 2005.

309MBT16 – ORGANIZATIONAL CHANGE & INTERVENTION STRATEGY

The challenges of Change management & implementing intervention strategy is discussed in this course work shall help the students to have better understanding. The student shall be exposed to the current scenario & prepare them to handle change better.

ORGANISATION DEVELOPMENT

Introduction-History of OD-Values, Assumptions & Beliefs in OD-Theory and Management of OD-Managing the OD process-Action research & OD-Measuring organization effectiveness

ORGANISATIONAL CHANGE

Forces of change - Process of change - Transformational Change Managing Organisational Transformation.-Resistance to change Types and forms of HR functions - Strategic change management implications for practicing manager

ORGANISATION DEVELOPMENT

Overview of Organisation Development Intervention-Types of Interventions-Resistance to Organisational change

CULTURE & CHANGE PROCESS

Power & politics and Organisation Development-Cultural change strategies-Corporate reorganization & sub culture management

BEHAVIOURAL IMPLICATIONS OF CHANGE

The manifest, latent & paradoxical consequences of change-Resigned behavioral compliance-Reaction to Downsizing & Delivering-Managing uncertainty & ambiguity

INTERVENTION STRATEGIES

Structural, Technological & Process factors in intervention-Advantages & limitations of change technologies-Associated leadership models-Leadership & change process-Leadership & emotional knowledge strategies-Achieving congruence of personnel, structure& culture

Organisational evolution & sustenance - Organisational life cycle-Models of transformation - Models of organisational decision making-Organisational learning

TEXT BOOKS:

1. Kavita Singh Organisation Change and Development- Excel Publication, New Delhi, 2005.

REFERENCES:

1. "Wendell. L. French, Cecil.H.Bell,Jr and Robert. A. Zawackic", Organisation Development & Transformation, TMH, 2006.
2. " Wendell.L.French and Cecil.H.Bell,Jr", Organisation Development, Prentice Hall of India, 2005.
3. "Dr.Bhupen and Srivastava", Organisation Design and Development, Biztantra, 2007.
4. "Edward.D.Hess", The Road to Organic Growth", TMH, 2007.
5. "Dr.B.Rathan Reddy", Team Development & Leadership, Jaico Book, 2006.
6. "Nimit Chowdhary and Bhagwati.P.Sarawat", Organisation Culture & Human Talent, Macmillan, 2005.
7. "V,S,Muralidharan", Intelligent Manager", ane books , 2006.
8. "Richard.Daft", Organisation Theory & Design", Thomson, 2007.
9. "Gareth.R.Janes", Organisational Theory, Design & Change, Pearson Education, 2007.

309MBT17 – INDUSTRIAL RELATIONS & LABOUR WELFARE

The course is designed to promote a critical understanding of substantive and procedural labour laws. The approach is to develop skills in handling legal issues in industrial relations and other labour matters.

1. INDUSTRIAL RELATIONS

History of IR-Understanding /Appreciating IR/Employee Relations- Approaches of IR-Theories of IR/Perspectives of IR-IR in globalised economy.

2. TRADE UNIONS

History of Trade Unions -Structure-Organisations –Problems-Trade Unions -Theories , functions, methods-Trade Unions ACT 1926-Management of Trade Unions in India.

3. COLLECTIVE BARGAINING

The nature of CB-Types of Collective Bargaining-Collective Bargaining as a wage fixation method-Functions-Process-The legal frame work of Collective Bargaining-Negotiation Techniques & Skills

4. WORKERS PARTICIPATION IN MANAGEMENT

Evolutions, objectives of WPM-WPM in India-Comparative Study of WPM in Global content

5. LABOUR LEGISLATION

Introduction-Classification-Sources & development of labour legislation-Principles of labour legislation-Factories Act 1948 Contract labour Act 1970-Industrial Establishment (SO) Act 1946

6. INDUSTRIAL DISPUTES ACT 1947

Problems of industrial peace-Nature of conflicts & its Manifestations-Model of Grievance procedures-Grievance & Disciplinary procedures-The minimum wages Act 1948 Payment of Wages Act 1936-Payment of Bonus Act 1965

7. DISCIPLINE:

Judicial approach to discipline Domestic enquires-Disciplinary procedure -Approaches to manage discipline in industry

8. The Employee Provident Fund Act & Miscellaneous Act 1952-The Payment of Gratuity Act 1972-The Workmen Compensation Act 1923-The Maternity Benefit Act 1961-ESI Act 1948-The Role of Government in IR-National Commission on Industrial Relations Recommendations-HRM & IR

9. Child labour-Female labour-Construction labour-Agricultural labour

TEXT BOOK:

B.D. Singh, Industrial Relation and Labour Law- Excel Publication, New Delhi, 1st Edition.

REFERENCES:

1. "Mamorio, Mamoria, Gankar", Dynamics of Industrial Relation, Himalaya Publishing House, 2008.
2. "C.S. Venkata Ratnam", Industrial Relations , Oxford University Press, 2006.
3. "Ratna Sen", Industrial Relations in India, Macmillan, 2007.
4. "Monal Arora", Industrial Relations, Excel Books, 2007.
5. "B.D.Singh," Industrial Relations, Excel Books, 2005.
6. "T.N. Chhabra and R.K. Suri", Industrial Relations, Dhanpat Rai & co, 2005.
7. "S.C. Srivastava", Industrial Relations & Labour Laws, Vikas Publishing Pvt. Ltd. 2007.
8. "R.S.Davar", Personnal Management, Vikas, 2007.
9. "Prof.M.V. Pylee", Industrial Relations & Personnal Management, Vikas, 2007.

309MBT18 – LABOUR LEGISLATIONS

Legal Provision relating to

- a) Wages
- b) Working Conditions and Labour Welfare
- c) Industrial Relations
- d) Social Security

Contained in the following acts are to be studied.

1. The Factories Act, 1948
2. The Trade Unions Act, 1926
3. The Payment of Wages Act, 1936
4. The Minimum Wages Act, 1948
5. The Industrial Disputes Act, 1947
6. The Workmen's Compensation Act, 1923
7. The Payment of Gratuity Act, 1972
8. The Payment of Bonus Act, 1965
9. The Employee's Provident Fund & Misc. Act, 1952
10. The Employees State Insurance Act, 1948
11. The Industrial Employment (Standing Orders) Act, 1946
12. The Apprentices Act, 1961
13. The Equal Remuneration Act, 1976
14. The Maternity Benefit Act, 1961

TEXT BOOKS:

1. Kapoor N.D, 'Elements of Industrial Law', Sultan Chand 1998.
2. Srivastava, 'Industrial Relations and Labour law', Vikas, 4th edition, 2000.

REFERENCES:

1. Respective Acts.
2. Dhandapani, 'Commercial and Industrial Law', Sultan Chand, 1998.
3. Das Gupta. 'Maintaining Industrial Discipline', Response Books, 2002.

309MBT19 – STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

HUMAN RESOURCE DEVELOPMENT

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability, Bench Marking and HRD Audit.

E-HRM

e-Employee profile – e-selection and recruitment – Virtual learning and Orientation – e-training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

CROSS CULTURAL HRM

Domestic Vs International HRM – Cultural Dynamics – Culture Assessment – Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments – Current challenges in Outsourcing, – International Compensation.

CAREER & COMPETENCY DEVELOPMENT

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment – Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

EMPLOYEE COACHING & COUNSELING

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling – Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources – Consequences – Stress Management Techniques- Self Management and Emotional Intelligence

TEXT BOOKS:

Richard Regis, Strategic Human Resource Management & Development-
Excel Publication, New Delhi, 1st Edition.

REFERENCES:

1. Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, Southwestern 2003.
2. Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore, 2002.
3. Robert L.Mathis and John H. Jackson, 'Human Resource Management', Thomson Southwestern, Singapore, 2003.
4. Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi, 2003.
5. Srinivas Kandula, 'Human Resource Management in Practice', Prentice Hall of India, 2005, New Delhi, 2004.

309MBT20 – CORPORATE GOVERNANCE & CORPORATE SOCIAL RESPONSIBILITY

1. Introduction

- Meaning and Overview of corporate governance
- Importance
- Corporate Board: Attributes, Duties, Responsibilities, Liabilities.
- Shaping Directorial Competence and Board Effectiveness.
- Corporate Disclosure and Investor Protection.
- Recent theoretical development on corporate governance.
- Globalization and Corporate Governance
- Theories of Corporate Governance
- Models of Corporate Governance
- Mechanisms of Corporate Governance.
- Choice of governance models
- Corporate Governance in India
- Governance issues and national cultures

2. Corporate Governance: Committees and Reports

- The Cadbury Report 1992
- Greenbury Report 1995
- The Hampel Report 1998
- The Turnbull Report 1999
- The Higgs Report 2003
- The Smith Report 2003
- Redraft of the combines code 2003
- The Sarbanes – Oxley Act 2002
- Indian Committees.

3. Shareholders and Stakeholders

- Shareholder Rights
- Responsibilities of Shareholders
- Minority Shareholders' Protection
- Stakeholder Protection
- Influence of informal agrarian institutions on stakeholder protection

4. Corporate restructuring and Responsibilities

- Corporate Restructuring and Revival of Sick Units.
- Corporate Reputation, Corporate Legitimacy and Corporate Crime
- Structure and Independence of the Board
- Responsibilities and Duties of the Board, Selection

- Remuneration and Evaluation of the Board, Board Committees,
- The Board and the Management
- Legal issues

5. Corporate Governance Risks

- Board and risks
- Risk monitoring
- Shareholders risks
- Risk cycles.

6. Corporate Social Responsibility

- Meaning, Definition and Scope
- operationalizing CSR for sustainable Development
- Responsibility of various stakeholders, perspectives and initiatives
- Environment and Ecology
- Health and well being
- Diversity and Human Rights
- Community

7. Compliance checklist for Corporate Social Responsibility

- Management
- Market & Work place
- Regulatory framework,
- Welfare, Safety& Social Initiatives
- Community Initiatives
- Workplace Initiatives
- Environmental Initiatives
- Market Initiatives

8. Emerging Areas and Trends in Corporate Social Responsibility

- Business
- Social
- Environmental
- Regulatory
- Case Study in CSR and Corporate Governance

9. An Overview of Corporate Governance

- An overview of the Indian backdrop
- An overview of International Perspectives

TEXT BOOKS:

1. "Dr S. Singh", Corporate Governance, Excel books, 2005.
2. D. Geeta Rani, R.K. Mishra, Corporate governance, Theory & Practice.
3. "Subhash Chandra Das", Corporate Governance in India, Excel books, 2005.

REFERENCES:

1. "U.C.Mathur", Corporate Governance & Business Ethics, Macmillan, 2005.
2. "C.V.Baxi", Corporate Governance, Excel books, 2007.
3. "J.Fred Weston", Takeovers, Restructuring & Corporate Governance, Pearson Education, 2007.
4. "Subhash Chandra Das", Corporate Governance in India, PHI, 2008.
5. "Swami(Dr.)Parthasarathy, Corporate Governance, biztantra, 2007.
6. "Donald H. Chew JR.", Corporate Governance at the cross roads, TMH, 2006.
7. "Jill Solomon", Corporate Governance & Accountability, Wiley, 2007.
8. "Kesho Prasad", Corporate Governance, PHI, 2006.
9. "Christine A. Mallin", Corporate Governance , 2nd edition, Oxford, 2008.

SYSTEMS – ELECTIVES

309MBT21 – SOFTWARE DEVELOPMENT

UNIT I: INTRODUCTION

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

UNIT II: REQUIREMENTS ANALYSIS

Requirement Analysis – Definition – Specification - tools – Formal Specification – Prototyping Specification – Analysis modeling.

UNIT III: SOFTWARE DESIGN

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: INTERFACE DESIGN AND IMPLEMENTATION

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

UNIT V: SOFTWARE QUALITY AND TESTING

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 – Software Maintenance – Case studies.

309MBT22 – DATABASE MANAGEMENT SYSTEM

UNIT I: INTRODUCTION

Database systems – Definition – Components – Advantages – Objectives – Evolution.

UNIT II: MODELS

DBMS Architecture – Associations – Relationships – Mappings between Abstractions – Generalisation – Classifications – Conceptual Data modeling – File Organization – Data Structure – Data models: HDBMS, NDBMS, RDBMS, OODBMS.

UNIT III: DATABASE DESIGN

Relational Data Model – Relational Algebra – ER Diagrams – Data Dictionary – Normalisation – Boyce Codd Normal Forms – Integrity – Relational Database Languages – Database Administration – File Structures and Indexing.

UNIT IV: OBJECT MODELLING

Object oriented concepts – Structure – Models and Databases – Object life cycle modeling – Objects, Classes, Patterns – Object interaction modeling – Object Oriented Design – UML.

UNIT V: OPERATIONS AND MANAGEMENT

Client / Server and Databases – Data Warehousing – Query Processing – Concurrency Management – Heterogeneous and Homogenous Systems – Distributed Databases – Controls – Atomicity, Recovery – Security, Back-up and Recovery.

309MBT23 – E – COMMERCE TECHNOLOGY AND MANAGEMENT

UNIT I: FUNDAMENTAL OF E-COMMERCE

Driving forces – benefits and limitations of e-commerce. Basics of Data mining, data warehousing and network infrastructure requirements. Overview of IP, TCP, HTML, OLAP and Cryptography.

UNIT II: BUSINESS APPLICATIONS IN E-COMMERCE

Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B ecommerce.

UNIT III: E-COMMERCE INFRASTRUCTURE

Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models.

UNIT IV: E-COMMERCE PAYMENTS AND SECURITY

E-Payments and Protocols-Security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems.

UNIT V: LEGAL AND PRIVACY ISSUES IN E-COMMERCE

Legal, Ethics and Privacy issues – Protection needs and methodology - Consumer protection, Cyber laws, contracts and warranties. Taxation and Encryption Policies.

309MBT24 – ENTERPRISE RESOURCE PLANNING FOR MANAGEMENT

UNIT I: INTRODUCTION

ERP Concepts – Enterprise System – Evolution of ERP – Tangible and Intangible Benefits – Emerging Trends in ERP adoption – ERP Implementation Stages – case Study.

UNIT II: PRE – IMPLEMENTATION STAGE

Need Analysis – Competitive Environment Analysis – Gap Analysis – Cost Elements – Feasibility Analysis – ERP Modules – ERP Industries verticals – ERP Architecture – ERP Software – SAP – Baan – IFS – Oracle – people Soft Comparison of ERP Software – ERP Package Evaluation Criteria – Package Life Cycle – Request for Information – Functional Requirement Specification – Request for Proposal – Vendor Selection – ERP Consultants – Case Studies.

UNIT III: IMPLEMENTATION

Business Process Reengineering Concepts – Reengineering and Process Improvement – BPR Steps – AS-IS and TO – BE Analysis – Modeling Business Process – Successful BPR – Reengineering – Organisational Readiness – Implementation Approaches.

UNIT IV: PROJECT MANAGEMENT

Project Management – Project Team – Steering Committee – Project Manager – Functional Team – IS Team – Security Specialists. Project Deliverables – Change Management – System integration – Systems Integration standards – Middleware Development – Forward and Reverse Engineering – ERP Infrastructure Planning – System Architecture

UNIT V: POST IMPLEMENTATION

Organisational Transformational Model of ES Success – Cross Functional, Organisational and Industrial Impacts. Measuring Business Benefits – Balanced Score card Method – ABCD Checklist Framework – Capability Maturity Framework – case study.

309MBT25 – SOFTWARE PROJECT AND QUALITY MANAGEMENT

UNIT I: INTRODUCTION

Product life Cycle, Project Life Cycle Models for software and Process Models.

UNIT II: PROJECT MANAGEMENT PROCESS AND ACTIVITIES

Project Initiation, Project Planning and Tracking, Project Closure.

UNIT III: ENGINEERING ACTIVITIES

Software requirements gathering, estimation, design and development phase. Project management in the testing and maintenance phase.

UNIT IV: INTRODUCTION TO SOFTWARE QUALITY

Software Quality Views & Standards – Fundamental measures, size, effort, defects. Software quality metrics, complexity metrics. Defect Identification and removal efficiency. Function Points – Benchmarking for software quality.

UNIT V: SOFTWARE QUALITY ASSURANCE

Reliability models for Software quality – ISO 9000 for software quality – CMM, CMMI, PCMM, PSP, and COCOMO – TQM for Software quality.

309MBT26 – DECISION SUPPORT SYSTEM

UNIT I: DECISION SUPPORT SYSTEM

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

UNIT II: MODEL MANAGEMENT

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: DATA MANAGEMENT SYSTEMS

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

UNIT IV: DIALOG MANAGEMENT

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

UNIT V: DEVELOPMENT OF DECISION SUPPORT SYSTEM

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

309MBT27 – INFORMATION TECHNOLOGY FOR MANAGEMENT

UNIT I: INTRODUCTION

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: HARDWARE SOFTWARE AND COMMUNICATION

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

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

UNIT IV: IT APPLICATIONS

Enterprise Resource Planning – 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 – E-Business and Alternatives. E-Business Expectations and Customer Satisfaction.

UNIT V: IT MANAGEMENT

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 – Chief Information Officer.

IV SEMESTER

409MBT01 – MARKETING RESEARCH AND CONSUMER BEHAVIOUR

UNIT – I

The role of marketing research in strategic planning-the research process-problem definition, research objectives and marketing research ethics. Customer relationship management and the marketing research process.

UNIT – II

Marketing decision support system and business intelligence. Exploratory designs – Indepth interviews and focus groups. Descriptive research designs - survey methods errors. Observation techniques, experiments and test markets.

UNIT – III

Sampling: Theory, designs and issues in marketing research. Construct development and scale measurement. Attitude scale measurements used in survey research questionnaire design and issues. Coding, Editing and preparing data for analysis. Testing for significance differences. Testing for Association. Multivariate Techniques for the research process. Preparing the research report and presentation.

UNIT – IV

What is consumer behaviour? Why to study consumer behaviour - Application of consumer behaviour principles to strategic marketing - Role of marketing in consumer behaviour - consumer behaviour and marketing segmentation. Consumer needs and motivation - personality and consumer behaviour – consumer psychographics, perception, attitudes - attitude formation and change - learning.

UNIT – V

Consumer as groups-social class and consumer behaviour - influence of culture on consumer behaviour - consumer movements and consumer protection in India. Consumer decision making process and applications.

TEXT BOOKS:

1. Hair, Bush, Ortinau Marketing Research, Tata McGraw Hill International.
2. Leon G. Schiffman & Leslie Lazar Kannk: Consumer Behaviour

REFERENCES:

1. Naresh. K. Malhotra, Marketing Research.
2. Ramanuj Majumdar, Marketing Research.
3. Assal Consumer Behaviour - A Strategic approach.

409MBT02 – ENTREPRENEURSHIP DEVELOPMENT

UNIT I: ENTREPRENEURIAL COMPETENCE

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneur – Personality Characteristics of Successful Entrepreneur – Knowledge and Skills Required for an Entrepreneur.

UNIT II: ENTREPRENEURIAL ENVIRONMENT

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 PLAN PREPARATION

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.

UNIT IV: LAUNCHING OF SMALL BUSINESS

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching.

UNIT V : MANAGEMENT OF SMALL BUSINESS

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units. Effective Management of small Business.

TEXT BOOKS:

1. Hisrich, "Entrepreneurship", Tata Mcgraw Hill, New Delhi, 2001.
2. P. Saravanavel, "Entrepreneurial Development", Ess Pee Kay Publishing House, Chennai-1977.
3. S.S.Khanka, "Entrepreneurial Development", S. Chand and Company Limited, New Delhi, 2001.
4. A. Sahay, V. Varma, Entrepreneurship & New Venture Creation, Excel publishing, New Delhi, 1st Edition.
5. Madhurima Lal, Shikha Sahai, Entrepreneurship, Excel publishing, New Delhi, 2st Edition.

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1. Prasanna Chandra Projects- "planning, analysis, Selection, implementation and Reviews", Tata McGraw Hill, New Delhi, 1996.
2. P.C. Jain (Ed), Handbook for new Entrepreneurs", EDII, Oxford University press, New Delhi, 1991.
3. Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, Entrepreneurship Development", Tata Mcgraw Hill, New Delhi, 1998.