

MANONMANIAM SUNDARANAR UNIVERSITY

TIRUNELVELI – 12

DIRECTORATE OF DISTANCE AND CONTINUING EDUCATION

SYLLABUS AND SCHEME OF EXAMINATION FOR MBA COURSES

Syllabus for MBA course, title of the papers and scheme of examination are given below.

Title of the paper	Duration of exam	Maximum marks	Internal	External	Passing Minimum
I YEAR					
1.1 Management Process and Behaviour	3 hrs	100	20	80	50
1.2 Managerial Economics	3 hrs	100	20	80	50
1.3 Accounting For Managers	3 hrs	100	20	80	50
1.4 Business Environments	3 hrs	100	20	80	50
1.5 Business Law	3 hrs	100	20	80	50
1.6 Managerial Communication	3 hrs	100	20	80	50
1.7 Computer Application in Management	3 hrs	100	20	80	50
1.8 Research Methodology	3 hrs	100	20	80	50
II YEAR					
2.1 Human Resource Management	3 hrs	100	20	80	50
2.2 Marketing Management	3 hrs	100	20	80	50
2.3 Financial Management	3 hrs	100	20	80	50
2.4 Operations Management	3 hrs	100	20	80	50
2.5 Decision Support Systems	3 hrs	100	20	80	50
2.6 International Business Management	3 hrs	100	20	80	50
2.7 Strategic Management	3 hrs	100	20	80	50
2.8 Project work (no viva vice) / Entrepreneurship and management of small business.	3 hrs	100	20	80	50

INTERNAL ASSESSMENT SCHEME

Each paper is evaluated for 100 marks with two components; viz., internal marks 20 and external examinations mark 80. There is no minimum for internal and external marks. Passing minimum is 50% aggregate in each paper.

ELIGIBILITY FOR ADMISSION: pass in any degree except B.Lit. No entrance examination for admission.

DURATION OF COURSE

This comes into effect from the academic year 2008-2009, following the optional subjects.

1. MBA Marketing
2. MBA Production
3. MBA Finance
4. MBA Human Resources
5. MBA System

All the above courses will have the following papers in common. The first year papers are as in MBA. The II year papers are as follows.

1. Functional Management –I
2. Functional Management – II
3. Strategic Management
4. Project work/ EMSB (Entrepreneurship and management of small Business)

FOR MBA MARKETING

Title of the paper	Duration of exam	Maximum marks	Internal	External	Passing Minimum
II YEAR					
2.1 Functional Management -I	3 hrs	100	20	80	50
2.2 Functional Management -II	3 hrs	100	20	80	50
2.3 Strategic Management	3 hrs	100	20	80	50
2.4 Project work / EMSB (Entrepreneurship and management of small business).	3 hrs	100	20	80	50
2.5 Marketing Research	3 hrs	100	20	80	50
2.6 Advertising and sales promotion	3 hrs	100	20	80	50
2.7 International Marketing	3 hrs	100	20	80	50
2.8 Services Marketing	3 hrs	100	20	80	50

FOR MBA PRODUCTION

Title of the paper	Duration of exam	Maximum marks	Internal	External	Passing Minimum
II YEAR					
2.1 Functional Management -I	3 hrs	100	20	80	50
2.2 Functional Management -II	3 hrs	100	20	80	50
2.3 Strategic Management	3 hrs	100	20	80	50
2.4 Project work / EMSB (Entrepreneurship and management of small business).	3 hrs	100	20	80	50
2.5 Material Management	3 hrs	100	20	80	50
2.6 Supply chain Management	3 hrs	100	20	80	50
2.7 Project Management	3 hrs	100	20	80	50
2.8 Operations Research	3 hrs	100	20	80	50

FOR MBA FINANCE

Title of the paper	Duration of exam	Maximum marks	Internal	External	Passing Minimum
II YEAR					
2.1 Functional Management -I	3 hrs	100	20	80	50
2.2 Functional Management -II	3 hrs	100	20	80	50
2.3 Strategic Management	3 hrs	100	20	80	50
2.4 Project work / EMSB (Entrepreneurship and management of small business).	3 hrs	100	20	80	50
2.5 Security analysis and portfolio management	3 hrs	100	20	80	50
2.6 Financial Services	3 hrs	100	20	80	50
2.7 Working Capital Management	3 hrs	100	20	80	50
2.8 Corporate Taxation	3 hrs	100	20	80	50

FOR MBA HUMAN RESOURCES

Title of the paper	Duration of exam	Maximum marks	Internal	External	Passing Minimum
II YEAR					
2.1 Functional Management -I	3 hrs	100	20	80	50
2.2 Functional Management -II	3 hrs	100	20	80	50
2.3 Strategic Management	3 hrs	100	20	80	50
2.4 Project work / EMSB (Entrepreneurship and management of small business).	3 hrs	100	20	80	50
2.5 Management Training and Development	3 hrs	100	20	80	50
2.6 Organizational Development	3 hrs	100	20	80	50
2.7 Industrial and Labour Relations	3 hrs	100	20	80	50
2.8 Counseling skills for Managers	3 hrs	100	20	80	50

FOR MBA SYSTEM

Title of the paper	Duration of exam	Maximum marks	Internal	External	Passing Minimum
II YEAR					
2.1 Functional Management -I	3 hrs	100	20	80	50
2.2 Functional Management -II	3 hrs	100	20	80	50
2.3 Strategic Management	3 hrs	100	20	80	50
2.4 Project work / EMSB (Entrepreneurship and management of small business).	3 hrs	100	20	80	50
2.5 System Analysis and Design	3 hrs	100	20	80	50
2.6 Business Process re-engineering	3 hrs	100	20	80	50
2.7 Management Decision Support system	3 hrs	100	20	80	50
2.8 E – Commerce	3 hrs	100	20	80	50

FOR PROFESSIONAL MBA

Syllabus and scheme of examination for professional MBA (one year) which comes into effect from the academic year 2009-2010.

1.1 Human Resources Management
1.2 Marketing Management
1.3 Financial Management
1.4 Operations Management
1.5 Decision Support System
1.6 International Business Management
1.7 Strategic Management
1.8 Project work / Research Methodology

The syllabus, internal assessment and scheme of examinations for the above papers are as in MBA.

ELIGIBILITY FOR ADMISSION: A pass in any degree except B. Lit., and two years administrative experience (Gazetted officer/ Equivalent).

DURATION OF THE COURSE: I Year

1.1. Management Process and Behaviour

Unit – I

Nature and functions of Management – Levels of management – Different approaches to management – Evolution of Management – Planning – Nature – Importance – Types – Steps in planning process – MBO – Strategic planning process – Decision making process – Models of decision making.

Unit – II

Formal/ Informal organization – Organizational structure – Organizing process – Departmentalization – Authority delegation – Decentralization – Coordination – Line/Staff relations – Staffing procedure – Training and development – Performance appraisal.

Unit – III

Direction and Communication – Processes and Barriers – Leadership – Characteristics of a leader – Approaches to leadership – Motivation concepts – Theories of motivation – Controlling – Control techniques.

Unit – IV

Organizational Behavior (OB) – Definition – Nature and scope – OB model – Group dynamics – Formation of groups – Team effectiveness – Team building – Individual level concepts – Learning – Perception – Values – Attitudes – Personality.

Unit – V

Organizational Dynamics – Organizational culture – Organizational change – Organization Development (OD) interventions- Business Ethics and Social Responsibility – Corporate governance.

References

1. Stephen P. Robbins, Organizational Behavior, Prentice Hall of India,
2. Fred Luthans, Organizational Behaviour, McGraw Hill Book Co.
3. Udai Pareek, “Understanding Organizational Behaviour”, Oxford University Press, N. Delhi.
4. Essentials of Management – Harold Koontz, Heinz Weihrich
5. Principles of Management – Tripathi, Reddy
6. Management: A competency based approach – Hellriegel and Slocum

1.2. Managerial Economics

Unit – I

Managerial Economics – Meaning, Nature and scope – Role in decision making – Concepts of Managerial Economics.

Unit – II

Supply meaning and determinants – Production decisions – Production function – Cost concepts – Cost output relationship. Economy of scale – Cost functions.

Unit – III

Market Structure – Characteristics – Pricing and output decisions – Methods of pricing – Differential pricing Government intervention in pricing.

Unit – IV

Profit –Meaning and nature – Profit policies – Profit planning and fore costing cost volume profit analysis –Investment analysis.

Unit –V

Macro Economics, aggregates and concepts – GNP, GDP, GDS. National Income – Business Cycle – Inflation and deflation – Balance of payments – Monetary and fiscal policies.

Reference

1. G.S. Gupta – Managerial Economics Tata Mc Graw Hill.
2. Varshney and Maheswari - Managerial Economics, Sultan Chand & Sons.
3. Mehta P.L. - Managerial Economics Sultan Chand & Sons.
4. Joel Dean – Managerial Economics Prentice Hall.
5. Rengarajan L – Principles of Macro Economics, Tata McGra Hill.

1.3. Accounting For Managers

Unit – I

Accounting principles – Concepts – Basic of accounting – Journal – Ledger Trial balance – Preparation of trading Profit and loss account and balance sheet (problems)- Depreciation methods.

Unit – II

Financial statement analysis – Objectives –Accounting Ratio's; Liquidity; profitability, turnover and market test ratios – Problems and computation and interpretation of various accounting ratios.

Unit – III

Fund flow statement analysis sources and applications of funds – Statement of changes in working capital – Computation of fund from operations – Working for computation of various sources and uses – Preparation of fund flow statement – Cash flow statement – Problems – Distinction between funds flow and cash flow statement.

Unit – IV

Cost accounting meaning – Distinction between accounting and cost accounting- Cost terminology; cost , cost centre, cost unit- Elements of cost- Cost sheet - Problems- Activity based costing – Concept – Methodology application and uses – Target costing; concept and applications.

Unit V

Marginal costing – Definition – Distinction between marginal costing and absorption costing-Decision making under marginal costing system – Contribution P/V Ratio, limiting factor, margin of safety, break even point problems – Computation of break event point-Break even chart-Uses and limitation of break even chart – Uses and limitation of break even analysis.

Budget, Budgeting, and Budgeting control – Distinction between budgetary control and standard costing – Types of budgets – Preparation of production, purchases and cash budget – Preparation of flexible budgets – Problems – Zero base budgeting.

Reference

1. Advanced Accountancy: R.L. Gupta and Radhasamy
2. Management Accounting: Brown and Howard
3. Management Accounting: Khan and Jain
4. Management Accounting: S.N. Maheswari
5. Management Accounting: Antony and Recace
6. Management Accounting: J. Batty

1.4. Business Environment

Unit I

Business Environment – The concept and significance – Constituents of business environment – Business and society – Business and ethics – Business and culture – Social Responsibility – Business and Government – Political System and its influence on business – Indian constitution – Directive principles of state policy.

Unit II

Indian Economy – Economic Systems – National income, expenditure – Investment – Economic planning – Priorities of IX plan – Income distribution and poverty – Capital formation and domestic savings – Public and Private Sectors – Privatization move – Fiscal Policy.

Unit III

Industrial Development – Industrial Policy resolution – Small Scale and Cottage industries – Problems solutions – The new economic policy and its impact economy.

Unit IV

Legal Environment of Business – Forms of Business Organisation – Environmental pollution and contrast – Ecosystem concepts –Basic concepts and their application in business – Industrial ecology and recycling industry.

Unit V

International Business – Overview – Types of international Business – External Environment – Economy and Political Environment Human and Cultural Environment – Influence on Trade and investment pattern – Working financial environment – Cross national Co-operation and agreements –Tariff and non-tariff barriers GATT, WTO – Regional Block.

Reference

1. Rudder Dutt and Sundaram- Indian Economy
2. Cherunilam - Business Environment
3. Tuteja S.K. - Business Law for Managers
4. Amar chand - Government and Business
5. Bhalla V.K. & Shivaramu - International Business Environment and Business

1.5. Business Law

Unit I

Legal environment & business – Forms of business – Forms of Business organization – Indian contract performance of contract –Essentials of agreements – Void and voidable and illegal contract – Offer an distance –Capacities of the parties to create contract – Consideration – Breach of contract – Remedies.

Unit II

Sale of good act – Transfer of property from buyer and seller. Law of Agency – relation of principle agency – Personal liabilities of agents – Termination of agency.

Unit III

Indian Companies Act – Definition – Kinds – Incorporation of Companies – Memorandum of Association articles of Association and Articles of Association – Certificate of Incorporation – Prospectus.

Unit IV

Monopolies and Trade restrictive practices Act – Securities Exchange Board of India Act – Custom and Central Excise Act – Central and State Sale Tax Act.

Unit V

Foreign Exchange Management Act – Patent Act. Intellectual Property Right – Consumer Protection Act.

Reference

1. N.D. Kapoor – Elements of Commercial Law
2. N.C. Shukla – A manual of Mercantile Law
3. R.S. Daver – Indian Mercantile Law

1.6. Managerial Communication

Unit- I

Communication – Managing and Significance for management – Types of Communication Media Barriers to communication – Principles of effective communication.

Unit – II

Correspondence Norms for business – Letters for different kinds of situations – Personalized standard letters, enquiries, customer's complaints, collection letters, sales promotion letters.

Unit –III

Report writing – Structure of Reports – Long and short reports – Formal and informal reports – Writing research reports – Technical reports – Norms for including exhibits and appendices.

Unit – IV

Non- Verbal communication – Personal appearance, posture, body language, use of charts, diagrams and tables-visual and Audio-Visual aids for communication –Dyadic communication – Face to face communication, telephone conversation.

Unit –V

Conducting Meeting Procedure – Preparing Agenda, Minutes and resolutions- Conducting seminars and conferences. Procedure of regulating speech-Evaluating oral presentation – Group Discussion-Drafting speech.

Reference

1. Murphy and Peek – Effective Business Communication 2nd Ed. Tata McGraw Hill N.D.
2. Asha Kaul – Effective Business Communication Prentice Hall
3. Rajendra Paul and Koraiyahaili – Business communication
4. L. Shuster and Peter Willimson – Written Communication in Business.

1.7. Computer Application in Management

Unit I

Computers – Introduction –Computers in business – Elements of computer systems setup; Indian computing environment; components of a computer system; generations of computers and computer languages.

Unit II

Personal computers in business – PC software packages-introduction-Disk Operating system and windows.

Unit III

Word processing software – Creating document – File management – Editing – formatting – Using tools – Tables – Working within tables.

Unit IV

Spreadsheet software – Introduction – Creation of spreadsheet application; range, formula, functions database functions in spreadsheet – Graphics on spreadsheet.

Unit V

Managerial applications of computers – Computer and management functions – Computer based financial accounting systems – Inventory systems – Computerized MIS and control systems.

Reference

1. Summer .M. – Computer Concepts and Uses (PHI)
2. Long, L. –Computers (PHI)
3. David.Van Over – Foundation of Business systems (Dryden)

1.8. Research Methodology

Unit I

Research – Meaning, Scope and Significance – Type of Research – Research process – Characteristics of good research – Scientific method – Problems in research – identifying research problem- Objectivity in research.

Unit II

Hypothesis – Meaning – Sources – Types – Case study – Features of good design measurement – Meaning, need, errors in measurement, tests of sound measurement techniques of measurement. Scaling techniques- meaning, types of scales, scale construction techniques – Sampling design – meaning. Concepts, steps in Sampling – Criteria for good sample design – Types of sample designs, probability and non-probability sample.

Unit III

Data Collection – Types of data –Sources – Tools for data collection, methods of data collection, constructing questionnaire – Pilot study – Case study – Data processing coding – Editing and tabulation of data – Data analysis.

Unit IV

Test of significance – Assumptions about parametric and nonparametric tests. Parametric tests – chi-square, T-Test, F Test and z Test. Introduction to ANOVA, one way Two way and Three way classification.

Unit V

Interpretation – meaning, Techniques of interpretation, Report writing-significance- and steps – layout of report – types of reports – oral presentation – executive summary – mechanics of writing research report – Precautions for writing report – norms for using tables, chart and diagrams, - Appendix- norms for using Index and Bibliography.

Reference

1. Rao K.V. Research Method for Management and Commerce – Sterling
2. Kothari C.R. – Research Methodology
3. Wilkinson Bhadarkar – Methodology and Techniques of Social Research
4. Anderson et.al.- Assignment and Thesis writing.

2.1. Human Resource Management

Unit – I

Human Resource Function - Human Resource Philosophy – Changing environments of HRM – strategic human resource management using HRM to attain competitive advantage – trends in HRM – organization of HR departments- line and staff functions – role of HR Managers.

Unit –II

Recruitment & Placement - Job Analysis: Methods job specification. HR and the responsive organization recruitment and selection process, employment planning and forecasting-building employee commitment. Promotion from within-sources, developing and using application forms.

Employee Testing & Selection - Selection process, basic testing concepts, types of test, work samples and simulation. Selection techniques interview. Common interviewing mistakes, designing and conducting effective interview, small business applications.

Unit III

Training and development - Orientation and Training : Orientating the employees, the training process, need analysis, training techniques, special purpose training

Developing Managers: Management Development – The responsive managers – On the Job and off the job development techniques – Using HR to build a responsive organization.

Performance Appraisal: Methods problems and solutions – MBO approach – the appraisal interviews – Performance appraisal in practice. Managing careers, career planning and development – Managing transfers and promotions

Unit IV

Compensation and managing quality - Establishing Pay plans: Basics of compensation – factors determining pay rate – current trends in compensation – job evaluation.

Pay for performance and Financial Incentives: Money and motivation – incentives for operations employees and executives – organization wide incentive plans – practices in Indian organizations.

Benefits and Services: Statutory benefits, non statutory benefits (Voluntary) – Insurance benefits – retirement benefits and other welfare measures to build employee commitment.

Unit V

Labour Relations and Employee Security: Industrial relation and collective bargaining: Trade unions – collective bargaining – future of trade unionism. Discipline Administration – Grievance handling – managing dismissals and separation.

Labour Welfare: Importance and implications of labour registrations-employee health – auditing HR Functions. Future of HRM Function.

Reference

1. Human Resource Management –Garry Dessler, Prentice Hall
2. Human Resoure Management-H. John Berhardin and Joycee R.A. Russel
3. Personnel and Human Resource Management – David A Decenzo & Stephen P. Robbins
4. Human Resource Management – Text and Cases V.S.P. Rao Excel Books, New Delhi.
5. Industrial Relations & Labour Welfare – Dr. R. Venkatapathy, Assissi Meriacheri, Adithya Publications, CBE – 2001.

2.2.Marketing Management

Unit –I

Marketing – meaning – functions- marketing and selling; -marketing classification – marketing planning and organistion scanning; marketing segmentation, buyer behavior, marketing information system.

Unit-II

Product management – new product – meaning – product mix- product planning and development product policies – product line decision – product positioning and targeting – managing product life cycle – product failures – branding and packaging. Pricing – meaning – pricing factors – objectives and policies – pricing methods and procedures.

Unit –III

Promotion mix decisions – advertising role – budgeting – copy writing, media selection, measuring advertising effectiveness – sales promotion tools and techniques, personal selling – salesman qualities, sales force determination – determining sales territory, fixing sales quota and target; public relation role and methods.

Unit –IV

Distribution –meaning – role – distribution mix strategies – types of channels – role of intermediaries –managing and controlling intermediaries – marketing logistics – transport, warehousing and inventory control.

Unit V

Identifying and analyzing competitors – designing competitive strategies for leaders, challengers, followers and nichers; relationship marketing – on line marketing – consumerism and consumer protection in India- evaluating and controlling of marketing performance – New Issues in marketing, globalization, Greymarketing – legal issues.

Reference

1. Marketing management - Philip Kotler.PHI
2. Fundamentals of Marketing -Stanton, Etzel, Walket, Mc Graw Hill international
3. Marketing -Borce, Huston and thill, McGraw Hill
4. Marketing -Bennett, McGraw Hill
5. Marketing -Ramasamy and Namakumari, Mac Millan, India

2.3.Financial Management

Unit I

Financial Management – objectives – Functions – Role of Financial Management in the organization – Return Relationship – Time value of money concept – Indian Financial System.

Unit – II

Sources of capital – Long term short term capital structure theory – Net Income – Net operating Income approach. Cost of capital – Computation for each source of finance and weighted average cost of capital.

Unit III

DEBIT – EPS Analysis – operating leverage – Financial leverage. Working capital Management – Definition – Objective – Determinant – Forecasting working capital elements (Problem) working capital financing implications of various committee reports.

Unit –V

Cash management – objectives – Cash budget – Cash management strategies. Receivable management – Objectives – Credit policy – Credit terms – Collection policies. Inventory – objectives – decision areas – classification – reorder point – EoQ – Safety stock.

Capital Budgeting – Importance – Procedure – methods of appraisal – risk analysis in capital budgeting. Dividend policy – theories – determinants valuation of firm – CAPM.

Reference

Chand & Jain - financial Management
M. Pandey -Financial management
Prasanna Chandra – Financial Management Theory and Practice
James C. Van Horns – Financial Management and Policy

2.4.Operations Management

Unit I

Nature and scope of production and operations management – Functions POM – Facility location – Types of Manufacturing systems and layouts – material handling – line balancing – operations decisions.

Unit II

Production planning and control – meaning – functions – master production schedule – material requirement planning – capacity requirement planning – models, process planning – maintenance management concepts.

Unit –III

Materials management – An overview of materials planning – material planning and inventory control types of inventory and inventory control – inventory control systems – materials planning, budgeting and material requirement planning. Purchase management – stores management.

Unit IV

Quality control – purposes, quality assurance – acceptance sampling – statistical quality control – control for variables and attributes – quality circles – TQM – ISO 9000.

Unit V

Economics – Meaning –Importance – work study method study. Time & motion study-work measurements work sampling – industrial safety.

Reference

Operations Management – Lee/ Schniederjans – All India Pub. & Dis. Ltd., 1st Indian Ed.
Production & Operations Management – Everct E. Adam & Ebert- PHI Pub. 4th Ed.
Elements of production planning and control – Samuel Eilon – Universal Pub. Cor.
Bombay.
Modern Production Management – Buffa, New York, John Wiley, 1987.
Production and Operation Management – S.N. Chary, Tata McGraw Hill, 1989.
Manufacturing Organisation and management – Amrine Harold T. Prentice Hall Inc.
1993.

2.5. Decision Support System

Unit 1 – Decision Support System

Decision concept – Steps – Decision Support System – Components – Characteristics – clarifications and applications.

Unit II – Model management

Modeling process – Types of models – Optimization Simulation – Heuristic Descriptive – Predictive Model base – Modeling Languages – Model directory – Model base management system model execution – Integration and command processing – Model package.

Unit III – Data Management System

Data Base – Source of data – Data Directory – Data structure and Data Base Language – 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 – Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.

Reference

1. Ranks, Decision Support System.
2. Janakiram & Sarukesi, Business Support Systems.
3. Fraim Turban, Decision Support and Expert System.

2.6. International Business Management

Unit –I

History of International business – Reasons for foreign entry – patterns of International business- Types of FDI – Multinational corporations – market imperfection approach – Approaches on firm based and location specific advantages –Environmental factors – Economic, Financial, Political, Legal, Cultural, Technological.

Unit-II

International business strategy- Internationalization – Management philosophies – Porter’s model – Prahalad and Doz’s model – International marketing strategy – Introduction to Product, Price (INCOTERMS), Distribution, Promotion in international context.

Unit –III

Technology and MNC – Technological Interdependence – Strategy and innovation – Technology accumulation – Home or overseas R& D- Organizational issues – Technological performance – Introduction to International finance – Exchange rate, Changes, forecasting, risk – International cash management, taxation.

Unit – IV

International operations strategy – Procurement – Subcontracting – Plant location decision – plant design and interplant relationships – Staffing policies – Globalization and HRM – International labor strategy – New directions in Organizational structures – Performance evaluation.

Unit – V

International acquisitions – Cultural, legal, political dimensions – conventional perspective of acquisition process – alternative perspective – Acquisitions and business strategy – Successful integration – Problems in acquisition integration – Approaches to integration – Future of multinational – International Co-operation – Determinants of competition – International managers for millennium.

References

International Business – James H Taggart, Michael C McDermott
International Business- Alexander Hill
International Business – Francis Cherunilam

2.7. Strategic Management

Unit I

Business policy an overview – the General management function – concept of corporate strategy – corporate goals and objectives formulation strategy – Rating opportunity and resources – the company and environment the company and its resources – Strategy and personal values – strategy and social responsibility.

Unit II

Corporate and strategic planning – mission –vision of the firm – Development, maintenance & the role of leader – Hierarchical levels of planning – strategic planning process – merits and limitations of strategic planning.

Unit III

Environment Analysis and Internal Analysis of firms - General Environment scanning, competitive environment analysis – to identify opportunities and threat assessing internal environment through Financial approach and value chain – Identifying critical success factors to identify the strength and weakness – SWOT audit – SWOT matrix – Implication core competencies.

Unit IV

Strategic Formulation - Generic Strategies – Grand Strategies – Strategies of leading Indian Companies – the role of Diversification Limitis – means and forms – Strategic management at Corporate level, at Business level and the function level with special reference to companies, operating in India.

Unit V

Concepts of tools of strategic evaluation competitive cost dynamics – experience curve – BCG approach cash flow implication – Assessment of economic contribution to strategy – cost of equity capital assessing market values of a business – Profitability matrix Strategy Implementation and control.

Reference

Strategic Management – Pearce & Robinson. All India Travellers ND 1988
Strategic Management – An Integrative perceptive A.C. Hak & N. Smajluf. Prentice Hall, 1984.
Competitive Strategies – Michael Porter
Competitive Advantage of Nations – Michael Porter
Strategic Management Concepts & Application – Samuel, C.Corto and J. Paul peter, McGraw Hill, 2nd Ed.
Strategic Management – Gregory G. Dess & Alex miller McGraw Hill.
Exploring Corporate Strategy – Text and Cases, Gerry Johnson & kevar Scholes, Prentice Hall
Strategic Planning formulation for corporate Strategy – V. S. Ramasamy & Namakumari – Macmillan Business Policy and strategic Management – P. Subbarao Himalaya.

2.8.Entrepreneurship and Management of Small Business

Unit –I

Entrepreneur this definition and its role in economic development. Entrepreneurial growth in India Entrepreneurship in various developed countries –USA, UK, Japan, Germany, Italy and Australia-Innovation and Creativity.

Unit-II

Entrepreneurial Traits, Types, Qualities and Functions of entrepreneurs. EDPs in India. Entrepreneurial motivation. The process of starting an enterprise- Idea generation, planning and implementing a business project.

Unit III

Government and small Business interface – Public Distribution System, Control over price, Promotional measures and incentives licensing system for small business.

Unit IV

Small business marketing – General Philosophies in Marketing, Competitive advantages, strategies towards buyers and supplies, entry into new markets.

Unit –V

Financial Needs of small business, types of capital requirements. Cash management and management of credit sales. Importance of working capital Management in small business- sources of funds and cost of capital.

Unit-VI

Managing human resources in small business- training and development and compensating personnel planning production. TOM, managing for growth of small business.

Reference

Vasant Desai – Organisation and Management of small scale industry. Himalaya 1979.

Dchumacher.E.F., small is beautiful –Rupa.

Vasant Desai- Small Scale enterprises in Entrepreneurship.

Holt, David. H. Entrepreneurship- New Venture Creation – Englewood and cliffs (1992)
Pit.

ALL THE OPTIONAL SUBJECTS WILL HAVE THE FOLLOWING PAPERS IN COMMON. (II YEAR ONWARDS).

2.1.Functional Management – I

Unit – I

Introduction – Functions – Marketing and Selling – Segmentation : Approach, Patterns and Segmentation procedures. Basis for segmenting consumer and industrial market product positioning. Marketing Mix.

Unit – II

Product – Product classification – New Product Development – Product life cycle. Pricing – Setting and modifying the price, initiating price units, Price increases, responding to price changes. Channel Decisions- Nature of Marketing channels, Functions, Type of retailer's

Unit-III

Promotion Strategies – promotion mix, measuring results. Marketing Organizations – Control Strategies Marketing Strategies: for leaders for followers, market strategies for niche makers, for challengers, market strategic for global markets.

Unit- IV

Human Resource Function: Human Resource Philosophy – Role of HR Managers. Job Analysis – Selection Process – Selection techniques – Orientation and Training – training techniques – Performance Appraisal – Compensation – factors determining Pay rate – current trends in compensation – job evaluation. Pay for performance and financial Incentives.

Unit – V

Industrial relation and collective bargaining: Trade unions – Collective bargaining – future of trade unionism. Discipline Administration. Grievance handling – managing dismissals and separation. Labour Welfare: Importance and Implications of labour registrations – employee health –auditing HR functions. Future of HRM Function.

References:

1. Philip Kotler, “Marketing Management Analysis Planning and Control”, Prentice Hall, 9th Edn. New Delhi, 1996.
2. Ramaswamy V.S. and Namakumari S., “Marketing Management Planning, Implementation Control”, Prentice Hall, New Delhi, 1996.
3. Human Resource Management – Garry Dessler, Prentice Hall
4. Human Resource Management – H. John Berharding and Joyce R.A. Russel
5. Personnel and Human Resource Management – David A Decenzo & Stephen P. Robbins
6. Human Resource Management Text and Cases V.S.P. Rao Excel Books, New Delhi.

2.2.Functional Management – II

Unit – I

Financial Management – Objectives – Functions – Role of financial Manager
Risk – Return Relationship – Time value of Money – Sources of Capital – Cost of Capital
Cost of debt, Cost of preference shares, Cost of equity, weighted average cost of capital
Average and marginal cost of capital.

Unit – II

Capital Budgeting, Capital budgeting under the conditions of Capital rationing
and inflationary conditions. Working Capital Decisions – Working capital policy –
Management of cash and near – cash assets. Management of Receivables. Management
of inventory.

Unit –III

Financial analysis and Planning: Financial Statements, Financial Ration Analysis,
Operating and Financial leverage. Break even Analysis.

Unit – IV

Production and Operations Management – Definition – Scope – Importance. Plant
Location – Selection techniques for new and expansion. Layout – Types – Advantages –
Applicability. Capacity Planning. Models- Process Planning – Economic Batch Quantity
– Joint Cycle – Multiple Products.

Unit –V

Production Planning and Control – Master Production Schedule – Sequencing –
Scheduling – Statistical Techniques in controlling – Maintenance Management. Quality
Management. Work Study. Procedures- Applicability. Industrial Safety.

Reference:

1. Prasanna Chandra: Financial Management
2. I.M. Pandey : Financial Management
3. M.Y. Khan & P.K. Jain: Financial Management
4. Modern Production and Operations Management – E.S. Buffa
5. Production and Operations Management- N.G. Nair
6. Production and Operations Management – Pannerselvam
7. Production and Operations Management – S.N. Chary
8. Production and Operations Management – Everet E.Adam and Ebert
9. Elements of Production Planning and Control – Samuel Eilon.

2.3.Strategic Management

Unit I

Business policy an overview – the General management function – concept of
corporate strategy – corporate goals and objectives formulation strategy – Rating

opportunity and resources – the company and environment the company and its resources
– Strategy and personal values – strategy and social responsibility.

Unit II

Corporate and strategic planning – mission –vision of the firm – Development, maintenance & the role of leader – Hierarchical levels of planning – strategic planning process – merits and limitations of strategic planning.

Unit III

Environment Analysis and Internal Analysis of firms - General Environment scanning, competitive environment analysis – to identify opportunities and threat assessing internal environment through Financial approach and value chain – Identifying critical success factors to identify the strength and weakness – SWOT audit – SWOT matrix – Implication core competencies.

Unit IV

Strategic Formulation - Generic Strategies – Grand Strategies – Strategies of leading Indian Companies – the role of Diversification Limits – means and forms – Strategic management at Corporate level, at Business level and the function level with special reference to companies, operating in India.

Unit V

Concepts of tools of strategic evaluation competitive cost dynamics – experience curve – BCG approach cash flow implication – Assessment of economic contribution to strategy – cost of equity capital assessing market values of a business – Profitability matrix Strategy Implementation and control.

Reference

Strategic Management – Pearce & Robinson. All India Travellers ND 1988

Strategic Management – An Integrative perspective A.C. Hak & N. Smajluf. Prentice Hall, 1984.

Competitive Strategies – Michael Porter

Competitive Advantage of Nations – Michael Porter

Strategic Management Concepts & Application – Samuel, C.Corto and J. Paul peter, McGraw Hill, 2nd Ed.

Strategic Management – Gregory G. Dess & Alex miller McGraw Hill.

Exploring Corporate Strategy – Text and Cases, Gerry Johnson & kevar Scholes, Prentice Hall Strategic Planning formulation for corporate Strategy – V. S. Ramasamy & Namakumari – Macmillan Business Policy and strategic Management – P. Subbarao Himalaya.

2.4. Entrepreneurship and Management of Small Business

Unit –I

Entrepreneur this definition and its role in economic development. Entrepreneurial growth in India Entrepreneurship in various developed countries –USA, UK, Japan, Germany, Italy and Australia-Innovation and Creativity.

Unit-II

Entrepreneurial Traits, Types, Qualities and Functions of entrepreneurs. EDPs in India. Entrepreneurial motivation. The process of starting an enterprise- Idea generation, planning and implementing a business project.

Unit III

Government and small Business interface – Public Distribution System, Control over price, Promotional measures and incentives licensing system for small business.

Unit IV

Small business marketing – General Philosophies in Marketing, Competitive advantages, strategies towards buyers and suppliers, entry into new markets.

Unit –V

Financial Needs of small business, types of capital requirements. Cash management and management of credit sales. Importance of working capital Management in small business- sources of funds and cost of capital.

Unit-VI

Managing human resources in small business- training and development and compensating personnel planning production. TOM, managing for growth of small business.

Reference:

Vasant Desai – Organisation and Management of small scale industry. Himalaya 1979.
Dchumacher.E.F., small is beautiful –Rupa.

Vasant Desai- Small Scale enterprises in Entrepreneurship.

Holt, David. H. Entrepreneurship- New Venture Creation – Englewood and cliffs (1992)
Pit.

For MBA Marketing :

2.5. Marketing Research

Unit-I

Introduction to marketing Research – marketing research as a tool of Management – relevance of marketing research in the Indian Context.

Unit-II

Basic concepts – Scientific method – Types of Research - basic method of collection data – Secondary Data – The Marketing research process – planning the research project.

Unit-III

The data collection forms – attitude measurement.

Unit-IV

Introduction to sampling – applications of sampling methods of marketing problems.

Unit-V

Data collection and the field force – tabulation of collected data – analysis techniques – research report presentations.

Application of Marketing research:

- a. Identifying Market Segments
- b. Product Research
- c. Advertising Research
- d. Market and Sales Analysis Research

2.6. Advertising and Sales Promotion

Unit-I

Nature and scope advertising, classification and type of advertising-Role of advertising in India's economic development - Problem and prospects – Industrial advertising and rural advertising.

Unit-II

Campaign planning, creativity, copy writing concepts –layout principles – guidelines for preparation of art work, typesetting, photography and Block making.

Unit-III

Media – types – factors guiding media selection – circulation readership data studies ORG, IENS, NRS I, II, III, IV, frequency, OTS. Advertising research – media research – copy research – measuring advertising performance.

Unit - IV

Scope and importance of sales promotion – The promotion blend scope of sales promotion consumer sampling – sampling – premium contents and education.

Unit - V

Trade association and sales promotion comprehensive sales promotion – programme planning and budgeting for sales promotion.

Reference

1. Aaker & Myers -Advertising Management
2. Rathor - Advertising Management
3. Robert, Anderan and Thomas Harry - Advertising Management
4. Alfred Gross – Sales Promotion

2.7.International Marketing

Unit I

Export – Meaning, Scope, functions – Role of export in Economic Development Planning for export Market analysis – Market intelligence and market research market selection and entry strategies for export.

Unit II

Legal aspects of exports and trade – International Law – Private Law Transport Contracts- Payment and Credit Settlement of disputes- Indian Laws: Exim Policy – Law relating to packing – Pricing – Advertising Distribution.

Unit III

Export financing- methods and sources of export finance – terms of payment for export – letter of credit – Institutional aid for export financing. RBI – Exim Bank, ECGC- Commercial Banks – Export pricing; factors influencing export price- forms of pricing – Pricing approaches – Transfer pricing- Dumping international price quotation- Incoterms.

Unit IV

Indians export performance – Problems in Export Trade Export Promotion need – Export promotion india: Industrial support for export promotion – export Promotion

Insentives – EPZ & FTZ, 100% EOU, Export houses, Trading Houses, Star Trading Houses, Project and consultancy export.

Unit V

Export Procedure and documentation export order execution, Project Preparation – Quality control and shipment inspection – packaging – freight forwarders – cargo insurance – customs clearances – documentation procedure and clearing export bills, Import procedure – import licencing – Replenishment licence- Advance import license- Pass book scheme- import of capital good.

Reference:

TAS Balagopal - Export Mangement – Himalaya
Varshney & Bhattacharya – International Markting, Sultan Chand & Sons
B.S. Rathor – Export Management Himalaya
Francis Cherunilam – International Trade and Export Marketing, Himalaya

2.8. Service Marketing

Unit-I

Service Marketing – Meaning – Nature of Services – Types and importance – Relationship marketing marketing – Mission, Stretegy, elements of design marketing plan market segmentation.

Unit-II

Marketing mix decisions unique feature of developing, pricing, promoting and distributing services – Positioning and differentiation strategies, quality of service industries – achievement and maintenance, customer support service.

Unit-III

Marketing of hospitality – perspectives of tourism, Hostel and travel services – Airlines, Railways- Passenger goods transport – leisure services.

Unit-IV

Marketing of financial services – concept – features of Banking, insurance, lease, mutual fund, factoring, folio, and financial services.

Unit-V

Marketing of Non-Profit organizations-Services offered by charities – Educational services – miscellceous services – power and telecommunication.

Reference:

Adrian Pync, Essence of service marketing
Palmor “Service Marketing” Principles & Practice.
Lovelock, Service Marketing”.

For MBA Production:

2.5. Materials Management

Unit-I

Introduction to integrated materials management – organization for materials Management, Materials – planning – Budgeting - Applications of Forecasting Techniques - exponential Smoothing - Time Series Analysis - Materials Management-Purchase Policies, Purchase procedures, Development of Source. Import Substitution for rating.

Unit-II

Price trends- make or buy decision. Capital equipment purchases. International buying and Import procedure. Legal aspects of Purchase DGS & D Organisation, Policies and Procedure Purchase ethics, value analysis, codification and Standardization.

Unit-III

Introduction to Inventory Control - Inventory costs - Selective Control (ABC analysis, VED analysis etc.) Inventory models – EOQ Model – Modification of EOQ under different conditions (Price discounts, working capital restriction, Space restrictions, no.of. orders restrictions).

Unit-IV

Dynamic inventory models Q system, P-Systems, Z bin systems, concept of safety stock. Determination of safety stock for variation in consumption during lead time. Variation in lead time. Determination of service level based on cost optimization. Application of simulation in inventory control. Spares planning and control.

Unit-V

Storage and preservation stores accounting, verification, valuation, disposal of surplus and scrap material performance evaluation of material management.

Suggested Readings:

1. Material Management – An integrated Approach Gopalakrishnan and Sundaresan
2. Stores Management and Logistics – Gopalakrishnan and M. Sandiya
3. Integrated Materials Management – Gather
4. Scientific Inventory Management – Buchan and Kolnigsbar
5. Purchasing and materials management, Text and cases – Iamer lie and Donald W. Dubber.

2.6. Supply Chain Management

Unit I

Introduction to supply chain management (SCM) – concept of SCM – components of SCM, an overview- features of supply chain management, strategic issues in SCM, SCM current scenario-value chain management and customers relations management.

Unit II

Customers focus in SCM demand planning. Purchase planning – make or buy decisions – Indigenous and global sourcing – Development and Management of suppliers – legal aspects of buying – cost Management Negotiating for purchasing subcontracting – purchase insurance – Evaluation of purchase performance (Performance indices) inventory management – Financial impact of inventory.

Unit III

Manufacturing scheduling – manufacturing flow systems – work flow automation- flexibility in manufacturing to achieve dynamic optimization. Material handling system design and decision warehousing storekeeping – strategies of warehousing and storekeeping space management.

Unit IV

Logistics management – Role of logistics in SCM – integrated logistics management – transportation design and decision multimodalism – Third Party logistics Services and providers – facilities management (Port / Airport/ICD's) channels of distribution logistics and customer service.

Unit V

Information technology and SCM – EDI, ERF, Internet and intranet, e-Commerce, Advance Planning Systems. Bar coding, Telecommunication Network, Video Conference and Artificial Intelligence. Best praction in Supply chain management – Organisational issues to implement SCM.

Reference

1. Supply chain management – For global competitiveness- B.S. Sahay – Mac Millan India Ltd., 1999

2.7. Project Management

Unit-I

Project planning – Procedure – application of network analysis for project planning critical path method.

Unit-II

Principle construction- uses-Programme Evaluation and Review Techniques- Time/ Cost trade off – Probability of completion of project – Resource allocation and resource Smoothing.

Unit-III

Technical Analysis – location size production Technology. Equipment-supplementary engineering was –effluent disposal system-layout of site, building and plant-work schedule.

Unit-IV

Project cost analysis-Project estimation time/cost over run of the project – task classification-estimate forms – cost estimation – material, labour production cost, overhead cost-cost of production.

Unit-V

Working capital cost for projects- investment analysis-alternate of investment proposal – source of finance for projects – bank view of financing.

Reference

1. Prasanna Chandra – Projects
2. Dennis Lock Project Management
3. Brook – Production Management.

For MBA Finance:

2.5. Security Analysis and Portfolio Management

Unit I

Investment setting – securities securities market – sources of investment information – security contract Regulation Act.

Unit II

Valuation of Securities –Equity – Preference Shares – Debt Instruments- Hybrid Securities – derivatives – Asst pricing theories – CAPM-APT – Portfolio theory- Option Pricing Theory.

Unit III

Economic Analysing – Economic Forecasting and stock investment decisions – Industry Analysis – Industry Life cycle – External industry information sources.

Unit IV

Company analysis – Measuring Earnings – Forecasting earnings – Applied valuation techniques – Technical Analysis- Charting methods – market indicators Trend – Trend reversals – Patterns.

Unit V

Port Folio – Construction – Diagnostic Management – Port Folio revision.

Unit VI

Efficient market theory – Comparison with fundamental and Technical School of Thought – Port folio analysis – Techniques of revision and performance measurement.

Reference

1. Preethi Singh – Investment Management Himalaya Pub. House
2. Donald E. Fisher and J. Jorden – Security Analysis and Port Folio Management Poentic Hall
3. Steven E. Bolten – Security Analysis and port folio Management Holk, Rinehart and Winstan.
4. Fuller and Farvel – Modern Security Analysis of Port folio Management.

2.6. Financial Services

Unit-I

Hire purchase – concept – Evaluation of hire purchase proposals – leasing – overview – Tax aspects Lease Accounting – types of leases – Evaluation of leasing proposals.

Unit-II

Mutual Funds – Operations performances. Regulation – SEBI Guideline for mutual funds.

Unit-III

Venture capital – Bill discounting – Factoring – Credit rating – Asset securitization – depositories.

Unit-IV

Mergers and Acquisitions-SEBI code on Takeovers- Business failures and re organization – Cases and articles reviews.

Reference

1. Indian Financial Systems - M.Y. Khan
2. Hand book of leasing hire purchase & Factoring – K. Sriram
3. Indian Financial Systems – R.M. Srivastava
4. Financial Institution and markets – Habel J. Johnson.
5. Merchant Banking – T. Sundar Rajan.

2.7. Working Capital Management

Unit I

Working capital concepts – components of Current Assets and Current Liabilities – Working Capital Policy factors determining working capital requirements – Forecasting the working capital requirements – Operation cycle time analysis.

Unit – II

Cash Management – Rationale for cash – cash budgeting – Collection Methods – Cash Management models – Strategies for Marketable Securities – Receivables Management – Payables Management – Credit analysis – studying the impact of credit policy changes – Cost of Trade Credit involving disc

Unit – III

Inventory Management – types of inventory – inventory cost – determining inventory levels – inventory Management Systems.

Unit- IV

Control of working capital – ratios used in control in working capital – use of ratios, Fund flow cash flow analysis in working capital control.

Unit –V

Financing working capital needs – money market bank finance; the frame work, assessment and –bank finance – Factoring monetary policy of RIB – its implications on working capital finance- industry – Recommendations of various committees.

Unit – IV

Case Studies

Reference

1. Working capital – Leslie R. Howard. Vadonalds Evans Ltd.

2. Guid to working capital Management – Keith V. Smith, McGrawa Hill.
3. Books on financial Management.

2.8. Corporate Taxation

Unit I

General Principles of Tax – Direct and Indirect Taxes – State power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

Unit – II

Tax Planning in relation to Business Income, Capital gains and other sources- Income Tax authorities – Tax deducted at source and advance payment of Tax.

Unit – III

Wealth Tax

Unit – IV

Customs and Excise Duties

Unit V

Provisions of Central Sales Tax and TamilNadu General Tax Act.

Reference

1. The Income Tax Act – Relevant Bare Acts as amended upto date
2. The Wealth Tax Act – Relevant Bare Acts as amended upto date
3. Income Tax Law and Practice – S. Battacharya
4. Direct Taxes Law and Practice – Dr. Vinod K. SinghamiaLaxmann

For MBA Human Resources Management:

2.5. Management of Training and Development

Unit-I

The purpose of this paper is to provide an in depth understanding of the role of training in HRD and to enable the course participants to manage the Training Systems and processes.

Unit-II

Training Process- an overview, Role responsibilities and challenges to training managers, objectives, identifying location, duration and techniques Training need assessment and action research. Instructional objectives and lesson planning.

Unit-III

Learning process – Training climate and pedagogy development training modules. Training methods and techniques; facilities planning and training aids. Training communication Evaluation of Training.

Unit-IV

Development objectives, identifying development needs – Evaluation Development policy – preparing development policy.

Unit-V

Development plans and designing development programme. Issues in Development appraisal, remuneration and succession. Evaluation of Development effectiveness.

Reference

1. Taylor and Lippiff – Management Development and Training Hand Book
2. L.W. Humble – Management Development and Training Hand Book
3. T.A. A. Latiff – Training for Management
4. Lynton & Pareek – Explorations in Management Development

2.6. Organisational Development

Unit-I

Introduction to organization Development: Concepts, Nature and Scope of O.D. Historical perspective of O.D. underlying assumptions & Values Theory and practice on change and changing: The nature of planned change. The nature of client Systems: Group Dynamics, Inter group, Dynamics and Organisation as System.

Unit-II

Operational Components of O.D. Diagnostic Action and Process- Maintenance Components.

Unit-III

O.D. Interventions : Team Interventions – Inter group interventions – Personal, Interpersonal and group process interventions- Comprehensive interventions- Structural interventions.

Unit-IV

Implementation and Assessment of O.D Implementation conditions for failure and success of O.D. efforts.

Unit-V

Assessment of O.D. and change in organizational performance – The impact of O.D. Some key considerations and issues in O.D. – Issues in Consultant – Client relationship mechanistic & organic system: and contingency approach. The failure of O.D. – Some India Experience in O.D.

Reference :

1. Wendell L French cooil H. Bell. Jr – organization development, PHI fourth edition.
2. French, Bell and Zawacki – Organisation development Theory, Practice and Research, Universal Stall 3rd Edition.
3. Rasabeth Moss Kanter, the change masters, simson & schaster.

2.7. Industrial and Labour Relations

Unit-I

Industrial Relations – concepts and systems – IR at national and International levels – Infrastructure that guide and direct industrial relations – trends in India.

Trade Unionism – theory, policy, their influence on HRM – objectives and functions – structure – types – Indian trade union movement – their strength and weakness.

Unit-II Labour relations

Industrial relations industrial disputers – causes- handling and settling disputes – employee grievances – steps in grievance handling – causes for poor industrial relations – remedies.

Unit-III Collective Bargaining

Concept –function and Importance – principles and forms of collective bargaining – procedure conditions for effective bargaining – workers participation in management – Role and methods of workers participation.

Unit-IV Working Conditions

Factories Act 1948- the workmans compensation act, 1923- the employees state insurance act 1948 – the employees provident funds and miscellaneous provisions act, 1952. The payment of wages act, 1936- the minimum wages Act, 1948- the industrial disputes act 1987 the industrial employment (standing orders) Act, 1946 – the trade union act, 1926 and latest legislations.

Reference

1. Personnel management & industrial relation – P.C. Tripathi.
2. Dynamics of personal management – C.B. Mamoria
3. Human Resource Management – N.G. Nair, Latha Nair.
4. Mercantile Law – N.D. Kapoor
5. Essentials of Human Resource management and Industrial relations – P. Subbarao Himalaya.

2.8. Counselling Skills for Managers

Objective

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Course Contents

Emergence and growth of counseling approaches to counseling; counseling process – beginning developing and terminating a counseling relationship and follow up; counselors' attitude and skills of counseling assessing clients' problems; selecting counseling strategies and internations changing behavior through counseling; special problems in counseling; application of counseling to Organisational situations with a focus on performance counseling.

Reference

1. Cormer.L.S. & Hackney. A, the professional counselors process guide to helping. Englewood and cliffs, New Jersey, PH Inc 1987.
2. Maclennan, Nigel Counselling for managers, Aldershot, Grover 1986.
3. Murro.C.A. etc., Counselling A skills approach, Mithnen 1980.
4. Reddy, Michael Counseling at work British Psychological Society and Mithnen, London 1987.

For MBA Systems:

2.5. System Analysis and Design

Unit-I

System concepts & Information system environment: system concepts – definition – characteristic a system – elements of systems – introduction to systems analysis and design – system analysis – system design – system development life cycle.

Unit-II

Introduction – where does the systems analyst come from? What does he do? Preparing for case as a system analyst general business knowledge – Technical skills – Communication skills – Role of system analyst – change agent – investigator and monitor – Psychologist – Sales person – motivator – Politician plan of the system analyst – position in the MIS organization.

Unit-III

Problems with development life cycle approach need for structured approach: Information gathering A problem solving approach – Data flow diagrams: data modeling with logical entity relationship; process modeling with logical data flow diagram; data dictionary; decision TREE – Decision Tables; structures English.

Unit-IV

Introduction to the process of design logical & Physical: designing conventional computer files and control modern computer data bases, computer outputs and controls, computer inputs and control. Code design, computer based methods, procedures and controls.

Unit-V

System testing conversion – combating Resistance to change: past implementation
Review: software maintenance: Hardware /Software Selection: Security disaster/
Recovery and Ethics in System Development

Reference

1. System analysis and Design – Elias M. Awad
2. System Analysis and Design Methods – Jeffrey I. Written Lonney D. Benticy & Victor M. Bar
3. System Analysis and Design – A case study approach – Robert J. Thicrant.

2.6. Business process Re-engineering

Objective

The course aims to enable the students to develop an appreciation of process view of business and redesign thereof Course Contents.

Conceptual foundation of business process Re-engineering; role of information Technology in BPR; process improvement and process redesign; BPR experience in India industry, process identification and mapping, Role /Activity Diagrams; Process Visioning and Bench making, Business Process Improvement. Business Process Redesign Man Management for BPR implementation; Re-organising people and managing change.

Reference

1. Carr.DK. and Johnsson, H.J. Best practices in Re-engineering, New York, McGraw Hill, 1995.
2. Champy, James, Re-engineering Management, the mandate for new leadership London Harper Collins, 1995.
3. Davarport, T.H. Process Innovation, Re-Engineering work through Information Technology, Boston, HBS, Press 1993.
4. Jayaraman, M.S., et.al., Business process Re-engineering, New Delhi, Tata McGraw Hill, 1994.

2.7. Management Decision Support System

Unit-I

Decision support System

Decision concept – Steps – Decision Support System – Components – Characteristics – Clarifications and applications.

Unit-II

Model Management

Modeling process- types of models – optimization simulation – Heuristic Descriptive – Predictive model case – modeling languages – model directory – model base management system model execution – integration and command processing – model package.

Unit-III

Data Management System

Data Base- Sources of Data – Data directory – Data Structure and Data Base Language – 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- data Acquisition – Model acquisition – dialog development – Integration – Testing and validation – Training and Implementation.

Reference

1. Ranks – Decision support system
2. Janakiram & Sarukesi – Business Support Systems.
3. Fraim Turban – Decision support and expert System.

2.8. E-Commerce

Objective

To familiarize the management students with the technological, institutional and commercial infrastructure that support electronic commerce.

Syllabus

Historical Development: History of internet and other electronic delivery channel- demand and growth of electronically delivered services.

Technological Infrastructure: Computers-client server concepts – information technology requirements for a firm to participate in e-commerce. Security Infrastructure and electronic payment instructures. Content Providers- the web, content creation- information Brokers, electronic research sources and management of content provision.

Contextual infrastructure: regulatory bodies- founders of e-enterprise and providers of internet Access.

Virtual factory, strategies for electronic commerce, the future of e-Commerce,
CASE STUDIES.

Reference:

Computer Networks – Andrew S. Tanenbaum, Prentice Hall of India.

Understanding electronics Commerce-David Kasiur, Prentice Hall of India.