

**MBA & MBA (IB) FIRST SEMESTER – CHOICE BASED CREDIT SYSTEM
(NEW SYLLABUS)**

Title of Paper :	PRINCIPLES OF MANAGEMENT		
Subject Code :	101	Contact Hours:	30 Hrs
Work load:	2 hours per week	Credit Points :	02
Evaluation:	Continuous Internal Assessment	–	25 marks
	Semester end Examination	--	25 marks

Objective:

This is the first course of MBA designed for the purpose to introduce Modern concept of Management to the students.

Pedagogy : Lectures, Assignments, Projects, management games and Seminars

MODULE 1

The concept of Management: Development of Management Thought: Schools of Management Thought: The Process of Management; The Process of Decision making.

MODULE 2

Planning: The Nature and Purpose of Planning, Objective of Planning, Planning Premises, Policies Procedures and Methods; Forecasting and Planning, planning process.

MODULE 3

Organizing: Nature and Purpose of Internal Organization of Business Enterprise; Principles of Organizing; Span of Management; Departmentation; Line and Staff Authority relationship; Service departments Managerial Hierarchy; Centralization vs. Decentralization of authority; Delegation of Authority; Committees

MODULE 4

Staffing; Managerial Job; Selection of Personnel; Development and Training of Personnel; Appraisal of Personnel; Promotion.

MODULE 5

Directing; Nature of Directing; Leadership; Motivation; Supervision; Communication, Morale, Discipline.

MODULE 6

Co-ordination; Need for Co-ordination Principles; Techniques of Co-ordination.

MODULE 7

Control; Process of Control; Techniques and Tools; Control of over-all performances.

MODULE 8

Modern trends in Management; Management by Objectives, participative Management.

Text Book:

1. Koontz and O'Donnel/*Principles of Management*, New York; Mc.GrawHill Book Company (All Chapters), 5th Edn.

Reference Books:

1. Joseph L., Massie, *Essentials of Management*, New Delhi; Prentice Hall of India. Edn.
2. Peter F. Drucker, *The Practice of Management*, Madras; Allied Publishers Pvt. Limited.,
3. Louis Allen, *Management of Tomorrow*, New York; McGraw Hill Co.,
4. Dale, *Management Theory and Practice*, New York; McGraw Hill Book Company.
5. Rustom S. Davar, *The Management Process* Bombay, Progressive Corporation 1973.
6. Peter F Drucker, *Task Man*
7. Stoner, James A.F. 'Management', Prentice Hall India.

Title : MICRO ECONOMICS FOR MANAGERS

Subject Code : 102

Contact Hours: 30 Hrs

Work load: 2 hours per week

Credit Points: 2

Evaluation: Continuous Internal Assessment
Semester end Examination

– 25 marks
-- 25 marks

Objective:

1. The course is to familiarize the students with basic concepts and techniques of micro economic analysis and its applications to managerial decision making.
2. It is also to acquaint the students with the basic concepts of economic theory of consumer behavior, the nature of economic costs and their relationship to choice of output and technology, etc.

Pedagogy : Lectures, Assignments, case study, management games and Seminars

MODULE 1

Overview, definition, nature and scope of Managerial Economics.

Demand Analysis and Forecasting Factors affecting demand, demand distinctions, Price and income elasticity of demand, Methods of demand forecasting, Demand forecasting over Product Life Cycle.

Project on Demand Forecasting

MODULE 2

Production Functions, Cobb-Douglas Production Function, cost-input relationship

Returns to scale, factors of productivity

Cost concepts – cost output relationships in the short run and the long run, economies of scale.

MODULE 3

Market Structure and Pricing Theory

Market Structure – perfect competition, monopoly, monopolistic competition oligopoly, Kinky demand curve.

Price output decisions under different market structures.

MODULE 4

Pricing Policies and Practices – Pricing Strategies, Price discriminations, price leadership.

MODULE 5

Behaviour of the Firm and Profit Theories

Nature and Objectives of the Firm, Theories of the Firm, Overview of the alternate theories of the objectives and behaviour of the firm.

Profit theories, Profit maximization as an objective.

Reference Books:

1. *Managerial Economics- Peterson & Levis, Prentice Hall Publication- 9th edition*
2. *Spencer M.H.: Managerial Economics, Richard D.Irwin Inc.*
3. *Charles L.Schyltze: National Income Analysis.*
4. *Baumol.W.J: Economic Theory and operations Analysis. 3rd edition New Delhi PHI 1996*
5. *Keat, paul G & Philips K.Y. Young, Managerial Economics, PHI, New Jersey 1996.*
6. Tull and Hawkins - Marketing Research

Title : QUANTITATIVE METHODS I

Subject Code: 103

Work load: 2 hours per week

Evaluation: Continuous Internal Assessment
Semester end Examination

Contact Hours: 30Hrs

Credit Points: 2

– 25 marks
-- 25 marks

Objective:

The Decision making is a simple function of Management. Data needs to be analyzed, classified and interpreted to facilitate decision making. Statistical Analysis is a fundamental method of quantitative reasoning for managerial decision making. The objective of the course is to equip the students with techniques for data analysis

Pedagogy : Lectures, Assignments, Practical Exercises and Seminars

MODULE 1

Application of quantitative methods in managerial decision making.

Data Processing and Analysis:

Classification, Summarization of Data, Frequency Distribution.

Measures of Central Tendency- Arithmetic Mean, Median-Measures of Dispersion- Range, Quartile Deviation, Standard Deviation, Coefficient of variation.

Estimation, confidence intervals

MODULE 2

Probability Concepts, Revision of Probabilities using Bayes' formula, commonly used probability distributions, Binomial, Poisson, Normal and Exponential and their characteristics.

Sampling methods, random, stratified, cluster and probability proportional to size, Sampling distributions, Sampling Design- various probability and non probability methods.

MODULE 3

Hypothesis testing basic concepts, hypothesis testing for means and proportions for small and large samples. Chi-square test for goodness of fits and independence. (ANOVA)

Analysis of variance.

MODULE 4

Index Numbers – construction of an Index Number – Index Number in use. Presentation of data – tables, graphs preparation and presentation of report.

MODULE 5

Simple Regression and Correlation, Multiple Regression, use of SPSS in Statistical Analysis.

MODULE 6

Mathematics for Managers:

Arithmetic and Geometric Progression – application to mathematics of finance.

Variables and functions graphs, Linear, Quadratic and Exponential functions. Increasing and decreasing functions – managerial applications

Derivative as a measure of rate of change, applications in economics, Elasticity, Total, Marginal and Average Curves, Maximum and Minimum of functions.

MODULE 7

Data processing – Discussion of statistical packages in use – SPSS, SYSTAT, MATLAB

Text Books :

1. L.R.Levin Richard I and David S.Rubbin, *Statistics for Management 5th, Edition* Prentice – Hall of India.

2. *Srivastava UK et al.: Quantitative techniques for Managerial Decision Making, Wiley Eastern Ltd.,*
3. *Statistics for management by Levin and Rubin –PHI*
4. *Mathematics and Statistics for management by Mittal, Sathyprasad and Pardeep Rao- Himalaya Publishing House.*
- 5.

Reference Books:

1. *M.Raghawachari: Mathematics for Management – An introduction, McGraw Hill Co., Ltd.,*
2. *Sshsiv K.Gupta et al.; Mathematics for Management, Wiley Eastern.*
3. *Levin LL: Statistics for Modern business decisions, Harcourt Prace Jovanvich Inc.*
4. *Jit. S.Chandan: Statistics for Business and Economics, Vikas Publishing House Pvt. Ltd.,*
5. *Terry, Sineich, Business Statistics by Examples London, Collies Mac Millan publishers 1996.*

Assignment: The assignment should stress the use of Statistical Packages

Title : FINANCIAL ACCOUNTING FOR MANAGERS**Subject Code : 104****Contact Hours: 30 Hrs****Work load: 2 hours per week****Credit Points: 2****Evaluation:** Continuous Internal Assessment
Semester end Examination– 25 marks
-- 25 marks**Objective:**

The objective of this course is to familiarize the students with the mechanics of preparing and presentation of financial statements of an organization. It is also to understand the Accounting Policies and Standards, Guidelines involved in the preparation of Financial Statements. Students are expected to analyze and interpret, interact financial statements in this course.

Pedagogy : Lectures, Assignments, analysis of financial statement of companies, Practical Exercises and Seminars

MODULE 1

Basics of Accounting - Role of Financial Accounting - Function, Basic Accounting Concepts and Conventions underlying the preparation of Financial Statements - Double entry book keeping system - Books of Accounts & Trial Balance and Preparation of Profit & Loss Account and Balance Sheet, Rectification of errors.

MODULE 2

Accounting Standards and Policy: An Introduction to Accounting Standards and Accounting Policy Choices, Revenue recognition - Inventory Valuation, Principles of Inventory Valuation - Fixed Assets and Depreciation Accounting and Principles Involved. Financial Reports, Notes on Accounting and Principles Involved. Contingent Liabilities and Post Balance Sheet Events.

An Introduction to Accounting Standards and Accounting Policy, Revenue Recognition, Inventory valuation, Fixed Assets and Depreciation Accounting

MODULE 3

Analysis and Interpretation of Financial Statements. Understanding the status and performance of Enterprise. Cash Flow Statement Funds Flow Statement and Ratio Analysis. Trend, inter firm, industry and recent reports of different companies for analysis.

Text Books :

1. S.K.Bhattacharya and Dearden: *Accounting for Management, Text and Cases*, Vikas Publishing House, New Delhi, 1998.
2. *Accounting Principles*, Robert Antony and James Reece, 6th Edition
3. Khan and Jain : *Management Accounting*, Tata McGraw Hill Publishing Co,m New Delhi 1993- 3rd Edition
4. S.N. Maheshwari : *Corporate Accounting for Managers*, Vikas Publishers

Reference Books:

Lynch: *Accounting for Management – Planning and Control*, Tata McGraw Hill, New Delhi.
Walter W. Meigs and Others: *Accounting the Basis for Business Decisions*
Institute of Chartered Accountants of India, *Compendium of Statements and Standards on Accounting*. ICAI, New Delhi, 1993.
L.S.Porwal: *Accounting Theory – An Introduction*, Tata McGraw Hill, New Delhi, 1994.
B.I. Benerjee : *Financial Policy and Management Accounting*, World Press, Calcutta, 1993.
Hingarani, N.L and Ramanathan, A.R *Management Accounting*. 5th edition, New Delhi, Sultan Chand, 1992.
Horngreen Charles etc. *Principles of Financial and Management Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1994.
Financial Accounting – A Managerial Perspective R.Narayanaswamy, PHI, New Delhi 2000 1st Edition.

Title: Costing Fundamentals for managers

Subject Code : 105

Work load: 2 hours per week

Evaluation: Continuous Internal Assessment
Semester end Examination

Contact Hours: 30 Hrs

Credit Points: 2

– 25marks

-- 25 marks

Objective:

The objectives of this course help students to understand how costing information can be used for Costing decision making, Planning and Control.

Pedagogy : Lectures, Assignments, Practical Exercises and Seminars

MODULE 1

Basic Cost Concepts: Cost Terms, Classification, Cost Drivers and Cost Management, Manufacturing Costs and Definition of Term.

Cost - Volume Relationships: Cost Drives and Revenue Drives, Break Even Point, CVP assumptions, Role of Income Taxes and PV Charts.

Product Costing: Job Costing and Process Systems. Tracing Direct Costs to Jobs, Allocating Indirect Costs, Actual, Normal and Budgeted costing methods. Process costing systems, computations of equivalent units. Weighted Average, LIFO and FIFO methods. Methods of handling spoilage and scrap.

MODULE 2

Budgets and Standards as keys to Planning and Control : Major features of Budget, Types of Budget, Cash Budget, Illustration of a Master Budget, Responsibility Accounting, Standard Costing & Variance Analysis, Price and Efficiency Variance for Material, Labor, Variance Analysis for Overheads. Cost information for various decision and control purposes. Relevance. Costs and the Decision Process. Meaning and relevance, Illustrations, Opportunity cost.

Profitability, Pricing Decisions, Product Profitability decisions and Cost Management.

MODULE 3

Cost allocation and Costing Systems, Purposes of Cost Allocation, Cost Tracing and Cost Pool, Allocating Costs from one department to another. Evolving Trends in Cost assignments, Joint and by Products Costs.

Text Books:

1. Accounting for Managers by William Webster , Amzon.com
2. *Cost Accounting – Principles and Practices* by M N Arora, Vikas Publishing House.
3. *Khan and Jain : Management Accounting*, Tata McGraw Hill Publishing Co,m New Delhi 1993- 3rd Edition
4. S.N. Maheshwari : *Corporate Accounting for Managers*, Vikas Publishers

Title: Marketing Management I

Subject Code : 106

Work load: 4 hours per week

Evaluation: Continuous Internal Assessment
Semester end Examination

Contact Hours: 60 Hrs

Credit Points: 4

– 50 marks
-- 100 marks

Objective :

- a) To understand the nature and objectives of Marketing Management.
- b) To study the theory and principles of various marketing functions.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1: Introduction to Marketing Management:

Meaning and nature of marketing management-objectives, scope and philosophies of Marketing Management, - Functions of Marketing Management
Analyzing marketing opportunities

MODULE 2 : Marketing Planning

Meaning and significance of marketing planning – Strategic planning – Marketing planning process –Managing the marketing effort – Planning of marketing mix elements of marketing mix and place of marketing mix in marketing planning.

MODULE 3 : Marketing Organization :

Meaning , Scope and importance of marketing organization – Evolution of marketing department – Basic types of organization structure – Line, Line and Staff, Functional, Committee, Geographical, Product, Customer, Matrix Type and their merits and demerits – Marketing manager responsibilities and functions.

MODULE 4

Product Decision:

Product Line, Product Mix, Product Life Cycle, Product Development, Branding and Packaging Decisions.

MODULE 5

Distribution Decision:

Major Channels, Channels for Consumer Product, Channels for Industrial Products.

MODULE 6 : Marketing Control :

Meaning, Objectives, Scope and Importance of marketing control – Procedure of control types of control, Strategic control, Annual plan control, Profitability control –Marketing audit – Duties of marketing controller.

MODULE 7 : Marketing Information System (MIS) :

Meaning, Importance and scope of MIS-Components of MIS – Process of MIS – Marketing decisions and MIS- Marketing research – Procedure of marketing research – Areas of marketing research – Other marketing research considerations.

Text Book :

Philip Kotler(Marketing Management-Analysis, Planning and Control- New Delhi, PHI- 2000 11th edition.

Reference Books:

Hepner H.W.: Modern Marketing- Dynamics and Management.

Boyd H.V. and West Fall R.: Marketing Research.

James M. Carman and Kenneth P. Phillips and Duncan: Marketing Principles and

Methods.

Britt and Boyd (Ed): Marketing Management and Administration.

Cundiff, W.F. and Still R.,R.Basic Marketing.

Davis and Maynard: Sales Management.

Simmons, Successful Sales Management.

Converse Paul, and Harvey W.Hugg; Elements of Marketing.

Sarin and Gopalkrishna; Marketing in India.

Neelamegham S.: Marketing Management and Indian Economy- New Delhi, Vikas 1988.

Sherlekar S.A.: Marketing Management.

Kotler, Philip and Armstrong principles of marketing, New Delhi, PHI, 1997.

Note: Online Test Made Compulsory for all the KUD affiliated MBA Institute for 10 marks.

Title: Introduction To Computers

Subject Code: 107

Contact Hours: 60 Hrs

Work load: 4 hours per week

Credit Points: 4

Evaluation: Continuous Internal Assessment	–	50 marks
Semester end Examination	--	50 marks

Objective:

The objective of the paper is to create proficiency in the use of personal computers, specifically in the use of spreadsheets and database packages. It is also to provide required expertise in the use of personal computer as an effective management tool

Pedagogy : Lectures, Assignments, Practical Exercises and Seminars

MODULE 1

Introduction of Information Technology to managers, Computers, Components of Computer architecture and operating systems like DOS & UNIX, Data Storage and Retrieval, Different types of File Organization, types of memory and buses,

MODULE 2

Computer Software-Systems software, Microsoft Disk Operating Systems, Compilers, open Systems, Application software, Word Processing Spreadsheets, Data Management, Graphics. Programming Languages, System utilities, programming in C language

MODULE 3

Spreadsheets: History, Building a spreadsheet, Label and Values, Editing, File Retrieval and Saving, setting column widths, formatting in general, computation, user defined Formulae, @ Functions, Copying and Moving Ranges, Absolute and relative addresses. Date and Time functions, What-If analysis, Manual and Automatic Re-calculations, printing and creating ASCII output, Creating graphs, Macros and Creation of menus, Importing and parsing.

MODULE 4

Databases: Databases concepts with specific reference to relational databases. Databases, fields, type of fields, Creation and Data Entry. List and Display and Querying, Sorting, Indexing, Index files, Report Generators. Joining Databases and Programming in using databases software, SQL and Menu processing.

MODULE 5

Word processing DTP Data base Visual Fox Pro

MODULE 6

Hardware: Computer Hardware, Fundamentals of Computers, Inputs to the Computer, Storage devices, Central Processing Units, Computer Output.

MODULE 7

Introduction to Internet Email

Text Books

1. *Introduction to computers* By Peter Norton-6th Edition TATA-MacgrawHill Publications
2. *Computer Concepts & C Programming* By P. B. Kotur SBS Publication
3. *Visual FoxPro* By Michel Automouiche

Reference Books

1. *Fundamentals of Computers* By A.Jaiswal –Dreamtech Press
2. *A First course in computers* 2003 edition by- Sanjay. Saxena Vikas Publications.
3. *Using Information Technology* By Williams Sawyer- Tata-McGraw Hill Publications

Title: Computers Practical

Subject Code: 108

Work load: 8 hours per week

Contact Hours: 60 Hrs

Credit Points: 4

Evaluation: Continuous Internal Assessment – 50 marks
Semester end Examination -- 50 marks

- MS Word

- Creating a new document
- Opening an existing document
- Saving a Document
- Setting page margins
- Page size and orientation
- Creating tables.
- Inserting graphics into a document
- Applying a style
- Creating a macro, Running a macro
- Basic applications like letter writing, Formatting, Bulleting.
- Introduction to WordArt, ClipArts, AutoShapes etc.
- Important applications like use of Mail Merge etc.

- MS Excel

- Introduction to spreadsheet
- Entering data, saving worksheet, Aligning a worksheet
- Inserting and deleting columns and rows
- Using Chart wizard
- Creating functions / formulae
- Using autosum

- MS PowerPoint

- Creating a new presentation
 - Adding a new slide
 - Deleting a slide
 - Adding text
 - Adding images
 - Adding slide animation, slide transition etc.
 - Saving as a web page
- **Introduction to MS Access, Internet applications etc.**
- **Basics of C Programming, Executing C programmes etc.**
- **Introduction to HTML, Designing web pages**

Title: Organizational Behavior

Subject Code: 109

Work load: 2 hours per week

Contact Hours: 30Hrs

Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester end Examination -- 25 marks

Objective:

The primary objective of this course in Organisational Behaviour is to

1. To enhance understanding of the dynamics of interaction between individual and the Organization to facilitate a clear perspective to diagnose and effectively handle human behaviour issues in Organizations.
2. It is also to develop greater insight into their own behaviour in interpersonal and group team situations and acquire skills in influencing people in organizations and these courses provides a foundation of knowledge in Organisations and help them to become aware of the influence of Organization Structure on the attitudes, behaviour and Performance of people working in Organizations.

Pedagogy: Lectures, Assignments, Projects and Seminars

MODULE 1

Organizational Behaviour and Management: What Managers do, elements of an organisation, Role of a manager in an Organisation, why study Organisational Behaviour, An Organisational Behaviour model, Learning Organisations.

MODULE 2

Foundations of individual behaviour: Personality, Shaping of Personality, Determinants of Personality, The Self Concept, self esteem and self Efficiency, Perception, perceptual process, Managing the perceptual process.

MODULE 3

Learning Process, Reward Systems and Behaviour Management.

The Theoretical process of learning, Principles of learning, Reward and Punishment, Organisational Reward Systems.

MODULE 4

Attitude Formation, Functions, Change of Attitudes. Values, Types of Attitudes.

MODULE 5

Team Building and Group Dynamics, Working Teams and team effectiveness. Intra Team Dynamics, Influence of the group on individual, group decision making, Inter group relations, Collaboration and Conflict. Conflict Management.

MODULE 6

Dynamics of Managerial Leadership, What is Leadership, Transition in Leadership Theories, Leadership Theories, Power and Politics, Leadership and Management change.

MODULE 7

Behaviour Structure process and design

MODULE 8

Organisational Components, Relationship between component, Elaboration of Structure, Organisational Growth and Development.

MODULE 9

Organisational Structure, Size Technology and Environment. Organisational Processes, Authority, Information and reward system.

Organisational Choice, Mechanistic and organic structures, products Vs Function, Organisational Strategy, Structure and Process, Organisation for innovation.

Organisational Culture, Cross-national differences in Organisational Behaviour.

Organisational change and Development, Assumptions, Objectives and components of Organisational development, OD Interventions and their applicability in organisational experience.

MODULE 10

Restruct Organisations, Business Process, Re-engineering, Issues in Indian Context.

Organisational Effectiveness, Alternative perspectives.

Text Book

Organisational Behaviour- Fred Luthans, Stephen P Robbins – 8th Edition
New York, Mc Graw Hill, 1998.

Reference Books

Robbins, S.P Organizational Behaviour – 7th Edition, New Delhi, PHI – 1996

Staw B.M Psychological Dimensions of Organizational Behaviour, 2nd Edition, Englewood Cliffs, New Jersey, PHI 1995.

Title: WRITTEN, ORAL & SPOKEN COMMUNICATION

Subject Code: 110

Contact Hours: 30 Hrs

Work load: 2 hours per week

Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester end Examination -- 25 marks

Objective:

The course is arrived to develop analytical, Written and Spoken Communication Skills, essential in Business Situations, invoicing decision-making and implementation.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1

Introduction: Understanding Business Communication

Concept of Communication attributes of Communication. Process Feedback, Barriers to communication, Media & modes of communication

MODULE 2

Verbal and Non-verbal Communication

Presentation of Visual Aids, Conducting Business Meeting, Speaking and Presentation Skills, Presentation, Employment Communication

MODULE 3

Listening Skills – advantages, Process

MODULE 4

Written Communication - Effective Writing, Effective Writing proposals, Writing Long Formal Report, Report Writing, Business Correspondents, Letter Writing

MODULE 5

Interviews & Group Discussion

MODULE 6

Extempore, Group Discussions, Personal Interviews- Exercises On Speaking and Presentation Skills.

Assignment VII & VIII: Formal Documentation of the oral Presentation must be made and Feedback must be given to the students. The case presentation could be used as ideal situation for the purpose.

MODULE 7

E-mail writing

MODULE 8

Listening skills

Text Books

1. 'Contemporary Business Communication' 5th Edition by Scott Ober-Biztatra publications.
2. 'Basic Business Communication' 10th Edition by Lesikar & Flatley TMH Publication.
3. 'Business Communication' 3rd Edition by Mary Ellen Guffey Thomson Publication.
4. 'Foundation of the Business Communication' by Dona. J. young-Tata McGraw Hill TMH Publication.
5. 'Business Communication' by Meenakshi, Raman Prakash Singh.
6. Reference: Business Communication today by Bovee thill schatzmans Pearson education.

**MBA & MBA (IB) SECOND SEMESTER – CHOICE BASED CREDIT SYSTEM
(NEW SYLLABUS)**

Title: Management Information Systems

Subject Code: 201

Contact Hours: 30 Hrs

Work load: 2hours per week

Credit Points: 02

Evaluation: Continuous Internal Assessment
Semester End Examination

– 25 marks
-- 25 marks

Objective:

This is aimed at developing an understanding of Use of Information Technology as a Strategic Tool for business management. The course focuses on development of Information Technology Leadership.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1

MIS concepts, Definition, role of MIS, role and importance of management, process of management.

MODULE 2.

Decision Making, Decision Making Concept, methods, Behavioral Concept, MIS and DM concepts.

MODULE 3.

Information: Classification of Information, Methods of Data and Information collection; Value of Information; MIS and system concepts.

MODULE 4.

Systems Analysis and Design; analysis of existing system and of new requirements.

MODULE 5.

Development of MIS; Development of long range plans; Implementation of MIS; Quality in MIS; Organization for Development of MIS.

MODULE 6.

Choice of Information Technology; Nature of IT decisions; configuration design; evaluation; implementation plan

MODULE 7.

Application in Manufacturing Sector, Service Sector.

MODULE 8.

Decision Support System: concept and philosophy, Artificial Intelligence System, Knowledge based Expert System,.

MODULE 9

Technology and Information System: Data, information, transaction, System application

Text Book and Reference Books:

Management Information Systems by W S Jawedekar, Tata Mc Graw Hill Publishing New Delhi 1998
Management Information Systems by James A O' Brien., Mc Graw Hill International Forth edition, 1999

Management Information Systems: The Manager's view; Robert Schulheis and Mary Sumner, Tata Mc Graw Hill fourth edition, 1999.

Foundations of Information Systems by Zwass, Mc Graw Hill International edition, 1998

Neuman, Seev. Strategic Information Systems: Competitions through Information Technologies, New York, Mac Millan College, 1994.

Mc Kenney, James L. Waves of Change: Business Evolution through Information Technology, Boston, HBS Press 1995.

Title: Macro Economics for Managers

Subject Code: 202

Contact Hours: 45 Hrs

Work load: 3 hours per week

Credit Points: 3

Evaluation:	Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	50 marks

Objective:

1. To focus on economic reforms in India and analyze its impact on industry
2. To use macro economics as a tool in managerial decision making process

Pedagogy: Lectures, Assignments, and Seminars

MODULE 1.

Overview, definition, nature and scope of Macro economics

MODULE 2

Macro economic policies in India:

Monetary and credit policy, Fiscal policy, Budget (union budget) Direct and indirect taxes, revenue and expenditure of union government, exim.policy, LPG policy

MODULE 3

National Income;

Concepts, Basic Terminology, Income and Product Concepts, Fundamental National Accounting Identities and measurement

MODULE 4.

Income, Price Level and Employment: consumer income, consumer price index, employment, types of employment, government of India policy, unemployment.

Module 5

Consumption Function: Aggregate Investment, Multiplier Concepts, Money and Interest Rate, IS – LM Analysis, Aggregate Supply and Price Level, Fluctuations and Growth

MODULE 6

Money and Banking:

Monetary system, Concepts of Money Supply, Central Bank, Banking System; Money Markets , commercial banks in India, banking sector reform in India and RBI

MODULE 7

Balance of Payment: concept, component, trend in balance of payment

MODULE 8

Open Economy: Elements of Open Economy and closed economy

Project on Application of Macro economics in the process of decision making

Text Book and reference books:

Charles L.Schyltze : National Income Analysis.

Misra and Puri – Economic Environment of Business.

Title : Quantitative Methods-II**Subject Code: 203****Work load: 4 hours per week****Contact Hours :60 Hrs****Credit Points: 4**

Evaluation:	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

Objective: The objective of the course is to equip the students with techniques of data analysis.

Pedagogy: Lectures, Assignments, Practical Exercises and Seminars

MODULE 1.

Operation Research: Meaning: scope: aid to decision making, Importance of OR techniques in business and industry

Reference:

1. Gupta Premkumar and Hira, D.S. (2003). *Operations Research*, New Delhi: S.Chand & Co. Ltd., Chap 1, pp 1-40
2. Kothari C.R.(2003). *Quantitative Techniques*, New Delhi: UBS Publishers Distributions Ltd., Chap 1, pp 6-11.
- Sharma, Anand(2000). *Quantitative Techniques for Decision Making*, Mumbai: Himalaya Publishing House, Chap.122, pp.3-13.

MODULE 2.

Linear Programming:

Construction of LP model, Characteristics of L.P. problems, Graphical solution Slack, surplus, artificial variables, Simplex method, Big-M method, Duality (Definition and properties without proof), Economic interpretation of dual variables Sensitivity analysis (Simple examples on change in price or requirement)

Assignments: on mathematical formulations and construction of L.P model, graphical methods and simplex method, big-M Method. Case study & Computer solution verification & interpretation through TORA package

Reference:

1. Sharma, Anand (2000). *op. cit*, Chap 3-5, pp. 15-84.
2. Shenoy, G.V.etal(1999) *Operations Research for Management: New Delhi New Age International(P) Ltd.*
3. Taha, H.A.(1999). *Operations Research*, New Delhi: Prentice Hall of India Private Ltd., Chap 3 & 4, pp 67-163.

MODULE 3.

Transportation and Assignment models :

Mathematical formulation of T.P model, Finding initial solution by North West corner rule, matrix maxima method, Vogel approximation method, degeneracy, Test for optimality-MODI method, variation in transportation problem, Assignment problems: Initial solution, optimal solution, Maximization problem as assignment problem

Assignment :

To find initial solution of transportation problem by all three methods

To find optimal solution of assignment problem

Case study & Computer solution verification & interpretation through TORA package

Reference

1. Gupta Prem Kumar and Hira Das (1999). *Op. Cit*, Chap. 3 & 4, pp. 148-241.
2. Shenoy G.V. etal(1999). *op. Cit*, Chap. 2, pp. 70-109.
3. Taha, H.A.(1999). *O.P.* Chap 5, pp 165-213.

MODULE 4.

Decision Environment, Decision making under uncertainty:

Expected value criteria, variation, Laplace, minimax, Savage Regret and Hurwicz methods, Bayesian approach (Simple problems only)

Assignment : Decision tree and its use in managerial problem

Reference

1. Levin I.R. and Rubin D.S (2002). *Statistics for Management: New Delhi: Prentice Hall of India Private Ltd., Chap. 17*
2. Sharma, Anand (2000). *op. cit, Chap 11, pp. 193-229.*
3. Taha, H.A.(1999). *O.P Cit. Chap 14, pp 519-554.*

MODULE 5 :

Network Analysis :

Activity, event, drawing network, critical path method, Finding total float and free floats. Crashing of an activity, Estimating the activity time, PERT analysis, Beta distribution, Comparison C.P.M and PERT

Assignment: Drawing network, Finding ES-EF, LS-LF

References:

1. Kothari C.R.(2001) *op. Cit, Chap 16, pp 427-465.*
2. Shenoy G.V. et al(1999) *op. Cit, Chap. 4, pp. 137-165*

MODULE 6.

Network Analysis PERT & CPM. Drawing the network. Determining event times slacks, Evaluation of critical path. Cost time trade off; crashing probability of completing a project by a due date.

MODULE 7.

Theory of Games : Maximin and Minimax Strategies, Value of Game, Games with saddle point, 2x2 Game without saddle point, Rules of Dominance, 2xn and nx2 games, Linear Programming for 3x3 game without saddle point, on-zero sum games with examples, Merits and Demerits of Game Theory

Assignments: Graphical Solution of 2xn and nx2 games.

References:

1. Kothari C.R.(2001). *op. Cit, Chap 14, pp 373-402*
2. Shenoy G.V. et al(1999). *op. Cit, Chap. 3, pp. 110-136.*
3. Taha, H.A.(1999). *O.P Cit. Chap 14, pp 519-570.*

MODULE 8

Inventory:

Inventory Functions, Cost, EOQ, EOQ with (i) Price Breaks (ii) when back order is allowed, and Inventory Control Systems. Perpetual inventory system, Periodic inventory system, ABC analysis. **Assignment:**

Problems on Optimal Inventory, EOQ, ABC analysis.

References:

1. Gupta P and Hira. D.S (2003). *Op. Cit, Chap 12, pp 754-853.*
2. Srivastava, U.K. et al (1997). *Quantitative Techniques for Managerial Decisions, New Delhi: New Age International (P) Ltd., 19, pp 655-694.*

Module 8

Replacement Models:

Replacement Models, Replacement of items that deteriorate, Replacement of items failing completely, Other Replacement Models.

Assignment: Problems on Replacement.

References.

1. Gupta P and Hira. D.S (2003). *Op. Cit, pp 709-753.*
2. Srivastava, U.K. et al (1997). *Op. Cit, Chap-20, pp. 695-720.*

Title : Financial Management

Subject Code: 204

Contact Hours: 60Hrs

Work load: 4 hours per week

Credit Points: 4

Evaluation: Continuous Internal Assessment – 50 marks
Semester End Examination -- 50 marks

OBJECTIVES;

- i) To give the broad overview of corporate finance.
- ii) To understand the changing role of Finance Manager.
- iii) To know the impact of other functional decisions on Finance Function.
- iv) To create awareness among learners, how costing such as, ABC, Standard costing strengthen the finance function of business.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1

Introduction to Financial Management:

Concepts, Goals of Finance Managers: Profit Maximisation, Wealth Maximisation, Value Creation (Risk), Functions of Financial Management: Financing, Investment, Dividends and Liquidity i.e. working capital, Duties of manager

MODULE 2

Financial Planning:

Estimation of Capital required by an undertaking, Capitalisation - Over & under Capitalization, Impact of both of Financial decisions; Leverage --Operating,-Finance, Combined; Capital Structure Theories ,Sources of Capital ;Cost of capital --Cost of Equity ,Cost of preference ,Cost of Reserves ,-Cost of Debt ,WACC

MODULE 3

Long and short term Finance:

Capital Budgeting ,-Nature Projects-Evaluation Criteria ,Traditional (PB,ARR) ,DCF-(NPV,IRR,PI) ,Evaluation of Investment Proposal ,Risk under capital budgeting ,Capital rationing and Investment Decisions Test

MODULE 4

Concept of WC management:

Determinants of WC ,Estimating the WC needs , Facets of Cash management, Managing Cash collections and Disbursements, Credit Policy and Optimum Credit Policy , Credit Policy Variables , Monitoring Receivables, Inventory management objectives, Techniques of Inventory management, Factoring, lock box systems,Narasimhan, Tandon & Chore Committee report)

Project on Working Capital mgt.

MODULE 5

Objectives of Profit Planning:

Essentials of Profit Planning, Preparation of profit Plan, Dividend Policy,-Walters Model,-Gorden Model

-Reserves and Bonus Shares,-Depreciation policy of Indian Co.

-Assignment or Seminar

MODULE 6

Financing of Replacement of existing Assets & expansion:

Reconstruction and re-organization; Project on reorganization/outsourcing

MODULE 7

Costing to strengthen Fin Function:

Elements of Costing, Standard Costing, ABC, Developing and implementing costing system in an organization (GL)

Text and Reference Books:

1. *Fundamentals of FM: Brigham and Houston*
2. *Fundamentals of FM: James C Horne*
3. *Principles of Managerial Finance: Gitman*
4. *Financial Management: I.M.Pandey*
5. *Financial Management: Khan and Jain.*
6. *Financial Management: Prassanna Chandra*
7. *Costing for Managers: Hoven and others*
8. *Cases in FM: I.M.Pandey and Ramesh Bhat*
9. *Cases in FM: Bhasin*

Title: Marketing Research
Subject Code: 205
Work load: 3 hours per week

Contact Hours: 45 hrs
Credit Points: 3

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 50 marks

Objective

The objective of the course is to equip the student with the skills of Marketing Research.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE -1

Introduction: Meaning, scope and importance of marketing research; own vs. agency marketing research; marketing information system; meaning, need and components, marketing information system and marketing research; marketing research process-I an overview; problem definition, formulation and preparation of research proposal.

MODULE 2

Primary Data Collection: Primary data collection methods; mail survey, telephone survey and interviews and their evaluation; observations; experimental methods, questionnaire preparation and administering, organizing fieldwork for a collecting data.

MODULE 3

Research Design and Information Sources: Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive; sources and uses of secondary data, collection of secondary data.

MODULE 4

Sample Design and Data Processing: Determining universe, sampling frame and sampling unit; determining sampling method; non probability and probability methods; sample size determination; sampling errors vs. non-sampling errors.

MODULE 5

Questionnaire design:-Steps in Q.D. with examples for each step. Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents

MODULE 6

Sampling: Steps &Types: Probability / non probability (simple, systematize; stratified proportionate, disproportionate), Sample size determination

MODULE 7

Data processing: Tabulation (Coding Sheet) and analysis of data, Non-Parametric Tests, Multi-variate tests ANOVA, Use of Software for analysis e.g. SPSS, Minitab, Systat, Preparation of Final Report, analysis and report preparation.

MODULE 8

Applications of marketing research: motivation research. Product related research, advertising research, Market and sale analysis research, sales forecasting

Text Books:

1) *Marketing Research By Tull & Hawkins*

Reference Books :

1. *Chisnali P K Marketing-A behaviour*

2. *Boyd H W & Westfall: Marketing Research text and cases Richard Irwin Inc.*

3 *Lucki D J Wales H G Etal: Marketing Research Prentice Hall*

Title: Consumer Behaviour
Subject Code: 206
Work load: 3 hrs per week

Contact Hours: 45 hrs
Credit Points: 3

Objective:

Impart the skills in Students for understanding the consumer behavior,

Evaluation: Continuous Internal Assessment	–	25 marks
Semester End Examination	--	50marks

MODULE 1

Introduction:

C.B. appreciated with Importance it has gained in the recent time – understanding of C.B. (retrospect & present) – C.B. as process.

MODULE 2

Buyer behavior models

MODULE 3

Perception and Learning:-Theories – implication of these Applications with examples. Motivation & Personality:- theories – implications of personality–motivate – theories & implication.

MODULE 4

Attitude:- Introduction – Definition – components of attitude – Models related multi attitude model; Fishein model; remand active model; Advertising Model & its implications.

MODULE 5

Group influence:- Definition – types of group (primary; secondary; formal etc.), - ref. Group (Normative; Comparative; the; -ve etc.) – Family influence –(roles) (FLC) & its application.

MODULE 6

Class & Culture:- Introduction – Status symbol of each of the classes strata in social class – (Beliefs, - values; custom) – Implication in market.

Refernce Books:

- 1.Bannet P D Kessarajan H H consumer behaviour PHI.
- 2.Langel J R Consumer Kollat D Black Well R D Helt Rinehard and Winston Inc.
- 3.Harkin B J The Psychology of Consumer behaviour.
4. Subhas Mehta Indian Consumer Studies: for marketing decisions (Tata McGraw Hill, pub)

Title: Marketing Management II

Subject Code: 207

Work load: 3 hrs per week

Contact Hours: 45 hrs

Credit Points: 3

Evaluation: Continuous Internal Assessment	–	25 marks
Semester End Examination	--	50 marks

Objectives: a) to learn to take marketing decisions.
b) To Study practical aspects of marketing management.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1:

Product Strategy :

Meaning and concept of products – Product classification – Product line decisions – Product mix decisions – Branding and Packaging decisions – New product development strategy – Product life cycle strategies.

MODULE 2:

Pricing Strategy:

Importance of pricing decisions in marketing – Factors affecting pricing decision, Price determination, pricing methods, new product pricing strategies – Product mix pricing strategies – Price changes.

MODULE 3:

Promotion Strategy:

Meaning of marketing communication, Importance of promotion – Promotion mix, Forms of promotion – Personal selling, Nature, Scope and importance – Advertising, Meaning, Objectives and importance – Media sales promotion – Nature, importance and techniques.

MODULE 4:

Distribution Strategy:

Meaning, Nature and importance, Alternative channels of distribution – Factors to be considered for selecting channel. Functions of distribution channels.

MODULE 5:

Retailing and Wholesaling :

Meaning, - Types of retailers – Retailer marketing process – Retailer marketing decisions – The future of retailing , wholesaling – Types of wholesalers – Wholesaler marketing decision, Trends in wholesaling.

MODULE 6:

Direct Marketing:

Meaning – Benefits and growth of direct marketing - Customer databases and direct marketing – Forms of direct marketing – On-line marketing and electronic commerce – Integrated direct marketing – Public Policy and ethical issues in direct marketing.

MODULE 7

World of Marketing: Online marketing, telemarketing,

MODULE 8

Technology Driven marketing

MODULE 9

Services and NGO marketing

Text Book:

Philip Kotler (Marketing Management-Analysis, Planning and Control- New Delhi, PHI- 2000 11th edition.

Reference Books :

1. Hepner H.W.: Modern Marketing- Dynamics and Management.

Boyd H.V. and West Fall R.: Marketing Research.

James M. Carman and Kenneth P. Phillips and Duncan: Marketing Principles and Methods.

Britt and Boyd (Ed): Marketing Management and Administration.

Cundiff, W.F. and Still R., R. Basic Marketing.

Davis and Maynard : Sales Management.

Simmons, Successful Sales Management.

Converse Paul, and Harvey W. Hugg; Elements of Marketing.

Sarin and Gopalkrishna; Marketing in India.

Neelamegham S.: Marketing Management and Indian Economy- New Delhi, Vikas 1988.

Sherlekar S.A.: Marketing Management.

Kotler, Philip and Armstrong principles of marketing, New Delhi, PHI, 1997.

Title: Production and Operation Management

Subject Code: 208

Contact Hours: 45 hrs

Work load: 3 hrs per week

Credit Points: 3

Evaluation: Continuous Internal Assessment	–	25 marks
Semester End Examination	--	50 marks

OBJECTIVES:

1. To understand a systems view of operations.
2. To provide conversion capabilities for meeting the organization's goals and strategies.
3. To understand the conversion of inputs into outputs with various technology.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1

Role of operation management, meaning of operation's function, importance of operations management, types of transformation systems, product Vs services.

Interface of operation's systems and system's view of operations management.

MODULE 2

Introduction to technological changes in operations management –Evaluation & impact on mgmt, Manual technology, Mechanized technology and automated technology.

Meaning, advantages and applications of Robotics, N/C machines, CAD and CAM, FMS, Group technology.

MODULE 3

Plant location – Importance of location decisions, factors influencing locations, selection of locality, Exercises on Point rating, Factor rating & Graphical method, Facilities layout – Meaning, definition, scope, objectives of good layout, types of layout, basics of layout planning models – graphic, , Load distance analysis, computer models – CRAFT.

MODULE 4

Production planning and control – basics functions of PPC and its variants in different system of manufacture, production cycle.

MODULE 5.

Forms of scheduling, basic scheduling problems- n job with machines, Product sequencing

MODULE 6.

Line balancing methods – Largest candidate rule method, Kilbridge & westers method, Ranked positional weights method & Comsoal method

MODULE 7.

Quality control –standards and specifications, quality assurance and quality control. Statistical quality control, charts for average, range, fraction defectives and defects.

MODULE 8.

Work study – definition, importance, objectives, benefits.

Method study – Objectives, benefits, procedures, basics of process charts & Basics of flow process chart & two handed process chart.

Work measurement – meaning and benefits.

Time study – meaning and objectives, steps in making a stop watch time study, principles of motion economy.

MODULE 9.

Introduction to supply chain mgmt

Material planning –. Source of supply of materials, make or buy decisions, selection and evaluation of suppliers.

MODULE 10.

Stores and inventory control - objectives of stores, basic prerequisites for efficient management of stores, Codification system

Types of inventory costs, EOQ, safety stock, ROL systems of inventory control – ABC, VED, 2 bin and review systems.

MODULE 11.

Value analysis – definition, phases of value analysis and selection of materials, material utilization of a product or assembly.

References:

Modern production and operation management by Elwood S. Buffa.

production and operations management, Everette E. Adam., Jr. Ronald J. Ebert.

Production and operations management by K. Ashwathappa

Elements of PPC by Samuel Eilon.

Materials management procedures, text and cases by A. K. Dutta.

Title: Company and Business law

Subject Code: 209

Work load: 3 hrs per week

Contact Hours: 45 hrs

Credit Points: 3

Evaluation: Continuous Internal Assessment	–	25 marks
Semester End Examination	--	50 marks

OBJECTIVES:

01. To create Legal Awareness

02. To give exposure to various laws and acts which have impact on business and industry

03. To give inputs relating to procedure of starting a new company.

Pedagogy : Lectures, Assignments, case studies and seminar

MODULE 1

Introduction to Business Law-Law and Society, Law and Business, Branches of Law Bird's Eyeview of Constitution of India, - Fundamental Rights (Article 12 to 16, 19, 21) Directive Principles of State Policy (Article 36 to 51), Fundamental Duties (Article 51 A), Intercourse of Trade and Commerce, Structure of Judiciary and Judicial Administration

MODULE 2

Indian Contract Act, 1872 – Definition of Contract, Essentials of Valid Contract, Void, Voidable, Illegal and Unlawful agreements, Contingent and Quasi Contract, Performance, Termination and Breach of Contract, Remedies for Breach of Contract; Special Contracts – Indemnity and Guarantee, Bailment and Pledge and Law of Agency.

MODULE 3

Indian Companies Act, 1956 – Concept and Classification of Company, Features of different types of Company, Procedure of incorporation, Memorandum of Association, Articles of Association, Prospectus, Shares, Share Capital, Membership, Management of Companies – qualifications and appointment of directors, removal of directors, appointment of managerial personnel, winding up of company.

MODULE 4

Sale of Goods Act, 1930 – Contract of Sale of Goods, Agreement to Sell, Essentials of Sale, Conditions and Warranty, Rights and Duties of Buyer and Seller Partnership Act, 1932 – Definition of Partnership Formation of Partnership, Rights and Duties of Partner, Dissolution of Partnership Firm. Negotiable Instruments Act, 1881 – Concept and Features of Promissory Note, Bill of Exchange, Cheque, Parties to Negotiable Instrument, Holder, Dishonour and Discharge, bouncing of cheques

MODULE 5

Intellectual Property Rights – Trade Marks, Patents, Copy Rights, Industrial Designs (only concepts), Information Technology Act, 2000 – Introduction, Internet, Privacy, Pornography, e-Commerce, Digital Signature (working idea) Right to Information Act, Competition Act, Consumer Protection Act, 1986 (Working idea)

Recommended Books:

01. *Company And Business Law By N.D. Kapoor – Sultan Chand & Sons*

02. *Company Law - Avtar Singh, Eastern Books Company*

03. *Business Law For Managers – Prof.(Cmde) P.K. Goel, Biztantra*

Reference Books:

01. *Business Law By M.C. Kuchal- Vikas Publishing House,*

02. *Business Law For Manager - Icfai University*

03. *Business Law For Management – Saravanavel And S. Sumathi – Vikas Publishing House*

04. *Busines Laws And Corporate Laws By Tulsian – Tata Mcgraw Hill Publishing Company Ltd.*

Title: Small Enterprise Management

Subject Code: 210

Work load: 3hrs per week

Contact Hours: 45 hrs

Credit Points: 3

Evaluation: Continuous Internal Assessment	–	25 marks
Semester End Examination	--	50 marks

OBJECTIVES:

The objective of the course is to analyze and develop an understanding of the overall Management Process in a small business unit particularly in developing economy.

Pedagogy : Lectures, Assignments, case studies, seminar, management games

MODULE 1

Small Scale Industrial Sector: Its role in Indian Economy – Problems faced by Small Scale Sector- Growth and prospects.

MODULE 2

Human Resource Mgt in Small enterprises:

Staffing- requirement- Selection of personnel – Training and Development- Compensation and Integration.

MODULE 3

Financial Mgt in Small enterprises

Determining financial requirement - Sources of Finance- Financial management systems.

MODULE 4

Production mgt in Small enterprise

Determining layout, Production Planning and Control- Quality Control.

MODULE 5

Mrk. Mgt in small Enterprise

Organizing Marketing: Problems – approaches- Channel Selection-Sales force development and management.

MODULE 6

IT in Small Enterprises- Use of IT in SSI,

MODULE 7

Small Industry Failure –Causes and Preventive Measures

Text Books:

Small Business Management Fundamentals-Dan Steinhoff, McGraw Hill Kogakusha, International Student Edn.

Management of a Small Scale Industry-Vasant Desai, Himalaya Pub. House , 2000.

Saley, E and Morsey, R. Small Scale Industries in the Developing countries. New York, McGraw Hill.

Vepa, Ram N. How to Success in Small in Small Industry New Delhi, Vikas 1984.

Summer in-plant training:

Internal marks -50

External marks -50

**MBA & MBA (IB) THIRD SEMESTER -- CHOICE BASED CREDIT SYSTEM
(NEW SYLLABUS)**

COMPULSORY PAPERS

Title: Total Quality Management

Subject Code: 3001

Work load: 3 hrs per week

Contact Hours: 45 hrs

Credit Points: 3

Evaluation: Continuous Internal Assessment	–	25 marks
Semester End Examination	--	50 marks

Objectives: This course is designed to help students to develop basic appreciation of quality concepts and learn the tools and techniques to achieve quality. It also gives the totally integrated effort for gaining competitive advantage by continuously improving every facet of an organization's activities.

Pedagogy : Lectures, Assignments, case studies, seminar,

MODULE 1

Introduction to TQM:

Various definitions of quality and TQM, Core concepts of quality, The masters of quality (W Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa, Genichi Taguchi, Shigeo Shingo) Evolution of quality, The Total Quality Management Excellence Model, Strategic Quality Management, Lecture, Numerical Exercises on cost of quality, TPM

1. Basterfield H Dale and others, Total Quality Management, Pearson Education/PHI, Inc. 2006.
2. K.Shridhar Bhat Total Quality Management (Himalaya publishing house 2005).
3. Poornima M Charantimath, Total Quality Management, Pearson Education, 2003.

MODULE 2

Continuous process improvement:

Concepts of Kaizen, Kaizen vs. Innovation, Kaizen Strategy, House of Quality, Quality Function deployment, Quality Circles. Brain storming, Value analysis, Poka Yoke, Benchmarking.

Lecture, Case study on Kaizen

1. Imai Masaki, Kaizen, The key to Japan's Competitive Success, McGraw-Hill, Inc., International Edition, 1991.
2. Heizer and Nathan, Cases in Total Quality Management Manufacturing and services, Thomson South-western, 2004.

MODULE 3

Quality Improvement Tools:

The Seven Statistical tools, The New Seven tools, Other Quality Improvement Tools – Vision and Mission Statements, Statistical quality control, Acceptance sampling, Process capability studies (six-sigma), Acceptance sampling, TPM.

Lecture, Exercises

1. Fundamentals of Quality Control and improvement, 2/e, Amitava Mitra, Pearson Education 2001
2. Mahajan M Statistical Quality Control, Dhanpat Rai and Sons, New Delhi 1997.
3. Poornima Charantimath, TQM, Pearson Education, 2003.

MODULE 4

Total Quality Management Models:

Deming award, Malcolm Baldrige National Quality award, The European Quality award, CII-EXIM bank award, Rajiv Gandhi National peacock award.

Lectures, cases

1. B.Janakiram & R.K.Gopal Total Quality Management . PHI Publisher.
2. Poornima M Charantimath, Total Quality Management, Pearson Education, 2003.

MODULE 5

Quality Management System: Quality Systems, Quality Management Principles, ISO 9001:2000, ISO 14000, Introduction to sector specific quality Management System, Quality certification and Quality audit.

Lecture, Visit to industry and understanding Quality Management System

1. K.Shridhar Bhat Total Quality Management (Himalaya publishing house 2005).
2. Quality Systems, Bureau of Indian Standards
3. Poornima M Charantimath, Total Quality Management, Pearson Education, 2003.
4. B.Janakiram & R.K.Gopal Total Quality Management . PHI Publisher

MODULE 6

Service quality: Service Industry and quality, CRM, The Servqual model

Lecture, cases

1. Service Marketing by Valarie A Zeithmal, Jo Bitner, Mc Graw Hill Int. Ed.
2. B.Janakiram & R.K.Gopal Total Quality Management . PHI Publisher.
3. Poornima M Charantimath, Total Quality Management, Pearson Education, 2003.

References: *Encyclopedia on TQM 6 volumes, Mc Graw Hill Publication*

Web references:

- 1) www.qcindia.com
- 2) www.baldrige.org
- 3) www.tqm.com
- 4) www.quality.org
- 5) www.ciionline.org
- 6) www.iso.ch
- 7) *Jamaes evans & William m Lindsey Management and Quality Thomson publisher 6th edition*

Title: International Economics- I**Subject Code: 3001 * (For MBA IB) students only)****Contact Hours: 30 Hrs****Work load: 2hours per week****Credit Points: 02**

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Module – I

Study of International Economics, International Economic problems- Inter-regional Vs International Trade.

Module – II

Pure theory of International Trade, Classical Theory – Adam Smith, David Ricardo and taussing, Neo Classical Theory, Haberier's opportunity costs Theory, Community indifference curves, Offer curves.

Module- III

Heckscher – Ohlin theory, Empirical relevance of H-O theorems: The Leontif Paradox- Technological gap model. Inter-industry Trade and Strategic Trade Policy models.

Module – IV

Trade and Economic Development Hicksian Theory, Rybzynski Theorem, Technical progress and International Trade, Export- led growth and developing countries. Terms of trade concepts, determination of gains from trade. Theory of immiserising growth.

Module – V

Instruments of Trade Policy: Theory of Tariffs, Tariffs and income distribution – optimum Tariffs, effects of Tariffs. Non-Tariff barriers – Quotas, Exchange control and other quantitative restrictions, international cartel, dumping, International agreements and services, TRIMS, TRIPS and WTO.

Module – VI

Balance of payments- Concepts and measurements – Balance of trade transfers – current and capital accounts – deficits and surplus – Equilibrium in the BOPs – National income and BOPs – Disequilibrium and adjustments of BOPs.

Reference:

1. Sodersten B. (1993): International Economics, Mcmillan London.
2. Dominic (1990): International Economics, Mcmillan Publication Company, New York.
3. P.H. Lindert (1998) : Kindleberger's International Economics, (8th edition) Richard D. IRWIN Inc., Illinois.
4. C.P. Kindleberger (1968) : International Economics, Richard D. IRWIN INC., ILLINOIS.
5. H.G. Mannur (2001): International Economics (2nd edition) Vikas Publishing House Pvt. Ltd.
6. M.L. Varma (2001) : International Trade : Vikas Publishing House Pvt Ltd, New Delhi.

Title: Business Process Reengineering and Benchmarking

Subject Code: 3002

Contact Hours: 30 Hrs

Work load: 2 hrs per week

Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Objective: To introduce students to the concept of Benchmarking and Business Process Reengineering.

Pedagogy : Lectures, Assignments, case studies, seminar,

MODULE 1

Benchmarking

Benchmarking- Introduction to Benchmarking, Conducting a Benchmarking study, methods and practices of Benchmarking, Training for Benchmarking, legal aspects of Benchmarking; Benchmarking costs.

MODULE 2

Business Process Reengineering-

Definitions, Organizing for Re-engineering, Process Re-engineering framework. Steps in Re-engineering process. Top management support, Phases in Re-engineering program

References:

1. Dey B R, *Business Process Reengineering and Change Management Biztantra*, 2005
2. Poornima M Charantimath, *Total Quality Management*, Pearson Education, 2003.
3. K.Shridhar Bhat *Total Quality Management (Himalaya publishing house 2005)*.

Title: International Trade-Procedure, Documentation & Logistics - I

Subject Code: 3002* (For MBA (IB) students only)

Contact Hours: 30 Hrs

Work load: 2 hrs per week

Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Module I

International Market Research – Strategies, Product Planning, Cost estimation, sales Forecast, Different Registers, Significance of Documentation & Related procedures, Export management, Organisation Structure.

Module – II

Export and Import Policy and Procedures, Preliminary information, Export sales Quotation, Different Incoterms: FOB/C & F, CIF etc.

Methods of payments, Shipping & distribution, after sales service – Customer complaint and conflict resolution.

Module – III

Pre-requisites: PAN Number, IEC Number, Application & Related documents for IEC, Role of DGFT, Export Promotion Councils, RCMC, other related procedures of registration, Import Policy and Procedures, licensing rules, Conditions and Obligations of Importers, Different Custom Duties (Import), Customs administration and procedures – Clearance of Import cargo, Indian case, Import Finance.

Module – IV

Exchange Control Regulations: RBI Guide Lines, Authorised Dealers, FERA/FEMA, Permitted Currencies, ACU, Export Realization, Procedure & Related documents. Trends in India's Export & Import.

Module – V

Export Documents: Export Order, Letter of Credit, Export Declaration Forms, Bill of Lading/Airway Bill, Bill of Exchange, Shipping Bill, Certificate of Origin, Invoice, Packing list, GSP Certificate, Legalization of documents, Bank Certificate of Export & Realization.

References:

1. Ministry of Commerce and Industry, Hand Book of Procedures, Volume I and II GOI, New Delhi – 2000.
2. Mahajan, Guide to Export Policy, Procedures and Documentation 2000-2001
3. Ballu. R. H. – Business Logistics Management, PHI, Inc 1999- 2000.
4. Government of India, Customs Tariff of India 2000 – 2001, 1999/2000.
5. Jain, R.K. Customs Law Manual, Centax Publications Pvt. Ltd., 2000.

Title: Strategic Management

Subject Code: 3003

Work load: 4 hrs per week

Contact Hours: 60 Hrs

Credit Points: 4

Evaluation: Continuous Internal Assessment – 50 marks
Semester End Examination -- 100 marks

Objective:

1. This course exposes the student to the Strategic issues in decision making through extensive use of practical case studies, current events, etc.
2. This is a project-based course and the student is expected to go through a simulated experiential learning. The course integrates all the concepts and cases learnt in functional areas.

Pedagogy : Lectures, Assignments, case studies, seminar

MODULE 1

Strategic Management: What is Strategy and Business Policy; What is Strategy, Why strategic Management; Strategic Management in multi SBU

MODULE2

Strategic Management elements and model:

Strategic intent ,Elements of Strategic Management – mission and objective – why, how are they formulated, why do they change, examples of mission /objective, . Factors influencing formation of objectives and mission, Policies, programs, budgets, and procedures, Mintzberg model of decision-making, Strategic decision making process, Corporate Governance and Social Responsibility

MODULE 3

General environment: identifying external environment variables; economic factors, technological factors, social factors, porter's approach to industry analysis; drawing an industry matrix / etop; global competition

MODULE 4:

Internal Analysis and Diagnosis, VRIO framework:

Competitive Advantage, Value-chain analysis, internal factors to be analyzed – Marketing and distribution factors; R&D factors; Production & Operations factors; Corp. Resources & Personnel factors; Finance factors, diagnosing strengths and weaknesses of an organization. Developing a IFAS and strategic advantage profile.(IFAS+EFAS=SGAS Matrix). SWOT Analysis & TOWS Matrix

MODULE 5:

Generic Strategic Alternatives:

Basis-Porter's Generic Stratgies; Direction: Expansion, Stability, Retrenchment, and combination strategies – when and how do companies choose them?; Timing tactics and market location tactics.

MODULE 6

Strategy Variation

Internal and External alternatives to strategies ;(Concentric Strategies – vertical Integration, Diversification strategies) Related / Unrelated, Horizontal/ Vertical, Active / Methods: Passive alternatives. International Entry Strategies – Acquisitions, Mergers, and Joint Ventures – Factors which are important – legal and human considerations.

MODULE 7:

Corporate level Decision Making:

Strategic Choice and Implementation; Analytical Tools – BCG Matrix, GE Business Screen, International Portfolio analysis, Key Country Matrix.; Parenting Matrix

Reference Books:

1. *Business Policy and Strategic Management* by William J Glueck and Jauch. (G&J)
2. *Strategic Management – competitiveness and Globalization* by Michael A Hitt, R Duana Ireland & Robert E Hoskisson.(Hitt)
3. *Business policy and strategic Management – By Gupta, Golekota & Srinivasan.PHI,2005(Gupta etal)*
4. *Strategic Management by Pearce and Robinson- T M H,2005(P&R)*
5. *Strategic Management-, The Indian context,- R.Srinivasan, Prentice Hall, 2005*

1. www.businessworld.com
2. www.manufacturing.net
3. www.strategyclub.com
4. www.business.com
5. www.findarticles.com
6. www.alltheweb.com
7. www.magportal.com
8. www.prnewswire.com
9. [http:// search.news.yahoo.com/search](http://search.news.yahoo.com/search)
10. www.nrf.com
11. www.dsnretailingtoday.com
12. www.supermarketnews.com

Title: Business Ethics

Subject Code: 3004

Contact Hours: 45 Hrs

Work load: 3 hrs per week

Credit Points: 3

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Objective : To provide inputs relating to ethical issues faced by industry

Pedagogy : Lectures, Assignments, case studies, seminar,

MODULE 1

Introduction to Business Ethics

Ethical Problems in Business; Ethical Choices in Business; Importance of Ethics in Business

MODULE 2

Moral Standards

Ethics and Decision Making; Making Moral Decisions

MODULE 3

Ethics in Practice

References:

Ethical Choices in Business – R.C. Sekhar..

A Study in Business Ethics – Rituparna Raj.

Business Ethics-Concepts & Cases-Manuel G Velasquez –Pearson

MARKETING SPECIALISATION
(Minimum two of the following)

Title: Industrial marketing

Subject Code: 3005

Work load: 3 hrs per week

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 50 marks

Contact Hours: 45 Hrs

Credit Points: 3

Objectives :

- a) To gain insights in to the various steps of Organizational Buying Process.
- b) To understand global practices of Organizational Buying and analyze the web presence of Companies.
- c) To understand the mechanism of third party outsourcing including both Products and Services.

Pedagogy : Lectures, Assignments, case studies, seminar,

MODULE 1:

- a) Introduction to the Subject: Appreciation of the Course
- b) Definition of Industrial & Consumer Product. Basis of Classification. Difference between Industrial & Consumer Marketing. Concept of Derived Demand.
- c) Classification of Industrial: Consumers [Commercial Enterprises, Govt., Institutions]
- d) Classification of Industrial: Products with Marketing Strategies [Entering Goods, Foundation Goods & Facilitating Goods]

MODULE 2 :

- a) Key Characteristics of Organizational Buying Process.
- b) Purchasing Organization :[Structure / Functions]
- c) Commercial Enterprises: Govt / Institutional Markets [Understanding purchase procedures in each of the above Markets]
- d) Industrial Buying Process :[8 Stage Model]Concept of Buying Center. Buying Situation Analysis with Marketing Strategies.[New Task, Modified Rebuy & Straight Rebuy]
- f) Buying Motivations of Organizational Buyers [Rational / Emotional Motives]
- g) Purchaser's Evaluation of Potential Suppliers [Supplier Capability].Evaluation of Supplier Performance [Categorical Plan Method, Weighted Point Plan, Cost Ratio Plan]
- h) Environmental Influences on Organizational Buying Process[Environmental Forces, Organizational Forces]
- i) Group Forces, Individual Forces
- j) Marketing Information System for Industrial Marketing

MODULE 3 :

- a) Industrial Marketing Planning. Problems in Planning. Planning Process.
- b) Organizational Demand Analysis.
- c) Segmenting the Industrial Market, Targeting & Positioning.
- d) Industrial Product Strategies: - Core Competency, Product Quality, Planning Indl. Pdt. Strategy , Product Policy
- e) New Industrial Product Development.
- f) Managing Service for Business Markets : Business Services / Role, Marketing Mix for Business Service Firms developing new Services, Business Service Marketing: Challenges

MODULE 4

Managing Business Marketing Channels :

- Direct / Indirect Distribution, E Channels, Distributors / Mfr. Reps, Channel Design, Channel Administration

b) Pricing Strategy for Business Markets :

- Industrial Pricing Process

- Pricing across PLC
- Responding to price attacks from Competitors
- Competitive Bidding [Tenders]
- c) Industrial Advertising and Promotions :
 - Industrial Advertising
 - Power of Internet Marketing Communication
 - Measuring Ad. Effectiveness
 - Managing Trade Shows

MODULE 5

- a) Managing Indl. Personal Selling Function :
 - Organizing Personal Selling Effort.
 - Key Account Management
 - Sales Administration
 - Transforming the selling process through Internet.

Reference Books:

Industrial Marketing By Krishana K Hawaldar 2edition TMH
Industrial Marketing Text and Cases By Francis Cherunilam HPH

Title: Sales Management

Subject Code: 3006

Work load: 3 hrs per week

Contact Hours: 45 Hrs

Credit Points: 3

Evaluation: Continuous Internal Assessment	–	25 marks
Semester End Examination	--	50 marks

Objective:

The purpose of this course is to develop understanding and skill about concepts, method and strategies of sales management. It also aims at developing various competencies to tackle different sales related problems and train the student to become effective sales force to bring only into the organization and become an bread earner for self and organization

Pedagogy :Lectures, Assignments, Projects, and Seminars

MODULE 1: Introduction to Sales Management

Evolution of Sales Department, Evolution of Personal Selling, Meaning and objective of Sales Management Nature and Role of Sales Management Personal Selling Strategies Types of Personal Selling (Industrial, Retail and services) Types of Selling (Order takers, Order creators, Order getters) Theories of Selling – AIDA Difference between Selling & Marketing Management Process Sales Management Process Emerging Trends in Sales Management

MODULE 2 : Selling Skills and Strategies

Selling and Buying Styles Selling Situations (Selling Task functions, Maintenance selling, Developmental Selling) Selling Skills Negotiation Skills Problem Solving Skills Problem Solving Process Problem Definition Techniques.

MODULE 3 : Selling Process

Stages Prospecting (process & Methods) Handling customer objections-Methods of Closing Sale

MODULE 4 : Managing Sales Information or Setting Personal Selling Objectives

Types of Personal Selling Objectives Qualitative & Quantitative Important terms: Market Potential, Sales Potential, Sales Forecast Forecasting Market Demand Market Demand Function Market Demand Forecasting Marketing Decision Support System Forecasting Process Methods of Forecasting.

MODULE 5 : Sales Organization

Purpose of sales Organization Setting Up a Sales organization Types of sales organization structure (Line, Line & Staff, Functional sales, Committee sales) Factors influencing the structure Typical Structure-Line Organization Design by Territory, Management, Function, Product, Customer Combined sales Organization Design, Emerging Organizational Designs Number of Sales People.

MODULE 6 : Organizing Sales Efforts Management of Sales Territory

Functions & Qualities of Sales Executives Sales Territory-Concept Designing: Reasons & Procedures Shapes

MODULE 7 : Management of Sales Quota

Meaning of Sales Quota Objectives and Principles of setting Sales Quota Quota Setting – Procedure / Methods Types Problems in Setting Sales Quota

MODULE 8 : Sales Budget Control & Cost analysis

Purpose of Sales Budget Sales Budget – Form and Procedure Sales Audit

MODULE 9 : Recruitment & Selection of Sales Force, Training Motivation & Compensation of sales Force

MODULE 10 : Current issues in Sales Management

International Sales Management, Direct Marketing, Telemarketing, Marketing on the 'net', future of Sales Management, Career Opportunities.

Text Book :

Sales Management- Decisions, Strategies and cases by Richard R. Still, Edward W. Cundiff; and Norman A.P. Govani- 5/e. Prentice Hall Publications, New Delhi.

Reference Books :

1. *Professional Sales Management by R- E. Anderson, Joseph F. Har, Alan J. Bash - McGraw Hill Inc. International Student Edition*
2. *Marketing Channels- Louis W. Stern, Adel L ER-Ansary, Anne T. Coughlan. 5/e. PHL, New Delhi*
3. *Fundamentals of Logistics Management by M. Lambert, James R. Stock, Lisa M Eliram- McGraw Hill Publishing.*
4. *'Cases in Marketing Channel strategy', by Robert J.Foster Arch G.Woodride and J.Taylor Sims, Harper and Row Publsiher.*

Title: Distribution & Logistics Management**Subject Code: 3007****Contact Hours: 30 Hrs****Work load: 2 hours per week****Credit Points: 2**

Evaluation: Continuous Internal Assessment – 25 marks
Semester and Examination -- 25 marks

Objectives:

The purpose of this course is to develop understanding of logistics, its basic framework and its practical utility.

MODULE 1

Distribution Management - Marketing Channels. Structure Functions and Relationship, Retailing and Wholesaling, Logistics and physical distribution, Structure and Strategy, Design of Channel system and Distribution Systems.

MODULE 2

Channel Management - Policies, Information Systems, Assessing performance of Marketing Channels.

MODULE 3

Logistics Management - Key Logistics Activities viz., Customer Services, Demand Forecasting, Inventory Management, Materials Handling, Communication, Order Processing, packaging, traffic and transportation, warehousing and storage. Developing Logistics Strategy, Logistics Information System, Organizing for Effective Logistics, Implementing Logistics Strategy.

MODULE 4

Managing channel member behavior and managing the international channels of distribution,

MODULE 5

Logistics design for distribution channels, logistics outsourcing, e-commerce logistics, Reverse logistics, global logistics, strategic logistics, performance measurements and controls

Textbook:

Sales and Distribution Management by Tapan Panda and Sunil Sahadev Oxford publication

Reference books:

Logistics Management by Vinod V Sople Pearson Education

Logistical Management by Donald Bowersox, David Closs- TMH, 2004

Business Logistics/Supply Chain Management –Ronald Ballou- Pearson Education

Title: Services Marketing

Subject Code: 3008

Work load: 2 hours per week

Contact Hours : 30 Hrs

Credit Points: 2

Evaluation : Continuous Internal Assessment – 25 marks
Semester and Examination (External) -- 25 marks

Objective :

The objective of this course is to give student a complete exposure to all aspects of service design, standards, delivering and performing service.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1.

Introduction to Services: What are services? Why Services marketing? Myths about Services. Differences in marketing of tangible goods versus services marketing. The services marketing mix.

MODULE 2.

Key competitive trends and conceptual framework: Competitive trend for the 21st century. Customer satisfaction and customer focus value, TQM and Services Quality, Emerging technology and Internationalization of services.

MODULE 3

Focus On The Customer-Consumer Behavior in Services. Customer expectations of Services, customer perceptions of services, strategies for influencing customer perceptions. Understanding customer expectations and perceptions through Marketing Research, Building Customer Relationships through Segmentation and Retention Strategies.

MODULE 4.

Aligning strategy, service design and standards, Customer-Defined Service Standards, Leadership and Measurement System for market driven services performance, Service Design and Positioning.

MODULE 5.

Delivering and performing service, Employee's roles in Service Delivery, Delivering Service through intermediaries and Electronic channels Customer's role in Service Delivery, Managing Demand and Capacity, International Services Marketing.

MODULE 6.

The role of advertising. Personal Selling and other communication, Pricing of Services, The physical evidence of Services. Selected cases in Services Marketing, viz., and Marketing Services such as Airlines, Hotels, Courier and Financial services.

Text Book :

Services Marketing by Valarie A- Zeithaml and Mary Jo Bitner – Mc Graw Hill International Edition.

Reference Books :

1. *The Essence of Services Marketing by Adrian Payne. PHI, New Delhi*
2. *Services Marketing by Sanjay P. Palankar, Himalaya Publishing House.*
3. *Services Marketing by Dr. S.M. Jha, Himalaya Publishing House.*
4. *Marketing of Services by Harish Varma.*
5. *Managing Services by Christopher H. Lovelock.*

Title : Customer Relationship Management

Subject Code: 3009

Contact Hours : 30 Hrs

Work load: 2 hours per week

Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester and Examination (External) -- 25 marks

Objective:

The objective of this course is:

1. To understand the role, value and prospects of CRM
2. To provide managerial insights into the process of forming, managing and enhancing customer relationships

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1:

Introduction to Relationship Marketing

MODULE 2

Why CRM

MODULE 3

Steps in CRM

Customer Acquisition & Segmentation, Customer Life time value computation

Crafting the right value propositions -Define purpose of relationship -Setting relationship boundaries -Creating relationship value -Motivating Employees -Role of IT in CRM

MODULE 4

Implementing CRM

Reference Books:

- 1) *'Handbook of Relationship Marketing'* by Jagdish Sheth and Atul Parvatiyar, Response books, Sage Publications, 2003
- 2) *'Customer Relationship Management – A Step by Step Approach'* by H Peeru Mohamed & A Sagadevan, Vikas Publishing House Pvt Ltd, 2003 (HPM-AS)
- 3) *CRM - At the Speed of Light* by Paul Greenberg, Tata McGraw-Hill, 2001

Title : Marketing on Internet

Subject Code: 3010

Work load: 2 hours per week

Contact Hours: 30 Hrs

Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester and Examination (External) -- 25 marks

Objective: This course is designed to provide the understanding of impact of Internet on marketing. It explores how the Internet can be used to both improve marketing efficiency and marketing effectiveness.

Pedagogy : Lectures, Assignments, Projects and Seminars

MODULE 1

Introduction to Internet age and marketing, marketing in an information-intensive environment, Customer behaviour in the future, the internet and international marketing.

MODULE 2

Implications of the Internet age for marketing, implications of the Internet for Consumer Marketing, Data mining in marketing

MODULE 3

Improving marketing productivity in the Internet Age, product innovation in the Internet age, developing products on Internet time, Reintermediation and disintermediation in the internet age, pricing in the internet age, advertising in the internet age, sales and customer and customer service in the internet age, building meaningful relationships through dialogue

MODULE 4

Ethical, Legal, and Social impact, issues and challenges facing public managers, privacy in the information age: stakeholders, interests, and values, a framework for Patents and copyrights in the Digital Age.

Textbook:

Internet Marketing – Sheth, Eshghi, and Krishnan – Harcourt

Reference:

Journal of Marketing,

Title : Business Process Outsourcing

Subject Code: 3011

Work load: 2 hours per week

Contact Hours: 30 Hrs

Credit Points: 2

Evaluation : Continuous Internal Assessment – 25 marks
Semester and Examination (External) -- 25 marks

Objective: This course is designed to provide the understanding of outsourcing in the global economy. The parameters that determine the when and how to outsource in this competitive age to achieve the efficiency and effectiveness.

Pedagogy : Lectures, Assignments, Projects and Seminars

MODULE 1

Introduction and meaning of BPO, history of the industry, human issues in Call Centers and BPO industry, stress, quality/quantity conflict, intensity, targets, sleeping disorders, consequences of unmanaged stress, managing stress

MODULE 2

BPO industry in India, factors why BPO is gaining ground in India, different types of services being offered by BPOs, Companies in India providing these services,

MODULE 3

Attrition rates in BPO industry and retention strategies in ITES/BPO industry, employee benefits provided by majority of BPO companies,

MODULE 4

PCMM model and its application, introduction, the strategic objectives pursued in PCMM, need for PCMM (People Capability Maturity Model), structure, level, behavioural characteristics of maturity level, key process areas- maturity levels vs. process categories

MODULE 5

Managing IT outsourcing: offshore, onshore, and nearshore, how to think strategically about outsourcing, BPO meets BPM, Business Process Offshoring,

MODULE 6

Moving up the value chain from BPO to KPO, opportunities & challenges in the field, areas in the KPO, challenges for Indian companies in the financial services KPO business, classification of outsourcing phenomenon in financial services, BPO potential in the Financial Services Sector

Reference:

www.nasscom.in

Reports of BPO companies,

Delloite Research reports/Forrestor Reports

Title: Brand Management

Subject Code: 3012

Work load: 2 hours per week

Contact Hours: 30 Hrs

Credit Points: 2

Evaluation : Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Objective: The chief purpose of this course is to provide a comprehensive understanding of brands, brand equity, and strategic brand management. An important goal of this course is to current thinking and developments on these topics.

Pedagogy :Lectures, Assignments, Projects, and Seminars

MODULE 1

Branding perspectives, branding challenges and opportunities, the brand equity concept, strategic brand management process,

MODULE 2

Identifying and establishing brand positioning and values, customer based brand equity, steps of brand building, brand building implications, brand positioning and values, positioning guidelines, defining and establishing brand values

MODULE 3

Planning and implementing brand marketing programs, choosing brand elements to build brand equity, options and tactics for brand elements, designing marketing programs to build brand equity, product strategy, pricing strategy, channel strategy, Integrating marketing communications, to build brand equity, leveraging secondary brand knowledge to build brand equity,

MODULE 4

Measuring and interpreting brand performance, developing a brand equity measurement and management system, the brand value chain, designing brand tracking studies, measuring sources of brand equity, measuring outcomes of brand equity

MODULE 5

Growing and sustaining brand equity, designing and implementing branding strategies, introducing and naming new product and brand extensions, managing brands over time, managing brands over geographical boundaries, market segments.

Text book:

Strategic brand management- Kevin Keller- Pearson Education

Reference:

Brand management The Indian Context – Y L R Moorthi –Vikas Publication
Product Management by Donald R Lehmann and Russel S Winner 2nd Edition
Irwin/McGraw Hill

Title: Introduction to E commerce

Subject Code: 3013

Contact Hours: 30 Hrs

Work load: 2 hours per week

Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Pedagogy: Lectures, Assignments, Projects, and Seminars.

MODULE 1

Introduction to E-Commerce:

Its meaning, Framework, The anatomy of E-commerce applications, E-commerce consumer applications & E-commerce organization applications.

MODULE 2

The internet terminology:

Chronological history of the internet, Internet Governance, Client server Network security, Fire walls and network security. Data and message security, Encrypted documents and E-mail. Network infrastructure for E-Commerce and network security Components of the I-Way- Network access equipments, Global information distribution networks, Public Policy issues shaping the 1- Way Utility of and demonstration of Client – Server architecture,

MODULE 3

Web – site designing –Web background, www as architecture, E – Com & www & consumer oriented E-Commerce. Technology behind the web, security and the web-consumer oriented application mercantile process models. E – Shopping & exercises with virtual mall

MODULE 4

Electronic payment systems:

Types of E-payment systems, Digital token based, smart cards, Credit card based E-payment systems, Risk and E – Payments systems, Designing E-payment systems, Electronic Data Interchange, EDI applications in business -legal, security and privacy issues. Internet based EDI. Internal information systems, work flow automation and co-ordination - customization and internal commerce, Supply Chain Management, types of digital documents & corporate data ware houses. Demo of E – banking system, payment methods.

Exercise on EDI.

MODULE 5

Adv Advertising and marketing on the Internet:

The new age of information based Marketing, Advertising on the internet & Market Research. Finding out different ad copies and hit counts. Marketing research on net with the help of search engines

MODULE 6

Software agents:

the internet protocol suite, mobile and wireless computing fundamentals and active/compound document architecture, Characteristics and properties of agents, the technology behind the software agents. Applets, browsers, and software agents, layers and networking, internet protocol suite, Desktop TCP/IP, SLIP and PPP, Mobile TCP / IP based networking; multicast, Next generation IP, Mobile computing framework, wireless delivery technology and switching methods, mobile information access devices, cellular data communication protocols - mobile computing applications - personal communication service (PCS),

MODULE 7

Ethical and Unethical issues related to e-commerce: Cyber security & cyber crimes,

Text Books

- 1 *Frontiers of E-commerce* by Ravi Kalakota and Andrew B. Whinston-Pearson Education
- 2 *E-commerce-The cutting edge of business* by Kamalesh K. Bajaj & Debjani Nag, TataMcGraw Hill, New Delhi.

Reference Book

- 1 *E-commerce concepts, Models & strategies* C.S.V. Murthy Himalaya Chapter 16-17
- 2 *E-Business Organizational & Technical Foundations* By Micheal P. Papazoglou & Pieter M.A. Ribbers Wiley-India.
- 3 *E-Commerce Business Technology Society*.-Laudon & Traver-Pearson Education
- 4 *E-Business 2.0* by Ravi Kalakota

Cases from:

E-commerce-Bajaj & Nag—TataMcGrawHill
E-Commerce –Bharat Basker-- TataMcGraw

Title : Rural Marketing

Subject Code: 3014

Work load: 2 hours per week

Contact Hours: 30 Hrs

Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Objective: The primary focus of this course will be to analyze Rural Markets, and models. This course will also provide an understanding of Rural Markets and its role in the Economic and Social development.

Pedagogy : Lectures, Assignments, Projects, and Seminars

MODULE 1: Indian Rural Market Environment

Introduction, Population, Occupations, Income Generation, Rural Urban Disparities, Infrastructure, Development Programmes, Reforms etc.,

MODULE 2: Rural Marketing

Definition, concept, scope, nature, etc., Size and Nature of Indian Rural Markets Rural Demand & Rural Market Index Problems in Rural Marketing.

MODULE 3: Consumer Behavior

Buying Characteristics, Decision Process, Behavior and Evaluation

MODULE 4: Market Research for Rural Marketing

MODULE 5: Segmenting the Rural Market, Targeting and Positioning

MODULE 6: Product Strategy

Significance, concepts and product mix decisions

MODULE 7: Pricing Strategy

Objectives, Policies and Strategies

MODULE 8: Promotion Strategies

Advertising, Sales Promotion, Communication in Rural Marketing – Language and Culture

MODULE 9: Distribution Strategies for rural Marketing and channels of distribution

Marketing strategies for specialized rural market oriented commodities Marketing of Agriculture Products Marketing of Agriculture Machinery and other agricultural inputs like fertilizers pesticides, seeds, feeds and other equipment

MODULE 10: Products of cottage and village industries.

Role of Co-operative, Govt., financial institutions, public sector undertaking, regulated markets and public distribution systems

MODULE 11: Intervention of IT in rural Markets

Simputers, under the head of Micro Credit Expansion, U.R.L /connect to MIS

Reference

1. RM, TPG --- Rural Marketing, Environment problems and strategies by T P Gopalswamy, Wheeler publishing, New Delhi.
2. RM, CSGK & LR ---- Rural Marketing, text and cases by CSG Krishnamacharulu and Lalitha Ramkrishnan, 2002, Pearson Education Asia.
3. RM , SV ----Rural Marketing, targeting the non-urban consumer by Sunil Kumar Velayudhan, Response Books.

Title: International Marketing Management

Subject Code: 3015

Work load: 2 hours per week

Contact Hours: 30 Hrs

Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

MODULE 1

Over View of the World Business- Domestic V/s Intl. Mktg. Benefits of Intl. Mktg.

MODULE 2

Trade Theories : Economic Dev.t Barriers to Intl. Mktg. Role of GATT ,WTO, OSP, etc., Global Bus. Emt.

MODULE 3

World Mkt Environment- Political/Legal/Cultural/Social/Psychological dimensions and how they make IM Challenging and Exciting and Risky at the same time.

MODULE 4

Planning for Intl. Mktg.- Overseas MR, IS, Foreign Mkt ,entry strategies, International marketing Decisions-Product Branding, Packaging, Pricing, Distribution, Sales, Sales & Promotion Decision &strategies

MODULE 5

Financial Environment: Decisions in IM.

MODULE 6

Foreign Trade in India- Regulation, Promotion &Development, Foreign Trade Control, EXIM Policy, Organizational Setup. Export Documents and Procedures, Export Risk Insurance. Major problems of Indian Export

Text Book:

International Marketing-Analysis & Strategy (3rd Ed.) S.Onkvisit/ J.Shaw

International Marketing-(Including Export Mgmt.) 3rd Ed.Francis Cherunilam

Title : Retail Management

Subject Code no: 3016

Work load: 2 hours per week

Contact Hours: 30 Hrs

Credit Points: 2

Evaluation : Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Objective : *The primary focus of this course will be to analyze Retailing theories, and models. This course will also provide an understanding of Retailing as an Economic and Social process*

Pedagogy : Lectures, Assignments, Projects and Seminars

MODULE 1 : Perspectives on Retailing:

World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing-Types of Retailers -Multichannel Retailing -Customer Buying Behavior

MODULE 2 : Retailing Environment :Indian perspective:

-Historical Perspective, role of retailing, trends in retailing-Problems of Indian Retailing - Current Scenario -Future Course

MODULE 3 : Retailing strategy and planning:

-Retail Market Strategy -Financial Strategy -Site & Locations –Human Resource Management, Information Systems and supply chain management & Logistics

MODULE 4 : Merchandise Management:

-Planning Merchandise Assortments -Buying systems -Buying merchandise –Pricing - Retail Communication Mix

MODULE 5 : Store Management

-Managing the store-Store Layout, design, and Visual Merchandising, Customer Service

MODULE 6: Relationship Marketing in Retailing:

Management of relationship, evaluation of relationship marketing, relationship marketing in organized and unorganized retail sector, retail research and retail audits.

TEXT BOOKS

RETAILING MANGEMENT by Levy and Weitz. Tata McGraw-Hill, 5th Edition.

REFERENCE:

Retail Management, Barry Berman- PHI, 9/E, 2005

Retail Marketing Management, David Gilbert- Pearson Education 1/e, 1999

RETAIL BIZ, Magazine.

**FINANCE SPECIALISATION
(MINIMUM OF TWO SUBJECTS OF THE FOLLOWING)**

Title: Financing Decisions

Subject Code: 3017
Work load: 3 hrs per week

Contact Hours: 45 Hrs
Credit Points: 3

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 50 marks

Objective: To provide student's exposure to Capital Structure, Dividend Policy, Trends in Corporate Financing

Pedagogy : Lectures, Assignments, case studies, seminar,

MODULE1

Overviews of Financing Decisions. Leverage and risk. Value of the firm, NI, NOI, and Traditional approach. M-M proposition with and without taxes, Miller's personal tax consideration, De Angelo & Masulis argument, Information Asymmetry, Financial Signaling ,Agency Theory.

MODULE 2

Debt capacity and the design of capital structure

MODULE 3

Capital Structure of Indian Companies in practice, Debt-equity norms, Trends in Corporate financing patterns

MODULE 4

Valuation of Warrants, Convertibles and Contingent claims.

MODULE 5

Dividend Policies; behaviour: Gordon & Lintner model, Empirical analysis by Fama & Babiak. The effects of dividend yield on common stock prices. The Black & Scholes study. Dividend behavior of Indian companies. Buyback of shares, Bonus shares, Stock Splits

MODULE 6

Financing of Industrial projects in India: Promoter's contribution, Participation in equity by Institutions and non-residents –Bridge loans ,Venture capital Raising funds by new equity.

MODULE 7

Planning a public issue: Pricing and timing of a new issue Underwriting and marketing of a new issue, Private placement, SEBI guidelines, raising funds by non equity instruments, CCPS, Convertible debentures, Debenture by public sector undertakings.

Reference Books:

VH: James C Van Horne – Financial Management and Policy –Pearson 12th edn /PHI, 11/E.

B&M: Brealey & Myers - Principles of Corporate Finance, TMH, 7/E.

PC: Prasanna Chandra – Financial Management – TMH, 4/E.

IMP:I. M. Pandey – Financial Management – PHI, 8/E.

P&B: I.M.Pandey & Ramesh Bhat - Cases in Financial Management – TMH, 2/E.

B: Bhasin - Cases in Management Accounting and Financial Management

KMPS: Keown, Martin, Petty&Scott - Financial Management, Pearson 10th edn/ PHI, 9/E.

Bharat/Nabhi – SEBI Manual

M&A ICAI University press.

Other Recommended Cases

Khan and Jain – Financial Management (4/E) – Case: Zip Zap Zoom Co (16.25-16.29)

Khan and Jain – Financial Management (4/E) – Case: Panda Systems (13.62-13.66)

Title: Mergers and Acquisitions

Subject Code: 3018
Work load: 2 hrs per week

Contact Hours: 30 Hrs
Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Objective: To provide student's exposure to various aspects of Mergers and Acquisitions.

Pedagogy : Lectures, Assignments, case studies, seminar,

MODULE 1

Mergers and Acquisitions -An overview : Objectives ,theories of mergers, synergy of merger, types of mergers

MODULE 2

M and A – A strategic perspective: Merger process; five stage model- due diligence- methods of financing mergers- cash offer, share exchange ratio- mergers as a capital budgeting decision, Negotiating the merger and closing the deal.

MODULE 3

Corporate restructuring: different methods of restructuring- joint ventures- sell off and spin off – equity carve out – leveraged buy outs – management buy outs – master limited partnerships – employee stock ownership plans

MODULE 4

Valuation: valuation approach - discounted cash flow valuation – relative valuation - valuing operating and financial strategy – valuing corporate control – valuing of LBO

MODULE 5

Process of merger integration – organizational and human aspects – managerial challenges of M and A

MODULE 6

Accounting for amalgamation – pooling of interest method, purchase method – procedure laid down under Indian companies act. Accounting for M&A.

MODULE 7

Take over Defenses: Financial defensive measure – coercive offers and defense – anti-takeover amendments – poison pill defense , Greenmail etc.

MODULE 8

Legal and regulatory framework of M & A: Companies act, Income tax act, SEBI takeover code, SEBI act, competition act etc, Post merger issues.

Reference Books

Ashwath Damodaran – corporate finance theory and practices –John wiley and sons

Sudi sudarsanam – value creation from mergers and acquisitions- Pearsons education

Machiraju – mergers and acquisition – new age publications

Title : International Financial Management

Subject Code: 3019

Contact Hours: 60 Hrs

Work load: 4 hrs per week

Credit Points: 4

Evaluation: Continuous Internal Assessment – 50marks
Semester End Examination – 50 marks

Objective: To give exposure to all aspects of International financial management.

Pedagogy: Lectures, Assignments, case studies, seminar, project

MODULE 1:

International Finance: International Monetary System. Capital Flows and Flight-External Debt & Equity Financing. Analysis and preparation of BOP

MODULE 2:

International Financial Markets and Instruments-Forex Markets, Cash and spot Exchange Markets, Euro Currency market. Capital and money markets – GDRs, ADRs, ADS - Bonds, FRNs -Cross currency rates and interest rate arbitrage
Problems on Basic Exchange Rate mechanism

MODULE 3:

Indian Forex Market-Convertibility of Rupee - Exchange Control -Determination and forecasting of Forex rates - Law of one price - Purchasing power parity - Interest Rate Parity

MODULE 4:

Commercial banks and Foreign payments: International payments mode and costs

MODULE 5:

Financing of Foreign trade:-Interest and currency risk - Compensation for risk -Risk Management and products -Swaps, Options, Futures in Forex Markets - Hedging Instruments - International Investment Strategies

MODULE 6:

International Working Capital Management: Multilateral Netting; MNC capital budgeting basics

TEXT BOOKS:

1. *Multinational Business Finance - Eiteman, Stone hill and Mofett (Addison Wesley,) [MBF-E]*
2. *International Financial Management 3/ed - V. Sharan (Prentice Hall of India,) [IFM-VS]*
3. *International Financial Management 4/ed - PG Apte (Tata Mcgraw Hill,)*
4. *Foreign Exchange Markets - SIU'endra Yadav, Jain and Peyrard (Macmilan,)*
5. *International Finance - Maurice levi (McGraw Hill Inc.,) etc.*
6. *Foreign Exchange & Foreign Trade - C. Jeevanandam*
7. *International Financial Management - Eun & Reswick (Tata Mcgraw Hill).*
8. *International Financial Management-Jeff Mactura (Thomson)*
9. *International Financial Management - Srinivasan, Dr. B. Janakiraman (Biztantra)*
10. *international money and finance – Melvin (pearson education)*

CASES:

1. *Malaysian Foreign Exchange Policies (MBP-E) - Module 1*
2. *Lufthansa (MBF-E) - Module 5*
3. *Tektronix (MBP-E) - Module 5*

4. Zappa Chemical Co. & the Buba(MBF-E) - Module 5
S. Efficient funds flow at Eastern Trading Co. (E&R) -Module 6

WEBSITES :

www.stcionline.com -. Provide Information on Money Market, Govt. Securities etc.
www.finmin.nic.in _ for latest policy guidelines and notifications on external borrowings! ADRIGDR etc. .
www.rbi.org- Exchange control manuals and updates as well as weekly statistical supplements.
Tarapore committee report & Y.V.Reddy's Report on Capital Account Convertibility
www.wto.org- Provides news, statistics, links to international org's
www.worldbank.org-provides more than 190 country at a glance" tables, global economic prospect, etc
www.ft.com - website of The Financial Times, a leading international business news paper
www.economist.com - Website of The Economist. an international weekly journal
www.imf.org/external-- Asian Crisis, BOP, special drawing rights, etc
www.bis.org - Website of the bank for international settlements. Many interesting reports and statistics c: obtained here.
www.oanda.com.- Provides current rates and forecasts for world's major currencies and currency news analysis.
www.appliedderivatives.com .. Provides information about Derivatives.

Title: Financial Institution and Markets

Subject Code: 3020

Work load: 3 hrs per week

Contact Hours: 45 Hrs

Credit Points: 3

Pedagogy : Lectures, Assignments, case studies, seminar, project

Evaluation: Continuous Internal Assessment – 25marks
Semester End Examination -- 50 marks

Objective: To provide student's exposure to all financial institution and markets and their working

MODULE 1

Introduction:

Financial Development and Economic Development, Role of financial system in economic development, financial services and products, financial innovation, financial engineering.

MODULE 2

Primary Markets:

Its operations, methods of raising fund, IPO'S, Book Building, participants in PM, price fixing and allotment of share, membership guidelines

MODULE 3

Dematerialization

– Depositories, Depository participants.

MODULE 4

Secondary market

Its Organization & functioning, trading strategies, trading mechanism –trading and Settlement Procedures in BSE, NSE and OTCEI, NEAT, BOLT, Internet based trading, margin trading, SHCI, Stock brokers

MODULE 5

Govt. securities market:

Money market instruments, trading system, participants, The Discount and Finance of India

MODULE 6

Sources of Finance:

Long-term and Short-term finance for Indian Business. India Financial Institutions –IDBI, ICICI, IFCI, SIDBI, SFCs, , LIC, GIC, UTI, Commercial banks , private banks, Private insurance players in India ,Concept of Micro Finance

MODULE 7

Introduction to Securitization

MODULE 8

Critical study of Indian Financial System with respect to financial markets.
Functions of Capital and Money Markets.

Text Book

- 1) *Financial Markets and Institutions* by Dr S Guruswamy Thomson

Suggested Reference Books:

1. *Indian Financial System* by M Y Khan
2. *Indian Capital Market* by V A Avadhani
3. *Indian Financial System* by H R Machiraju, Vikas Publication.
4. *Financial Institutions Markets* by L M Bhole
5. *Managing Financial Institutions* by Srivastava
6. *Indian Financial System* by Vasant Desai
7. *National Stock Exchange* by R H Patil
8. *Financial Institutions Markets* by Scott
9. *Foundation of Financial markets and Institutions 3rd Ed* by Frank J Fabozzi Pearson Ed / PHI.

Title: Derivatives Market

Subject Code: 3021

Work load: 3 hrs per week

Contact Hours: 45 Hrs

Credit Points: 3

Evaluation: Continuous Internal Assessment – 25marks
Semester End Examination -- 50 marks

Objective: To provide student's exposure to derivatives market, its working and inputs on strategies used in derivatives market

Pedagogy : Lectures, Assignments, case studies, seminar, practical exercises

MODULE 1

Introduction : Meaning , products, derivative market in India, participants, regulatory guidelines.

MODULE 2

Futures contract: meaning, parties, trading procedure, Hedging strategies, valuation, applications and practical exercises, sebi guidelines

MODULE 3

Option contract: meaning, parties, trading strategies, Settlement procedures for stock, indices, Hedging strategies, Option Valuation. – Black and Scholes Model, Binomial Model, Practical exercises, applications, sebi guidelines

MODULE 4

Forward Contracts – An overview. Hedging strategies, valuation, applications and practical exercises

MODULE 5

Swap Contracts – interest rate swaps, currency swaps and practical exercises

Suggested Reference Books:

- 1 *Options and Futures by John C Hull 6th edition.*
- 2 *Futures and Options by Vohra and Bagri.*
- 3 *Security Analysis and Portfolio Management by Fisher & Jordon*
- 4 *Financial Derivatives by Keith Redhead*
- 5 *Gardener Series on Options, Futures and Swaps*
- 6 *Downloaded study material for NCFM Cash and Derivatives market, commodities.*
- 7 *Derivatives by strong.*
- 8 *Derivatives by David and Thomas.*

Title: Actuarial Statistics

Subject Code: 3022

Work load: 2 Hours

Contact Hours: 30 hours

Credit Points: 2

Evaluation: Continuous Internal Assessment	–	25marks
Semester End Examination	--	25 marks

Objectives:

Pedagogy : Lectures, Assignments, case studies, seminar, practical exercises

The Economics of insurance Utility theory, insurance and utility, elements of insurance, optimal insurance, Individual risk models for a short term; Models for individual claim random variables, sums of independent random variables, approximations for the distribution of the sum, application to insurance.

MODULE I

Survival distributions and Life tables: Probability for the age at death, the survival function, time until death for a person x , Curtate – Future-life times, force of mortality, life tables, relation of life table functions to the survival function, life table example, The deterministic survivorship group, other life table characteristics recursion formulae, assumptions for fractional ages, some analytical laws of mortality, select and ultimate tables.

MODULE II

Life Insurance: Insurance payable at the moment of death, level benefit insurance, Endowment insurance, Deferred insurance, Varying benefit insurance, insurance payable at the end of the year of death, Relationship between insurance payable at the moment of death and at the end of the year of death, Differential equations for insurance payable at the moment of death.

MODULE III

Life Annuities: Continuous Life annuities, discrete life annuities, life annuities with monthly payment, apportionable annuities-due and complete annuities – Immediate.

MODULE IV

Benefit Premiums: Fully continuous premium, fully discrete premiums, true monthly payment premiums, apportionable premiums, accumulation type benefits.

MODULE V

Benefit Reserves: Fully continuous benefit reserves, other formulas for fully continuous benefit reserves, benefit reserves on a semi continuous basis, benefit reserves based on true monthly benefit premiums, benefit reserves as on apportionable or discounted continuous basis.

MODULE VI

Analysis of Benefit Reserves: Benefit reserves for general insurances, recursion relations for fully discrete benefit reserves. Benefit reserves at fractional durations, allocation of the risk to insurance years. Differential equations for fully continuous benefit reserves.

MODULE VII

Multiple Life Functions: Joint distribution of future Life times, the joint life status, the last – survivor status, dependent life time models, common shock, copulas, insurance and annuity benefits, survival statuses, special two life annuities, reversionary annuities, evaluation – special mortality assumptions, Gompertz and Makeham Laws, uniform distribution, simple contingent functions, evaluation – simple contingent functions.

MODULE VIII

Multiple Decrement Models: Two random variables, random survivorship groups, deterministic survivorship group, associated single decrement tables, basic relationships,

central rates of multiple decrement, force assumption for multiple decrements, uniform distribution assumption for multiple decrements, estimation issues, construction of multiple decrement table.

MODULE IX

Applications of Multiple Decrement Theory: Actuarial present values and their numerical evaluation, benefit premiums and reserves, withdrawals benefit patterns can be ignored in evaluating premiums and reserves, valuation of pension plans, demographic assumptions, projecting benefit payment and contribution rates, defined-benefit plans, defined-contribution plans, disability benefits with individual life insurance, disability income benefits, waiver of premium benefits, benefits premiums and reserves.

MODULE X

Collective Risk Models for a Single Period: The distribution of aggregate plans, selection of basic distributions, the distribution of N , the individual claim amount distribution properties of certain compound distributions, approximations to the distribution of aggregate claims.

Collective Risk Models over an Extended Period: A discrete time model, a continuous time model, Ruin Probabilities and the claim amount distribution, the first surplus below the initial level, the maximal aggregate loss.

References:

1. Newton L Bowers, Jr; Gerber Hans U; Hickman James, C; Jones Donald A; Nesbitt Cecil, J. (2000) – Actuarial Mathematics – The Society of Actuaries, Schaumburg, Illinois, U.S.A.

Title: Insurance Management**Subject Code: 3023**
Work load: 2 Hours**Contact Hours: 30 hours**
Credit Points: 2**Evaluation:** Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks**Objectives:**

The main objective of this course is to prepare young educated youth as management professional with the specialized expertise in insurance management. It aims at providing a 360-degree view of the current practices in the industry.

The broad objectives are:

- To impart knowledge in life and non-life insurance including reinsurance management to students.
- To improve the ability to evaluate the alternative for the purpose of decision-making.
- To deepen insights into practical applications of insurance and risk management techniques in a dynamic business environment.
- To develop the personality of future insurance manager with the 'soft skills' needed for the career.

Module I: Principles and Practice of Insurance

Introduction to Risk and Insurance, Basic principles of General and Life Insurance, Insurance contracts, Management of Insurance organizations

- Types of Insurance:
 - General: Personal lines and commercial lines
 - Life: Individual, group, annuity, pensions and gratuity
- Regulations on investments, insurance funds with respect to shareholders' funds and policy holder funds
- Laws Governing Insurance Accounting and Management
- Assets and liability management, determination of solvency margin, principles of insurance finance (fixing portfolio wise retention levels, adequacy on IBNR, IBNER, Reserve strain), Costing and pricing of insurance products.
- Analytical case studies in the emerging scenario

Module II: Technical Aspects of Insurance

- Specific areas on general insurance products, underwriting concepts, standard conditions and warranties with respect to –
 - Fire: Perils, clauses, special types of discounts, consequential loss
 - Marine: Types of hull, clauses to hull policy, types of cargo policy, types of sale contracts and consideration
 - Motor: Scope of cover, types of vehicles, own damage and third party claims
 - Engineering: Types of cover with terms and conditions
 - Miscellaneous: Individual and group, personal and commercial lines, Business Protection Policies and Personal Liability Insurance - Directors and Professionals
- Life insurance products, premium plans, social security schemes, pension policies, group insurance schemes and financial gerontology and superannuating policies
- Principles of actuarial valuation: Demography, gauging the risk profile of the company, interest and life contingencies, life office valuations and methods of distribution of surplus
- Analytical case studies in the emerging scenario

Reference Books:

1. Risk Management and Insurance, Scott and Gregory R. Niehaus (2004) Irwin-McGraw Hill, 2nd ed Harrington
 2. Principles of Risk Management and Insurance, George E. Rejda (2000) Addison Wesley, 7th ed
 3. Risk management and Insurance by Arthur C and C. William Jr., TMH Publications
 4. Principles of Risk Management and Insurance by George E. Rejda (Published by Pearson Education Asia)
 5. Risk Management and Insurance by Trieschmann, Gustavason & Hoyt (Published by Thomson South - Western)
 6. Life and Health Insurance by Kenneth Black & Harold Skipper Jr. (Published by Prentice Hall)
 7. Insurance Regulatory and Development Authority – Regulations
 8. Manual of Insurance Laws (Published by Taxman)
- Foreign Exchange Management Act, 2000 and Exchange Control Manual

Title: Security Analysis and Portfolio Management

Subject Code: 3024
Work load: 4 hrs per week

Contact Hours: 60 Hrs
Credit Points: 4

Evaluation: Continuous Internal Assessment – 50 marks
Semester End Examination -- 50 marks

Objective: To provide student's exposure to derivatives market, its working and inputs on strategies used in derivatives market

Pedagogy : Lectures, Assignments, case studies, seminar, practical exercises

MODULE 1

Investment- Nature and significance, types of investment.

MODULE 2

Stock Market Indices – BSE Sensitive & National Indices, BSE 200, RBI Index, NSE Index, Dollex and "Foreign market indices, construction of securities market indices, stock market and bond market indices

MODULE 3

Fundamental Analysis – economic analysis and investment decisions, industry and company analysis.

MODULE 4

Technical analysis

MODULE 5

Analyzing risk and return – Types, risk aversion, return analysis, capital allocation between risky and risk free assets.

MODULE 6

Behaviour of stock marker prices: Efficient market hypothesis, Random walk hypothesis, Effects of combining securities, efficient frontier, portfolio analysis, Markowitz Portfolio Theory, asset pricing theories, portfolio selection, models on selection

MODULE 7

Portfolio performance evaluation –tools of evaluation, strategies, portfolio revision, asset management companies

Books :

1. Punithvathy Pandian – *Securities Analysis and Portfolio Management* (Vikas 2002)
2. ZVI Bodie, Alex Kane & Alan J. Marcus – *Investments* (TMH, 5th Edition 2002)
3. Prasanna Chandra – *Investment analysis and portfolio management* (TMH, 2002)
4. Donald E. Fisher & Ronald J. Jordan – *Securities Analysis and Portfolio Management*
5. Prasanna Chandra – *Managing Investments* (TMH)
6. Mayo – *Investments and Indtroduction* (Dryden Press, 6th Edition 2002)
7. Frank K. Reily & Keith C. Brown – *Investment Analysis and Portfolio Management*

Title: Merchant Banking and Financial Services

Subject Code: 3026

Contact Hours: 30 Hrs

Work load: 2 hrs per week

Credit Points: 2

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Objective: To help students to learn the various financial services and their role in overall financial system

Pedagogy : Lectures, Assignments, case studies, seminar, project

MODULE 1

Merchant Banking

Historical perspective; Nature of services, structure of a merchant banking firm, Financial markets, capital, money, forex markets, global and national markets, linkages between the markets

MODULE 2

SEBI Guidelines for Merchant Banking

Raising Equity and Debt capital Management of Capital issues, underwriting and Brokerage

MODULE 3

Credit Rating

Approaches and process, credit rating agencies and their ratings for financial instruments,

MODULE 4

Treasury management service

Investment of surplus funds, Money market operations, treasury bills commercial bills, commercial papers, certificates of deposits, gilt-edged securities markets

MODULE 5

Lease Financing

Meaning and types, historical perspective, present legislative framework of leasing, lease and taxes, lease evaluation

MODULE 6

Hire purchase

Concepts and characteristics, HP vs lease, conditions and warranties in Hire purchasing and their implications and tax implications of hire purchase

MODULE 7

Consumer Finance

Credit cards, vehicle financing, financing of other consumer durables

MODULE 8

Housing Finance:

Nature, Norms, Refinance support Housing finance system and schemes, National Housing Bank

MODULE 9

Factoring & Forfeiting

Books :

1. *Financial Services and Markets by Varshini and Mittal (V & M) 4TH ed Sultanchand*
2. *Financial Services by M Y Khan (MYK) FMH 2nd ed*
3. *Financial Institutions and Markets by L M Bhole 3rd ed FMH*
4. *Financial Services by Machi Raju (MR) 2ND ED Vikas*
5. *Merchant Banking Organization and Management by J C Verma*

**HUMAN RESOURCE SPECIALISATION
(MINIMUM TWO SUBJECTS OF THE FOLLOWING)**

Title : ORGANIZATION DEVELOPMENT & INSTITUTIONAL BUILDING

Subject Code: 3027
Work load: 4 hrs per week

Contact Hours: 60 Hrs
Credit Points: 4

Evaluation: Continuous Internal Assessment – 50 marks
Semester End Examination -- 50 marks

Objective: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in Organizational Development and Institutional Building.

Pedagogy : Lectures, Assignments, case studies, seminar, project

MODULE 1

Introduction :

Historical perspective of OD Nature, Goal, phases in OD and institution building

MODULE 2.

Diagnostics, analysis, information to check the problem areas, Evaluation of Key Result Areas (KRAs), Team Building, Sensitivity Training and Direct Feedback methods in Organizational Development.

MODULE 3.

Organizational Culture; Component Study, Characteristics, Types, Changing Work Culture, for Effective Institution Building, Behavioural Aspects of Workforce, Lewin's Model.

MODULE 4.

Study of Diversity Management, Participative Attributes, Creativity and Effectiveness, Learning Patterns, Steps to achieving higher Productivity Goals, Implementation Strategies, TQM.

MODULE 5.

Behavioral interventions at individual group and organization levels.

Text Book :

Wendell L. French and Cecil H. Bell Jr.: Organizational Development, Prentice Hall, New Delhi.

Reference Books :

John M. Thomas and Warren O. Beuris: The Management of Change and Conflict, Penguin Book New York.

W.W. Cooper, H.J Leavitt and M.W. Shelly D: New Perspectives in Organization Research, John Willey & Sons, New York.

Arthur G. Bedeian: Management, The Dryden Press, Illinois.

Roy Wagner: The Invention of Culture, University of Chicago Press, and Chicago.

Peter F. Drucker: The Executive in Action, Harper Collins Publications Inc., New York.

Tim Hannagan: Management - Concepts and Practices, McMillan India Ltd., New Delhi

Title: PERFORMANCE APPRAISAL AND COUNSELLING

Subject Code: 3028

Contact Hours : 60 Hrs

Work load: 4 hours per week

Credit Points: 4

Evaluation : Continuous Internal Assessment – 25 marks
Semester and Examination -- 75 marks

Objective : To give students complete exposure to all aspects of performance appraisal and counseling, post appraisal and performance mgt.

Pedagogy : Lectures, Assignments, Projects, and Seminars

MODULE 1.

Performance Appraisal:

The past and the future Human Resource Development and Performance Appraisal, Meaning, Need, Purpose, Content,

MODULE 2.

Designing your Performance :

Key Business Process; Competitive Advantage; role Clarity, accountability and effectiveness Increasing Self awareness & understanding
Self appraisal

MODULE 3

Performance Appraisal Process:

Identifying KRAs KPAs, SMART goals; Focus and Priority Matrix; Preparing a Performance Plan, Using Performance Appraisal Data, making performance appraisal work

MODULE 4

Recent Performance Appraisal technique:

360 feedback system, HR accounting, Assessment centers, MBO & BARS

MODULE 5

Performance Scorecard:

Balanced Score card, Employee Scorecard, HR scorecard, PcMM Model

MODULE 6

Performance Counseling and Mentoring :

Meaning and Definition ;Principles of counseling;Process;What is counseling is NOT; Directive and Non Directive types of Counseling ;Charterstics of good counselor ;Post appraisal interviews; Potential Appraisal Performance Improvement Strategies

MODULE 7

Performance Appraisal / Management :

Indian Success Stories

Text books:

Human Resource Management by Gary Desler pearson / PHI education 10th Edition—
Appraising and Developing Managerial Performance by T . V. Rao, Excel Books
360 Appraisal & management by T V Rao & Udai Pareek

Reference Book

1. *Performance Appraisal Methods (Chapter 14th) 'Personnel and Human Resource Management' by David Decenze & Stephen P Robbins – PHI Publications*
2. *Manageing Human Resource (Chapter 7, part IV) by Luis Gomez Mejia, David Balkin & Robert Cardy*
3. *Performance Appraisals by Bob Havard – Kogan page publications*
4. *Human Resource Development – by Randy Desimme, Jon Weener & David*

5. *HRM by Ivanchevich PHI EEE edition*
6. *Managing Employee Performance by Richard S Williams Thomson Publication*
7. *Creating Performance Organization by Biswjeet Patnayak & Vipin Gupta response Book*
8. *Competency & assessment centers by Nitin Savrekar*
9. *Personnel & HRM by P. Subba Rao (Himalaya Publishing House)*
10. *Personnel Management by Mamoria and Gankar (Himalaya Publishing House)*
11. *The counseling process –Lewis patterson & Elizabeth reynold –Thomson learning*
12. *Introduction to counseling and guidance – Gibson Pearson education*
13. *HRM -- Mondy 9th Edition pearson education*
14. *Managing HR—Gomez-mejia 4 th edition pearson education*

Websites

1. www.mnodn.com
2. www.humancapitalonline.com
3. www.humanresources.about.com
4. www.humanlinks.com
5. www.management.about.com
6. www.workforcetools.com
7. www.workforce.com
8. www.hsbp.com
9. www.hrlinks.com
10. www.employeeelect.com

Title: LEGAL ENVIRONMENT AND INDUSTRIAL RELATIONS

Subject Code: 3029

Work load: 3 hours per week

Contact Hours :45 Hrs

Credit Points: 3

Valuation : Continuos Internal Assessment – 25 marks
Semester and Examination -- 50 marks

Objective :

The purpose of this course is to develop an understanding of the various facets of Legal Environment and Industrial Relations.

Pedagogy : Lectures, Assignments, and Seminars

MODULE 1.

A General Survey, Need, Objectives and Principles of Legal Environment.

MODULE 2.

Legal Enactments in India, Influence of ILO on Indian Legislation.

MODULE 3.

Quality of Work Life - Meaning, Specifications, Quality of Work Life and Productivity, Barriers, Strategies for improvement of QWL.

MODULE 4.

Workers' Participation in Management and Quality Circles, Concepts to make Quality Circle process Effective, Objective of WPM, Essential conditions for Successful working of WPM, forms of WPM, Performance evaluation of PM, Suggestions for Success of WPM.

MODULE 5.

Industrial Relations - Conceptual Analysis, Trade Unions, Grievance Procedure and Disciplinary Procedure, Collective Bargaining, Industrial Conflicts - Types, prevention and Settlement

MODULE 6.

All relevant legal enactments in force from time to time to be studied from point of view of their implication for business.

Text Books :

Yoder, Dale - Personnel Management and Industrial Relations, Prentice-Hall India, New Delhi.

Myers, Charles A and Kannappan. S. -Industrial Relations in India, Asia Publication House, Mumbai.

Title: GROUP DYNAMICS

Subject Code: 3031

Work load: 3 hours per week

Contact Hours : 45 Hrs

Credit points: 3

Evaluation : Continuous Internal Assessment – 25 marks
Semester and Examination -- 50 marks

Objective : To provide inputs on team building

MODULE 1

Introduction: Concept, Types, organization design, importance, types of communication patterns and emerging needs

MODULE 2

Cohesiveness: resistance to change, norms, role conflict, task interactions, systems view, social roles, effect on decision making, group polarization

MODULE 3

Role of decision support system: comparative analysis of organizational structures giving emphasis on productivity, time and motion study.

References:

- | | | |
|--------------------------------|---|-------------------------------------------------------------------|
| 1.Craig M Watson | - | <i>Dynamics of Leadership, Jaico Publishing House, Bangalore.</i> |
| 2.Stephen .R. Covey
Simon & | - | <i>Principle Centered Leadership, Schuster, London.</i> |
| 3.Rustom. S. Davar | - | <i>Creative Leadership, UBS Publishers, New Delhi</i> |

Title: LEADERSHIP STYLE

Subject Code: 3032

Work load: 2 hours per week

Valuation: Continuous Internal Assessment
Semester and Examination

Contact Hours: 30 Hrs

Credit points 2

– 25 marks
-- 25 marks

Objective: To inject skills of modern leaders in students

MODULE 1

Introduction: Meaning, definition, role and significance of leadership in organization, theories of leadership, types of leaders, transactional and transformational leadership

MODULE 2

Leadership in 21st century: the challenges of globalization and technology to leadership development, leadership function,

MODULE 3

Strategies to be a good leader: characteristics and culture of a boss and leader, sensitivity, consistency, exploring, and coordinating, use of integrated computer networks to be an effective leader

Reference Books

- 1) George C Homans -- *The Human Group*, harcourt brace Jovanovich, New York
- 2) V H Vroom and P W Yelton - *Leadership and Decision making*, University of Pittsburg Press, Pittsburgh, United States.
- 3) John W Newstrom and Keith Davis --*Organisational Behaviour:Human Behaviour at work*, Tata McGraw Hill, New Delhi.
- 4) Strauss G and Sayles L R --*Personnel: The Human problems of Management*, P.H.I. New Delhi.
- 5) Udai Pareek -*Training Instrument for HRD*, Tata Mc Graw Hill, New Delhi.
- 6) Craig M Watson-- *Dynamics of Leadership*, Jaico Publishing House, Bangalore.
- 7) Stephen R Covey -*Principle Centered Leadership*, Simon and Schuster, London.
- 8) Rustom S Davar -- *Creative Leadership*, UBS Publishers, New Delhi.

Title: Corporate Restructuring – Human Dimensions

Subject Code: 3033

Work load: 2 hours per week

Valuation: Continuous Internal Assessment –
Semester and Examination --

Contact Hours: 30 Hrs

Credit points 2

25 marks
25 marks

Objective: To prepare students as organizational Change facilitator.

MODULE 1

Organizations & the need for change

Why organizations; factors influencing organizations, Types of Change

MODULE 2

Preparation for Corporate Restructuring

Human aspects plans, restructuring designs, implementation of designs, Re-engineering, Downsizing, optimization etc.

MODULE 3

Training & Development

Overview, objectives, definition, system view, needs assessment, organizational analysis, employee obsolescence, multi skilling

MODULE 4.

Job Analysis, Personal Analysis, designing a learning environment, learning patterns

MODULE 5

Development of training materials, training transfer, training methods (benefits, limitations) evaluation, cost factor in training

MODULE 6

Special training programs;

employee orientation programs, training for teams, creativity training, training for international assignments.

References

1. *Udai Pareek Training instruments for Health Management, Tata Mc Graw Hill, ND*
2. *Jeffery N. Lowenthal, Re-engineering Tata Mc Graw Hill, ND*
3. *Saiyadain Human Resources Management Tata Mc Graw Hill, ND*
4. *Gomez-Mejia, L.R. Balkin, D.B. and Cardy, R.L. Managing human resources Englewood Cliffs, NJ, Prentice Hall.*
5. *Edosomwan, J.A. Organizational transformation and Process Re-engineering Delray Beach, FL, Sr. Lucie Press.*
6. *Micheal L. Hardman, Clifford J. Drew, M. Winston Egan and Barbara Wolf; Human Exceptionality, allyn and Bacon Massachusetts, US*
7. *Jim Mathewman, Human Resources Planning, Jaico Pub. House, B'lore.*
8. *Udai Pareek, Training Instruments for HRD, Tata Mc Graw Hill Pub. Co. Ltd. ND*
9. *Joseph Weiss, O.B. & Change (Vikas Pub. 2nd Edition)*
10. *M.N. Mishra, O.B. & Corporation Development (Himalaya Pub)*
11. *Bohlander/Snell/Sherman, Managing HR (For training & Development) (Thompson Publication)*

Title: Human Resource Development**Subject Code: 3034****Contact Hours: 30 Hrs****Work load: 2 hrs per week****Credit Points: 2**

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination -- 25 marks

Objective: The objective of this course is to give students a complete exposure to all aspects of HRD

Pedagogy : Lectures, Assignments, case studies, seminar,

MODULE 1

Meaning and significance of Human Resource Development.

The change in business and organizational scenario- Strategic human resource planning - approaches – training – need and significance- Training methodology- pre-placement and on the job training – Lectures, Seminars, Case study, Role play, Simulation exercises, business games -Sensitivity training.

MODULE 2

Placement, Job rotation and assignment, training in external institutes

MODULE 3

Transaction Analysis – Meaning & Purpose of Transaction Analysis –Conflicts Resolution & Enhancement of Interpersonal Relationship through Transactional Analysis

MODULE 4

Performance Appraisal – the need and significance – setting employees performance objectives and goals, Creating organizational conditions for improving employee performance, Strategies for improving employee performance, employee performance management and appraisal audit.

MODULE 5

Counseling – Performance Counseling & Career Counseling

Emotional Intelligence – IQ Vs EQ, Creativity and its role in management – Building positive attitude – Time Management and Stress Management

References:

- | | | |
|--------------------------------------|---|-----------------------------------------|
| 1. Wayne F. Cascio | - | <i>Managing Human Resources</i> |
| 2. M. N. Rudra Basavaraj | - | <i>Dynamic Personnel Administration</i> |
| 3. Arun Monappa and Mirzas Saiyuidin | - | <i>Personnel Management</i> |
| 4. H.John Bernardin & JEA Russel | - | <i>HRM</i> |
| 5. Daniel Goleman | - | <i>Emotional Intelligence</i> |
| 6. David Fontana | - | <i>Stress Management</i> |
| 7. Shankar Digambar Bagade | - | <i>Time Management</i> |
| 8. T.V. Rao | - | <i>Performance Appraisal</i> |

INTERNATIONAL BUSINESS
(MINIMUM TWO SUBJECTS OF THE FOLLOWING)

Title : FOREIGN LANGUAGE – I (French/German)

Subject Code: 3035
Work load: 4 hrs per week

Contact Hours: 60 Hrs
Credit Points: 4

Evaluation: Continuous Internal Assessment – 50 marks
Semester End Examination -- 50 marks

Module-I

The aim of the course is to initiate the candidates to the FRENCH language with objectives:

- i) to enable them to Read, Write, comprehend to communicate at an elementary level.
- ii) To make them conversant with elementary terminology in the corresponding field of the Main course.

Module-II

The pedagogy is in consistent with the structure of the Main course. The course consists of 50 hours teaching and divided into 5 modules of 10 hours each:

- i) First four modules are for teaching the language part-I of (I).
- ii) The fifth module is dedicated to consolidation of the knowledge acquired in the four modules and application of the same to know relevant elementary terminology corresponding field of the main course (i.e. ii of 1)

Text:

- i. Language Part:
 - a) "LE FRANCAIS ET LA VIE"
by G.MAVPER/ M.BRVZIERE,
HACHETTE – Publication.
 - b) Lessons 1 to 15 only.
- ii. Elementary specialized terminology:
 - a) to be proposed by the teacher
 - b) to be supplied in the form of cyclostyled material.

GERMAN LANGUAGE

The course consists of 5 modules of 10 hours. Total Teaching will be of 50 hours. The detailed syllabus is as follows:

Module -I "Letter Writing"

Vocabulary: weather; nature, journey, reporting about the journey.

Grammar : Perfect tense, Past participle

Module- II :

"Traveling" -Geographical orientation, traveling by the train, means of traveling

Vocabulary: on Traveling Grammar: Prepositions with dative, prepositions with accusative and dative,

Module- III

"Shopping" buying in the market, speaking about a shop

Vocabulary: provisions Grammar: Comparison of adjectives; past tense of "haben, and "sein"

Module -IV

"Eating and Drinking", Invitation and eating habits Vocabulary: recipes, in a restaurant.

Grammar: prepositions with accusative, Verbs with reflexive pronouns, Imperative.

Module -V

"Body and Health" - Healthcare, visiting a doctor

Vocabulary: Parts of the body

Grammar: Adjective declination, main sentence and subordinate sentence; conditional sentence

In the last three hours of each Semester, vocabulary of "Business German" will be introduced.

Prescribed Text book:

1. Martin Muller / Paul Ruschl Theo Scherlingl Reiner Schmidt/

Lukas Wertenschlagl Heinz Wilms in collaboration with Christine Lemcke:

- a) "Moment mal!" : Lehrwerk für Deutsch als Fremdsprache, (Lehrbuch)
- b) "Moment mal!" (Arbeitsbuch),
- c) Cassettes (2 cassettes)

Copyright: 1996 Langenscheidt KG, Berlin and München.

This book is available at: W.R. GOYAL Publishers & Distributors

86, U.B. Jawahar Nagar, New Dehli-11 a 007

Fax: 2940861; *email:* goyal@vsnl.com

3. Material to be supplied by the teacher.

Main Examination

I. Written	50 Marks
a) General questions	10 Marks
b) Essay and letter writing	10 Marks
c) Grammar	30 Marks

Title: Legal Dimensions of International Business

Subject Code: 3036

Contact Hours: 30 Hrs

Work load: 2 hours per week

Credit points 2

Valuation: Continuous Internal Assessment – 25 marks
Semester and Examination -- 25 marks

Objective: To prepare students as organizational Change facilitator.

Module I

Introduction-origin & evolution of international trade; law, economics & policies of trade. Source of law in international trade: role of customs & treaties individual rights & states responsibility.

Module II

Transactions of international trade (a comparative study with reference to India, U.K. and U.S.A. with reference to following aspects.)

- a. The Indian contract, 1872
 - a. Essentials of a valid contract
 - b. Void & voidable contract
 - c. Breach of contract
 - d. Remedies for breach of contract
 - e. Frustration of contract.
- b. Sale of goods act.
 - a. Sale & agreement of sale
 - b. Conditions & warranties
 - c. Passing of property in goods
 - d. Rights & duties of buyer & seller
- c. Formation of internal commercial contracts
 - a. International sales agreements
 - b. Carriage of goods
 - c. Contract of carriage
 - d. Liability of carriers
 - e. Application of conventions
 - d. International agreement & conference on sea transport.

Module III

- a) Financing a international sales-legal aspects of financial instruments involved in international trade.
- b) Settlement of commercial disputes
 - i. Arbitration: The Indian arbitration & conciliation act, 1996 salient features.
 - ii. International centers for alternative dispute resolution (ICADR)
 - iii. UNCITRAL model law on international arbitration.
 - iv. Settlement of commercial disputes through international chambers of commerce (Paris).

Module IV

National regulations of international trade

- a. Constitutional provisions regarding trade.
- b. Foreign trade development & regulation act, 1992.
- c. Export quality control act, 1963.

Module V

Tortious liability in international trade

- a. Broad features of tort law.
- b. Product of manufactures liability
- c. Proximity rule in torts.

References:

1. Ratanlal & Dhirajlal, The law of torts justice G.P. Singh, 23rd Edition, Eastern Book, Co.
2. law of Contract: Avtar Singh. 25th Edition.
3. Indian Constitutional law, by M.N. Shukla.
4. John H. Jackson (ULC) : Legal Problems of International Economic Relations, West Publishing Company, St. Paul Minn.
5. K.C. Gopalakrishnan (ULC) Legal Economics(International Dimensions of Economics and Law (Eastern Book Company)
6. Ramberg: International commercial transactions allied Publishers, New Delhi.
7. Lee Hulton D.M & Clize Standbrook: International trade Law and practices, Euromoney Pub, London, 1983
8. Hearn Patrick: International Business Agreements(Bowlds 1987)
9. Cheshire's Private International Law, 9th Edn. Part III Chapter VIII, IX&X
10. A. E. Karmali and N. R. (ULC) Kanatawala: International Contracts Law and Practices of International Law.
11. Arbitration and Concillation : Law of India; A Comparative study of Old and New Law – by G.K.Kwatra, Publication by the Indian Council of arbitration, New Delhi
12. Arbitration in International Trade – By Rene David, 1985,
13. Kluwer Law and Texarian Publication, Deventer , Netherlands,
14. Raymond Vernon: The world Trade Organisation: New Stage in International trade and Development(1995)Harward International law journal pp.329-340
15. Carol Graham: Safety Nets, Politics and the Poor: Transaction to market economics, Brooking Institution

Title: International Accounting**Subject Code: 3037****Contact Hours: 30 Hrs****Work load: 2 hours per week****Credit points 2**

Valuation: Continuous Internal Assessment – 25 marks
Semester and Examination -- 25 marks

Objective: To prepare students as organizational Change facilitator.

Title: International Accounting**Code : 407****Contact Hours : 60 Hrs****Work load: 4 hours per week Credit Points :**

Evaluation : Continuos Internal Assessment – 50 marks
Semester End Examination -- 100 marks

Module I:

Globalization of the concept of accounting – Factors responsible for growth of international accounting, Dimensions of International accounting.

Module II:

International accounting standards and Multinational corporations, Standard setting process at international level; USA GAAPs, UK Accounting standards; Canada and Australian standards; Compensation and standard setting process.

Module III:

Consolidation of Financial statements – need and techniques of consolidation; Consolidation provisions of different countries; accounting of inflationary trends – need and techniques and accounting for Foreign inflation; Financial reporting and disclosure norms.

Module IV:

Accounting for foreign currency translation- need and techniques, rates for Translation; treatment of translation gains or loss; transfer pricing – concepts and setting transfer prices; strategic and practical consideration in transfer pricing; motives of transfer pricing; regulations.

Module V:

International information systems–need and relevance; techniques; analysis of foreign financial statements concept, need and techniques of analysis; problems in analysis; construction of various ratios.

References

- Arpon Jeffery G & Rade Baugh, Lee H., International Accounting and Multinational enterprises, John Wiley, New York, 1985
- Evans, Thomas.G. "International Accounting and Reporting", Mc Millan, London, 1985
- Gray S. J. "International Accounting and Transnational Decisions" Butterworth, London, 1983
- Holzer. H . Peter, International Accounting, Croom-Helm, London, 1986
- Pradhan, Bimal, Multinational Accounting, Croom-Helen, London, 1986
- Rathore, Shiriu, International Accounting, Englewood Cliffs, Printice Hall, New Jersey, 1996.
- Shahrokh M Saudagaran, International Accounting, Taxman Publications, New Delhi, 2001

Title: FOREIGN EXCHANGE AND RISK MANAGEMENT

Subject Code: 3038

Work load: 2 hours per week

Contact Hours: 30 Hrs

Credit points 2

Valuation: Continuous Internal Assessment – 25 marks
Semester and Examination -- 25 marks

Module I:

Introduction – foreign exchange risk management ; concepts – objectives and scope–currency risk– interest rate risk- definitions of foreign exchange risk; transaction exposure and economic exposure – principles of exposure management

Module II :

Foreign exchange markets : Dealers in foreign exchange markets – foreign exchange transactions – purchase and sales transactions – exchange quotation – spot and forward transactions – activities in foreign exchange markets: Hedging, speculation and arbitraging – foreign exchange market efficiency.

International Parity conditions: Purchasing power parity–Interest rate parity and fisher parities.

Module III :

Internal risk management techniques: Netting–Matching–leading and lagging – pricing policy – asset liability management – strategies for managing economic exposure : marketing strategies – production strategies- financial strategies.

Module IV :

External risk management techniques: Forward exchange contracts – short term borrowings – financial futures contracts – currency options – discounting bills receivables – factoring – receivable currency overdrafts – currency swaps – government exchange risk guarantees.

Module V:

Management of Interest rate risk: Term structure of interest rates –techniques of interest rate risk management; interest rate features – Interest rate swaps – Interest rate options.

References

1. Buckley Andriaw, "Multinational Finance", PHI. New Delhi.
2. Jeevanandam C, " Foreign Exchange and Risk Management", Sultan Chand & Sons, New Delhi
3. Edwards Franklin, " Futures ad options", TMH (International Edition), New Delhi
4. Chaterjee B.K., "Principles of Foreign Exchange"MPH, Mumbai
5. Dubofsky, "Options and Financial Futures Valuation and Uses", TMH, New Delhi
6. Williams, " Risk Management and Insurance", TMH (International Edition), New Delhi
7. Readhead, " Financial Derivatives", PHI, New Delhi.
8. Andley K.K., "Principles of Foreign Exchange", Sulta Chand & Sons, New Delhi

**MBA & MBA (IB) FOURTH SEMESTER - CHOICE BASED CREDIT SYSTEM
(NEW SYLLABUS)**

Title: Entrepreneurship Development

Subject Code: 4001

Work Load : 4 Hrs Per Week

Contact Hours: 60

Credit Points: 4

Evaluation: Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

Pedagogy : Lecture, Case Study, Seminars,

Objective : To inject entrepreneurial qualities in the students.

MODULE 1

Entrepreneurship

- a) Evolution of Entrepreneurship
- b) Entrepreneurial Characteristics,
- c) Motivation-Maslow's hierarchy need theory, Achievement Motivation Theory

MODULE 2

Entrepreneurial Environment

- a) New Economic Policy 1991 with special reference to SSI
- b) Infrastructural and incentive support given by State and Central Government
- c) Role of SISI, DIC, NSIC and SIDBI

MODULE 3

Promotion

- a) Procedure to start small scale industries
- b) Project Report Preparation and Appraisal

MODULE 4

EDP

Evaluation of EDP-Criteria for evaluating EDP, Brief course content of EDP
Entrepreneurship and Small Scale Industry-Vasant Desai
Entrepreneurship and small industry-Dr. Neeta Baporikar
Entrepreneurship Development –S.S.Khanaka
Entrepreneurship and small industry-Dr. Neeta Baporikar
Management of SSI-Vasant Desai
Entrepreneurship Development –S.S.Khanaka
Entrepreneurship and small industry-Dr. Neeta Baporikar

Title: INTERNATIONAL ECONOMICS - II**Subject Code: 4001 * (For MBA (IB students only)****Work Load : 4 Hrs Per Week****Contact Hours: 60****Credit Points: 4**

Evaluation: Continuous Internal Assessment – 50 marks
Semester End Examination -- 50 marks

Pedagogy : Lecture, Case Study, Seminars,

This course presents rudiments in trade theory and open macroeconomics. Reflecting my recent experiences in the IMF, the WTO and Japan's government, the emphasis will be on the interactions between rigorous economic thinking and concrete policy issues in developing countries.

Module -I

Theory of Economic Integration: Economic Integration and endogenous growth; Selected Regional Blocks- NAFTA, EU, ASIAN, SAARC; Globalization Vs. Rationalization; Regional Blocks, Building Blocks or Stumbling Blocks; Ongoing challenges – Environment Volatility, Rise of Global Mania; Regional Alternatives; Regional Competition; New Organizational Challenges.

Module - II

Capital Flows, Concept of Foreign Direct Investment, Effects of FDI, what explains FDI, Evolution of India Policy towards FDI, FDI Inflow to India, Indian outward FDI.

Module - III

Multinational enterprises: Nature, role and operations of MNC's Problems created by MNC's in the home and host countries, foreign enterprises in Indian industry, Policy towards MNC's. Somecase studies.

Module – IV

Technology Transfer: Technology Generation and Technology transfers in the world economy, New Technology and developing countries, technology and market structures, multilateral trading system, North-South Trade, South-South trade-globalization.

Module – V

World Trade Organisation Formulation, Objectives, Functions, Agreements-Multilateral agreements on Trade in Goods, General Agreements on Trade in Services, TRIPS, TRIMS, TPRM, PTA Agreements, rules and procedures governing the settlement of disputes; their application on Indian Environment; Structure of WTO.

Module – VI

International Financial Institution; IMF, IBRD, IFC, IDA; Objectives, policies and performance, evaluation.

References:

1. Sodersten B. (1993), "International Economics", McMilan, London.
2. Domnick , Salvator (1990) "International Economics" Mcmilan Publishing Company, New York.
3. P.H. Lindert (1995), "Kindly Bergers" International Economics, (8th edition) R.D. IRWIN, ILLINICS.
4. Nagesh Kumar (1994) "Multinational Enterprise and Industrial Organisation – A case study of India", Sage Publications, New Delhi.
5. Nagesh kumar and N.S. Siddhartuan (1997) "Technology, Market Structure and Internalisation", UNU/Intech studies in New Technologies and Development -5.
6. Nagesh Kumar, J.H. Dunning, libsey, Agarwala and Urata, "Globalization, Foreign Direct Investment" New Technology and Development-7
7. Apte. P.G. International Financial Management, Tata McGraw Hill, 2nd edition, 1999.
8. WTO Secreatariat: The WTO Dispute Settlement Procedure, Cambridge University, U.K. 2001.

Title: Management Control System
Subject Code: 4002
Work Load : 4 Hrs Per Week

Contact Hours: 60
Credit Points: 4

Evaluation: Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

Objective :

The main objective of the course is to appraise the students about the concept of management control system as well as its role in efficient management of public system organizations.

Pedagogy :Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1.

Basic Concepts, Goals, Strategies, Key-variables in Management Control Systems, Control characteristics in Business activities.

MODULE 2.

Management by Objectives - with emphasis on all functional areas in an organisation, Analysis for effective feedback.

MODULE 3.

Ideal Reporting System - Budget Reporting. Estimation in Reporting, Financial Reporting, Project Reporting, Troubles in Reporting, Nature of Economic Reporting.

MODULE 4.

Responsibility Center Concept - Types of Responsibility Centers. Evolution of various models of Responsibility Centers, Cost Centers and Associated problems Profit Center and Associated Problems with special reference to Transfer Pricing Problems
Investment Center and Associated Problems with special reference to Problem of Measurement of Investment
Conversion of One system into the other-when, why and how, Importance of Behavioural Aspects of Management Control

MODULE 5.

Budgetary Control System - Types of Budget, Zero Based Budgeting, Performance Budgeting, Flexible Budgets, Special Problems related to Behavioural Aspects.
(Participation, Procedure, Authorization, System and Manual)

MODULE 6.

Special Reports, Reporting under Inflationary conditions. Reporting for inter-firm comparison.

MODULE 7.

Financial Control and Reporting in Non-Profit and Non-Government Organisations, Multi-National Organisations and Service Organisations.

MODULE 8.

Management Control of Projects: Nature, Planning, execution and evaluation. Emphasis on Case Studies.

MODULE 9.

Case studies of management control systems existing in Indian organizations.

Text Book and Reference Books :

Robert G. Murdick, Joel E. Ross and James R. Claggett: Information Systems for Modern Management, Prentice-Hall, New Delhi.

Robert N. Anthony and Vijay Govindarajan: Management Control Systems, Tata Mc Graw Hill Publishing Company Ltd., New Delhi- Eight Edition.

Bhattacharya S.K. and Dearden, John: Accounting for Management: Text and Cases, Vikas Publishing House New Delhi.

Shank, John K. and Vijay Govindarajan: Strategic Cost Management, Free Press, New

York. Ciarello, Joseph A.: Project Management Control Systems, Ronald Press New York.

Jerome Kanter: Managing with Information, Prentice Hall, New Delhi.

Hersey, P and Blanchard, H.B. Management of organization Behaviour: Utilising Human Resources, New Delhi, PHI, 1988. Ghosh P.K and Gupta, G.S, Cost Analysis and Control, New Delhi, Vision, 1985.

Title: INTERNATIONAL TRADE-PROCEDURE, DOCUMENTATION & LOGISTICS – II

Subject Code: 4002 * (For MBA (IB) students only)

Contact Hours: 60

Work Load : 4 Hrs Per Week

Credit Points: 4

Evaluation: Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

Module I

Documentary letters of credit: types, procedure of establishing & negotiating L/C, export finance, overseas agents/distributors, effects of WTO on Indian Exports.

Module II

Preshipment inspection, packing, marking & labeling, excise clearance, ARE-1 & CT-1 Forms, form-H, procedure for claims, types of local transports and insurance, clearing & forwarding agents

Module III

Marine insurance: Types of insurance, policies/covers, insurance claims, shipment of goods, custom clearance, types of containers and containerization, detailed study on export documents.

Module IV

Export incentives: Duty drawback, duty exemption schemes, DEPB, deemed exports, EOU/EPZ/SEZ, benefits & claim procedures, export/trading houses, ECGC services, financial guarantees, cover against risks, different policies, project exports & service exports, EXIM banks.

Module V

Export order processing, Indian shipping and world's shipping, trends in global logistics, air shipments - case studies, recent developments in international logistics.

Import procedure: different customs (import) duties, advance licensee, DFRC, Custom clearance related documents.

References:

1. Ministry of Commerce and Industry, Handbook of Procedures, Vol I&II , GOI, New Delhi-2000
2. Mahajan, Guide to Export Policy, Procedures and Documentation,-2000.
3. Ballou.R.H. Business Logistics Management, PHI, International Inc 1999

Title: Major Concurrent Project
Subject Code: 4003
Work Load : 4 Hrs Per Week

Contact Hours: 60
Credit Points: 4

Evaluation: Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

Preamble

The Major Concurrent Project (MCP) is a fully practical oriented course which has been designed to give students indepth knowledge in their field of specialization. Major Concurrent Project (MCP) is an improved version of Summer Inplant Training (SIT) which we use to have at the end of IV semester. In MCP, the student will have more scope to apply knowledge. In this high end specialized subject, wherein he will be encouraged to explore concepts already dealt in the class and understand its application in the field. Unlike SIT (at the end of II semester) the student while carrying Major Concurrent Project is more focused and would be getting continuous guidance from the external as well as internal experts. The following note presents the broad guidelines of the Major Concurrent Project.

Title of the Course

Major Concurrent Project (MCP)

Duration

10 weeks

PROCESS / GUIDELINES:

- 1) Each student will select a project in the area of his/her specialization in an organization.
- 2) The choice of the organization has to be made in consultation with the Institute. The Institute for this purpose should assign an internal faculty member who will act as the mentor throughout the Major Concurrent Project. The assignment of mentor and choice of organization should be made by the end of first week of semester.
- 3) The study conducted by the student will be a full time effort where he/she is required to attend the Industry or business for over two full days in a week. The industry expert will act as the External guide and the student is required to submit attendance details every week to his mentor.
- 4) The Institute will provide two full days - (Every week Tuesday and Wednesday for the students, to be with the Industry/ External Guide.
- 5) The proposal for the Major Concurrent Project (MCP) should be submitted by 10th December 2006 to the Institute. The institute should send a CD of all proposals to Chairman BOE, KUD by 30th December 2006, which will ensure the registration of students for Major Concurrent Project. The Institute should also make arrangement to upload these proposals on their website. Students should prepare these proposals in consultation with the Internal and External Guide.
- 6) The format for the proposal is as given below:
 - Topic of the study (Major Concurrent Project)
 - Need for the study (Stress on Need for study-current trends in the area)
 - A review of earlier research studies conducted
 - Objectives of the study
 - Methodology
 - Proposed outcomes and benefits of the study
- 7) There will be eight weeks for the completion of the concerned proposal. The completed MCP report is to be submitted on 03rd April 2006. Late submissions should not be entertained by the Institute in any case. A soft copy on a CD of all MCP reports is to be sent to Chairman BOE, KIMS, KUD immediately after the submission date.

- 8) There shall be a mid review of MCP to be conducted immediately after the mid semester examinations. (around second week of March)
- 9) Separate presentations for the organizations and the Institute have to be arranged during 11th and 12th week (4th April to 17th April 2007) as per convenience.
- 10) There will be a project viva-voce conducted by Karnatak University, soon after the theory examinations. The panel of examiners will be similar to SIT.

Deliverables

The students are required to deliver the following Deliverables without any concessions as per the dates mentioned in the above process.

- 1) MCP proposal
- 2) Mid review presentation
- 3) Submission of MCP report (Soft copy + Hard copy- 2no.s /Project)
- 4) Presentation (for organization and the Institute)
- 5) Presentation for Viva-voce examination to be conducted by KUD.

Format for Major Concurrent Project Reports

The format for the Major Concurrent Project reports should be in the following manner.

- Executive Summary
- Introduction of the study
- About the organization – Brief
- Objectives
- Analysis and Findings
- Discussion
- Conclusion
- References

In certain cases, students may change the format in consultation with his mentor and the External Guide. Enough care should be taken that the Major Concurrent Project report focuses the study undertaken by the student and its findings. The report should contain minimum 75 pages with the following styles:

- i) A-4 size paper (Executive Bond)
- ii) MS Word style with Times New Roman Font
- iii) Font size -12 for Text and 14 for headings
- iv) Paper settings with 1 inch margins on all the four sides.

Title: Project Management
Subject Code: 4004
Work Load : 2 Hrs Per Week

Contact Hours: 30
Credit Points: 2

Evaluation: Continuous Internal Assessment	–	25 marks
Semester End Examination	--	25 marks

Objective :

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the view of the projects undertaken.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1.

Introduction - Definitions, Classification, Project Risk, Scope.

MODULE 2.

Project Management - Definitions, Overview, Project Plan, Management Principles applied to Project Management, Project Management Life Cycle, Project Life Cycles and Uncertainty.

MODULE 3.

Project planning - Scope, Problem statement, Project Goals, Objectives, Success criteria, Assumptions, Risks, Obstacles, Approval process, Projects and Strategic Planning.

MODULE 4.

Project Activities - Project Resource Requirements, Types of Resources.

MODULE 5.

Project Monitoring, Evaluation and Control - Project Network Technique, Planning for Monitoring and Evaluation, Project Audits, Project Management Information System, Project Scheduling, PERT and CPM, Project Communication, Post-Project Reviews.

MODULE 6.

Project Team Management - Recruitment, Organizing, Human Resources, Team operating rules, Project Organization, Various forms of Project Organization, Project Organization Charting.

MODULE 7.

Closing the Project - Types of Project Termination, Strategic Implications, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination procedures.

MODULE 8.

Project Contracts, principles, Compilation of contracts, Practical Aspects, Legal Aspects, Global Tender, Negotiations, Insurance.

Text Book and Reference Books :

1. Bennet P. Lientz and Kathryn P. Rea, "Project Management for the 21st Century", Academic Press, California, 1995.
2. Choudhary. S., "Project Management", Tata McGraw Hill Book Publishing Co., New Delhi.
3. Gopalakrishnan, P., "Project Management", Macmillan India Ltd. New Delhi, 1993.
4. Jack R. Meredith and Samuel J Mantel, "Project Management", John Wiley & Sons, New York, 1995.
5. Joseph J. Moder, Cecil R. Phillips, and Edward W. Davis, "Project Management with CPM. PERT and Precedence Diagramming", CBS Publishers and Distributors, New Delhi.
7. Prasanna Chandra, "Project: Planning, Analysis, Selection, Implementation and Review", Tata Mc Graw Hill Publishing Co. Ltd., New Delhi, 1998.
8. Robert K. Wysocki, Robert Beck, and David B. Crane, "Effective Project Management", John Wiley & Sons, New York, 1995.

MARKETING (MINIMUM ONE SUBJECT FROM THE FOLLOWING)

Title: RURAL MARKETING

Subject Code: 4005

Work Load : 2 Hrs Per Week

Contact Hours: 30

Credit Points: 2

Evaluation: Continuous Internal Assessment	–	25 marks
Semester End Examination	--	25 marks

Prerequisites : should have taken courses in Sales Distribution and Logistics Management and Services Marketing.

Pedagogy : Lectures, Assignments, Projects, and Seminars

MODULE 1.

Indian Rural Market Environment. Segmentation of Indian Rural Market.

MODULE 2.

Size and Nature of Indian Rural Markets, Organisation Structure for Marketing Products in the Rural Market.

MODULE 3.

Product Design and Development Strategies for Rural Market Oriented products.

MODULE 4.

Marketing Channels, Communication and Sales Promotion for Rural Marketing.

MODULE 5.

Marketing Strategies for Marketing Specialized Rural Market Oriented Commodities:

- A. Agricultural Products
- B. Agricultural Machinery
- C. Other Agricultural Inputs like Fertilizers, Pesticides, etc.
- D. Products of Cottage & Village Industries - Marketing Channels, Infrastructure

MODULE 6.

Facilities, Role of Co-operatives, Pricing Support, Role of Government, Role of Financial Institutions and Public Sector undertakings, Public Distribution System.

Text and Reference Books :

Rural Marketing by Gopalakrishnan.

Marketing of Agricultural Inputs by Tha and Sen, HPH, India

Marketing of Dairy Products in Western U.P. by Bilgami, S.A.R, HPH., India

Title: INTERNATIONAL MARKETING MANAGEMENT

Subject Code: 4006

Contact Hours: 60

Work Load : 4 Hrs Per Week

Credit Points: 4

Evaluation: Continuous Internal Assessment	–	50 marks
Semester End Examination	--	50 marks

Objective :

The basic objective of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the International Marketing.

Prerequisites : should have taken courses in Sales Distribution and Logistics Management.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1.

Overview of the World Business - Domestic V/S International Marketing, Benefits of International Marketing.

MODULE 2.

Trade theories and economic development - Barriers to International Marketing, Role of GATT, WTO, GSP, etc, Global Business Environment.

MODULE 3.

Planning for International Marketing - Overseas Marketing Research and Information System, Foreign Market entry Strategies.

MODULE 4.

International Marketing Decisions - Product, Branding, Packaging, Pricing, Distribution, Sales and Sales Promotion decisions and Strategies.

MODULE 5.

Financial Environment and decisions in International Marketing.

MODULE 6.

Foreign Trade in India - Regulation Promotion and Development, Foreign Trade Control, EXIM Policy, Organizational set up. Export Promotion, Export Documents, and Procedures, Export Risk Insurance.

MODULE 7.

Major Problems of Indian Export Sector.
Selected Cases.

Text and Reference Books

International Marketing – 10th/40th Edition by Philip R. Cateora: Irwin/Mc Graw Hill.

International Marketing -Analysis and Strategy by Sak Onkvisit and John J. Shaw, PHI., New Delhi

International Trade and Export Marketing by Dr. Francis Cherunilam, 5/e, HPH.India

International Marketing Management - 9/e by R.L. Varshney and B. Bhattacharya: Sultan Chand & Sons, India

Title: Advertising Management

Subject Code: 4007

Work Load : 4 Hrs Per Week

Evaluation : Continuous Internal Assessment
Semester End Examination

Contact Hours: 60

Credit Points : 4

– 50 marks

-- 50 marks

Objective:

This course intends to provide the students:

1. An understanding of the decision processes in advertising and sales promotion from a marketer's point of view
2. Analytical skills for dealing with advertising and promotion decisions
3. Information about the existing body of academic findings regarding the way advertising and communication works

Pedagogy : Lecture, Case Study, Seminars ,project

MODULE 1

Introduction; Advertising in India; Careers in Advertising

MODULE 2

Integrated Marketing Communications - Role of Integrated Marketing Communications in Marketing

Integrated Marketing Program Situation Analysis – Organizing for advertising

MODULE 3

Objectives Setting and Budgeting for IMC programs – Establishing objectives and budgeting for the promotional programs.

MODULE 4

How Advertising Works – Some Research Results

MODULE 5

Segmentation & Positioning

MODULE 6

Message Strategy & Tactics

MODULE 7

Media Strategy & Tactics

Course Text Book:

Advertising Management by Rajeev Batra, John Myers and David Aaker, 5th Edition, PHI (AM-RB, JM & DA)

Reference Books:

- 4) "Advertising Management" by Rajeev Batra, John Myers and David Aaker, 5th Edition, PHI –TEXT BOOK
- 5) 'An Indian Perspective - Advertising Management' – by P K Agarwal, 2nd Edition, 2001, Pragati Prakashan, Meerut
- 6) *Contemporary Advertising by William F Arens – Irwin/ McGraw Hill International Edition*
- 7) *Advertising Management: Concepts and cases by Mahendra Mohan, Tata McGraw Hill*

Title: Sales Promotion Management

Subject Code: 4008

work Load : 2Hrs Per Week

Contact Hours: 30

Credit Points : 2

Evaluation:	Continuous Internal Assessment	– 25 marks
	Semester End Examination	-- 25 marks

Objective:

This course intends to provide the students:

1. An understanding of the decision processes in sales promotion from a marketer's point of view
2. Analytical skills for dealing with promotion decisions
3. Information about the existing body of academic findings regarding the way communication works

Pedagogy :Lectures, Assignments, Projects, and Seminars

MODULE 1

Sales Promotion

MODULE 2

Public Relations, Publicity and Corporate Advertising.

MODULE 3

Sales Promotion Effectiveness

MODULE 4

Advertising Regulation

Reference Books:

- 1) *Advertising and Promotion – by George E Belch and Michael A Belch – Irwin – Mc Graw Hill International Edition*
- 2) *'Foundations of Advertising Theory & practice by S A Chunawala and K C Sethia, HPH*
- 3) *'Sales Promotion' – by Julian Cummins, Universal Book Stall, New Delhi*
- 4) *Successful sales Promotion – by Pran Choudhury, Ricky Elliott, Alan Toop, Orient Longman Ltd*

FINANCE (MINIMUM ONE SUBJECT FROM THE FOLLOWING)

Title: Corporate Tax Planning

Subject Code: 4009

work Load : 2 Hrs Per Week

Contact Hours: 30

Credit Points : 2

Evaluation:	Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	25 marks

Objective: To provide inputs relating to strategic corporate tax decision making process

MODULE 1

The Structure and scope of Indian Income Tax Act :Concept and definition under this Act, Heads of Income ,Assessments, Procedures,

MODULE 2

Set off and Carry forward of business losses and allowances:

MODULE 3

Effects of taxation on investment Policy – Inv. Allowances dev. Allowances, Impact of taxation of Financing policies treatment of payment of dividends Chargeability of certain Payments and income profit from newly established industrial undertakings, Provision of certain specific allowances and then effects on income and expenditure

MODULE 4

Treatment of certain expenses-payment of salaries, copyrights, patent rights, repairs & renewals, rural development & scientific research

MODULE 5

Assessment of Individual and Firms, Corporate Taxation and Planning Income Tax Authorities, Procedure for Assessment - appeal, References and Revisions

References:

Direct Tax by Mehrothra / Singhania

Title: Custom and Excise Management

Subject Code: 4010

work Load : 4 Hrs Per Week

Contact Hours: 60

Credit Points : 4

Evaluation:	Continuous Internal Assessment	–	50 marks
	Semester End Examination	--	50 marks

Objective: To provide input on theory and practice of Customs and Excise mgt.

MODULE 1

Introduction of Excise Duty – History& coverage, levy and collection of excise duties under the Act

MODULE 2

Provisions governing manufacturing and removal of excisable goods, valuation & classification of goods under Central Excise Act

MODULE 3

Assessment- Provisional Assessment, Self removal procedure, Payment of duty Licensing procedure, and formalities, maintenance of records, registers and filing of returns.

MODULE 4

Procedure for exports: duty drawback, pro-forma credit and CENVAT, offenses and penalties, exemptions for small scale industries.

MODULE 5

Customs Act 1962 and customs Tariff Act 1975, Principles governing levy and exemptions from customs duties – Classification and valuation of goods, provisions governing import and export of goods. Draw back of customs duties paid.

MODULE 6

Sales Tax: Area to be covered

MODULE 7

Wealth Tax

MODULE 8

Service Tax

Text Book

Tax Laws by V S Datye and Dinakar Pagare

INTERNATIONAL BUSINESS (MINIMUM ONE SUBJECT FROM THE FOLLOWING)

Title: Corporate Tax Planning
Subject Code: 4011
work Load : 4 Hrs Per Week

Contact Hours: 60
Credit Points : 4

Evaluation: Continuous Internal Assessment – 50 marks
Semester End Examination -- 50 marks

Module I

The aim of the course is to initiate the candidates to the FRENCH language with objectives:

- To enable them to read, write, comprehend to communicate at an elementary level.
- To make them conversant with elementary terminology in the corresponding field of the Main course.

Module II

The pedagogy is consistent with the structure of the Main course. the course consists of 50 hrs teaching and divided into 5 modules of 10 hrs each:

- Grammar contained in the lessons from 16 to 28
- Spoken French
- Essay writing
- Questions on the text
- Structural tables
- Grammar tables
- Audio-Visual methods.

Text :

“LE FRANCAIS ET LA VIE” [Vol-1] by-G.Mauger/M.Bruezier
[collection published under the patronage of ALLIANCE FRANCAISE](French Union)

405 GERMAN LANGUAGE

The course consists of 5 modules of 10 hrs. Total Teaching will be of 50 hrs. The detailed syllabus is as follows:

Module I – “Letter Writing”

Vocabulary : weather; Nature, Journey, Reporting about the journey.
Grammar : Perfect tense, Past participle.

Module II

“Travelling” – Geographical orientation, traveling by train, means of traveling. Vocabulary :
on Travelling Grammar: Prepositions with dative, Prepositions with accusative and dative.

Module III

“Shopping” buying in the market, speaking about a shop. Vocabulary: provisions
Grammar: Comparison of adjectives; past tense of “haben”, and “sein”.

Module IV

“Eating and Drinking”, Invitation and eating habits Vocabulary: recipes, in a restaurant
Grammar: prepositions with accusative, Verbs and reflexive pronouns, Imperative.

Module V

“Body and health” – healthcare, visiting a doctor Vocabulary: parts of body

Grammar: Adjective declination, main sentence and subordinate sentence; conditional sentence.

In the last three hours of each semester, vocabulary of "Business German" will be introduced.

Prescribed Text:

Martin Müller/paul Ruschl Theo Scherling/Reiner Schmidt/Lukas Wertenschlag/Heinz Wilms in collaboration with Christine Lemcke:

1. "Moment mal!": Lehrwerk für Deutsch als Fremdsprache, (Lehrbuch)
2. "Moment mal!" (Arbeitsbuch)
3. Cassettes - 2

Copyright : 1996 Langenscheidt KG, Berlin and München.

This book is available at : W.R. Goyal Publisher & Distributors

86, U.B. Jawahar Nagar, New Delhi-110007

Fax: 2940861; email: goyal@vsnl.com

Title: INTERNATIONAL BUSINESS STRATEGY**Subject Code: 4012****Contact Hours: 30****work Load : 2 Hrs Per Week****Credit Points : 2**

Evaluation:	Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	25 marks

MODULE – 1: World of International Business

Challenges of International Business.
Multinational Enterprises
Triad and International Business.

Module II: Environment of International Business.

International Politics and Economic Integration
International Culture International Trade
International Trade International Finance

Module III: International Business Strategy.

Global Strategic Planning
Organizing Strategy
Production strategy-Global sourcing –Global supply management and technology transfer
Marketing strategy
Human Resource Management Strategy
Political Risk and Negotiation Strategy
International Financial Management

Module IV: International Business Strategies in Action

Corporate Strategy and National Competitiveness
Doing Business in European Community
Doing Business In Japan
Doing Business in North America
Doing Business in Non-Trial Nations

Module V: International Business Horizons

International Joint Ventures
Future Challenges of International Business.

References

1. Rungman.A.M and Hodgetts. R.M., International Business; A Strategic Management Approach, McGrawhill,.Inc, New Delhi- 1999-2000.
2. Keealas.A.G., Global Business Strategy, South –Western, 1999-2000,
3. Garland.J. and Farmer. R.N., International Dimension of Business Policy and Strategy, PWS-KENT 1999-2000,
4. Nagandhi.A.R., International Management, PHI, New Delhi, 1999/2000
5. Davidson.W.H., Global Strategic Management, John Wiley and Sons, 1999/2000,
6. Faeyrweather.J., Internatoinal Business Strategy and Administration, Bllinter Publishers Mass, 1999/2000
7. Bhalla.V.K. and Shivaramu. S.,International Business: Environment and Management, Anmol Publications, New Delhi, 2000
8. Porter.M.E., the Competitive Advantage of Nations, The Free Press, New York 1999-2000
9. Porter .M. E. Competitive advantage, The FreePress, NewYork, 1998 or 1999-2000.