

**சென்னைப் பல்கலைக்கழகம்**  
**தொலைதரக் கல்வி நிறுவனம்**



**Degree of Master of Business Administration**

**M.B.A**

**முதுகலை வணிக நிர்வாகம்**

*Syllabus for Core Subjects*

**Non-Semester**

(Effective from the Academic Year 2005 - 2006)

**UNIVERSITY OF MADRAS**

**INSTITUTE OF DISTANCE EDUCATION**

**CHENNAI - 600 005**

**DEGREE OF MASTER OF BUSINESS ADMINISTRATION**  
**SCHEME OF EXAMINATIONS**  
**FIRST YEAR**

<b>Paper</b>	<b>Subject</b>
1.	MANAGEMENT PRINCIPLES
2.	QUANTITATIVE METHODS IN BUSINESS
3.	ORGANISATIONAL BEHAVIOUR
4.	MANAGEMENT ACCOUNTING
5.	MANAGERIAL ECONOMICS
6.	LEGAL SYSTEMS IN BUSINESS
7.	RESEARCH METHODOLOGY AND COMMUNICATION
8.	APPLIED OPERATIONS RESEARCH
9.	HUMAN RESOURCES MANAGEMENT
10.	MARKETING MANAGEMENT

**SECOND YEAR**

11.	PRODUCTION AND MATERIALS MANAGEMENT
12.	FINANCIAL MANAGEMENT
13.	COMPUTER LANGUAGES FOR MANAGEMENT
14.	BUSINESS POLICY AND STRATEGIC MANAGEMENT
15.	MANAGEMENT INFORMATION SYSTEMS AND EDP
16.	INTERNATIONAL MARKETING
17-20	ELECTIVE SUBJECTS
21.	PROJECT WORK

Paper	Subject
17 - 20	<b>ELECTIVE SUBJECTS</b>
	Four papers in any one of the following Elective Subjects :
	a) MARKETING      c) SYSTEMS
	(or)
	b) FINANCE      d) HUMAN RESOURCE
	(or)
	<b>a) MARKETING</b>
	17 Marketing Research and Consumer Behaviour
	18 Advertising Management and Sales Promotion
	19 Sales Management and Distribution Management
	20 Services Marketing
	<b>b) FINANCE</b>
	17 Corporate Finance
	18 Security Analysis and Portfolio Management
	19 Tax Management
	20 Merchant Banking and Financial Services
	<b>c) SYSTEMS</b>
	17 Data Base Management Systems
	18 System Analysis and Design
	19 Decision Support System
20 E-Business Technology and Management	
<b>d) HUMAN RESOURCE</b>	
17 Industrial and Labour Relations	
18 Human Resources Development (HRD)	
19 Total Quality Management	
20 Training and Development	

All the subjects are evaluated for 100 marks and Project Work is for 200 marks.

# **INSTITUTE OF DISTANCE EDUCATION**

## **DEGREE OF MASTER OF BUSINESS ADMINISTRATION (M.B.A)**

### **SYLLABUS**

#### **FIRST YEAR**

#### **PAPER 1 - MANAGEMENT PRINCIPLES**

Management defined – Basic Principles and process of Management. The evolution of Management. The evolution of Management Science.

Planning : Planning as the first step in the process of Management cycle – Basic techniques of Planning – Basic factors involved in planning – Key planning points – Psychological hazards to rational planning – Strategic consideration in planning.

Policy Making: Policy making as a guide to action in the organization – General policies and specific policies in an organization – Basic areas of policy making.

Need for organization – Organizational hierarchy in large concerns – Top Management organization – Staff units and Committee – Factors to be considered in the establishment of an organization.

Basic division of Functional activities – Methods of grouping activities – Typical patterns used – Use of organizational charts and manuals.

Authority, relationship – Line function and staff – Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each.

Span of control – Pros and cons of narrow and wide spans of control – Optimum span.

Communication - Traits of good communications - Formal and informal channel - Follow up - Standard indoctrination - Explaining why consultative direction links in the chain of command, MIS - Basic.

Co-ordination - Need for co-ordination - techniques of securing co-ordinations.

Concept of control - Application of the process of control at different levels of management (top, middle and first line). Performance standards - Measurements of performance - Remedial action. An integrated control system in an organization.

Motivation - determination of behaviour - Employee as a “Total Person” - Primary incentives.

Management by objectives - Management by exception - Decision making theory in management.

## **REFERENCES**

1. Allen, L.A., Management and organization, McGraw Hill publishing co., ltd.
2. Chandrabose. D. Principles of Management and Administration PHI2002.
3. Hellriegel / Jackson / Solum, Management – A Competency based approach, Thomson, South Western.

4. Hannagan, Management concepts and practices, Macmillan India Ltd.,
5. Koontz o'Dohnel, Principles of Management Mcgraw Hill publishing co., Ltd.,
6. Prasad, I.M, Principles and practices of Management Sultanchand & Sons.
7. Peter Drucker, The practice of management – Hillied publications.
8. Prasad, I.M., Principles and practice of management Sultan Chand & Sons .
9. SathyaRaju, Management :Text & Cases, PHI ,2002.
10. Stoner :Management,6 th Edition,PHI,2002.
11. Robbins:Management,7<sup>th</sup> Edition,PHI,2002
12. Certo :Modern Management,9<sup>th</sup> Edition,PHI,2002.

## **PAPER 2 - QUANTITATIVE METHODS IN BUSINESS**

### **UNIT - I**

Probability: Rules of probability, Binomial, Poisson and Normal distribution – their applications in Business and Industrial problems – Baye's Theorem and its business applications.

Risk and uncertainty in decision making – minimax, maximini and regret criteria – Hurwitz and Laplace criteria in business decision making – Decision tree.

### **UNIT - II**

Elementary idea of different sampling techniques – Hypothesis testing – chi-Square test – Correlation and regression analysis – Single and two factor analysis of variance.

### **UNIT - III**

Elementary Concepts of factor analysis, Multiple regression analysis, discriminant analysis, Cluster analysis and Co-joint analysis in marketing problems.

### **UNIT – IV**

Application of Differentiation and Integration: Maxima, minima, average cost, total cost, marginal revenue, average revenue, total revenue – Consumer surplus and producer surplus.

### **UNIT – V**

Research in business – Conducting investigation – Report writing – Academic and Business Research Reports – Research format.

### **REFERENCES**

1. Richard I Levin and David S. Rubin Statistics for Management. Pearson Education Asia 2002.
2. David M. Levin, Simothy C Krehbiel and Mark L Berenson. Business Statistics – A first course. Pearson Education Asia – 2002.
3. Levin and Rubin, Statistics for Management – Prentice Hall of India 2001 7<sup>th</sup> edition.
4. Gupta S.P., and Gupta M.P., Business Statistics, New Delhi, Sultanchand 1997.
5. Sharma J.K., Quantitative Techniques for Managerial Decision, Macmillan India Ltd., 2001.
6. G.V. Shenoy and Madan Port, Statistical methods in Business and Social Science, Macmillan Indian Ltd., 1994.

7. Green and Tull, Marketing Research, Prentice Hall 1998.
8. Akar and Day, Marketing Research, Wiley and Sons 1998.
9. Cooper, Schindler, Business Research Methods; New Delhi, Tata MaGraw Hill.2001.
10. B.M. Agarwal, Quantitative Methods, Sultanchand, New Delhi 1996.
11. Render, Quantitative Analysis for Management, 7<sup>th</sup> Edition.,PHI

### **PAPER 3 - ORGANISATIONAL BEHAVIOUR**

1. Introduction of Organisational Behaviour: Foundations of Individual Behaviour - Personality, Perception, Learning, Values and Attitudes.
2. Motivation -Early theories, Contemporary theories, Motivation at work -Designing Motivating Jobs
3. Group Dynamics -Group Behaviour, Communication and Group Decision making, Intergroup relations.
4. Leadership – trait, Behavioural and contingency theories; Power and Politics; Trait, Behavioural Analysis (T.A.); Work stress.
5. Organisational structure and Design; Organisational change and development; Organisational Culture and climate.
6. Organisational conflict; causes, types of conflict, Management conflict.



## **REFERENCES**

1. Fred Luthans, Organisation Behaviour, McGraw Hill
2. Hell Riegel, Slocum and Woodman, Organisation Behaviour, South Western, Thomson Learning, 9<sup>th</sup> Edition,
3. R.S. Dwivdi, Human Relations and Organizational Behaviour, Mc Millan India Ltd., 5<sup>th</sup> Edition.
4. Staw, B.M. Psychological Dimensions of Organizational Behaviour, 2<sup>nd</sup> Edition, Engle Wood Cliffs, Prentice Hall 1995.
5. Stephen P. Robbins, Organizational Behaviour, 9<sup>th</sup> Edition, Pearson Education, New Delhi, 2002.
6. Steven L. Mc Shane, Mary Ann Von Glinow, Organizational Behaviour, Tata McGraw Hill.
7. Hersey & Blanchard :Management of Organisational Behaviour,8th Edition,PHI, 2002.

## **PAPER 4 - MANAGEMENT ACCOUNTING**

Management Accounting – Meaning and purpose

Financial Accounting – Preparation of Income statement and Balance Sheet – Interpretation and use of these statements by management.

1. Ratio Analysis and Funds Statement.
2. Capital Expenditure Evaluation – Capital budgetary concept – Methods – Limitations – Capital Expenditure control.

3. Budgetary Control – Nature and Objective of budgetary control – Limitations.
4. Cost Accounting – Elements of cost – Cost of goods manufactured – Pricing of elements – Basis of allocation – Standard costing and variance analysis – Job and process costing.
5. Marginal Costing – Cost volume – Profit relationship – Break – Even Analysis – Direct costing vs Absorption costing.
6. Reporting to management – Uses of Accounting information in Managerial decision-making.

## **REFERENCES**

1. J.R. Batliboi, Double entry Book – Keeping - The Standard Accounting Publication Pvt. Ltd., India.
2. Horngren. Sundem ‘ Sralton, Introduction to Management Accounting, New Delhi, Prentice Hall of India Pvt. Ltd., yr.1999.
3. Man Mohan & S.N. Goyal, Principal of Management Accounting – Sahityabhavan, Agra, India.
4. I.M. Pandey, Management Accounting, 3<sup>rd</sup> edition New Delhi, Vikas Publication, yr. 2000.
5. Robert N. Antony, Management Accounting Principles – D.B. Tareporevala Sons & Co. Ltd.
6. Ronald N. Hilton, Managerial Accounting, 5<sup>th</sup> edition New Delhi, Tata McGraw Hill yr.2002.
7. Srinivasan N.P. Management Accounting Sterling Publications, 1996.

## **PAPER 5 - MANAGERIAL ECONOMICS**

The Scope and Methods of Managerial Economics, Risk, Uncertainty and Probability Analysis.

Optimization techniques: Total, Average and Marginal Relationships, Optimization Analysis. Multivariate Optimization – Partial Derivatives; Constrained Optimization – by substitution, by Lagrangion Multiplier Method.

Approach to Managerial Decision Making and the theory of firm.

Demand Analysis, Basic Concepts, and tools of analysis for demand forecasting. Use of business indicators; Demand forecasting for consumer, Consumer Durable and Capital Goods.

Concepts in resource allocation, cost analysis; break even analysis, short run and long run cost functions; production functions; cost-price output relations – Capital Investment Analysis.

Economics of size and capacity utilization; Input-Output Analysis.

Market Structure, Pricing and output; General Equilibrium.

Pricing – Objectives – Pricing Methods and Approaches Product Line Pricing – Differential Pricing.

Capital Budgeting – Capital Management and Financial Policy – Monopoly Policy – Restrictive Agreements – Price Discrimination – Measurement of Economic Concentration – Policy against Monopoly and Restrictive Trade Practices.

Advertising – Contribution of Economic Theory, Methods of Determining Total Advertising Budget, Cyclical Fluctuations of Advertising, Measuring the Economic Effects of Advertising.

National Income and Product; Saving, Consumption, Investment, the theory of income determination.

## **REFERENCES**

1. Dominick Salvatore, Managerial Economics in a Global Economy, 4<sup>th</sup> Edition, Thomson, 2001.
2. H. Craig Petersen, W. Cris Lewis, Managerial Economics, 4<sup>th</sup> Edition, Pearson Education, Asia, 2001.
3. Joel Dean, Managerial Economics, Prentice Hall India Ltd., 2001.
4. O.P. Chopra, Managerial Economics, New Delhi, Tata McGraw Hill 1985.
5. Paul A. Samuelson and William D. Nordhans, Economics, Tata McGraw Hill, New Delhi, 1998.
6. Maheswari : Manegerial Economics,PHI,2002

## **PAPER 6 - LEGAL SYSTEMS IN BUSINESS**

### **MERCANTILE LAW**

Contracts – Nature & Classification of contracts – consideration, capacity, performance & discharge of contracts.

(Only General Contracts)

## **SALE OF GOODS ACT**

Negotiable Instruments Act – Nature & requisites of negotiable instruments – Transfer of Negotiable Instruments – Holder in due course special rules for Cheques and Banks – Discharge of Negotiable Instruments.

## **COMPANY LAW**

Types of companies – Memorandum & Articles of Association – Prospectus – Powers, Duties & Liabilities of Directors Meetings, Resolutions – Winding up.

## **INDUSTRIAL LAW**

Factories Act, Minimum Wages Act, Industrial Disputes Act, Workmen's Compensation Act, Payment of Bonus Act.

ESI Act, CPF ACT 1952, Employees Family Pension Scheme, 1971, Payment of Gratuity Act 1972.

## **REFERENCES**

1. N.D. Kapoor – Elements of Mercantile Law – Sultan Chand & Co., New Delhi 2001.
2. Avtar Singh – Company Law
3. Banking Law & Practice – Varshney
4. Banking Law & Practice – Tanner
5. Industrial Law – N.D. Kapoor

# **PAPER 7 - RESEARCH METHODOLOGY AND COMMUNICATION**

## **OBJECTIVE**

The Primary objective of the course is for the student to understand the relevance process of research for management, and to equip him/her for doing the project work. The secondary objective is to improve the communication ability of the student.

## **BASICS OF RESEARCH**

Research meaning, scope and objectives – types of research, Problem definition, Operationalising the research problem. Formulation of hypothesis. Relevance of research for decision making in various functional areas of management.

## **COLLECTION OF DATA**

Choosing the appropriate research mode, desk research, exploratory, descriptive and conclusive research. Experimental research design. Case study method of research. Questionnaire design: interviews; measurement and scaling techniques. Sampling techniques and sample size determination for survey research.

## **DATA ANALYSIS**

Editing and coding of data, Use of Computer packages for data analysis. Univariate, bivariate and multivariate analysis. Application and statistical tests – Parametric and non parametric and interpretation of test results. (No need of theory and computational techniques).

## **PRESENTATION OF RESEARCH RESULTS**

Tabulation – need, nature and guidelines – Ungrouped and grouped frequency tables, charts and diagram organizing a research report: Use of executive summary, appendix etc.,

Needs, functions and kinds of business letters. How to write an effective business letter – Language and layout of a business letter. Writing of Circular Letters, Sales Letters, Enquires and Replies, Collection Letters, Complaints and Public Relation Letters.

## **MEETINGS**

Purpose – Procedure – Chairmanship – Participation – Physical arrangements, Seminars and Conferences: Types of discussion groups – Resulting speech – Conducting seminars, Organising conferences, evaluating oral presentation, Technical proposals; key factors – types – contents – format evaluation.

## **REFERENCE BOOKS**

1. GOOD & HATT, Research Methods in Social Science.
2. E. MORY & COPPER, Business Research Methods.
3. K.V. RAO, Research Methods for Commerce and Management.
4. KOTHARI, Research Methods.
5. KRISHNA MOHAN & MEERA BANERS, Developing Communication Skills.
6. RAJENDRA PAL & J.S. KORLA HALLI, Essential of Business Communication.

## **PAPER 8 - APPLIED OPERATIONS RESEARCH**

Emphasis, while teaching this subject, should be on problem Formulation with reference to application areas rather than on treatment of complicated theoretical models.

1. Background, Concept, Methodology and scope of Operations Research.
2. Linear programming – Graphical method, Simplex method, Distribution method, MODI method, Assignment Method.
3. PERT & CPM  
PERT – Determination of Slack, Critical Path, etc.,  
CPM: Time Cost Optimization.
4. Queuing Theory by simulation method and by application of standard formulations.
5. Application of quantitative methods in Marketing, Purchasing, Production Planning, Inventory Control Replacement, Sequencing etc. – Use of models.
6. Theory of Games – Strategies.

### **REFERENCES**

1. Sharma J.K., Operations Research: Theory and Application, New Delhi, Macmillan India 2001.
2. Quantitative approaches to Decision making, Levis and Krikaptrik. MaGkahill – 1998.
3. Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2002.



4. Operations Research – Hamdy A Taha, Pearson Education Asia, 2002.
5. Quantitative Analysis for Management Barry Render, Ralph M. Stair, Jr, Prentice Hall of India 2000.
6. Paneerselvam; Operations Research, PHI 2002,

## **PAPER 9 - HUMAN RESOURCES MANAGEMENT**

Introduction of Human Resources Management: Definition, Importance of Human Resources, Objectives of Human Resources Management, Qualities of a good personnel manager – Evolution and growth of Personnel Management in India.

Human Resource Policies: Need, type and scope – Advantage for a written policy -Human Resources policies and work Culture.

Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description and Job Specification.

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods; Personnel Search, Selection Instruments, Reduction of recruitment costs.

Functions of Human Resources Management from Procurement to Separation: Placement, Induction, Transfers, Promotions, Disciplinary actions, Termination of Services: Resignation, Dismissal, Retrenchment and Voluntary Retirement Schemes, Exit Interviews, Prevention of employee turnover.

Performance Evaluation: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Job evaluation, Criteria for Promotions and job enrichment.

Wage and Salary Administration: Meaning, Calculation of Wage, Salary, Perquisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria.

Employee's Safety and Health: Preventive approaches including health education, Audit of safety programs and safety training, Work-stress: Causes and Consequences, Stress-Management programs.

Personnel Office Management: Functions of the office, correspondence, O & M in personnel departments, Maintenance of Personnel records.

Time Management: Importance of Time factor, Time waster, Prioritizing Work Scheduling, Functions of the Time Office, Flexible Work arrangements.

## **REFERENCES**

1. Luis R. Gomez – Mejia, David B.Balkin and Robert L. Cardy. Managing Human Resources, PHI, 2002.
2. Beardwell and Len Holder, Human Resource Management Macmillan India Ltd.,
3. Straus and Sayles, Managing Human Resources – Prentice Hall Inc, (1977).

4. Graham H.T., & R. Bennet, Human Resources Management – Pitman, London, (1995).
5. Edwin Flippo, Principles of Personnel Management – McGraw Hill.
6. Douglas McGregor, the Human Side of Enterprise.
7. Hersey and Blanchard, Management of Organizational Behaviour, 8<sup>th</sup> Ed. PHI 2002.
8. Performance Appraisal, Theory and Practice – AIMA VIKAS Management Series, New Delhi, 1986.
9. Dale S. Beach, Personnel – The Management of People at Work.
10. Blum M.L., Industrial Psychology and Social Functions.
11. C.B. Mammoria, Personnel Management – Himalayan Publishing Co., New Delhi.
12. M.C. Gehee, William and Thayer, Training in Business and Industry – John Wiley and Sons, New York.
13. Decenzo/Robbins :Personnel / Human Resource Management,PHI,2002.
14. Pattanayak : Human Resource Management,PHI,2002.

## **PAPER 10 - MARKETING MANAGEMENT**

Marketing Management Philosophies – What is marketing – The concepts of marketing.

Strategic planning – Marketing Management process – Analysis marketing opportunities, selecting target consumers, developing marketing mix.

Analysis of macro and micro environment.

Marketing Research as an aid to marketing, Marketing Research Process – Sales of forecasting – Techniques.

Buyer behaviour; influencing factors on Consumer Behaviour – Buying situation – Buying decision process – Industrial buyer behaviour.

Market segmentation, targeting and positioning; Competitive Marketing Strategies.

Product policies – consumer and industrial product decisions, branding, packaging and labeling – New product Development and Product life cycle strategies.

Pricing – Pricing strategies and approaches.

Distribution – Nature of channels – channel – decision, retailing and wholesaling.

Promotions – Advertising scope, designing copy, media selection, Sales promotions strategies.

Sales force decisions, Selection, Training, Compensation and Control Consumer protection – Awareness of consumer rights in the market place.

E-Marketing

## **REFERENCES**

1. Berkoviz Kerin Hontley Rudelivs, **MARKETING**, 6<sup>th</sup> ed., New York, Mcgraw Hill, yr.2002.
2. Gony Armstrong, Philip Kotler, **Marketing an Introduction** 11<sup>th</sup> ed., Pearson Education Asia.
3. Philip Kotler, **Marketing Management (Millennium ed.)** New Delhi, Prentice Hall of India (P) Ltd., yr. 2001.

4. Rajan Saxena, Marketing Management, 2<sup>nd</sup> edition, New Delhi, Tata Mcgraw Hill Publishing Co.Ltd., yr. 2001.
5. V.S. Ramasamy and S. Namakumari, Marketing Management, Planning, Implementation & control, New Delhi, Macmillan, yr. 2002.
6. Zikmund/d'Amico, Marketing, 7<sup>th</sup> edition, Australia, South Western Thompson learning.
7. Srinivasan : Case Studies in Marketing, 2<sup>ND</sup> edition, PHI, 2002.

## **PAPER 11 - PRODUCTION AND MATERIALS MANAGEMENT**

### **OBJECTIVES**

The course is aimed at acquainting the student with the various activities involved in the production and the materials function and also to emphasize the process of decision.

1. **Production design** : Process planning – plant capacity - capacity planning – make or buy decisions – Use of cross-over chart for selection processes.
2. **Plant location** : Factories to be considered in plant location – choice of general region, particular community and site – Multiplant location decision – Plant location trends.
3. **Layout of facilities** : Principles of a good layout – Layout factors – Basic types of layout – Service facilities – Principles of materials Handling – Materials handling equipment.

4. **Human Factors in Job-design** : Consideration of Man and Machine in job – design, adaptation of machine to man – Ergonomics – Working environment – Worker safety.
5. **Production and Inventory control** : Basic types of production, Intermittent, Batch, Continuous – Routing, Scheduling, Activating and Monitoring – Basic Inventory Models – Economic Order Quantity, Economic Batch Quantity – Reorder point – Safety stock – Classification and codification of stock - classification – Procedure for stock control, Materials Requirement Planning (MRP). JIT. Implications for Supply chain Management.
6. **Maintenance** : Preventive Vs. Breakdown maintenance – Break-down time distribution – Maintenance cost balance – Procedure for maintenance.
7. **Quality Control** : Purposes of inspection and quality control – Acceptance sampling by variables and attributes – Control charts for variables, fraction defectives and defects. Total Quality Management.
8. **Methods Analysis and Work Measurement**: Methods study procedures – The purpose of time study – Stop watch Time study – Performance rating – Allowance factors – Standard time – Work sampling technique.
9. **Dynamic Purchasing** : Purchasing function – Selection of materials and vendors – Purchasing Organisation – Concept of value analysis.
10. Store-Keeping and Warehousing Management.

## **REFERENCES**

1. Alan Mulemann, John Oakland, Keith Locker, 'Production and Operations Management' Macmillan India Ltd.
2. Datta A.K., Materials Management: Procedures, Text and Cases, Prentice Hall of India.
3. Everett E. Adam Jr & Ronald J. Ebert , Prpduction and Operations Management, Prentice Hall of India.
4. Gaither, Operations Management, Thomson Learning.
5. Gopalakrishnan, P. & Sundaresan, M., Materials Management: An Integrated Approach, Prentice Hall of India.
6. Joseph Monks, Operations Management, McGraw Hill.
7. Mohanty, 'Advanced Operations Management', Pearson Education.
8. Paneerselvam, 'Production and Operations Management', Prentice Hall of India.
9. Richard B. Chase, Nicholas J. Aquilano and F. Robert Jacobs, 'Production and Operations Management' Tata McGraw Hill.

## **PAPER 12 - FINANCIAL MANAGEMENT**

1. Finance Function – Nature and scope – Its relationship with other functions – Finance organization.
2. Interpretation and analysis of Financial statements – Financial Forecasting – Actual proforma and model statements – Preparation and uses.

3. Financial Planning and Control – Break-even analysis – Operating Leverage – Profit Cost (and volume) Analysis.
4. Liquidity Management: Current assets management – Cash, Receivables, Inventory, Liquidity, Profitability and Solvency criteria.
5. Current Liabilities Management – Size and sources – Money Market – Banks – Regulation of working Capital Finance – Dehejia Committee – Tandon Committee – Chore Committee – Marathe Committee.
6. Long term Capital Management: Cost of Capital – Basic concepts, rational and assumptions – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings.
7. Capital structure decision of the Firm – Compositions and sources of Long term funds – Financial leverage – Factors determining funds requirements.
8. Budgetary control – Performance Budgeting – Zerobase Budgeting.
9. Finance Information System (FIS)

## **REFERENCES**

1. Moyer McGuisan, Kretlow, "Contemporary
2. JAMES C.VAN HORNE, Financial Management and Policy – Prentice Hall of India Pvt. Ltd., New Delhi – 2002 12<sup>th</sup> edition.
3. P.V. KULKARNI, Financial Management – Kimalaya Publishing House.



4. PRASANNA CHANDRA, Financial Management – Theory and Practice – Tata McGraw – Hill Publishing Co. Ltd., New Delhi.
5. I.M. PANDEY, Financial Management – Vikas Publishing House Pve.Ltd.
6. S.C. KUCHHAL, Financial Management – An Analytical and Conceptual Approach – Chaitanya Publishing House, Allahabad.
7. Thomson South West. Keown, Martin, Petty, Scoff, Jr.Financial Management Principles and Application. PHI 2002.
8. Van Horne: Fundamentals of Financial Management, 11<sup>th</sup> Edition, PHI ,2002.

## **PAPER 13 - COMPUTER LANGUAGES FOR MANAGEMENT**

### **UNIT – I**

Introduction to Programming Language – Generations of Computers and Computer Languages – Program development life cycle – Flow Charting – Disk Operating System and Window.

### **UNIT – II**

PC – SOFTWARE package – Text Processing Software – Text Manipulations – Usages of spell check – Text Formating – Picture Insertion and alignment – Creation of documents using templates – Mail Merge Concepts.

## **UNIT – III**

MS-EXCEL – Worksheet Preparation – Constructing Excel Formulas - Using Excel's Built-in Functions – Creating and Modifying charts.

## **UNIT – IV**

Introduction to C – Data types, constants, variables and arrays, Declarations – Expression's operators and statements. Data input and output, preliminaries – the getchar ( ) – putchar ( ) – scanf ( ) – printf ( ) – gets ( ) – puts ( ) functions, control statements, functions and arrays.

## **UNIT – V**

Pointers: Fundamentals – pointer declarations – Passing pointers to Functions – Structures and union – data files – Opening and Closing a Data file – Creating a Data file – Processing a Data file – Unformatted Data files.

Theory 75%, Practical 25%

## **REFERENCES**

1. SANJAY SAXENA: A first course in computers 2000 edition – Vikas Publishing House Pt. Ltd. – first edition, 2000.
2. R.K. TAXALI: "PC SOFTWARE" Tata McGraw Hill Publications.
3. USING MICROSOFT EXCEL 2000 QUE'S APPLICATION TOOLS Prentice Hall of India, New Delhi.
4. BYRON GOTTFRIED – "Programming with C" Edn.2, 1998.

5. V. RAJARAMAN "COMPUTER PROGRAMMING'C'  
Prentice Hall of India New Delhi.
6. Programming in C Schaum's Outline Series.

## **PAPER 14 - BUSINESS POLICY AND STRATEGIC MANAGEMENT**

### **Business as a social System/Economic System :**

Objective of Business; Business Environment – Socio economic sector. Technology Sector, Government Sector. The industry Environment – Customer Sector/Supplier Sector/Competitor Sector.

The International Environment – Opportunities for International activities / Threats from International activities.

**Society and Business :** Business ethics, Social responsibility of Business / Indian Businessmen, Social Audit.

### **Business Policy in Various Economic Systems :**

Capitalist Economy: Economic System of Socialism and mixed Economic system.

**Business Policy and Corporate Strategy :** How to make policy corporate strategy: Policies: Strategies and Tactics : Policies and procedures.

### **Policy Formulation and Implementation :**

Policy Formulation: Objectives, Direction: Consideration of change: Business Policy concepts. Business Policy – Characteristics importance. Different Types of policies: Classification, Strategies, programmes, procedures and rules M.B.O./ M.B.E. Major and Minor policies: Supporting composite and

contingency policies: Parameter of policy: Development of Business Policy: Swot Analysis: Elements of Business Policy: Implementation of Policy.

**Major Business Policies** : Man Power planning, Product Policies, Marketing Policies, Production and Purchase Policies, Financial Policies, Capital Procurement and distribution.

**Corporate Strategy** : Functions and importance, strategy alternatives, considering strategy variations, Strategic choice, implementation.

**Administration and Control of Policy** : Communication System: Policy Implementation, Rules and procedures: GPI policy: Appended implied and imposed policy: Oral and written Policies: control and review.

## **REFERENCES**

1. Lawrance, Jauch and William Blucck Business Policy and Strategic Mgt., - McGraw Hill Intl 1998.
2. Mamoria and Mamoria – Business planning and Policy, Himalaya Publishing house – 1998.
3. Budhiraja SB and Athreya MB, Cases in Strategic Management, Tata McGraw Hill 1996.
4. Christensen CR, Business Policy: Text and cases, Illinois, Richdar Irwin 1987.
5. Hitt, Strategic Management, competitiveness and Globalization, Thomson, 2001.
6. David Fred, Strategic Management, Prentice Hall of India, 1997.
7. R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India, 2002.

# **PAPER 15 - MANAGEMENT INFORMATION SYSTEMS & EDP**

## **UNIT – I THE ORGANISATION**

Its Manager, Structure and activities – Introduction – The environment of organizations – Information flows – Information needs and sources of information – Types of management decisions and information need – Business and Technical Dimensions of information.

## **UNIT – II SYSTEMS CONCEPT**

System classification – System concept – System characteristics – The elements of systems; Input, output, process, feed back control and boundary – System function and operations. Transactions processing Information System. Information system for managers. Intelligence information system – The meaning and role of MIS.

## **UNIT – III SYSTEM ANALYSIS AND DESIGN**

The work of system analyst study – System design – Data Collection and Preparation – Detailed system design – Implementation – Evaluation and maintenance of MIS – Pitfalls in MIS development.

## **UNIT – IV FUNCTIONAL MANAGEMENT INFORMATION SYSTEM:**

Production information system – Marketing information system – Accounting Information System – Financial Information System – Personnel Information System. Interrelationship of Functional Management Information Systems.

## **UNIT –V FUNDAMENTALS OF COMPUTER SYSTEMS**

General characteristics of Computer Information System: The importance of Computer – Types of Computers – Information systems – C.P.U. – I/O devices, Computer Software – Operating systems – Programming language – Application software. Manual system – Computer system.

## **UNIT – VI DATA BASE SYSTEM**

Information as a resources – Meaning of Data Base – Components of Database – DBMS – Data Base Technology, Operations data base/Managerial Database – Comparison of DBMS – Design Principles of data base – Data Base administration – Advantages and disadvantages of data base.

## **UNIT – VII**

Enterprise Resource Planning and Customer Relationship Management.

## **UNIT – VIII COMPUTER POWER**

Source and selection: Computer purchase – Computer rental from the manufacturer – Computer lease from a third party – Acquisition of a used Computer – Computers Service Centers – Time Sharing Companies – Facilities Management Companies – The criterial for choice computer – System Selection – Acquiring a Small Business Computer – Source Selection.

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12. Leon, Alexix Countdown 2000, Tata McGraw.
13. Kristin Anderson, CRM Tata McGraw Hill edition.
14. Greenberg, CRM at the Seed of Light, McGraw-Hill editions

## **PAPER 16 - INTERNATIONAL MARKETING**

1. **Framework of International Marketing** : Scope of International Marketing – International Marketing vs Domestic Marketing – Trade Barriers such as Tariff and Non-Tariff Barriers – Transition from Domestic to International Business – Pre-export behaviour – Motivation to export – Special difficulties in International Marketing – Advantages or importance of International Marketing – Balance of Trade and Balance of Payments.
2. **International Marketing Environment** : Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.
3. **Product Policy** – International Product Life Cycle – Export Pricing.
4. **International Marketing Decision** : Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision.
5. **International Marketing Research** : Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Field Research – Market Oriented Information –



International Marketing Intelligence – Competitive Intelligence.

6. **International Sales Contract** : Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes.
7. **International Trade Liberalization** : General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA) – Association of South East Asian Nations (ASEAN) – CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA).
8. World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.
9. **India's Foreign Trade**: Recent Trends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India

– Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc.

10. **Export Regulations** : Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents.
11. Procedure for Executing an Export Order – Export and Import Documentation.
12. Export Packing – Containerisation – World Shipping – Liners and Tramps – Dry ports.
13. Project Exports – Joint Ventures.
14. Marine Insurance and Overseas Marketing.
15. Export Payment – Different Modes of Payment and Letters of Credit.
16. World Trade and India.
17. Globalisation and Role of Multinational Enterprises (MNEs).
18. Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.

## REFERENCE BOOKS

1. R.L. Varshney and B. Bhattacharya – International Marketing Management.
2. Francis Cherunilam – International Marketing.
3. M. Sampangi – a) ABC of Export Marketing  
and b) International Trade
4. Paul V. Horn – International Trade Principles and Practices.
5. John D. Daniels and Lee H. Radebaugh – International Business
6. Export and Import Policy of Government of India issued from time to time.
7. Annual Report of the Department of Commerce, Ministry of Commerce and Industry, Government of India issued from time to time.
8. Economic Survey of India issued from time to time.

# **MARKETING ELECTIVE**

## **PAPER 17 - MARKETING RESEARCH & CONSUMER BEHAVIOUR**

Marketing Research: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive.

Marketing research Procedure – Secondary and Primary methods of data collection, Questionnaire construction procedure, Application of sampling techniques, analysis and reporting of data.

Application of marketing research – motivation, advertising, product and sales control.

Consumer Behaviour: Models of consumer behaviour, market segmentation for understanding consumers.

Environmental Influences on Consumer: Culture; Social class; Social Groups; Family; Personal influence and opinion leadership.

Individual Determinants of consumer Behaviour – Motivation and Involvement; Information processing, Learning personality and self concept; Attitude theories and change.

Consumer decision processes – Problem recognition; Search and evaluation; Purchasing. Post purchase behaviour.

## **REFERENCES**

### **Marketing Research**

1. David Luck & Ronald Rubin – Marketing Research. – Prentice & Hand of India.
2. Donald Tull & Del Hawkins – Marketing Research: Management & Method.
3. Joseph Hair, Robert Bush & David Ortinau - Marketing Research, McGraw Hill. Naresh K.
4. Kinnear & Taylor - Marketing Research, MaGraw Hill.
5. Naresh K. Malhotra - Marketing Research – Pearson Education India, 2001.
6. Nargundkar - Marketing Research – Tata MaGraw Hill, 2002.
7. Paul Green, Donald Tull & Gerald Albaum – Research for Marketing Decision, Prentice & Hall of India.

### **Consumer Behaviour**

1. David J. Loudon & Albert J. Della Bitta – consumer Behaviour, Tata McGraw Hill, 2002.
2. Frank Kardes – Consumer Behaviour and Managerial Decision Making, Prentice Hall of India, 2002.
3. John C. Mower & Michael Minor – Consumer Behaviour, Prentice Hall, 1998.
4. Leon G. Schiffman & Leslie Lazar Kanuk – Consumer Behaviour, Pearson Education Asia, 2002.

5. Michael R. Solomon – Consumer Behaviour: Buying, Having and Being, Pearson Education, 2002.
6. Roger D. Black Well, Paul W. Miniard, James F. Engel – Consumer Behaviour, Thomson South Western, 2002.

## **PAPER 18 - ADVERTISING MANAGEMENT AND SALES PROMOTION**

**Advertising** : Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.

**Mass Media**, selection, planning and scheduling – Web Advertising – Integrated programme and budget planning – Implementing the programme coordination and control – Advertising agencies – Organization and operation.

**Sales Promotion** : Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.

**Control** : Measurement of effectiveness – Ethics, Economics and Social Relevance.

### **REFERENCES**

1. Batra, Myers & Aaker, Advertising Management, Prentice Hall of India, 2002.
2. Belch, Advertising and Promotion, Tata McGraw Hill, Roderick White, Advertising, McGraw Hill.
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4. Kueglar Jr., Web Advertising and Marketing, Prentice – Hall of India.
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6. Semenik, Promotion and integrated marketing communication, Thomson Learning, 2001.
7. Wells , Bunett & Moriarty, Advertising – Principles and Practice, Prentice Hall of India, 2002.

## **PAPER 19 - SALES MANAGEMENT AND DISTRIBUTION MANAGEMENT**

### **I. SALES MANAGEMENT**

**1. Organisation Frame work of the Field Sales Force:** Types and methods of Field Sales Organisation – Career in Field Sales Management. Field Sales Manager – His tasks and responsibilities – Relation with Salesman and relationships with Top Management – Coordinating and controlling the marketing mix. Operating Environment for field sales force.

**2. Information and Planning :** Qualities and role- Hierarchy of objectives and goals, concept of strategies and tactics.

Development of sales performance standards – Relationships of performance standards to sales development function, its purpose and types, check on training and staffing programmes.

Sales forecasting – Methods and procedural steps in forecasting

- Sales Budgeting

- Allocation of field sales resources. Design sales territories, procedure for designing – Determining manpower requirements, recruiting, methods and the selection system. Sales quotas, types of sales quotas, its purpose and managerial evaluation.

Man power planning – tasks, skill, qualification.

**3. Operational Management :** Staffing– responsibilities, tools and methods of selection.

Motivational and compensation procedures for sales force – method of financial incentives and its purpose – Designing a compensation plan.

Evaluation of performance and control.

Salesmanship – Sales positions – Theories of Selling – Understanding consumer behaviour.

Sales Audit and Analysis – Control of sales efforts and costs.

## **II. DISTRIBUTION MANAGEMENT**

1. Introduction: Role of distribution in the marketing mix  
Role and Functions.
2. Transport and Handling: Economic of transportation, determining optimum mode of transport – Organisation, machines, procedures and documentation.
3. Dealer Network: Role of middlemen/dealer in marketing and distribution. Dealer functions at Wholesale and retail level. Strategic plan of network – Location, Selection, Appointment; and Termination of dealers, Morale and Motivation.



## **REFERENCES**

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4. Geoffrey Lancarter and David Jobber, Selling and Sales Management, Macmillan 1998.
5. Anderson R, Professional Sales Management, Prentice Hall, 1992.
6. Dalrymple, Sales Management: Concept and Cases, New York, John Wiley 1989.
7. Das Gupta, Sales Management; In the Indian Perspective, Prentice Hall of India 2002.
8. Mathew M.J. Sales Management and Sales Promotion RBSA Publications, Jaipur, (1998).

## **PAPER 20 - SERVICE MARKETING**

### **UNIT – I : MARKETING SERVICES**

Introduction Growth of the service sector. The concept of service. Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

## **UNIT – II : MARKETING MIX IN SERVICE MARKETING**

The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process.

## **UNIT-III: EFFECTIVE MANAGEMENT OF SERVICE MARKETING**

Marketing Demand and Supply through capacity planning and segmentation – Internal marketing of Services – External versus Internal orientation of service strategy.

## **UNIT – IV : DELIVERING QUALITY SERVICE**

Causes of Service – Quality gaps. The customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management.

Gaps in Services – Quality standards, factors and solutions – The service performance gap – Key factors and strategies for closing the gap. External communication to the customers – The promise versus delivery gap – Developing appropriate and effective communication about service quality.

## **UNIT- V : MARKETING OF SERVICE WITH SPECIAL REFERENCE TO**

1. Financial Services 2. Health Service 3. Hospitality Services including travel, hotels and tourism 4. Professional Service 5. Public Utility Services 6. Educational Services.

## **REFERENCES**

1. Adrhian Payne, The Essence of Marketing New Delhi, Prentice Hall of India Pvt. Ltd., yr.2001.
2. Chistopher lovelock, Services Marketing, 4<sup>th</sup> edn, Pearson Education Asia, 2001.
3. K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, 2<sup>nd</sup> edn, Thomson – South Western yr.2002.
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5. S.M. Jha, Services Marketing, New Delhi Himalaya Publishing House.
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7. Valarie A. Zeithmal & Mary JoBitner, Services Marketing, New Delhi, Tata Mcgraw Hill Publishing Co. yr. 2000.

## **FINANCE ELECTIVES**

### **PAPER 17 - CORPORATE FINANCE**

1. Corporate Finance – Nature and Scope.
2. Valuation of the Firm – Dividend Valuation Model.
3. Investment Decision : Investment Analysis – Risk Analysis Probability Approach.
4. Dividend Policies – Walter Model – Gordon Model – Payment Ration divided as a residual payment – M.M. irrelevance Doctrine.

5. Role of Financial Institution,
6. Capital Markets – Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI – Stock Markets.
7. Business Failures, Mergers, Consolidations and liquidation.
8. Lease Financing, Venture Capital, Mutual Funds.
9. Inflation and Financial Decisions.
10. Foreign Collaboration – Business Ventures Abroad.
11. International Financial Institutions & Multinational Corporations.
12. Derivatives – Futures and Options.

#### **REFERENCE BOOKS**

- 1) JAMES C. VAN HORNE, Financial Management Policy – Prentice Hall of India Pvt. Ltd., New Delhi.
- 2) PRASSANNA CHANDRA, Financial Management Theory and Practice – Tata McGraw Hill.
- 3) S.C. KUCHHAL, Corporate Finance – Chaitanya Publishing House.
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- 5) ROBERT W. JOHNSON, Financial Management – Allyn Bacon Inc. Boston.
- 6) S.K. CHAKRABORTY, Financial Management and Control – Mc.Millan
- 7) SOLOMONS D. HOMEWOOD III RICHARD D. IRWIN  
Inc., Divisional Performance: Measurement and Control.

- 8) Pike & Neale : Corporate Finance & Investments, 2nd Edition, PHI 2002.
- 9) Rustogi, R.P. Financial Management – theory Concepts and Problems, Galgotia, New Delhi, 2001.
- 10) Bhalla, V.K. International Financial Management – Text and Cases. Anmol Publications, New Delhi 2001.

## **PAPER 18 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

1. Security Analysis – Valuation and Return
2. Evaluation of Fixed Income Securities.
3. Evaluation of Ordinary Shares – Fundamental Analysis – Risk and Return sources of Risk – Dividend Policy and valuation – Leverage and valuation.
4. Technical Analysis - Security price movements – Market Hypotheses – Behaviour of stock prices.
5. Evaluation of Securities – Objectives and Principles.
6. Derivatives – Futures and Options – Trading in Derivatives

Portfolio Analysis – Selection and Management.

Investment Decisions under uncertainty.

Investment preference under policies.

Individual Investors.

Utility Analysis

Assessment of Portfolio performance and portfolio revision

- Mutual Funds.

## REFERENCE BOOKS

1. BOLTON S.E., Security Analysis and Portfolio Management.
2. BREARLY R.A., Security Prices in a Competitive Market.
3. BRISTON R.J., The Stock Exchange and Investment Analysis.
4. COHEN J.B. E.B. ZIMBARG and A. ZEIKEL, Investment Analysis and Portfolio Management.
5. FISHER D.E. and R.J. JORDAN, Security Analysis and Portfolio Management.
6. GRAHAM E. DOOD D.L. and COTTLE S., Security Analysis Principles & Techniques (4<sup>th</sup> Edition)
7. SMITH K.V., Portfolio Management.
8. DEVINE S.N. (ed.) Financial Analysis – Handbook Vol. I & II.
9. MARKOWITZ H., Portfolio Selection – Efficient Diversification of Investment – Yale University.
10. SHARPE W.F., Portfolio Theory and Capital Markets.
11. SMITH K.V. and D.K. EITEMAN, Essentials of Investment.
12. Bhalla, V.K. Investment Management. S. Chand & Company Ltd., New Delhi, 2003.

## **PAPER 19 - TAX MANAGEMENT**

Income Tax Law – Scheme of Taxation – important concepts – method of Accounting – scope of Total income & Residential status – Tax free incomes.

Heads of Income – Salaries, Income from house property, profits and gains of Business and profession, capital gains and Income from other sources.

Deductions to be made in computing total income – Resales and Reliefs of Income tax – Taxation of Non-Residents.

Set off and carry forward of losses – clubbing provisions and their implications.

Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company / Venture Capital Funds.

### **REFERENCES**

1. Bhagawati Prasad – Income Tax Law and Practice Viswa Prakashan, New Delhi, Latest Edition.
2. B.B. Lal – Direct Taxes Practice and Planning Konark Publishers Private Ltd, Delhi, Latest Edition.
3. Ahuja, G K & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1999.
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6. Ranina, H P. Corporate Taxation: A Handbook. 2<sup>nd</sup> ed., New Delhi, Oriental Law House, 1985.
7. Singhania, V K. Direct Taxes: Law and Practice. Delhi, Taxman, 1991.
8. Srinivas, E A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill, 1986.

## **PAPER 20 - MERCHANT BANKING AND FINANCIAL SERVICES**

1. Merchant Banking in India – An overview – Recent developments and challenges ahead – Institutional Structure – Functions of Merchant Banking – Legal & Regulatory Framework and relevant Provisions of Companies Act, SERA, SEBI guidelines, FERA, etc., - Relation with stock exchanges, OTCEI and NSE.
2. Issue Management – Appraisal of projects, Designing capital structure and instruments – Issue pricing – Preparation of prospectus – Offer for sale – Selection of Bankers, Advertising consultants, etc., - Role of Registrars – underwriting arrangements, Placement with Fis, MFs, FIISs, etc. Issue Marketing – Advertising strategies – Brokers and Investors, NRI Marketing Dealing with Bankers to the issue, underwriters, Registrars, brokers, etc., - Post issue activities – Private placement – Bought out deals – Off-shore issues – GDRS, etc.



3. Mergers and Acquisitions, Portfolio Management Services, Leasing and Hire purchase, Bills discounting, Credit syndication.
4. Financial Services – Recent developments in Factoring & Forfeiting, Consumer finance – Credit cards – Venture Capital, Mutual Funds, Real Estate Financing, Credit Rating.

## **REFERENCES BOOKS**

- 1) J.C. VERMA, A. Manual of Merchant Banking, Bharathi Publishing House, New Delhi, 1994.
- 2) K. SEKHAR, Guide to SEBI Guidelines – Capital Issues, Debentures and Listing, Bharat Publishing House, New Delhi, 1994.
- 3) K. SRIRAM, Handbook of Leasing, Hire Purchase and Factoring, ICFAI, Hyderabad, 1992.
- 4) VINOD KOTHARI, Lease Financing and Hire Purchase including Consumer Credit – Wadheva and Co., Pvt., Ltd., Nagpur.
- 5) J.V. VERMA, A Guide to Mutual Fund and Investment Portfolio law, Practice Procedure – Bharat Law House, New Delhi, 1992.
- 6) Economic Times, Financial Express, Business Line, Relevant Publications of AMFI and SEBI Guidelines.

# **SYSTEM ELECTIVES**

## **PAPER 17 - DATA BASE MANAGEMENT SYSTEMS**

### **UNIT – I**

Data models – Conceptual Data Modeling – E-R Diagrams – Hierarchical, Network and Relational Models – Normalisation Boyce Codd Normal Form.

### **UNIT – II**

Query Processing and concurrency Management – Strategies – Representation – Transformation – Relations – Improvements – Concurrent transaction – Controls – Atomicity, recovery.

### **UNIT – III**

Effective Design of Forms and reports – Form layout – Creating forms – Graphical objects – reports – Procedural language on forms – Programs to retrieve and save data – Error handling.

### **UNIT – IV**

Introduction to various types of software IDMAS-IMS-PC, FOCUS DBASE IV etc.

### **UNIT – V**

Database Integrity and security – database operation and DBMS Selection and Acquisition – Examples and Case Studies.

## REFERENCES

1. FRED R MCFADDEN AND JAFFREY A HOEFFE, Database Management – The Benefits / Cummings Publishing Company.
2. DAVID KRUGLINSKI, OSBORNE, Data Management System McGraw Hill Publication.
3. SHGIRLEY NEAL AND KENNETH LC TRUNIK Database Management Systems in Business – Prentice Hall of India (P) Ltd.
4. GODEON C. EVEREST. Database Management – McGraw Hill Book Company.
5. GINWWLEDERHOLD Database Design – McGraw Hill International Book Company.
6. HENRY E KORTH AND ABRAHAM SILBERSEHATZ Database System Concepts – McGraw Hill Book Company.
7. MARTIN, Database Management – Prentice Hall of India, New Delhi.
8. EDWARD JONES, OSBORNE, Using Dbase III – McGraw Hill.
9. Gary W Hansen and James V. Hansen Database Management and Design Prentice Hall 1996.
10. Bipin C. Desai an Introduction to Database Systems Galgotia Publications 1996.
11. Paneerselvam : Database Management Systems, PHI,2002.

# **PAPER 18 - SYSTEM ANALYSIS AND DESIGN**

## **UNIT – I : INTRODUCTION TO SYSTEM ANALYSIS AND DESIGN**

Scope and Functions of a System Analysis – What is system analysis and design – categories of Information Systems – role of Information System – Systems and their interdependencies – Classical Systems – System Development Life Cycle – Introduction to Structured Methodologies – Prototyping – Preliminary Investigation – testing Project Feasibility.

## **UNIT-II : STRUCTURED ANALYSIS DEVELOPMENT STRATEGIES**

Purpose – Steps involved in use of Prototypes – Tools for Prototyping, Prototype strategies.

## **UNIT – III : COMPUTER AIDED SYSTEMS TOOLS**

Role of Tools – Categories of tools – CASE -Design of Computers outputs – ways of presenting information – Designing of Printed outputs – Designing visual Designing visual Display Units.

## **UNIT – IV : DESIGN OF INPUT AND CONTROL**

Objectives of input Design – Data capture guidelines – Input validation – Design of ONLINE DIALOGUE – Purpose and definition of on line, interface etc, Designing dialogue, Dialogue strategies – Data Entry Dialogue.

## **UNIT – V : MANAGING SYSTEM IMPLEMENTATION**

Training – Conversion Methods – Post Implementation  
– review – Auditing Hardware and Software Selection :  
Overall Economic Analysis.

## **UNIT- VI : ANALYSIS AND DESIGN OF PROTOTYPE INFORMATION SYSTEM FOR:**

(1) Marketing Function (2) Finance and Accounting  
Function (3) Production and Manufacturing Function (4)  
Personnel Function.

## **REFERENCES**

1. KENNETH E KENDALL – JULIE E KENDALL – System Analysis and Design Fifth Edition, Prentice Hall of India, New Delhi, 2002.
2. JAMES A. SENN, Analysis and design of Information System McGraw Hill International Edition.
3. R.G. MURCLICK, Misconcepts and Design – Prentice Hall of India, New Delhi.
4. AWARD, System Analysis and Design – Galgotia Publicaiton.
5. C.S. PARKEN, Management Information System – McGraw Hill Book Co.
6. V.RAJARAMAN, Analysis and Design of Information Systems – Prentice Hall of India (P) Ltd., New Delhi, 2002.
7. MARVN GURE and J. STUBBE Elements of System Analysis Galgotia Book Source Publication.
8. IGOR HAWRYSZKIEWYCZ – Systems Analysis and Design – Fourth Edition – Prentice Hall of India, New Delhi.

## **PAPER 19 - DECISION SUPPORT SYSTEM**

- 1. Decision Support System :** Decision concept – Steps – Decision Support System – Components – Characteristics – Classifications and Applications.
- 2. Model Management :** Model – Modeling Process – Types of Models – Optimization – Simulation – Heuristic: Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.
- 3. Data Management System :** Data Base – Sources of Data – Data Directory – Data Structure and Data Base Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.
- 4. Dialog Management :** User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface.
- 5. Development of Decision Support System :** Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.

## **REFERENCES**

1. Efraim Turbain, Decision Support and Export System – Prentice Hall International Edition, Englewood Cliffs, 1995.
2. Janakiraman and Sarukesi, Business Support System – Prentice Hall of India Pvt. Ltd, New Delhi 1999.
3. Lofti, Decision Support System Decision and Management – McGraw Hill Inc, International Edition, New Delhi 1996.
4. Maraks, Decision Support System – Prentice Hall International Paperback Edition, Delhi, 1998.
5. V.S. Janakriaman K. Sarukesi – Decision Support Systems Prentice Hall of India 2002.

## **PAPER 20 - E-BUSINESS TECHNOLOGY & MANAGEMENT**

### **Unit – I**

Introduction to worldwide web – Intelligent Web designing – Software tools – IP, TCP HTTP, HTML, Cryptography – consumer Interface Technologies – OALP and Data Mining.

### **Unit – II**

Principles – Potential – Data warehousing – Application of Ecommerce in different sector – Service, Industry, Domestic – Multidisciplinary approach to Ecommerce, Customer relation Management.

### **Unit – III**

Business Model – E-Marketing – Intelligent Agents  
– Economics in Ecommerce – Equilibrium price – Supply  
Chain Management.

### **Unit – IV**

E-Security – Security protocols – How sites are  
hacked – Internet Governance – Firewall – Legal Issues –  
Software Intellectual Property Law, Contract Law for E-  
Business – Warranties and New products – Cyber law issues  
– Interpole – consumer protection.

### **Unit –V**

Ecommerce in Indian Context – Mobile commerce –  
Case study.

### **REFERENCES**

1. Kalakota & Whinston, Frontiers of Electronic Commerce, Addison Wesley 2001.
2. Efraim Turbon, Jae Lee, David King H Michael Chung Electronic Commerce A Managerial Perspective, Pearson Education Asia 2001.
3. Nabil R Adam Oktay Dogramaci, Aryya Gangopadhyay and Yelena Yesha Electronic Commerce Amazon 1999.
4. Nabil R Adam and Oktay Dogramaci Electronic Commerce and International Taxation, Peachpit Press USA 1996.
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6. Charles Trepper E-Commerce Strategies Tata McGraw Hill 1999.
7. Napier Judd Rivers and Wagner creating a winning E-business, Thomson Learning 2000.
8. Marilyn Greenstein Todd M Feinman – Electronic Commerce – TMH
9. Elias M. Awad Electronic Commerce From vision to fulfillment Prentice Hall of India.
10. P.T. Joseph E-Commerce A Managerial Perspective Prentice Hall of India.
11. Raghu Ramakrishnan – Database Management Systems – WCB / Mc Graw Hill – 1996.
12. Panneerselvam R – Database Management Systems – Prentice Hall of India New Delhi – 2002.

## **HUMAN RESOURCE ELECTIVES**

### **PAPER 17 - INDUSTRIAL AND LABOUR RELATIONS**

1. **Industrial Relations:** The changing concepts of Industrial relations, Factors affecting employee stability. Application on Psychology to industrial relations.
2. **Industrial Harmony and Conflict:** Harmonious relations in industry, importance and means; cause of industrial disputes, Machinery for settling of disputes, Negotiation, Conciliation, Mediation, Arbitration and Adjudication, Strikes, Lock-outs, Layoff and Retrenchment codes of discipline, Grievance procedure,

Labour management co-operation; Worker's participation in management.

3. **Labour Relations:** Changing concept of management labour relations; Statute laws, Tripartite conventions, development of the idea of social justice, limitation of management prerogatives increasing labour responsibility in productivity.
4. **Joint Consultation:** Principal types, Attitude of trade unions and management; Joint consultation in India.
5. **Trade Unions:** Trade Unions and their growth, economic, social and political conditions leading to the development of trade unionism, Theories of trade unionism, Aim and objectives of trade unions, Structure and governing of trade unions.
6. **Problems and Role of Indian Trade Unions:** Recognition and leadership, Finances and Membership, Compulsory versus free membership, Political activities, Welfare, Legislation, Majority and Minority unions, Social responsibilities, positive role in economic and social development.
7. **Collective Bargaining:** Meaning, Scope, Subject matter and parties, Methods and tactics, Administrations of collective bargaining agreements; Fair and unfair labour practice.
8. **Tripartite Machinery:** At the center and in the states; I.L.O. – Its functions and role in labour movement – Industrial health and safety; Industrial legislations.

## REFERENCES

1. Mamoria C.B and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 1998
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6. C.S.Venkata Ratnam, Globalisation and Labour Mangement Relations, Response Books, 2001

## PAPER 18 - HUMAN RESOURCES DEVELOPMENT (HRD)

1. **HRD:** Definition, Evolution of HRD from Personnel management, Developmental Perspective of HRD, HRD at macro and micro levels: Outcomes of HRD in the national and organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the present context. Development of HRD Movement in India.
2. **Theory and Practice of HRD:** HRD concepts, Subsystems of HRD: Human Resource Planning,

Potential Appraisal, Assessment Center, Performance appraisal including 360 degree appraisal, Training and Development, Career Planning & Succession Planning.

3. **Development Human Capacity** : Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, Transparency, Leadership development.
4. **Training and Development** : Meaning and Scope of training, education and development; Training need analysis, Types of training Internal and external, Outbound Training, Attitudinal training, Training effectiveness.
5. **Evaluating HRD** : Human Resource Accounting, HR Audit and Bench marking, Impact-assessment of HRD initiatives on the bottom-line of an organization.
6. **Organizational Development (OD)** : Meaning of OD, OD Interventions, OD Programs and Techniques: Behaviour Modeling, gaming, Encounter Groups, Quality of Work life (QWL) and Quality of Life Programs, Grid training, Benefits of OD; OD consultants.
7. **Organizational Development Process** : Phases in OD – Initial Diagnosis – Survey and Feedback, Action Planning, Problem Solving, Team Building, Developing Creativity and Innovation, Managing organizational Change.
8. **Learning Organization** : Organizational Learning, Importance of Experiential Learning, Learning Organization, Knowledge Management, Achieving Organizational Effectiveness and Excellence.

9. **Organizational Culture and Climate** : Meaning and type of Organizational culture and climate; Role of HRD in promoting a development oriented Culture and climate in the Organizations.
10. **Recent Trends in HRD** : Training for trainers and HRD professionals, Promoting Research in HRD and OD. Impacts of developments in the other fields such as Psychology, Business Management, Communication and Information Technology.

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6. ROBINSON, KENNETH R., A Handbook of Training Management – (2<sup>nd</sup> Ed) Kogan Page, Great Britain, (1982).
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Organization Development, New Delhi: Prentice Hall of India – 6<sup>th</sup> Edition 2002.

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10. SANGE DATER M (1990) The Fifth Discipline: The art and Practice of the Learning.

## **PAPER 19 - TOTAL QUALITY MANAGEMENT**

Introduction to Quality Control - Quality and Cost Considerations - Statistics and its applications in Quality Control - Sampling Inspection in Engineering Manufacture - Statistical Quality Control by the use of Control Charts - Methods of Inspection and Quality Appraisal - Reliability Engineering - Value Engineering and Value Analysis.

Theory of Sampling Inspection - Standard Tolerancing ABC Analysis - Defect Diagnosis and Prevention.

Recent Techniques for Quality Improvement - Zero Defect - A Quality Motivation Techniques - Quality Management System and Total Quality Control.

Section of ISO Model and Implementation of ISO 9000 Human Resource Development and Quality Circles - Environmental Management System and Total Quality Control.

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8. Besterfield, "Total Quality Management", Pearson Education, 1999, Rao, Ashok, "Total Quality Management : A Cross Functional Perspective", Wiley & Sons.

# **PAPER 20 - TRAINING AND DEVELOPMENT**

## **OBJECTIVES**

To develop an understanding of how to plan and implement training activities in an organisation. To develop basic skills for designing and conducting the training programme. An application of consideration that underlie the management of training function in an organisation. The design of the Course aims to provide an experimental, skill-based exposure to the process of planning, organizing and implementing a training system. While training and development is a vast area the scope of this course is limited to imparting the basic impits on the subjects to the participant. The endeavour is alos to provide, as far as possible a hands - on (or vicarious) learning experience related to the aims.

## **TOPICS**

1. Training and Development : An Overview
2. Learning Process
3. Trainer's Role
4. Need Analysis
5. Designing a Training Program
6. Training Techniques : The Lecture Method
7. Training Techniques : Conference Leadership
8. Training Techniques : The Case Method
9. Training Techniques : Role Plays
10. Training Techniques : Games and Simulations



11. Evaluation of Training and Development
12. Marketing of Training Function

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7. Serge. P The Fifth Discipline, The Art & Practice of the learning Organisation, London Century, 1992.