

COURSE STRUCTURE OF M.B.A. PROGRAMME IN PONDICHERRY UNIVERSITY

MBA COURSE STRUCTURE					
SEMESTER – I			SEMESTER - II		
Subject	Credit	Marks	Subject	Credit	Marks
Management Processes	3	100	Project Management	3	100
Organisational Behaviour	3	100	Financial Management	3	100
Managerial Economics	3	100	Operations Research	3	100
Accounting for Managers	3	100	Business Law	3	100
Statistics & Research Methodology	3	100	Marketing Management	3	100
Business Environment	3	100	Operations Management	3	100
Managerial Communication	3	100	Human Resources Management	3	100
Computer Softwares	3	100	Management Information Systems	3	100
Comprehensive Viva-Voce	2	50	Comprehensive Viva-Voce	2	50
Total	26	850	Total	26	850
SEMESTER – III			SEMESTER - IV		
Subject	Credit	Marks	Subject	Credit	Marks
Strategic Management	3	100	Public Systems Management	3	100
Business Ethics & Corporate Governance	3	100	International Business	3	100
Quality Management	3	100	Functional Electives (4)	12	400
Management Control Systems	3	100	Project Work (10 Weeks) (150 Marks for thesis + 50 marks for Project Viva)	6	200
Functional Electives (4)	12	400	Comprehensive Viva-Voce	2	50
Summer Projects (8 Weeks) (100 Marks for thesis + 50 Marks for Project Viva)	5	150			
Comprehensive Viva-Voce	2	50			
Total	31	1000	Total	26	850

Total Number of Credits : 109
 Total marks : 3,550
 Total Number of theory paper : 30
 Total Number of Comprehensive Viva : 4
 Number of projects : 2

LIST OF ELECTIVES

MARKETING

- INTERNATIONAL MARKETING
- MARKETING RESEARCH FOR BUSINESS MANAGEMENT
- INTERNET MARKETING
- ADVERTISING & SALES PROMOTION MANAGEMENT
- CUSTOMER RELATIONSHIP MANAGEMENT
- CONSUMER BEHAVIOUR
- SALES & DISTRIBUTION MANAGEMENT
- SERVICES MARKETING
- RETAIL MANAGEMENT
- INDUSTRIAL MARKETING
- MARKETING RESEARCH AND INFORMATION SYSTEMS
- MARKETING FOR NON-PROFIT ORGANISATIONS

FINANCE

- FINANCIAL ENGINEERING
- RISK MANAGEMENT AND INSURANCE
- FINANCIAL SERVICES MANAGEMENT
- SECURITY ANALYSIS & PORTFOLIO MANAGEMENT
- STRATEGIC COST MANAGEMENT
- INTERNATIONAL FINANCE
- BANKING & INDIAN FINANCIAL SYSTEM
- CORPORATE FINANCE
- CORPORATE TAX MANAGEMENT
- INFRASTRUCTURE FINANCE
- ENVIRONMENTAL ACCOUNTING & COSTING
- WORKING CAPITAL MANAGEMENT
- BUSINESS ACCOUNTING & ADVANCED FINANCIAL MANAGEMENT
- FINANCIAL MARKETS & SERVICES
- STRATEGIC FINANCIAL MANAGEMENT

HUMAN RESOURCE MANAGEMENT

- GLOBAL HR PRACTICES
- HRIS (HR INFORMATION SYSTEM)
- CROSS CULTURE MANAGEMENT
- LABOUR LEGISLATION AND ADMINISTRATION
- COMPENSATION MANAGEMENT
- MANAGEMENT OF CHANGE AND DEVELOPMENT
- INDUSTRIAL RELATIONS MANAGEMENT
- HRM IN KNOWLEDGE BASED ORGANIZATION

- TRAINING AND DEVELOPMENT
- QUALITY PERFORMANCE MANAGEMENT
- TECHNOLOGY FOR PERSONAL PRODUCTIVITY MANAGEMENT

OPERATIONS

- ADVANCED PRODUCTION MANAGEMENT
- COMPUTER SIMULATION
- TOTAL QUALITY MANAGEMENT
- SUPPLY CHAIN MANAGEMENT
- ADVANCED MATERIALS MANAGEMENT
- SERVICE OPERATIONS MANAGEMENT

SYSTEMS

- SOFTWARE ENGINEERING MANAGEMENT
- DATABASE MANAGEMENT SYSTEMS
- SYSTEMS ANALYSIS AND DESIGN
- SOFTWARE PROJECT MANAGEMENT
- DECISION SUPPORT SYSTEMS
- OBJECT-ORIENTED PROGRAMMING WITH C++
- E-COMMERCE
- VISUAL BASIC FOR BUSINESS APPLICATIONS

GENERAL

- ENTREPRENEURSHIP DEVELOPMENT
- CRISIS MANAGEMENT

M.B.A. (REGULAR) DEGREE PROGRAMME

REGULATIONS (2006)

1. Duration of the Course: 2 Years

For the M.B.A. Programme Offered in University Department:

1. **Examinations:** End semester examinations only under CBCS Scheme comprising of internal question paper setting and double valuation by the course teacher and an external examiner for each subject. If the difference between the two valuations is more than 15% the script will be evaluated by a third subject expert from the University and the mark awarded by that expert will be the final.

2. **Proportion of marks between internal evaluation and external evaluation for subjects:50:50**

3. *Guidelines for awarding mark for project works:*

Summer Project: Marks for Thesis awarded by Guide: 100 Marks

Marks for Project Viva awarded by Guide & External Expert : 50 Marks

IV Semester Project: Marks for Thesis awarded by Guide: 150 Marks

Marks for Project Viva awarded by Guide & External Expert: 50 Marks

4. **Passing condition:** The student should have a minimum of 25 marks in University Examination and a minimum total of 50 marks in Internal and University Examinations put together each in theory subject. Wherever there is no internal component, the student should have a minimum of 50% marks in the University Examination.

5. **Question paper pattern:**

Time: 3 Hours

Maximum Marks: 100

PART A: 5 × 4 = 20 Marks

Answer any FIVE Questions out of EIGHT Questions

Question 1 to Question 8

PART B: 5 × 12 = 60 Marks

Question 9 or Question 10

Question 11 or Question 12

Question 13 or Question 14

Question 15 or Question 16

Question 17 or Question 18

PART C (1 × 20 = 20 Marks)

Question 19: COMPULSORY (Case/Problem depending upon the subject)

6. Maximum number of years permitted after completion of Semester IV to write arrear subjects:

- a) Two years under the new regulation which will come into effect from July 2006.
- b) **Old Regulation Students: *who have arrears for many years after completing the programme, that is after 2 year of stay (A cut-off date to permit them to write arrear subjects)***
 - i) Batches completed on or before April 2005 should pass all the subjects on or before April 2007
 - ii) Batch admitted during July 2004 should pass all the subjects on or before April 2008
 - iii) Batch admitted during July 2005 should pass all the subjects on or before April 2009

7. Guidelines to deal with attendance shortage students:

The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).

For the M.B.A. Programme Offered in Affiliated Colleges:

1. Examinations: Question paper setting, valuation(double valuation) will be fully taken care of by the Controller of Examinations Office, Pondicherry University.

The panel of Question Paper setters and the panel of Examiners for evaluation will be suggested by the University Department.

If the difference between the two valuations is more than 15% the script will be evaluated by a third subject expert and the mark awarded by that expert will be the final.

2. Proportion of marks between internal evaluation and external evaluation for subjects: 50:50

3. Guidelines for awarding mark for project works:

Summer Project: Marks for Thesis awarded by Guide: 100 Marks

Marks for Project Viva awarded by Guide & External Expert : 50 Marks

IV Semester Project: Marks for Thesis awarded by Guide: 150 Marks

Marks for Project Viva awarded by Guide & External Expert: 50 Marks

4. Passing condition: The student should have a minimum of 38 marks in University Examination and a minimum total of 50 marks in Internal and

University Examinations put together each in theory subject. Wherever there is no internal component, the student should have a minimum of 50% marks in the University Examination.

5. Question paper pattern:

Time: 3 Hours

Maximum Marks: 100

PART A: $5 \times 4 = 20$ Marks

Answer any FIVE Questions out of EIGHT Questions
Question 1 to Question 8

PART B: $5 \times 12 = 60$ Marks

Question 9 or Question 10
Question 11 or Question 12
Question 13 or Question 14
Question 15 or Question 16
Question 17 or Question 18

PART C ($1 \times 20 = 20$ Marks)

Question 19: COMPULSORY (Case/Problem depending upon the subject)

6. Maximum number of years permitted after completion of Semester IV to write arrear subjects:

- a) Two years under the new regulation which will come into effect from July 2006.
- b) **Old Regulation Students: *who have arrears for many years after completing the programme, that is after 2 year of stay (A cut-off date to permit them to write arrear subjects)***
 - i) Batch admitted during July 2005 should pass all the subjects on or before April 2009

7. Guidelines to deal with attendance shortage students:

The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).

MANAGEMENT PROCESSES

OBJECTIVES

The course aims at

- Providing conceptual understanding of management concepts
- Familiarising the students with the contemporary issues in management, and
- Enabling them to apply the concepts in the Management organization

UNIT-I

Nature of Management – Tasks of a Professional Manager - Social Responsibilities of Business – Manager and Environment – Systems Approach to Management – Levels in Management – Managerial Skills.

UNIT-II

Planning – Steps in Planning Process – Scope and Limitations – Short Range and Long Range Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management by Objective (MBO) – Policies and Strategies – Scope and formulation – Decision Making – Techniques and processes.

UNIT-III

Organising – Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation.

UNIT-IV

An Overview of Staffing and Directing functions – Controlling – Prerequisites of Control Systems – Control Process – Methods, Tools and Techniques of Control – Design of techniques – Choices in Control.

UNIT-V

Comparative Management Styles and approaches – Japanese Management Practices – Organisational Creativity and Innovation – Management of Innovation – Entrepreneurial Management – Benchmarking – Best Management Practices across the world – Select cases of Domestic & International Corporations – Management of Diversity.

TEXT BOOKS:

1. Koontz & Weirich: MANAGEMENT, McGraw-Hill.
2. Richard M. Hodgets: MANAGEMENT, Academic Press

REFERENCES

1. Hampton: MANAGEMENT, McGraw-Hill.
2. Stoner & Wankel: MANAGEMENT, Prentice-Hall.
3. Peter F. Drucker: PRACTICE OF MANAGEMENT, Pan Books
4. Peter F. Drucker: INNOVATION AND ENTREPRENEURSHIP, Heinman.
5. Important Business Magazines like Business India, Business World and Fortune International
6. Any one Financial Daily Economic Times Financial Express, Business Standard

ORGANISATIONAL BEHAVIOUR

OBJECTIVES

- To understand human behaviour in different dimensions
- To appreciate the factors influencing the behaviour
- To develop behavioural skills to be used in the work place

UNIT-I

1. Introduction to Organisational Behaviour.
2. Foundations of Organisational Behaviour.

UNIT-II

3. Perception and Learning.
4. Personality and Individual Differences.
5. Motivation and Job Performance.
6. Values, Attitudes and Beliefs.
7. Stress Management.

UNIT-III

8. Group Dynamics.
9. Leadership.
10. Power and Politics.

UNIT-IV

11. Organisational Structure.
12. Organisational Climate and Culture.
13. Organisational Change and Development.

UNIT-V

14. Trends in Organisational Behaviour.
15. Research in Organisational Behaviour.

TEXT BOOKS:

1. Fred Luthans: ORGANISATIONAL BEHAVIOUR.

REFERENCES

1. Robbins: ORGANISATIONAL BEHAVIOUR.
2. Kolasa: ORGANISATIONAL BEHAVIOUR
3. R.S. Dwivedi: HUMAN RELATIONS AND ORGANISATIONAL BEHAVIOUR.
S5. Hellriegel, Slocum & Woodman: ORGANISATIONAL BEHAVIOUR.
4. Joseph E. Champoux: ORGANISATIONAL BEHAVIOUR – ESSENTIAL TENETS
FOR A NEW MILLENNIUM.
5. Hellrigel et al., ORGANIZATIONAL BEHAVIOUR.
6. Mcshane and Van Glinow, ORGANIZATIONAL BEHAVIOUR.

MANAGERIAL ECONOMICS

- This course is intended to provide a basic foundation on the principles of managerial economics and to demonstrate the application of economic theory to business decisions.

UNIT-I

General Foundation of Managerial Economics – Economic approach, Circular flow of activity, Nature of the firm, Forms of organizations, Objectives of firms – demand analysis and estimation – Individual, market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand estimation and forecasting – Theory of the firm – Production functions in the short and long run, Cost concepts. Short run and long run costs.

UNIT-II

Product Markets – Market Structure, Competitive market, Imperfect competition and barriers to entry, Pricing in different markets – Recourse Markets – Pricing and Employment of inputs under different market structures, Wages and wage differentials.

UNIT-III

Principles of Economic decision-making – Concept of Required Rate of Return – Annual – cost and Annual-worth Comparisons – Present-worth analysis – The Cost of Capital, Economic Life, Replacement Economy – Analysis of risk and uncertainty.

UNIT-IV

Introduction to National Income Accounts – Models of National Income Determination – Economic Indicators; Technology and Employment – Issues and Challenges; Business and Government.

UNIT-V

Inter-Sectoral Linkages: Macro Aggregates and Policy Interrelationships – Fiscal and Monetary Policies; Industrial Finance – Money Market, Capital market and Institutional Finance.

TEXT BOOKS:

1. Gupta G.S., MANAGERIAL ECONOMICS, Tata McGraw-Hill.
2. Varshnavy and Maheashwary, MANAGERIAL ECONOMICS, Sultan and Chand

REFERENCES

1. Peterson, HC and W.C.Lewis, MANAGERIAL ECONOMICS, Prentice-Hall of India, New Delhi.
2. Riggs, J.L. MANAGERIAL ECONOMICS, McGraw-Hill.
3. Stiglitz J., PRINCIPLES OF MICROECONOMICS, Norton Publishers 2nd Edition, 1998.
4. Joel Dean, Managerial Economics

ACCOUNTING FOR MANAGERS

OBJECTIVES

- To acquaint the students with the fundamentals principles of financial, cost and management accounting.
- To enable the students to prepare, analyse and interpret financial statements.
- To enable the students to take decisions using management accounting tools.

UNIT-I

Book-keeping and Accounting – Meaning – Definition – Objectives of Financial Accounting – Branches of Accounting : Financial, Cost and Management Accounting – Accounting Concepts and conventions – journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet – Accounting Standards – Groups interested in Accounting Information – An Introduction to Tally Package.

UNIT-II

Capital and Revenue Expenditure – Deferred Revenue Expenditure – Capital and Revenue Receipts – Depreciation – Definition – Causes – Necessity of providing for depreciation – Methods of Calculating Depreciation: Straight Line Method and Written Down Value Method..

UNIT-III

An Introduction to Company Final Accounts – Financial Statements – Meaning – Types of financial Analysis – Techniques of Financial Analysis – Ratio Analysis – Profitability Ratios – Coverage Ratios – Turnover Ratios – Financial Ratios – uses and limitations of Ratio Analysis – Funds Flow Analysis – uses and limitations – Cash Flow Analysis – uses and limitations – Difference between funds flow and cash flow analysis.

UNIT-IV

Marginal costing – assumptions – Cost Volume Profit Analysis – Breakeven Analysis – Key Factor – Profit Planning – Decisions involving Alternative Choices: Determination of sales mix, Exploring new markets and Make or Buy decisions (Problem for case study)

UNIT-V

Concept of cost – Elements of Cost – Cost Accounting – Objectives – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing..

TEXT BOOKS:

1. Hingorani, Ramanathan & Grewal: Management Accounting (Sultan Chand)
2. S.N. Maheswari: Management Accounting (Sultan Chand)
3. N. Vinayakam & B. Charumathi: Financial Accounting (S. Chand)

REFERENCES

1. R.N. Anthony: Management Accounting – Text and cases (Irwin)
2. B.K. Bhar: Cost Accounting (Academic Publishers)
3. H.G. Guthman: Analysis of Financial Statements (Prentice Hall)

STATISTICS AND RESEARCH METHODOLOGY

OBJECTIVES

- To enable the students to know about the information needs of Management.
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry.
- To introduce the Statistical Tools of Data Analysis and
- To enable them to conduct a Group Research Study and prepare the report.

UNIT-I

INTRODUCTION: Definition of Research, Qualities of Researcher, Components of Research Problem, Various Steps in Scientific Research, Types of Research; Hypothesis – Research Purposes – Research Design – Survey Research – Case Study Research.

UNIT-II

DATA COLLECTION: - Sources of Data: Primary Data, Secondary Data, Procedure – Questionnaire – Sampling Merits and Demerits – Experiments – Kinds – Procedure; Control – Observation – Merits – Demerits – Kinds – Procedure – Sampling Errors – Type-I Error – Type-II Error.

UNIT-III

STATISTICS ANALYSIS: Introduction to Statistics – Probability Theories – Conditional Probabilities, Standard deviation – Co-efficient of variations, Binomial Distribution and Properties of Normal Distributions, Poisson Distribution, Point and Interval Estimates of Means and Proportions; Testing of Hypothesis – One sample and Two Sample Z & t tests for means and variances, Chi-Square Test, Association of attributes, Index Number, Time series analysis, Decision Techniques.

UNIT-IV

STATISTICAL APPLICATIONS: Correlation and Regression Analysis – Partial and Multiple Correlation Analysis – ANOVA – Completely Randomized Design, Randomized Complete Block Design, Latin Square Design, Factorial Design, Introduction to Discriminate Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis.

UNIT-V

RESEARCH REPORTS: Definition of Research Reports – Components of Research Report, Format of a Research Report, Pictures and Graphs, Introduction to SPSS.

TEXT BOOKS:

1. Kothari: RESEARCH METHODOLOGY, Vishvaprakash Publisher
2. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice Hall of India, New Delhi, 2004

REFERENCES

1. Wilkinson & Bhandarkar: METHODOLOGY AND TECHNIQUES OF SOCIAL RESEARCH.
2. Pauline Vyoung: SCIENTIFIC SOCIAL SURVEYS AND RESEARCH
3. Festinger. L & D. Katz: RESEARCH METHODS IN BEHAVIOURAL SCIENCE.
4. Sellitz., et al: RESEARCH METHODS IN SOCIAL RELATIONS.

BUSINESS ENVIRONMENT

Course Objectives:

- To acquaint students with the issues of domestic and global environment in which business has to operate.
- To keep them alive to the environmental dynamic vis-à-vis business.
- To relate the Impact of Environment on Business in an integrative manner.
- To enable them to read, research and discuss the issues through written papers in class seminars.

UNIT-I

- The global transformation of organizations and Economic systems and the social, political and economic consequences of globalization.
- Economic Systems – Capitalism, Socialism, Communism and Mixed –Economic System.
- Business and Society in India.

UNIT-II

- Management Structure – Family Management to Professionalism.
- Economic & Business Development and Environmental Issues.
- Sustainable development and the firm.

UNIT-III

- Liberalization, Privatization, Globalization, Competition and an overview of WTO.
- Natural Resources and Economic Development – Land, Forest, Water, Fisheries, Minerals, and Ecological Imbalances.

UNIT-IV

- Infrastructure:
 1. Economic Infrastructure: Energy, Power, Transport, Communication, Science and Technology.
 2. Social Infrastructure: Education, Training and Development, Demographic Issues.
 3. Political Infrastructure: Constitution, Electoral Issues, Democracy and its Cost.
- International Relations – MNCS – Foreign Capital and Collaboration.

UNIT-V

- Global Trends in Business and Management.
- Trends in Indian Industry.
- The Capital Market Scenario.
- Future Perspective of Indian Industry and Management.

REFERENCES:

1. Francis Cherunilam: Business Environment, Himalaya Publishing House, New Delhi.

2. Misra, S.K. and Puri, V.K.: Economic Environment of Business, Himalaya Publishing House, New Delhi.
3. Misra, S.K. and Puri, V.K. : Indian Economy, Himalaya Publishing House, New Delhi.
4. Rudder Dutt and Sundharam K.P.M.: Indian Economy, S. Chand & Company Limited, New Delhi.
5. Keith-Davis & William Frederick: Business and Society, McGraw-Hill, Tokyo.
6. Magazines & Journals – The Economist, The Week, Harvard Business Review, Indian Management, Economic and Political Weekly, India Today, Business Today, Business World, Outlook, Computers Today, Daily Business and General News Papers, Etc.
7. Others: Various publications on business and management.

MANAGERIAL COMMUNICATION

UNIT-I

Brief Overview of communication Concepts and types of communication; Interactive Communication and the role of communication in the job of managerial personnel at different organizational levels.

UNIT-II

Listening & Speaking – Concept & Mechanics; Listening & Responses and Non Verbal Communication; Business etiquette; Effective Presentation; Use of ICTES including Power Point Presentations.

UNIT-III

Communication Styles; Attitude & Communication; Persuasive Communication & Handling Negativity; Presentations to Hostile Audience – Exercises; Negotiating Skills; Interview skills.

UNIT-IV

Written Communication & Individual and Groups/Teams: Letters, reports and other executive & Managerial Communications; Group Decision Making; Intra & Inter Cultural Dimensions and Communication Mechanisms; Feed-back Mechanisms.

UNIT-V

Planning & Conduct of Meetings; Working with Stake-holders outside of the organization – Media, Social Leaders, Family Orientation to professional disposition of employees & their family members towards organization.

TEXT BOOKS:

Munter, Mary. Guide to Managerial Communication: Effective Business Writing and Speaking. Prentice Hall, 2002. ISBN:0130462162.

Kaul Asha., Effective Business Communication, Prentice Hall of India, 2005, 81-203-1709-2 Bottom of Form.

COMPUTER SOFTWARES

Objective:

To introduce the basic concepts of Oracle, SPSS and Tally.

UNIT-I

Introduction to Oracle- SQL* Plus.

FUNDAMENTALS OF PL/SQL: Basics of PL/SQL – Advantage of PL/SQL – Structure and Data types of PL/SQL.

UNIT-II

CONDITIONS AND LOOPS: Basic control structure of IF Statement – IF THEN, IF THEN ELSE, IF THEN ELSIF – Loops – FOR, WHILE, LABELS & GOTO.

CURSERS: Cursors – Exceptions – Explicit Cursors – Implicit Cursors.

UNIT-III

Subprograms and Packages: Procedures – Functions – Packages.

Database Triggers: Types of Triggers – Enabling & Disabling Triggers – Table Operations – Database Trigger Privileges.

Complex Data types: Declaring Variables – Recording Variables – Declaring PL/SQL Table & PL/SQL Table Functions – Object Types – Varrays – Nested Table – Defining Collection Types.

UNIT-IV

Introduction to SPSS 14.0 – Reading Data – Using the Data Editor – Working with output – **STATISTICAL PROCEDURES:** Linear Regression – Chi-Square Test, ANOVA, Factor Analysis.

UNIT-V

Introduction to computerized accounting – Applications of Computers in Accounting – Accounting Package: TALLY – Creation of groups, ledgers – Voucher types – Preparation of Vouchers – Report Generation: Account books, List of Accounts, Trial balance, Profit and Loss Account, Balance sheet, Cash Flow Statement and Fund Flow Statement, Ratio Analysis – Practical Training on TALLY.

TEXT BOOKS:

1. Oracle: A Beginner's Guide, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. SPSS 14.0 for Windows Manual, N. Agarwal – Tally 6.3, Dream Tech Press, 2005

PROJECT MANAGEMENT

Objectives:

- To understand the concept of project and steps in project management.
- To enable the students to prepare business proposals.
- To enable the students to evaluate the technical feasibility, financial viability, market acceptability and social desirability of projects.
- To be effective as project managers and as part of project teams.

UNIT-I: Project – Meaning – classification – importance of project management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints.

UNIT-II: Project feasibility studies: Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

UNIT-III: Project Evaluation under certainty: Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

UNIT-IV: Developing a project plan: Developing the project network – constructing a project network (Problems) – PERT – CPM – crashing of project network – resource leveling and resource allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Project Control Process – control issues – project audits – the project audit process – project closure – team, team member and project manager evaluations.

UNIT-V: Managing versus leading a project - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.

TEXT BOOKS:

1. Clifford F. Gray and Erik W. Larson, Project management – The Managerial Process (Tata Mc Graw Hill).
2. Gopalakrishnan P and Ramamoorthy, V.E., Project Management (Macmillan)

REFERENCES:

1. Prasanna Chandra, Projects: Planning, Analysis, Selection, Implementation and Review (TMIH).
2. UNIDO SERIES on Project Management.
3. B.B. Goel, Project Management – Principles and Techniques (Deep and Deep)

FINANCIAL MANAGEMENT

Objectives:

- To know the various sources of finance.
- To understand the various uses for finance.
- To familiarize oneself with the techniques used in financial management.

UNIT-I:

Nature of Financial Management; Scope and Objectives – Scope of Financial Management – Functions of finance – Objectives of Financial Management – Statement of changes in financial Position; Funds Flow and Cash Flow Statements – Meaning of changes in Financial Position – Working Capital Basics – Funds from Business Operations – Uses of Working Capital – Treatment of Major Items Affecting Working Capital – Form of Statement of changes in Financial Position – Statement of Changes in Financial Position: Cash Basis – Importance and Usefulness of the Statement of Changes in financial Position – Managerial Accounting, Marginal cost and BEP Analysis, Practical Problems.

UNIT-II:

Financial Statement Analysis: Ratio Analysis – Meaning and Objectives of Financial Statement analysis – Ratio Analysis – Types of Ratios – Liquidity Ratios – Leverage/Capital Structure Ratios – Profitability Ratios – Profitability Ratios Related to Sales – Profitability Ratios Related to Investments – Return on Investments(ROI) – Activity Ratios – Importance of Ratio Analysis – Limitations of Ratio Analysis – Practical Problems. Financing Decision: Operating and Financial Leverage – Operating Leverage – Financial Leverage – EBIT – EPS Analysis – Measures of Financial Leverages – Combined Leverage – Total Risk – Practical Problems.

UNIT-III:

Capital Expenditure – Decision-making in the Private Sector Source – Objectives, Planning and Organisation – Evaluation Techniques – Cut-off Rate – Other Aspects of Capital Budgeting – Conclusion _ Investment Decisions in Public Enterprises in India – Guidelines for Capital Expenditure Decision – Guidelines for Capital Budgeting and Current Practices, Capital Structure, Cost of Capital and Valuation: Capital Structure Theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani-Miller(MM) Approach – Traditional Approach – Practical Problems.

UNIT-IV:

Working Capital Management – An Overview: Theory of Working Capital Management – Concepts/Definitions of Working Capital – Determining the Financing Mix – Practical Problems. Planning of working Capital – Need for Working Capital – Determinants of Working Capital – Practical Problems. Financing and Control of Working Capital – Forms of Credit – Working Capital Control and Banking Policy – Dehejia Study Group – Working Capital Control and Banking Policy – Tandon Committee – Management of Cash: Motives of Holding Cash – Cash Management – Objectives – Cash Management : Factors Determining Cash Needs – Determining Cash Need – Cash Budget – Cash Management Tool – Cash Management: Basic Strategies – Cash Management: Techniques/Processes – Practical Problems. Receivables Management: Objectives – Costs – Benefits – Credit Policies – Credit Terms – Collection

Policies – Inventory Management: Objectives of Inventory Management – Inventory Management Techniques.

UNIT-V

Designing Capital Structure: Profitability Aspect – EBIT/EPS Analysis – Coverage Ratio – Liquidity Aspect – Cash Flow Analysis – Analysis of Cash Flows to determine Debt Capacity – Control – Leverage Ratios for other Firms in the Industry – Consultation with Investment Bankers and Lenders – Maintaining Maneuverability for Commercial Strategy – Timing of Issue – Characteristics of the Company. Dividend Decision: Dividend and Valuation: The irrelevance of Dividend – General – The Irrelevance of Dividends: MM Hypothesis – Relevance of Dividends: Some theories – Relevance of Dividends: Walter's model – Relevance of Dividends: Gordon's Model – Practical problems. Determinants of Dividend Policy: Dividend payout ratio – Stability of Dividends – Legal, Contractual and Internal constraints and Restrictions – Owner's considerations – Capital market considerations – Inflation.

TEXT BOOK

1. Khan M.Y. and Jain P.K.: FINANCIAL MANAGEMENT (Tata McGraw-Hill Co., Ltd., New Delhi).

REFERENCES:

1. Abdelsamad, M.: AGUIDE TO CAPITAL EXPENDITURE ANALYSIS (New York, American Management Association), 1973.
2. Barges, A.: THE EFFECT OF CAPITAL STRUCTURE ON THE COST OF CAPITAL (Englewood Cliffs, Prentice-Hall), 1963.
3. Beranack, W.: WORKING CAPITAL MANAGEMENT (Belmont, Wadsworth), 1968.
4. Bolten, S.E.: MANAGERIAL FINANCE (Boston, Houghton Mifflin Co.), 1976.
5. Helfert, E.H.: TECHNIQUES FOR FINANCIAL ANALYSIS (Homewood, Irwin), 1967.

OPERATIONS RESEARCH

Objectives:

- To introduce various optimization techniques of operations research.
- To facilitate the use of Quantitative Technique in various functional areas.

UNIT-I:

Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simple Method, Duality.

UNIT-II:

Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.

UNIT-III:

Shortest Path Problem, Floyd's Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project network.

UNIT-IV:

Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal subdividing problems. Game Theory: Two Person Zero-sum Games, Graphical Solution of $(2 \times n)$ and $(m \times 2)$ Games, LP Approach to Game Theory.

UNIT-V

Introduction to Queuing Theory, Basic Waiting Line Models: $(M/M/1):(GD/\alpha/\alpha)$, $(M/M/1):(GD/N/\alpha)$, $(M/M/C):(GD/\alpha/\alpha)$, $(M/M/C):(GD/N/\alpha)$, Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.

TEXT BOOK:

Panneerselvam, R., OPERATIONS RESEARCH, Second Edition(Prentice-Hall of India, New-Delhi, 2006)

REFERENCES:

1. Hamdy A. Taha, OPERATIONS RESEARCH – AN INTRODUCTION (Mac-millan Pub. Co. Inc.)
2. G.V. Shenoy, U.K. Srivatsava & S.C. Sharma, OPERATIONS RESEARCH FOR MANAGEMENT (Wiley Eastern Ltd.).
3. Frank S. Budrick, Dennis McLeavy & Richard Mojena, PRINCIPLES OF OPERATIONS RESEARCH FOR MANAGEMETN; II Ed., (Richard D. Irwin Inc., 1988).

BUSINESS LAW

UNIT-I:

Law of Contract – Agreement – Offer – Acceptance – Consideration – Capacity of Contract – Contingent Contract – Quasi Contract – Performance – Discharge – Remedies to breach of Contract.

UNIT-II:

Partnership – Sale of Goods – Law of Insurance.

UNIT-III:

Negotiable Instruments – Notes, Bills, Cheques – Crossing – Endorsement – Holder in due Course – Contract of Agency.

UNIT-IV:

Company – Formation – Memorandum – Articles – prospective – Shares – Debentures – Directors – Appointment – Powers and Duties.

UNIT-V

Company Administration – Borrowing Powers, Management and Administration, Meetings, resolutions, Proceedings – Management – Accounts – Audit – Oppression and Mismanagement – Winding up.

TEXT BOOK:

1. Kapoor, N.D.: ELEMENTS OF MERCANTILE LAW.

REFERENCES:

1. Maheswari & Maheswari: MERCANTILE LAW.
2. Shukla, S.M.: MERCANTILE LAW.
3. Ramiah: COMPANY LAW.
4. Avatarsingh: COMPANY LAW.

MARKETING MANAGEMENT

OBJECTIVES

- To understand the conceptual foundations of Marketing Management as a functional area of business.
- To understand the application of marketing concepts in making strategic decisions.

UNIT-I

MARKETING MANAGEMENT - AN OVERVIEW: What is Marketing? - Responsibilities of Marketing Management - Marketing Strategy Planning - Managing a Marketing Program - The Environment of Marketing - Analyzing Market Opportunities

UNIT-II

MARKET TARGETING: - Buyer Behaviour: Consumers and Industrial Buyers - Market Segmentation, Targeting and Positioning - New Product Planning - Marketing Strategies with reference to Product Life Cycle and Competitive Strategies.

UNIT-III

MARKETING MIX DECISIONS: Product decisions: Differentiation, Branding, New product decisions - Pricing decisions - Marketing Channel and distribution strategy, sales force management decisions - Marketing Communications: Advertising and sales promotion decisions.

UNIT-IV

Marketing organization - Marketing Control - Marketing Research and the Marketing Information System.

UNIT-V

Marketing of Services - International Marketing - Non-Business Marketing – Rural Marketing - Marketing in the Contemporary Environment.

REFERENCES

1. Philip Kotler: MARKETING MANAGEMENT, Eleventh Edition, Pearson Education Asia.
2. Philip Kotler: PRINCIPLES OF MARKETING, 10th. Edition, Prentice-Hall India 2003
3. V S Ramaswamy & S Namakumari: MARKETING MANAGEMENT, Macmillan Business Books, 2002.
4. Cravens, Hills and Woodruff: MARKETING MANEGEMENT
5. Rachman: MARKETING TODAY
6. William J. Stanton: FUNDAMENTALS OF MARKETING.
7. Buell : MARKETING MANAGEMENT.
8. Ramesh Kumar: MARKETING NUGGETS
9. Cundiff, Still, Govonni: FUNDAMENTALS OF MARKETING.

OPERATIONS MANAGEMENT

Objectives:

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organisations.

UNIT-I:

Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Process Planning & Design, selection of process, Value Analysis/Value Engineering, Make or Buy Decision. Capacity Planning, forecasting: Nature and use of Forecast, Sources of data, Demand Patterns, Forecasting Models, selection of a Forecasting Technique, Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.

UNIT-II:

Facility Location: Factors influencing Plant Location, Break Even Analysis, Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout. Layout Design Procedures: Systematic Layout Design Procedure, Introduction to CRAFT, ALDEP & CORELAP, Material Handling System, Unit Load Concept, Material Handling Principles, Classification of Materials Handling Equipments.

Line Balancing: Concept of Mass Production System, Objective of Assembly Line Balancing, Rank Positional Weight Method.

Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model, Implementation of Inventory Systems, P & Q system of Inventory.

UNIT-III:

Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Heuristic Method, Transportation Model for Aggregate Planning, Material Requirement Planning: Product Structure/Bill of Materials(BOM), MRP Concept.

Single Machine Scheduling: Types of Scheduling, Concept of Single Machine Scheduling, SPT Rule to Minimize Mean Flow Time, Minimizing Weighted Mean Flow Time, EDD Rule to Minimize Maximum Lateness, Flow Shop Scheduling: Introduction, Johnson's Problem, Extension of Johnson's Rule.

UNIT-IV:

Work Study: Method Study – Steps in Method Study, Recording, Examine Step, Principles of Motion Economy, Time Study.

Quality Control: Introduction, Need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques, Control Charts, Control Charts for Variable, Control Charts for Attributes, C-Chart, Acceptance Sampling: Operating Characteristic Curve (O.C. Curve), Single Sampling Plan.

UNIT-V:

Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance, Basic Reasons for Replacement(Need for Replacement), Group Replacement Vs Individual Replacement – Trade-off.

Reliability: Reliability Improvement, Reliability Calculations, Modern Production Management Tools: Just-in-Time Manufacturing: Introduction-Overview of JIT, Kanban Systems.

TEXT BOOK:

Panneerselvam, R., PRODUCTION AND OPERATIONS MANAGEMENT, Second Edition (Prentice-Hall of India, New-Delhi, 2005)

REFERENCES:

1. Joseph G. Monks: OPERATIONS MANAGEMENT – THEORY AND PROBLEMS, (McGraw Hill).
2. Everett E. Adam & Ronald J. Ebert: PRODUCTION AND OPERATIONS MANAGEMENT, (Prentice Hall, 1994).
3. William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin.
4. Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, (The Dryden Press).
5. Jack R. Meredith, THE MANAGEMENT OF OPERATION, (John Wiley & Sons).
6. S.N. Chary, PRODUCTION AND OPERATIONS MANAGEMENT, (Tata McGraw Hill).
7. Jay Heizer & Barry Render: OPERATIONS MANAGEMENT, Prentice Hall International, Inc. 2001, International Edition.

HUMAN RESOURCES MANAGEMENT

Objectives:

This subject provides the platform to the students of management to appreciate the critical managerial functions, processes and tasks of HRM in an organization. It is

- To become sensitive to the HR Management Processes and to adopt conceptual learning to real-life situations.
- To appreciate the methods and mechanics to bring out the best in people directing their energies towards corporate goals with personal satisfaction.

The Class-room interaction is supplemented by Feel HRM Visits, Case Study presentation & Discussion and team oriented sharing of knowledge inputs via c-group.

UNIT-I:

INTRODUCTION TO Human Resources Management: Context and Concept of People Management in a Systems Perspective – Organisation and Functions of the HR and Personnel Department – HR Structure and Strategy; Role of Government and Personnel Environment including that of MNCs.

UNIT-II:

HR PLANNING AND SELECTION: Human Resource Information System (HRIS), Manpower Planning – Selection System including Induction – Performance and Potential Appraisal; Coaching and Mentoring; HRM issues and practices in the context of Outsourcing as a strategy and MNCs.

UNIT-III:

PERSONNEL DEVELOPMENT AND RETIREMENT: Training and Development – Methods, Design & Evaluation of T & D Programmes; Career Development – Promotions and Transfers – Personnel Empowerment including Delegation – Retirement and Other Separation Processes.

UNIT-IV:

FINANCIAL COMPENSATION, PRODUCTIVITY AND MORALE: - Principal Compensation Issues & Management – Job Evaluation – Productivity, Employee Morale and Motivation; Stress Management and Quality of Work Life.

UNIT-V:

BUILDING RELATIONSHIPS AND FACILITATING LEGISLATIVE FRAMEWORK: Trade Unions – Managing Conflicts – Disciplinary Process- Collective Bargaining – Workers and Managerial Decision Making – A Discussion on Concept, Mechanics and Experience.

REFERENCES:

1. Pramod Verma: PERSONNEL MANAGEMENT IN INDIAN ORGANISATIONS, (Oxford & IBM Publishing Co. Ltd.).
2. Venkata Ratnam C.S. & Srivatsava B.K.: PERSONNEL MANAGEMENT AND HUMAN RESOURCES (Tata Mc-Graw Hill).
3. Bohlander, Snell, Sherman: MANAGING HUMAN RESORUCES (Thomson – South Western)

MANAGEMENT INFORMATION SYSTEMS

Objectives:

- To introduce the concepts of different business systems.
- To focus on different components of information systems and to plan, Design and Develop such systems.

UNIT-I

1. Foundations of Information Systems in Business
2. Competing with Information Technology

UNIT-II

1. Telecommunications and Networks
2. Electronic Business Systems

UNIT-III

1. Electronic Commerce Systems
2. Enterprise Business Systems

UNIT-IV

1. Decision Support Systems
2. Developing Business/IT Strategies

UNIT-V

1. Developing Business/IT Solutions
2. Security and Ethical Challenges
3. Enterprise and Global Management of Information Technology

REFERENCES:

Management Information Systems by James A. O'Brien, Tata McGraw Hill Publishing Company Limited, New Delhi.

STRATEGIC MANAGEMENT (BUSINESS POLICY)

UNIT-I:

Strategic management – definition, need, dimensions – strategic planning – strategic decision making process – benefit and risks of strategic management – ethics and social responsibility.

UNIT-II:

Strategic management process – vision of the company – business vision models – objectives and goals. Business policies and strategies.

UNIT-III:

Environmental scanning and analysis – types: international, external, internal – characteristics – SWOT – approaches of the environmental scanning.

UNIT-IV:

Generic competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – diversifications – tailoring strategies to fit specific industry and company situations.

UNIT-V:

Building resource strengths and organizational capabilities – frame work for executing strategy – strategy execution process – organizational structure – managing internal operations

corporate culture of leadership – designing strategic control system, key success factors – monitoring success and evaluating deviation.

TEXT BOOKS:

1. Crafting and Executing Strategy – Arthur A.Thomson, A.J. Strick land III, John E. Cambel
2. Business Policy

REFERENCES:

1. Business policy and strategic management concept and application – Vipin Gupta, Kamala Gollakota, R. Srinivasan.
2. Strategic Management An integrated approach – Charles W.L..Hill, Gareth R.Jones.
Business policy and Strategic Management – Sukul Lomesh, P.K.P.K. Mishra.

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objectives:

- To introduce the concept and importance of business ethics and corporate governance
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management

Methodology: Class room lectures, case studies, role plays and term projects

UNIT-I: BUSINESS ETHICS: Meaning – Definition – Nature – Importance – Ground Rules – myths – Methodology – Characteristics of Managerial Ethics.

UNIT-II: ETHICS MANAGEMENT: Ethical Dilemma – Ethical Decision Making – Ethical Reasoning – Ethical issues – Ethics Management – Key roles and responsibilities – Ethics Management Programmes – Benefits of Managing Ethics in Work Place – Organisation Ethics Development System (OEDS) – Organisational culture – Ethics Tools: Code of ethics – Guidelines for developing code of ethics – Value based leadership.

UNIT-III: ETHICAL VALUES: Work Ethics – Work Culture – Ethical Theories – Ethical Values- Environmental Ethics – Consumer Protection.

UNIT-IV: CORPORATE GOVERNANCE: Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility – Changing Roles of Corporate Boards with changing times – Corporate Governance for Market capitalism.

UNIT-V: INDIAN ETHOS IN MANAGEMENT: Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management – Quality of Work Life – Strategies for Work Life Balance.

TEXT BOOKS:

1. Bhatia, S.K., Business Ethics and Corporate Governance.
2. Bowie Norman, Business Ethics, Prentice Hall.

REFERENCES:

1. Chakraborty, S.K., Management by Values, Oxford Univ. Press.
2. Balasubramanian, R., Corporate Governance, IIM Bangalore.
3. Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.

QUALITY MANAGEMENT

UNIT-I:

Management of Total Quality, TQM, Service Quality Vs Product Quality, Strategic Quality Planning – Strategic Planning Process, Strategic Quality Management, Definition of Quality, Control and Service Quality. Human Resource Development and Management – Organizing for involvement, Training and development, selection, performance appraisal, compensation systems, Total quality oriented HRM.

UNIT-II:

Management of Process Quality – Process inspection Vs. Process Control, Statistical Process Control, Basic approach to SQC, Quality Function Deployment, Just-in-Time, Customer Focus and Satisfaction-Process Vs Customer, Internal Customer conflict, Quality focus, Drivers of customer satisfaction, measurement of customer satisfaction, Service quality Vs. Customer retention, Customer retention Vs. Profitability.

UNIT-III:

Bench Marking – The evolution of benchmarking, the essence of bench marking, benefits of bench marking, strategic bench marking, operational bench marking, bench marking process. Organizing for Total Quality Management – Systems approach, organizing for quality implementation, People dimension to move to TQM, small groups and employee involvement. Cost of quality – Three views of quality costs, quality costs, accounting system and quality management.

UNIT-IV:

Review of control charts, ISO 9000, Reengineering, Baldrige Award. Six Sigma-Definition, Approaches for Six Sigma, Steps of Six Sigma DMAIC, Steps of Six Sigma DMADV, Types of Six Sigma Belts, Benefits of Six Sigma.

UNIT-V:

Kaizen – Introduction, Key Elements of Kaizen, Classification of Kaizen, Benefits of Kaizen, Steps of Implementation of Kaizen Blitz, Guidelines for Kaizen Team, Quick and Easy Kaizen System, Poka Yoke – Characteristics of Poka yoke, Levels of Poka Yoke, Classification of Poka Yoke, Places where Poka Yoke Works Well, Principles of Poka Yojke, Poka Yoke Devices, Steps of Poka Yoke, Benefits and limitations of Poka Yoke, Total Productive Maintenance –

Definition, Objectives of TPM, Wastes eliminated in TPM, Equipment Maintenance Techniques, Benefits of TPM, Performance Measures of Maintenance System, Pillars of TPM, 5S, Office TPM, Lean Manufacturing – Concept, Components, Techniques, Steps.

TEXT BOOKS:

1. Omachonn; V.K., Ross, J.E., Principles of Total Quality, Lucie Press, Florida, 1994.
2. Summers, C.S., Quality Management: creating and Sustaining Organizational Effectiveness, Prentice-Hall of India, New Delhi.

REFERENCES:

1. Panneerselvam, R., Production and Operations Management, Second Edition, Prentice Hall of India, New Delhi, 2005.
2. Feigenbaum, A.V., Total Quality Control, McGraw-Hill, New York, 1983.

MANAGEMENT CONTROL SYSTEMS

Objectives:

The main aim of the course is to appraise the students about the concept of Management Control Systems as well as its role in efficient management of public system organizations.

UNIT-I: The conceptual foundations of control systems

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

UNIT-II: The traditional instruments of control in organizations

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT-III: Accountability in organizations

Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

UNIT-IV: The new dimensions of control with strategies

Behavioural aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

UNIT-V: Management Control in Specialized organizations

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

REFERENCES:

1. Antony R. N. and Govindarajan V “Management Control Systems”
2. Gosh P.K. and Gupta “Cost Analysis and Control”
3. Hersey P and Balanchard H.B. “Management of Organizational Behaviour”
Emmanuel “Accounting for Management Control”

PUBLIC SYSTEMS MANAGEMENT

Objectives:

- *To know the various components of Public Systems and their utility.*
- *To understand the diverse administrative issues in Public Systems.*
- *To diagnose the ills of Public Systems and their Management, the causes, and the corrective actions.*
- *To evaluate the current developments in the Public Systems Management.*

The Classroom interaction is substantially supplemented by student visits & assignments on aspects of PSM, Case Study, Preparation at home, class room presentation & discussion.

UNIT-I:

Overview: – Meaning, Types, Significance; Issues connected with WTO order and Public Systems in a Market Economy; Introduction to and Structure of Indian Economy [composition of sectors and their varying proportions in the development process]

UNIT-II:

Public Administration: Constitutional provisions; Administrative Systems – Civil Service – Policy formation, Implementation and Stake holder participation; Managerial Orientation to the evaluation of State-Centre Relations.

UNIT-III:

Public Enterprises: Kinds, Classification, Strengths and Corrective actions; Trade Unions and Structural Adjustment; Indian Planning Process – An Appraisal.

UNIT-IV:

Working of Public Systems: Law & Order – Health – Education – Industry, Communication – Developmental Models (including subsidies); Concept & Mechanics of E-Governance for effective public delivery systems.

UNIT-V:

Current Developments: Deregulation – Privatization – Global Trends – Approaches to Productivity in Public Systems Management.

REFERENCES:

1. Ss
2. Ss
3. Other books dealing with Public Administration, Infrastructure, Public Sector, E-Governance etc.

INTERNATIONAL BUSINESS

- To understand the international forces affecting the business
- To know the effects of Internationalisation
- To appreciate the methods used in the field

UNIT-I:

International business: An Overview – Means of engaging in International Business – External Influences of International Business – the Human and Cultural Environments facing Business – Political influence on International Business.

UNIT-II:

Country Evaluation and Selection – Scanning for Alternative Influential Variable – Return on Investment on Country – Company consideration

UNIT-III:

Impact of the Multinational Enterprise: Evaluating the Impact of the MNE – Economic Impact of the MNE – Operational and Political Impact of International Business.

UNIT-IV:

International Financial Management – Foreign Exchange Rates: Basics, Transaction and Economic Exposure – Foreign Direct Investment – Strategies: Export and Import Strategies, Collaborative Strategies, Sourcing and Production Strategies – Human Resource Management.

UNIT-V:

Recent developments in International Business – E-business Strategy – Global Supply Chain Management: International Logistics and Distribution – Designing Organisations for International Environment.

TEXT BOOKS:

1. John D. Daniels & Lee H Radebough: INTERNATIONAL BUSINESS (Addison – Wesley Publishing company)

REFERENCES:

1. Anant K, Sundaram J, Steward Black: THE INTERNATIONAL BUSINESS ENVIRONMENT – TEXT AND CASES (Prentice Hall of India Private Limited.
2. Roger Bennett INTERNATIONAL BUSINESS, (Pearson Education.
3. Apte, P.G: INTERNATIONAL FINANCIAL MANAGEMENT (Tata McGraw Hill).

INDUSTRIAL MARKETING

Sessions: 3/Week

OBJECTIVES

This course is designed to provide both theoretical and practical knowledge in Industrial marketing, using the classical texts, and real life cases and selected articles from popular management journals. The students will be exposed to the special characteristics of industrial market vis-a-vis the consumer market, and the marketing strategies adopted for different industrial products such as capital goods, raw materials, components, consumables and services.

UNIT-I

- 1.1. Introduction to Industrial Markets.
- 1.2. Industrial Marketing System, Concepts and Characteristics.
- 1.3. Types of Industrial Markets.
- 1.4. Industrial Buyer Behaviour.

UNIT-II

- 2.1. Strategic Industrial Marketing (S.T.P.)
- 2.2. Marketing Information Systems and Marketing Research.

UNIT-III

- 3.1. Classification of Industrial Products and Services.
- 3.2. New Product Development and Introduction.
- 3.3. Industrial Product Management.
- 3.4. Pricing Decisions in Industrial Markets.

UNIT-IV

- 4.1. Formulating Channel Strategies and Physical Distribution decisions.
- 4.2. Promotional Strategies for Industrial Goods/ Services.

UNIT-V

5.1. Developing Marketing Strategies and Programs for Industrial Goods/ Services.

METHODOLOGY

1. Lectures
2. Presentations
3. Case Analysis and Discussions.

REFERENCES

1. Richard M.Hill, Ralph S.Alexander & James S.Cross: INDUSTRIAL MARKETING; All India Traveller Book Seller Publishers and Distributors.
2. Robert R.Reeder, Edward G.Brierty & Betty H.Reeder: INDUSTRIAL MARKETING; Prentice-Hall International, 1987.

RECOMMENDED READING MATERIAL

1. Peter M. Chisnall: STRATEGIC INDUSTRIAL MARKETING; Prentice-Hall International, 1985.
2. Industrial Marketing Cases and Articles from HARVARD BUSINESS REVIEW, JOURNAL OF MARKETING and JOURNAL OF MARKETING RESEARCH.

INTERNATIONAL MARKETING

OBJECTIVES:

- This course is designed to provide knowledge of marketing management in the international scenario.
- To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.

UNIT-I

The importance of world trade - Scope and challenges of international marketing - Recent trends and developments in international trade- protectionism, trade barriers, easing trade restrictions, role of the IMF and World Bank, WTO and TRIPS, TRIMS and liberalization of service industries.

UNIT-II

The international marketing environment - Political and legal systems – Multilateral and Geographical Groupings - Culture and Business Customs - Economic and Financial dimensions.

UNIT-III

Assessing international market opportunities - marketing research - International marketing management - planning and organization - Market entry strategies - export, joint ventures and direct investments.

UNIT-IV

Global product management - standardisation vs. differentiation - Product planning and development - Marketing industrial products and services globally - Pricing for international markets.

UNIT-V

Global logistics management - International distribution systems - Global advertising and promotional strategies - Sales management - Developing marketing strategies and programs for international markets.

Methodology: Lectures, term papers, industry visit and case discussions

REFERENCE BOOKS:

1. Philip R.Cateora and John L.Graham : INTERNATIONAL MARKETING, (Irwin McGraw-Hill, 1999, 10th Edn.).
2. Micheal R.Czinkota and Ilkka A.Ronkainen: GLOBAL MARKETING, (The Dryden Press, 1996).
3. Terpstra & Sarathy: INTERNATIONAL MARKETING, Thomson Press.
4. Daniels and Raderbaugh: INTERNATIONAL BUSINESS
5. Daniels, Raderbaugh & Sullivan: GLOBALIZATION AND BUSINESS, Prentice-Hall India, 2002.

MARKETING RESEARCH AND INFORMATION SYSTEMS

OBJECTIVES

UNIT-I

The Marketing Research System - Definition of MR - Basic and Applied Research - the Research Process – Types of Research - Steps in MR Process - Research Design - Data Sources - Marketing Information System.

UNIT-II

Sampling – Simple and Complex Sampling Procedures - Stratigical, Systematic, Area, Random-Digit Dialing - Sample Size - Sampling Errors.

UNIT-III

Measurement and Causality - Factors in Measurement - Concepts of Validity and Reliability - Attitude Measurement - Scaling Procedures - Casual Designs - Four Design Procedures.

UNIT-IV

Data Instruments - Data Collecting Methods - Field Operations - Errors and Difficulties - Data Processing, Coding and Editing.

UNIT-V

Data Analysis - Univariate, Bivariate, Multivariate -Hypothesis Testing - Descriptive and Inferential Statistics - Anova, Ancova, Manova, Factor, Cluster, Discriminant Analysis - Report Writing - Presentation of Data - Diagrammatic – Pareto analysis – Ishikawa diagrams.

METHODOLOGY: (1) Lectures (2) Written Notes (3) Assignments (4) Computer Practicals (Using Word Star, Lotus 1-2-3, Packages like Stat Graph, Statistics (SX) and SPSS) (5) Project Work.

REFERENCES

1. Naresh K Malhotra: MARKETING RESEARCH: AN APPLIED ORIENTATION, Pearson Education Asia.
2. Thomas C. Kinnear & James R. Taylor: MARKETING RESEARCH.
3. Aaker, Kumar & Day: MARKETING RESEARCH, John Wiley & Sons, 1998.
4. Boyd, Westfall & Stasch: MARKETING RESEARCH: TEXT AND CASES, Richard D Irwin Inc., AITBS
5. Paul E. Green & Donald S Tull: RESEARCH FOR MARKETING DECISIONS.
6. Richard I. Levin: STATISTICS FOR MANAGEMENT.
7. Gibert A. Churchill, Jr.: MARKETING RESEARCH: METHODOLOGICAL FOUNDATIONS.

SALES AND DISTRIBUTION MANAGEMENT

OBJECTIVES

To understand and apply concepts and techniques in Personal Selling and Sales Management.

To understand and apply the dynamics of channel management and the role of out-bound logistics in effective distribution management

UNIT – I

PERSONAL SELLING: Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – Systems selling. The selling process – Strategies and Styles – formulating sales objectives – Sales forecasting – Estimating market and Sales Potentials.

UNIT – II

THE SALES FORCE: Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.

UNIT – III

PHYSICAL DISTRIBUTION: participants in the physical distribution function, the environment of physical distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT – IV

MANAGING THE MARKETING CHANNEL : Product, Pricing and Promotion issues in channel Management and Physical Distribution – Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.

UNIT – V

E-enabled selling and distribution: e-Commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

REFERENCES

1. Charles Futrell: SALES MANAGEMENT, Pearson Education Books
2. Eugene M. Johnson, David L. Kurtz & Eberhard E. Scheuing: SALES MANAGEMENT; McGraw Hill.
3. Bert Rosenbloom: MARKETING CHANNELS: A MANAGEMENT VIEW, Dryden Press.
4. Coughlan, Anderson, Stern & El Ansary: MARKETING CHANNELS, Prentice-Hall India.
5. Bowersox & Closs: LOGISTICAL MANAGEMENT, Tata McGraw Hill.
6. Satish K. Kapoor & Purva Kansal: BASICS OF DISTRIBUTION MANAGEMENT – A LOGISTICAL APPROACH, Prentice-Hall India, 2003.

7. Richard R. Still, Edward W. Cundiff & Norman A.P. Govani: SALES MANAGEMENT, Prentice-Hall India.
8. Efraim Turban, Jae Lee, David King, & H.Michael Chung: Electronic Commerce: A Managerial Perspective, Pearson Education Inc., 2000.

CONSUMER BEHAVIOUR

OBJECTIVES

To understand the conceptual foundations of consumer buying behavior. To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG and consumer durables industry.

UNIT – I

Consumer Behaviour and Marketing Action: An overview – Consumer involvement, decision-making processes and purchase behaviour and marketing implications –Consumer Behaviour Models

UNIT – II

Environmental influences on consumer behaviour – Cultural influences – Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations – Marketing implications of the above influences.

UNIT – III

The individual consumer and buying behaviour and marketing implications – Consumer perceptions, learning, attitudes, motivation and personality – psychographics, values and lifestyles.

UNIT – IV

Strategic marketing applications – Market segmentation strategies – Positioning strategies for existing and new products, Re-positioning, perceptual mapping – Marketing communications – Source, message and media effects. Store choice and shopping behaviour – In-Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers' responsibilities.

UNIT – V

The Borderless Consumer Market and buying behaviour – Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses to direct marketing approaches – Issues of privacy and ethics.

REFERENCES:

1. Loudon and Della Bitta: CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata Mc-Graw Hill.
2. Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, Kent Publishing Co.).
3. Berkman & Gilson: CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, (Kent Publishing Co.).
4. Bennet and Kassarijan: CONSUMER BEHAVIOUR, (Prentice Hall of India)

5. Schiffman and Kanuck: CONSUMER BEHAVIOUR, Pearson Education Asia, 7th. Edition,
6. Hawkins, Best & Coney: CONSUMER BEHAVIOUR, Tata McGraw Hill.
7. Efraim Turban, Jae Lee, David King, & H.Michael Chung: Electronic Commerce: A Managerial Perspective, Pearson Education Inc., 2000.

ADVERTISING AND SALES PROMOTION MANAGEMENT

OBJECTIVES: To equip students for a career in Product and Brand Management, Advertising – with special reference to Client servicing, Media planning and research.

UNIT-I : ADVERTISING - AN INTRODUCTION

- Origin and Development - Definition and Classification - Planning Framework
- Organising Framework - the Advertiser and the Advertising Agency interface

STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives – The Budget Decision – Preparing the Product and Media Brief

UNIT-II: COPY DECISIONS – Visualization of Ad Layout – Elements of Ad Copy and Creation – Principles of verbal versus visual thinkers, Styles and Stages in advertising copy creation - Copy (Pre-) Testing methods and measurements.

UNIT-III: MEDIA DECISIONS - Media Planning and Selection – Concepts of Reach, Frequency, Continuity, and Selectivity – Measures of Media Cost Efficiency – Media (Readership/ Viewership) Research. The Internet as an Advertising Medium: Tracking Website visits, pageviews, hits, and click-stream analysis, permission marketing and privacy, ethical concerns.

UNIT-IV : Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building.

UNIT-V: SALES PROMOTION – Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

BRAND EQUITY

- Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve ‘brand-standing’ – Leveraging Brand Values for business and non-business contexts.

REFERENCES

1. Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice-Hall
2. June Valladares: THE CRAFT OF COPYWRITING, Sage Publications.
3. J V Vilanilam & A K Varghese: ADVERTISING BASICS! A RESOURCE GUIDE FOR BEGINNERS, Response Books, Sage Publications.
4. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill.
5. Sandage, Fryburger & Rotzoll: ADVERTISING; Irwin.
6. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall, India.
7. Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.
8. David Ogilvy: OGILVY ON ADVERTISING.
9. J. T Russel & Ronald Lane: KLEPPNER'S ADVERTISING PROCEDURE; Prentice Hall.
10. Don E. Schultz: STRATEGIC ADVERTISING CAMPAIGNS; NTC Business Books.

11. Pran Nath Chowdhury: SUCCESSFUL SALES PROMOTION.
12. Kevin Lane Keller: BUILDING, MEASURING AND MANAGING BRAND EQUITY, Prentice-hall India.

SERVICES MARKETING

OBJECTIVES: To differentiate between product and service businesses and equip for a career in marketing in the service industry.

UNIT-I : MARKETING OF SERVICES - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services- Classification of Services - Designing the Service - Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

UNIT-II : MARKETING MIX IN SERVICES MARKETING - THE SEVEN Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process.

UNIT-III: STRATEGIC MARKETING MANAGEMENT FOR SERVICES - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

UNIT-IV : DELIVERING QUALITY SERVICES - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap - Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap - Key Factors and Strategies for Closing the Gap - External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT-V : MARKETING OF SERVICES WITH SPECIAL REFERENCE TO

- (a) Financial Services
- (b) Health Services
- (c) Hospitality Services including Travel, Hotels and Tourism.
- (d) Professional Services
- (e) Public Utility Services
- (f) Communication Services
- (g) Educational Services

REFERENCES

1. Valerie Zeithaml & Mary Jo Bitner: SERVICES MARKETING, McGraw Hill.
2. Christopher H. Lovelock: SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.

3. Zeithaml, Parasuraman & Berry: DELIVERING QUALITY SERVICE; The Free Press, Macmillan.
4. Audrey Gilmore: Services marketing and Management, Response Books, Sage Publications.
5. Ron Zemke & Dick Schaaf: THE SERVICE EDGE.
6. Raghu & Vasanthi Venugopal: SERVICES MARKETING

MARKETING FOR NON-PROFIT ORGANIZATIONS

OBJECTIVES:

- To create an awareness about the nature of marketing function in a non-profit business environment and understand its distinct characteristics and roles.
- To impart an understanding of the design and implementation of the marketing plan, in the context of non-profit organizations.

UNIT-I

Introduction to non-profit organizations - Classification and characteristics of non-profit organizations - Role of marketing in a non-profit business setup

UNIT-II

Analyzing market opportunities - Strategic non-profit marketing(segmentation-targeting- positioning)

UNIT-III

Product/service decisions - Price decisions - Distribution decisions - Promotion decisions.

UNIT-IV

Resource generation for non-profit business - Social marketing

UNIT-V

Developing marketing strategies for specific non-profit businesses

REFERENCES

1. Philip Kotler, "MARKETING FOR NON-PROFIT ORGANIZATIONS", 2nd Edition, (Prentice-Hall of India(P) Ltd., 1985).
2. Alan R Andreason & Philip Kotler: STRATEGIC MARKETING FOR NONPROFIT ORGANIZATIONS, 6th. Edition, Prentice-Hall India.
3. Barry J.McLeish, "SUCCESSFUL MARKETING STRATEGIES FOR NON-PROFIT ORGANIZATIONS", (John Wiley & Sons, Inc. N.Y., 1995).
4. Richard Steckel with Robin Simons and Peter Lengsfelder, "FILTY RICH AND OTHER NON-PROFIT FANTASIES: CHANGING THE WAY NON-PROFITS DO BUSINESS IN THE 90S", (Ten Speed Press, Berkeley, 1989).

5. Jed Emerson and Fay Twersky(Eds.), "NEW SOCIAL ENTREPRENEURS: THE SUCCESS, CHALLENGE AND LESSONS OF NON-PROFIT ENTERPRISE CREATION", (Roberts Foundation, San Francisco, 1996).
6. David C.Hammack and Dennis R.Young(Eds.), "NON-PROFIT ORGANIZATIONS IN A MARKET ECONOMY: UNDERSTANDING NEW ROLES, ISSUES AND TRENDS", (Jossey-Bass Publishers, San Francisco, 1993).

Relevant articles and cases from Harvard Business Review and other Journals.

CUSTOMER RELATIONSHIP MANAGEMENT

OBJECTIVE: To understand the concepts and principles of CRM and appreciate the role and changing face of CRM as an IT enabled function.

UNIT I:

CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT II:

CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing.

CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

UNIT III:

Sales Force Automation – Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation.

CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

UNIT IV:

Analytical CRM: Managing and sharing customer data – Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering.

UNIT V:

CRM Implementation: Defining success factors, preparing a business plan – requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches.

Managing customer relationships: conflict, complacency, Resetting the CRM strategy.

Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

REFERENCES:

1. Stanley A. Brown: CUSTOMER RELATIONSHIP MANAGEMENT, John Wiley & Sons, Canada, Ltd.
2. Jagdish Seth, et al: CUSTOMER RELATIONSHIP MANAGEMENT
3. Paul Greenberg: CRM AT THE SPEED OF LIGHT: CAPTURING AND KEEPING CUSTOMERS IN INTERNET REAL TIME
4. Jill Dyché: THE CRM HANDBOOK: A BUSINESS GUIDE TO CUSTOMER RELATIONSHIP MANAGEMENT, Addison Wesley Information technology Series.
5. Patrica B. Ramaswamy, et al: HARVARD BUSINESS REVIEW ON CUSTOMER RELATIONSHIP MANAGEMENT
6. Kristin L. Anderson & Carol J Kerr: CUSTOMER RELATIONSHIP MANAGEMENT

7. Bernd H Schmitt: CUSTOMER EXPERIENCE MANAGEMENT: A
REVOLUTIONARY APPROACH TO CONNECTING WITH YOUR CUSTOMERS.

MARKETING RESEARCH FOR BUSINESS MANAGEMENT

UNIT-I: Marketing Research – An Introduction

Introduction to Marketing Research – definitions – classification – marketing research process – nature of marketing – ethics in marketing research – importance of problem definition- environment context-internet and computer applications.

UNIT-II: Research designs

Research Design – definition – classification – exploratory research – descriptive research – casual research – interrelationships – usages – significance.

UNIT-III: Data collection – methods and tools

Data Collection: Objectives – data sources – data types – primary versus secondary data – classifications of primary and secondary data – accuracy and errors – qualitative and quantitative data – their advantages and disadvantages – Data collection methods – data instruments – administration of data instruments – surveys- observations – interviews.

UNIT-IV: Measurement and scaling techniques

Measurements and scaling – non comparative scaling techniques – itemized rating scales – likert scale – semantic differential scale – staple scale – multi-item scales – Sampling designs and procedures – Non probability sampling Techniques – Probability Sampling techniques – Sample size determination.

UNIT-V: Data analysis and reporting

Data analysis and reporting: Nature of field work – data checking and editing – data cleaning – frequency distribution – cross-tabulation – hypothesis testing – chi-square, phi coefficient, contingency coefficient, other statistics – usage of SPSS – report writing – executive summary – final technical report.

TEXT BOOKS:

1. Malhotra: Marketing Research – An applied Orientation (Prentice-Hall India)
2. Green, Tull and Albaum: Research for Marketing Decisions (Prentice-Hall India)

REFERENCES:

1. Kinnear and Taylor: Marketing Research – An Applied Approach (McGraw-Hill)
2. Panneerselvam, R., Research Methodology (Prentice-Hall India, New Delhi) 2004

INTERNET MARKETING

UNIT-I: A framework for internet marketing

Commercial beginnings of the Web – Internet Business models – marketing in a connected world – Internet as a marketing platform: opportunities and challenges – critical success factors for internet marketing – benefits of and barriers to Internet marketing – market opportunity analysis in the new economy – delivering customer value.

UNIT-II: Strategic Internet marketing

Planning the internet strategy – Stages of Internet marketing – Segmenting the internet market, Niche marketing strategies, On-line positioning and competitive analysis – Internet marketing scenarios – pure-play, bricks-and-clicks, bricks-and-mortar.

UNIT-III: Internet market intelligence and user behaviour

Internet demographics: On-line user behaviour and characteristics – navigation behaviour (click-o-graphics) – Market research on the internet, Web tracking audits and demand forecasting Trends in internet marketing – acquiring customers on the web – contextual marketing.

UNIT-IV: Internet marketing mix

Product development: influence of interactivity and individualization – new product development process – Brand building on the web – Designing on-line services – Customer interface design issues

Pricing on the internet – the economics of pricing, pricing process, dynamic pricing and pricing strategies

Internet as distribution channel – disintermediation – the role of Internet intermediaries – Designing channel systems – Managing distribution channels: Creating and Managing Online Partnerships: Affiliate marketing Online advertising: models and types, On-line promotion: direct marketing, viral marketing, developing campaigns, eCRM

UNIT-V: Special Issues in Internet marketing

The design of the customer experience (web design issues relevant to marketing) – managing eService encounters

Internet communities and marketing: the creation and transfer of value within communities

Legal, security and ethical issues in internet marketing

TEXT BOOKS:

1. Mohammed, Fisher, Jaworski and Cahill: Internet marketing – building advantage in a networked economy (Tata McGraw-Hill)
2. Strauss and Frost: E-Marketing (Prentice-Hall)

REFERENCES:

1. Vassos: Strategic Internet Marketing – Practical e-commerce and branding tactics (Que Books)
2. Chaffey, Meyer, Johnston and Ellis-Chadwick: Internet Marketing (Prentice-Hall/Financial Times)

RETAIL MANAGEMENT

UNIT-I: Retailing – Strategy and environment

An overview of retailing – Types of stores – Product retailing vs. Service retailing – Non-store retailing

Retail strategy – Achieving competitive advantage and positioning Retailing environment – legal, social, economic, technological, issues Trends in the Indian Retailing Industry

UNIT-II: Store location and layout

Retail store location and layout – Country/Region analysis – Trade area analysis – Site evaluation and selection

Store design and layout – Comprehensive store planning

Exterior design and layout – Interior store design and layout – Interior design elements

UNIT-III: Merchandise planning and pricing

Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations

Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies

UNIT-IV: Retailing communication and selling process

Communicating with the retail customer – Retail promotion mix-Advertising – Sales promotion – Publicity

Retail selling process – Retail database – In-store customer service

UNIT-V: Retail trends

Globalisation and changing retail formats – Virtual store – E-tailing – International Retailing – Opportunities and challenges

New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosks, shopping arcades)

TEXT BOOKS:

1. Hasty and Reardon: Retail Management (McGraw-Hill)
2. Lucas, Bush and Gresham: Retailing (Houghton Mifflin – AIPD, India)

REFERENCES:

1. Ogden and Ogden: Integrated Retail Management (Indian adaptation) (Wiley-DreamTech)
2. Gilbert: Retail Marketing Management (Pearson Education)

STRATEGIC COST MANAGEMENT

Objectives:

- This basic objective of the course is to provide strategic cost information and techniques and their application to 'efficient and effective' business decisions.

UNIT-I:

Introduction to Strategic Cost Management – Basic Cost Concepts, Cost Drivers, Cost allocation and apportionment – Strategic Analysis and Strategic Cost Management.

UNIT-II:

Cost Management Systems – Job Costing – Process Costing – Joint Products – Strategic Profitability Analysis – Pricing Decisions and Cost Management.

UNIT-III:

Cost Accounting and Operational Control – The Budgetary Control (Flexible and Fixed) – Standard Costing: Direct Materials, Direct Labour and Factory Overhead – Managing Productivity and Marketing effectiveness.

UNIT-IV:

Management Planning and decision making – Cost Estimation – Cost-Volume-Profit Analysis – Strategy and the Master Budget - Decision Making with a Strategic Emphasis – Capital Budgeting and Strategic Cost Management.

UNIT-V:

Contemporary Cost Management – Activity Based Costing and Management – Target Costing – Theory of Constraints – Life cycle Costing – Management Control and Strategic Performance Measurement.

TEXT BOOKS:

1. Blocher, I., Chen, Lin, COST MANAGEMENT: A STRATEGIC EMPHASIS (McGraw Hill, 1999)
2. Hergren, Datar and Foster, COST ACCOUNTING: A MANAGERIAL EMPHASIS (Pearson Education, Eleventh Edition, 2003).

REFERENCES:

1. Jawahar Lal, COST ACCOUNTING (Tata McGraw Hill, Second Edition, 1999).
2. Nigam and Jai, COST ACCOUNTING PRINCIPLES AND PRACTICE (Prentice Hall of India Publishers, 2000).

INTERNATIONAL FINANCE

UNIT-I:

Financial Management in a Global Perspective: Globalisation. Trends in international Trade and Cross Border Financial Flows. India in the Global Economy. Challenges of International Financial Management.

International Monetary System and Financial Markets: Balance of Payments. International Monetary System. An Overview of International Financial Markets. Exchange Rate Determination and Forecasting. Purchasing Power Parity. The Fishers' Effect. Interest Rate Parity.

UNIT-II:

The Foreign Exchange Market: Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Arbitrage, Forward Rates, Evolution of Exchange control and the foreign Exchange Market in India, Exchange Rate Computations.

Currency Derivatives: Currency Futures, Currency Options.

UNIT-III:

Foreign exchange Exposure and Risk: Economic Exposure, Transaction Exposure, Translation Exposure, Management of Exposures.

UNIT-IV:

Working Capital Management in a Multinational Context: Short-term Borrowing and Investment, Centralised Vs. Decentralised Cash Management, Cash Transmission.

International Equity Investment: Risk and Return, The International CAPM, Equity Financing in the International Markets.

Long-term Borrowing in International Capital Markets: The Major Market Segments, The International Financing Decision, International Leasing.

UNIT-V:

International Project Appraisal: Review of NPV approach, Adjusted Present Value Framework, Project appraisal in the International Context, Exchange Rate Risk and Cost of Capital, International Joint Ventures.

An Introduction to Financial Swaps: Major Types, Motivations Underlying Swaps, Application of Swaps, Valuation of Swaps.

International Accounting and Taxation: Accounting for Foreign Currency Transactions, Accounting for Foreign Operations.

TEXT BOOK:

1. Cheol S.Eun, Bruce G. Resnick, INTERNATIONAL FINANCIAL MANAGEMENT, Irwin McGraw Gill, 1998.

REFERENCES:

1. Apte,P.G., INTERNATIONAL FINANCIAL MANAGEMENT, 2nd Ed., Tata McGraw Hill, 1998.

2. Jeff Madura, INTERNATIONAL FINANCIAL MANAGEMENT, 6th Ed., South-Western, 2000.
3. Maurice D. Levi, INTERNATIONAL FINANCE, 3rd Ed., McGraw Hill, 1996.
4. Alan C. Shapiro, MULTIMATIONAL FINANCIAL MANGEMENT, Prentice Hall of India.

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

UNIT-I:

Investments – Investment Vs. Speculation – Investment Process – Investment categories – Risk and return – Factors Influencing Risk – Measuring – Measuring Risk and Return, Valuation of Equity: Dividend Models, Price/Earnings Approach.

UNIT-II:

Equity stock Analysis: Economic analysis: Key Macroeconomic Factors. Industry analysis: Industry Life Cycle Analysis. Analysing the Structure and Characteristics of an Industry – Profit Potential of Industries. Company Analysis: Analysing the Financial Statements, The Chemistry of Earnings, Forecasting via the Earnings Model, Market Share/Profit Margin Approach, Independent Forecast of Revenue and Expenses. Bond analysis – Returns and Risk – Valuation of Bonds – Bond Management Strategies: Duration.

UNIT-III:

Options: Types – Determinants of Option value – Option Position and Strategies – Option pricing. Futures: Stock Index futures – Portfolio strategies using futures – Futures on fixed income securities – Futures on long term Securities.

UNIT-IV:

Technical Analysis: Market Indictors, Forecasting Individual Stock Performance. Efficient Market Theory – Random Wall – The Efficient Market Hypothesis. Portfolio Analysis: Effects of combining securities – Markowitz's Mean-Variance model. Portfolio selection: Risk and investor Preferences – Constructing the portfolio – Significance of beta in the Portfolio.

UNIT-V:

Capital market Theory: CAPM – Arbitrage Pricing Theory. Management Portfolios and performance evaluation: Sharpe Index, Treynor Index, Jensen's Model.

TEXT BOOKS:

1. Donald E.Fischer and Ronald J.Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, 6th Ed., Prentice Hall of India, 2000.

REFERENCES:

1. Prasanna Chandra, MANAGING INVESTMENTS, Tata McGraw Hill.
2. R.J.Fuller and J.L. Farrel, MODERN INVESTMENTS AND SECURITY ANALYSIS, McGraw Hill.

3. Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
4. Stron Robert, PORTFOLIO MANAGEMENT HAND BOOK, Jaico, Bombay.

FINANCIAL ENGINEERING

UNIT-I:

Introduction – Scope – Financial Engineering Team, Productizing the solution – Financial Engineering Versus Financial Analysis – Factors contributing to the growth of Financial Engineering – Knowledge Base of Financial Engineer.

UNIT-II:

Conceptual Tools of the Financial Engineer – Value relationships and applications – Measuring return, risk – Understanding interest rates and exchange rates.

UNIT-III:

Physical tools of the Financial Engineer – Product Development – Models – Design – Testing – Designing Futures and Forwards – Swaps – Options – Its types – Fixed income securities.

UNIT-IV:

Financial Engineering, Process and Strategies – Evolution of ALM (Asset – Liability Management), Hedging – Building Block Approach.

Arbitrage and Synthetic Instruments.

UNIT-V:

Future Trends – Impact of Globalisation – Recent Advances in settlement and clearing – Legal Projections for Innovative Financial Products and Services.

TEXT BOOKS:

John F. Marshall & Vipul K. Bansal FINANCIAL ENGINEERING – A COMPLETE GUIDE TO FINANCIAL INNOVATION, Prentice Hall India.

FINANCIAL SERVICES MANAGEMENT

Objectives:

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future
- To determine the most suitable financial service, given the situations and contingencies
- To appreciate the role of management in superior Financial Services

UNIT-I:

Introduction – Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

UNIT-II:

Merchant Banking: Origin, growth and services rendered by merchant bankers: Issues Management and other services – Problems and scope of merchant banking in India – Mergers and Acquisitions: Motives, Merger Analysis, Terms of Exchange, Cash purchase, Stock Exchange Acquisitions, Leverage Buyouts and Management Buyouts.

UNIT-III:

Leasing: Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Accounting Treatment and sales tax provisions – Lease Financing in India – Factoring: Meaning, Modus operandi, types, functions – Factoring in India.

UNIT-IV:

Mutual Funds: Meaning, Origin, Types/Classification of Funds, Importance, Mutual Funds Industry in India – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V:

Insurance: Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services: Hire Purchase, Commercial paper, Credit Cards, Credit Rating, Recent trends in marketing financial services.

TEXT BOOKS:

1. Khan, M.Y., Financial Services, Tata McGraw Hill, 2001.
2. Gordon, E., and Natarajan, K., Financial Markets and Services, Himalaya Publishing House, 2003.

REFERENCES:

1. Avadhani, V.A., Marketing of Financial Services, Himalaya Publishing House.
2. All relevant journals and periodicals.
3. Reports of relevant Committees or workgroups published by RBI.
4. Reports and guidelines of RBI and SEBI on different types.

CORPORATE TAX MANAGEMENT

UNIT 1

Basic concepts- assessment Year- Previous Year-Person- Assesse- Income-Gross Total income- Total Income- Capital Asset- Company- Capital Receipts Vs Revenue Receipts-Capital Expenditure Vs Revenue Expenditure- Methods of Accounting- Amalgamation. Residential Status and Tax Incidence- Incomes Exempt from Tax.

UNIT 2

Computation of Profits and Gains of Business or Profession- General Principles- Deductions and Allowances- Deemed Profits- Income from Undisclosed Sources- Valuations of Stock- Problems on Computation of Income from Business or Profession.

UNIT 3

Taxation of Companies: Definitions of Indian Company-Domestic Company, Foreign Company, Industrial Company, Widely Held Company, Closely Held company, Investment Company, Consultancy, Service Company and Trading company. Deductions available Company- Carry Forward and Set off of Losses in the cases of certain companies-Tax on undistributed Profits of Domestic Companies- Problems on Computation of Taxable Income of Corporate Assessee.

UNIT 4

Tax Consideration in Specified Managerial Decisions and Their Implications on Cash Flow, Make or Buy, Own or Lease, Retain or Replace, Export or Domestic Sales, Shutdown or Continue, Purchase by Installation or Hire, Expand or Reduce the Size of Business.

UNIT 5

Tax Consideration in Special Areas- Foreign Collaboration Agreements, Mergers, Amalgamation, Reconstructions, Acquisition, Capital Structure, Dividend Policy-Depreciation and Other Allowances- New Industrial Undertakings and Tax Relieves- Personal Compensation Plan.

TEXT BOOK:

1. Vinod K. Singhanian, DIRECT TAXES; LAW AND PRACTICE, Taxmann Publications, New Delhi.
2. Mehrotra and Goyal, INCOME TAX LAW AND PRACTICE, Sahitya Bhawan, Agra.

REFERENCES:

1. Lakhotia, R. N., and S. Lakhotia, CORPORATE TAX PLANNING HAND BOOK, Vision Books, New Delhi.
2. Palkivala, N.A., and Palkivala B. A., KANGA AND PALKIVILA'S LAW & PRACTICE OF INCOME TAX, N.M. Tripathi.
3. Bhagwati Prasad, DIRECT TAXES LAW AND PRACTICE, Wishwa Prakash, New Delhi.
4. B.B. Lal, DIRECT TAXES PRACTICE AND PLANNING, Konark.

ENVIRONMENTAL ACCOUNTING AND COSTING

OBJECTIVES:

- To get an insight into the environmental accounting and costing system.
- To cover the inter relationship between the costing system and cost computations.

- To understand the importance of environmental accounting

UNIT 1

CONCEPT OF ENVIRONMENTAL ACCOUNTING: Environment- National Accounts- Importance of National Resource and Environment- Sustainable Development- Origin and Development of Environmental Accounting- Natural Resource and Environmental Accounting in Other countries- The UNSO System- SNA System- SEEA.

UNIT 2:

VALUATION OF NATURAL ASSETS: Market Value Approach- Present Value Approach- Net Price Approach- Maintenance Cost Approach- Compensation Cost Approach-Valuation of Welfare Losses from Environmental Deterioration- Merits and Demerits of Environmental Accounting- Implementation of Environmental Accounting- Environmental Accounting for Developing Countries- Practical Problems.

UNIT 3

CONCEPT OF COSTING: Scope- Objectives- Benefits and Functions of Costing Systems- Cost Unit- Cost Center- Cost Classification- Types of Costing- Material Costing- Labor Costing- Overhead Costing- Practical Problems.

UNIT 4

COSTING MEHTODS: Unit- Job- Batch- Contract –Process- Joint Product- Byproduct- Operating Cost Reconciliation- Practical Problems

UNIT 5

SPECIAL COSTING: Standard Costing- Cost Value Profit Analysis- Margin of Safety- Key Factor Analysis- Master Budgets- Production Budgets- Zero Budgets- Control Ratios- Cost Audit- Practical Problems.

REFERENCES:

1. Das Gupta: Environmental Accountitng, S. Chand
2. Das Gupta: Advanced Costing, Sultan Chand
3. Jain and Narang: Advanced Cosdting, Kalyani Publications
4. S.P. Iyengar: Cost Accounting, Sultan Chand
5. M. L. Agarwal: Cost Accounting , S Chand

FINANCIAL MARKETS AND SERVICES

UNIT-1

Indian financial system – overview of financial markets in India – Capital markets – money market – government securities markets – foreign exchange market – derivative markets – financial sector reforms.

UNIT-II

Structure and institutions in capital market and money market – new issues market – new instrument – role of new issues in industrial financing – floating of new issues – options and futures.

UNIT-III

Securities market in India – origin and emergence – types of securities – investment environment -sources of investment information – stocks exchange in India – trading in stock exchange – listing of securities.

UNIT-IV

Security market regulations: securities contract and regulation act, 1945 – regulation and control of stock exchanges, OTCE, NSE – market intermediaries : stock bookers – underwriters. SEBI Act: guidelines relating to capital issues, pricing , insider trading and investor protection.

UNIT-V

Overview of financial services – merchant banking – functions, regulation – leasing and hire purchasing, factoring, venture capital , mutual funds, credit rating agencies, depositories.

TEXT BOOKS

1. Khan M.Y., FINANCIAL SERVICES Tata MC Graw Hill 1998.
2. Varshney, P.N., INDIAN FINANCIAL SYSTEM, Sultan chand & Sons 2000.

REFERENCES

1. SEBI guidelines, Nabhi publications New Delhi.
2. Gordon and Natarajan, FINANCIAL MARKETS AND SERVICES , Himalaya publishing House 2001.
3. Sontomero and Babbel, FINANCIAL MARKETS, INSTRUMENTS AND INSTITUTIONS , MC Graw Hill 1998.
4. Vasant Desai, THE INDIAN FINANCIAL SYSTEM, Himalaya publishing House

GLOBAL HR PRACTICES

UNIT-I:

Introduction- Growth of International Business and Globalization; Operational Objectives and Means of Globalization – An HR Perspective; Use of Balanced Score Card to bring out the linkages among people, strategy and performance; Choosing an International Competitive Strategy; Forms or Operations.

UNIT-II:

HR Challenges & Opportunities: National Difference Facing Operations – Domestic & MNC Perspectives; Linkages among Countries; Governance of Operations; Individual and Company

Concerns; Multi cultural orientation to employees; Research and documentation orientation in global organizations; Data Management; Ethical and Socially Responsible Behaviour; Careers in International Business.

UNIT-III:

HR Policy Frame & Operations in a Global Setting: Distinctive Features of HR Functions [Planning, Organizing, Directing & Control] and Operations [Manpower Plan to Separation] in a Global Set-up and the related HR Practices such as Staffing, Skill & Knowledge Development, Incentive & Compensation Package; Motivational Systems, Reporting Relationships; Performance Appraisal Systems; Employee Empowerment; Value Systems; Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms.

UNIT-IV:

Change Management Model: Appreciating Change: Industry Analysis; Business Models; Mobilizing Support; Executing Change; Building Change Capability; Leadership and Change; Diversity as enhancer of learning and effectiveness within groups and organizations; HR to develop global organizational learning systems.

UNIT-V:

Quality Performance in Knowledge Based Organizations: Technology – Behavioural & Technical – for HRM; Universal Quality Standards & HRM – Illustrations from PCMM & EFQM; Eastern Management Thought for Global Management with Illustrations from Sri Aurobindo's Writings & Practices there of in the areas such as Commitment, Quality, and Stress Free orientation.

HRIS [Human Resource Information System]

UNIT-I:

Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens];

UNIT-II:

Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment;

UNIT-III:

HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control;

UNIT-IV:

HR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making;

UNIT-V:

Security, Size & Style of Organizations & HRIS: Security and Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs – Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS; Why & How of Winners and Losers of HRIS orientation

REFERENCES:

1. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr. Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan Page
3. Managing and Measuring Employee Performance – Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page
4. Accountability in Human Resource Management, "Jack J. Philips", Gulf Professional Publishing.

WEBSITE:

- <http://www.ihrim.org/>
- <http://www.hr.arizona.edu/HRadmin/HRprofs/index.php>
- http://en.wikipedia.org/wiki/Human_Resource_Management_Systems

MANAGEMENT OF CHANGE & DEVELOPMENT

Objectives:

- To understand the forces that stimulate change

- To understand the necessity for change
- To understand the resistance to change
- To manage the change process and
- To understand the concept and techniques of OD
- To enable the skills for the application of OD in organizations.

UNIT-I:

Change – stimulating forces – planned change – change agents – unplanned change – Model of organisational change – Lewin’s three Step Model.

UNIT-II:

Resistance to change – individual factors – organisational factors – techniques to overcome change.

UNIT-III:

Change programs – effectiveness of change programs – change process – job redesign – socio-technical systems.

UNIT-IV:

OD – basic values – phases of OD – entry – contracting – diagnosis – feedback – change plan – intervention – evaluation – termination.

UNIT-V:

OD intervention – human process interventions, structure and technological interventions and strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development – innovations – learning organizations.

TEXT BOOKS:

1. French & Bell: ORGANISATIONAL DEVELOPMENT, McGraw-Hill.
2. Vinayshil Gautham & S.K.Batra: ORGANISATION DEVELOPMENT SYSTEM, Vikas Publishing House.

REFERENCES:

1. Rajiv Shaw: SURVIVING TOMORROW: TURNAROUND STRATEGIES IN ORGANISATIONAL DESIGN AND DEVELOPMENT, Vikas Publishing House.

INDUSTRIAL RELATIONS MANAGEMENT

Objectives:

- To provide an exposure of theories, techniques and approaches to manage industrial relations.
- To provide an exposure to the management students who intend to take up HRM & IT as their vocation.

UNIT-I:

Introduction - Concept and Determinants of Industrial Relations – Industrial Relations in India – Managing IR Changes – IR and Productivity – Technology and IR – Effective Communication Systems and IR Management – Indian Culture & IR.

UNIT-II:

Trade Unions – Purpose, Functions and Structure of Trade Unions – Trade Union Legislation – Multiplicity of Trade Unions – Conflict Resolutions – Industrial Relations – Welfare and Productivity – Social Responsibility of Trade Unions – IR Management and Management of Trade Unions.

UNIT-III:

Employee Counseling – Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies – A Discussion – Worker Development & Worker participation.

UNIT-IV:

Discipline and Grievance Redressal Machinery – Purposes and Procedures of Disciplinary Action – Grievance Redressal Procedures – Conciliation – Arbitration and Adjudication – Collective Bargaining(Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) – The Bargaining Process – Strengths and Skills.

UNIT-V:

Labor Administration – ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration – Central Machinery of Labor Administration – Labor Administration at the State, District and Local Levels. Contemporary Trends and Future of Industrial Relations in India.

TEXT BOOKS:

1. Arun Monappa: INDUSTRIAL RELATIONS; Tata McGraw Hill Publishing Company Ltd.
2. Pramod Verma: MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES; Oxford and IBH Publication.

REFERENCES:

1. T.N. Bhagoliwala: ECONOMIC OF LABOR AND SOCIAL WELFARE.
2. Relevant Reports of Government of India such as REPORT OF NATIONAL COMMISSION LABOR – FIVE YEAR PLANS.
3. B.O. Sharma: ART OF CONCILIATION AND INDUSTRIAL UNREST; Labor Consultancy Bureau, Bombay, 1985.
4. Journals: INDIAN LABOR JOURNAL and INDIAN JOURNAL OF INDUSTRIAL RELATIONS.

HRM IN KNOWLEDGE BASED ORGANIZATIONS

Objectives:

- To understand the challenges of KBOs and HR Mechanisms to manage them effectively for the benefit of both the organization and its stakeholders

- To appreciate the values of autonomy, accountability and, acknowledgement

Mechanics of running the Course:

1. Brief introduction to every topic with the references and encouraging the participants to interact during the class.
2. Conducting class-room presentations and case study discussions; the participants collect substantive material from the library and the net databases.
3. Organizational visit to acquaint with the practices vis-à-vis the learnt inputs.
4. The classroom faculty inputs are associated with, wherever feasible, the interactions of organizational personnel as also with others from the fraternity.

UNIT-I:

An Introduction to life in organizations; Concept and Characteristics of KBOs; Dimensions of HRM in KBOs; New Role and Challenges for HRM in the KBO.

UNIT-II:

Managing Knowledge for organizational effectiveness – Process and Methods; Concept of Intellectual Capital and Learning Orientation in the Organizations; Knowledge and Role related issues; Performance Appraisal in a KBO – Discussion.

UNIT-III:

Managing Knowledge and OPH (Personnel and Organizational Health); Rewarding Knowledge; Management of Retention and KBO.

UNIT-IV:

ICTs in HRM in KBO: HRIS for a KBO – Concept, Mechanics, and Software Orientation; Performance Management – Mechanics and One Illustrative Process.

UNIT-V:

Comprehensive Case Study on HRM in a KBO – Collection and Compilation of the material by the participants under the guidance of the Resource Person.

REFERENCES:

1. Managing Knowledge Workers, “Fances Horibe” John Wiley & Sons.
2. Knowledge Management – Enabling Business Growth “Ganesh Natarajan and Sandhya Shekhar”, Tata McGraw-Hill Publishing Company Limited.
3. Management by Consciousness, Edited by Dr.G.P.Gupta, Sri Aurobindo Society, Pondicherry.

TRAINING AND DEVELOPMENT

Objectives:

- To appreciate the significances of training and development
- To introduce the basic concepts in training and development
- To understand the methods of training and development and
- To expose to the HRD practices in organizations.

UNIT-I:

Job analysis – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors.

UNIT-II:

Learning Objectives – domains of learning – methods of learning – importance of teaching techniques – instruction technology – instructor behaviour – attention versus involvement.

UNIT-III:

Need for Training and Development – Role of Development officers – administrators, consultants, designers and instructors – determining training needs – potential macro needs – usefulness of training – development of competency-based training programs – Evaluation of training programs.

UNIT-IV:

Methods of training – on the job training – off the job training – choosing optimum method – the lecture – field trips – panel discussion – behaviour modeling – interactive demonstrations – brain storming – case studies – action mazes, incident process, in-baskets, team tasks, buzz-groups and syndicates, agenda setting, role-plays – reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis.

UNIT-V:

Need for development – differences between training and development – management development program – career development program – counseling – evaluation of programs – job evaluation – methods and techniques.

REFERENCES:

1. B. Taylor & G.Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
2. William E.Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey, 1982.

CROSS CULTURE BUSINESS MANAGEMENT

Unit 1

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Definition of CCM [cross culture management]; Role and Significance of CCM to managerial personnel and to the organizations in the global competitive market economy; Theoretical Foundations of CCM; Horizons in Cross Culture Management; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work.

Unit 2

Culture and Global Management: Global Business Scenario and Role of Culture – A Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

Unit 3

Cross Culture – Negotiation & Decision Making; Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations – Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Unit 4

Global Human Resources Management – Staffing and Training for Global Operations; Developing a Global Management Cadre; Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included]

Unit 5

Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Adjusting in a New Culture – Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

REFERENCE:

1. International Management: Managing Across Borders and Cultures, 4th Ed., “Deresky Helen”, Prentice Hall of India, ISBN:81-203-2227-4, Rs.295.00

LABOUR LEGISLATION AND ADMINISTRATION

OBJECTIVES

- To enable the students to familiarize the legal frame work governing the human resource within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India
- To make the students understand the existing legal system so that the HR students are able to perform well in the organization

UNIT I

Labour legislation – historical evolution – growth of labour problems – agencies integrated in labour problems – principles of labour legislation – labour and the constitution – origin and growth of labour legislation in India.

UNIT II

Factories act 1948 – contract labour act 1970 – the shops and establishment act 1947 – the trade union act 1926 – the industrial disputes act 1947.

UNIT III

Payment of wages act 1936 – payment of bonus act 1965 – payment of gratuity act 1972.

UNIT IV

The Employees state insurance act 1948 – The employees provident funds and miscellaneous act 1952 – workmen's compensation act 1923 – the employees pension scheme 1995.

UNIT V

Pros and cons of legal system – issues involved in implementing legal framework, Benefits to employees and employers – case studies.

REFERENCES:

1. Bare acts
2. Mercantile law – N.D> Kappor – S.Chand and Sons
3. Legal Systems in Business – P. Saravanavel and Sumathy.

COMPENSATION MANAGEMENT

OBJECTIVES

- To understand the various dimensions of Compensation Management
- To know how the compensation options are determined
- To gain awareness of the role of various bodies involved in Compensation Management

UNIT-I

Job Evaluation – Definition – Traditional and new Techniques – Performance Appraisal – Basic concepts – Performance standard – Appraisal methods.

UNIT-II

Compensation – Definition – Classification – Types – incentives – fringe benefits.

UNIT-III

Theories of wages – wage structure – wage fixation – wage payment – salary administration.

UNIT IV

Rewards for sales personnel – pay – commission – pay and commission – performance based pay system – incentives – Executives compensation plan and packages.

UNIT-V

Wage Boards – Pay Commissions – Compensation Management in Multi-National organizations.

TEXT BOOKS:

1. Richard.I. Henderson: COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD – Prentice-Hall.

REFERENCES:

1. Richard Thrope & Gill Homen: STRATEGIC REWARD SYSTEMS- Prentice-Hall.
2. Thomas.P. Plannery, David.A. Hofrichter & Paul.E.Platten: PEOPLE PERFORMANCE & PAY – Free Press.
3. Michael Armstrong & Helen Murlis: HAND BOOK OF REWARD MANAGEMENT – Crust Publishing House.
4. Joseph.J. Martocchio: STRATEGIC COMPENSATION – A HUMAN RESOURCE MANAGEMENT APPROACH – Prentice-Hall.
5. Edward.E.Lawler III: REWARDING EXCELLENCE (Pay Strategies for the New Economy) – Jossey-Bass.

QUALITY PERFORMANCE MANAGEMENT

OBJECTIVE

- The paper intends to internalize quality orientation through knowledge about and adoption of QPM Mechanisms in practice

UNIT-I

Quality Performance Management – Concept – Dimensions – Mechanics – Features of Facilitating Organisations for Performance – Organizational Dynamics and Employee Performance – A Multi Dimensional Analysis.

UNIT-II

Work place and Its Improvement Through 5S – Modern Management Techniques (such as KAIZEN) and Management of Employee Performance – Team Building – Concept, Culture, Methods, Effectiveness & Empowerment, Problems – Potential and Perspectives.

UNIT-III

Organizational Structure and Employee Motivation and Morale – Contemporary Thinking on Employment Practices (Tenure Employment) and Work Schedules (Flexitime) and the Related Performance Appraisal Systems; Quality Circle – Features – Process – Pre-requisites for their Efficiency.

UNIT-IV

Industrial Restructuring – Reward System and Employee Productivity [Case Studies]; Quality Standards and Employees Dimensions – Illustrations on HR Dimensions drawn from CMM.

UNIT-V

Quality Performance Management – Indian and Western Thought in a Market era, Performance Management from the Writings of Sri Aurobindo and the Mother Integrated Studies Dealing with Methods, Techniques, and Processes.

REFERENCES:

1. The Flowering of Management, Pravir Malik, Sri Aurobindo Society, Pondicherry
2. Peter Drucker: MANAGEMENT, (Allied Publishers).
3. William G. Dyer: TEAM BUILDING – ISSUES AND ALTERNATIVES, (Addison – Wesley Publishing Company).
4. S.K. Chakravarthy: MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE – INDIAN INSIGHTS, (Tata-McGraw Hill Publishing Co. Ltd.)
5. G.C. Suri & R.C. Mmga: LIVING WAGES AND PRODUCTIVITY, National Productivity Council.

TECHNOLOGY FOR PERSONNEL PRODUCTIVITY MANAGEMENT

OBJECTIVE

This paper, an HR Elective, intends to provide a deeper analytical understanding of employee proactive process orientation availing the technology for effective management of personnel.

UNIT-I

TECHNOLOGY-PPM INTERFACE – Introduction – Concept Approaches to and Measurement of Personnel Productivity Techniques and Tools

UNIT-II

PERSONNEL FUNCTION AND TECHNOLOGY – Personnel Policies and Procedures and the Utility of Technology to ensure Efficiency to the Organisation – Designing and Development of Personnel Data Recording and Information Giving Systems – Performance Employee Rewards, Payments, Appraisal, Training, Job Satisfaction and other aspects of HRIS (Human Resource Information Systems).

UNIT-III

TECHNOLOGY AND PERSONNEL HEALTH – Concept and Measurement of Organisational and Personnel Health (OPH) – Assessment and Estimation of Variables which effect OPH – Usage of Technology – Eastern and Western to Continuously Improve Optt – OPH, Motivation, Morale, Personnel Productivity – A Discussion.

UNIT-IV

TECHNOLOGY, SOCIETY AND MANAGEMENT – Technology for Good Organizational Relations – Communications – Interactive Rapport Building – Assessment and Estimation of Psychographic Variables which effect Organisational Relations.

UNIT-V

Comprehensive Case Studies and Field Visits.

REFERENCES:

Current and Back Issues of : 1. ORGANISATIONAL DYNAMICS
2. PUBLIC PERSONNEL MANAGEMENT

ADVANCED PRODUCTION MANAGEMENT

Objectives:

- Discussions of Advanced nature on the following topics reinforced by Case Analysis, Situation Diagnosis, finding remedial alternatives, mathematical modeling, heuristics, etc. will form a major component of the teaching methodology.

UNIT-I:

Advanced Production System Concept – Forecasting using Multiple Regression (Matrix Method), Productivity Improvement Strategies – Introduction to CIM – Recent Trends in Manufacturing Process.

UNIT-II:

Single Facility Location Problem, Multifacility Location Problem – Minimax Location Problem – Computerized Layout Techniques – ALDEP, CRAFT, Group Technology – Rank Order Clustering Algorithm.

UNIT-III:

Aggregate Planning: Concepts, Mathematical model. Master Scheduling – Single Machine Scheduling: SPT rule, EDD rule, Branch and Bound Algorithm to Minimize Mean Tardiness. Flow Shop Scheduling: Johnson's algorithm and its extension, Branch and Bound Technique to

minimize makespan, CDS heuristic – Job Shop Scheduling: priority rules, Active schedule generation – Travelling Salesman Problem and its use to solve Single Machine Scheduling Problem with dependent set up time.

UNIT-IV:

Assembly Line Balancing: RPW technique, COMSOAL – Resource Allocation and Resource Leveling in Project Networks – Replacement Analysis: - Due to Wear and Tear, Economic Life Determination - Due to Complete Failure – Distinction between Break Down Maintenance and Preventive Maintenance – Use of Simulation for Maintenance Management Decision.

UNIT-V:

Inventory Models – Quantity Discounts – Probabilistic Models – P&Q Systems of Inventory – ABC Classification – VED Analysis – FSN Analysis – XYZ Analysis – Review of Control Charts for Variables and Attributes – Introduction to Sampling – Design of Single Sampling Plan.

TEXT BOOKS:

1. Panneerselvam. R., PRODUCTION AND OPERATIONS MANAGEMENT, (Prentice Hall, New Delhi, 2005)

REFERENCES:

1. Everett E. Adam & Ronald J. Ebert: PRODUCTION AND OPERATIONS MANAGEMENT, (Prentice Hall, 1994).
2. William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin.
3. Joseph G. Monks: OPERATIONS MANGEMENT _ THEORY AND PROBLEMS, (McGraw Hill).
4. Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, (The Dryden Press). Jack R. Meredith, THE MANAGEMENT OF OPERATION, (John Wiley & Sons).

COMPUTER SIMULATION

Objectives:

- To understand stochastic models
- To know the various aspects of simulation
- To use high level languages and GPSS etc. in a stochastic environment

UNIT-I: INTRODUCTION

Concept of systems – Concept of Simulation – Types of simulation – Simulation as a decision making tool – Monte Carlo Simulation – Types of Models, Steps of Modelling, Need for Simulation, Advantages of Simulation.

UNIT-II: RANDOM NUMBERS

Method of generating Pseudo random numbers, Continuous probability distributions, Discrete probability distributions – Characteristics of random numbers – Statistical Tests to test the randomness of random numbers.

UNIT-III: DESIGN OF SIMULATION EXPERIMENTS

Problem formulation – Data collection – Data reduction – Random variables – Logical flow chart – Starting conditions – Validation – Experimental design – Output analysis. Simulation using High Level Languages: Single server models, Multi-Server Models.

UNIT-IV: DISCRETE SIMULATION LANGUAGES

Introduction to simulation languages, Comparison of simulation languages, Study of GPSS

UNIT-V: CASE STUDIES

Development of simulation model using GPSS for systems like: Queueing Production, Inventory, Maintenance, etc.

TEXT BOOKS:

1. Thomas J. Scriber, GENERAL PURPOSE SIMULATION SYSTEM,(GPSS), Wiley.
2. T.H. Naylor, et.al., COMPUTER SIMULATION TECHNIQUES John Wiley

REFERENCES:

1. G. Gordon, System Simulation, Prentice-Hall
2. Banks & Carson, Discrete Event Simulation, Prentice-Hall
3. Michale Pid, COMPUTER SIMULATION IN MANAGEMENT SCIENCE, John Wiley.
4. R.E. Shannon, SYSTEM SIMULATION: THE ART OF SCIENCE, Prentice-Hall.
5. R. Panneerselvam, OPERATIONS RESEARCH, Prentice-Hall of India, 2006.

TOTAL QUALITY MANAGEMENT

Objectives:

- After undergoing this course students will get clear idea about Total Quality Management and will be able to work efficiently in a Total Quality Management organization.
- Also they can be a member of Total Quality Management Implementation team in an organization.

UNIT-I: (The Foundations - A Model for Total Quality Management)

1. Understanding quality
2. Commitment and leadership
3. Design for quality
 - Case studies on foundations

UNIT-II: (TQM – The Role of the Quality System)

1. Planning and processes for quality
2. System design and contents
3. Quality management system audit and review and self-assessment
 - Case studies on process and systems

UNIT-III: (TQM – The Tools and the Improvement cycle)

1. Measurement of quality
2. Tools and techniques for quality improvement
3. Some additional techniques for process design and improvement
 - Case studies on the tools and improvement cycle

UNIT-IV: (TQM – The organizational, Communications and teamwork requirements)

1. Organization for quality
2. Culture change through teamwork for quality
 - Case studies on the organizational, communications and teamwork requirements

UNIT-V: (TQM – The implementation)

1. Communications and training for quality
2. Implementation of TQM and management of change
 - Case studies on Implementation

TEXT BOOKS:

1. Total Quality Management text with cases by John S. Oakland, Butterworth Heinmann, Oxford/New Delhi (Text book)
2. Total Quality Management Text and Cases, Himalaya Publishing House, Delhi.

SUPPLY CHAIN MANAGEMENT

Objective:

The objective of this course is to cover not only high-level supply chain strategy and concepts, but also to give students an understanding of the tools necessary to solve supply chain management.

UNIT-I:

1. Introduction to Supply Chain Management
2. Logistics Network Configuration
3. Inventory Management and Risk Pooling

UNIT-II:

1. The Value of Information
2. Supply Chain Integration

UNIT-III:

1. Strategic Alliances
2. Procurement and Out Sourcing Strategies

UNIT-IV:

1. International issues in Supply Chain Management
2. Coordinated Product and Supply Chain Design

UNIT-V:

1. Customer value and Supply chain Management
2. Information Technology for Supply Chain Management
3. Decision – Support Systems for Supply Chain Management

REFERENCES:

1. Designing and Managing the Supply Chain: Concepts, strategies and Case studies, by Simchi-levi, D., P.Kaminsky, and E.Simichi-Levi, Irwin/McGraw-Hill, Newyork, 2003 (Text Book)
2. Supply Chain Management: Strategy, Planning and Operations by Sunil Chopra and Peter Meindi, Prentice Hall, Inc, 2001.
3. Purchasing and Supply Management by Leenders, Fearon, Flynn, Johnson.

ADVANCED MATERIALS MANAGEMENT

Objectives:

- Since parts of this subject have already been taught in an earlier Semester, this Advances Version is meant to be largely practice-oriented. Hence the mode of coverage will be less through lectures and more through practice sessions, live experiences, data collections, feedback presentations, Case discussions, Seminars, etc.

UNIT-I:

Concept of Integrated Materials Management (IMM) – Organising for IMM – Types of Inventories – Inventory Problems in India.

UNIT-II:

Codification – Computerisation and Information Systems – Standardisation and Variety Reduction – Value Analysis: ABC, VED, XYZ and other methods of Selective Analysis.

UNIT-III:

Q-Based Inventory System – P-Based Inventory System – S-S based Inventory System – Practical Inventory Models – Inventory Valuation.

UNIT-IV:

Purchasing – Source Selection – Vendor Rating – Purchase Budget – Systems – Tenders – Price Negotiations – Forward Buying – Purchasing Capital Equipments – Seasonal Goods – Special Items – Deferred Payment Schemes – Lending Institutions – Global Purchases – Government Buying – EGS & D – Rate Contract – Insurance – Legal Aspects in Purchasing – Evaluation of Purchase Performance.

UNIT-V:

Stores Layouts – Stores Accounting Procedures and Forms – Stock Verification – Practical Problems in Management of Dead Stocks – Surplus and Scraps – Evaluation of Stores Performance – Materials Handling and Transportation Management.

TEXT BOOKS:

1. Gopalakrishnan, P & Sundaresan, M: MATERIALS MANAGEMENT – AN INTEGRATED APPROACH; Prentice Hall of India Private Ltd.
2. Gopalakrishnan, P & Sandilya, M.S: INVENTORY MANAGEMENT – TEXT AND CASES; The Macmillan Company of India Ltd.

REFERENCES:

1. Ammer, D.S, MATERIALS MANAGEMENT; Irwin.
2. Datta, A.K: MATERIALS MANAGEMENT – PROCEDURES, TEXT AND CASES; Prentice Hall of India Private Ltd.
3. Gokaran, P.R: ESSENTIALS OF MATERIALS MANAGEMENT; Somaiya Publications.
4. Menon,P.G: MATERIALS MANAGEMENT AND O.R. IN INDIA; M.M.J. Publication.

SERVICE OPERATIONS MANAGEMENT

Objectives:

To train students in various operational issues and some of the tools for managing a service operation.

UNIT-I:

1. Services in our Society.
2. The Nature of Services and Service Encounters.
3. Customers: The Focus of Service Management.
4. Globalization of Services: Service Management in the International Arena.

UNIT-II:

1. Service Strategy and Competitiveness.
2. Positioning and Marketing of Services.
3. Technology and Its Impact on Services and Their Management.
4. Design and Development of Services and Service Delivery Systems.

UNIT-III:

1. Human Resource Development for Services.
2. Locating Facilities and Designing their Layout.
3. Managing Demand and Supply in Services.
4. Service Quality and Continuous Improvement.

UNIT-IV:

1. Service Productivity and Measurement of Performance.
2. Management of Public and Private Nonprofit Service Organizations.
3. Forecasting for Services.
4. Vehicle Routing and Scheduling.

UNIT-V:

1. Project Management.
2. Linear and Goal Programming for Service Operations Management.
3. Inventory Systems for Service Operations.

REFERENCES:

Cengiz Haksever, Barry Render, Roberta S. Russell & Robert G. Murdick, Service Management and Operations, Pearson – Prentice Hall.

SOFTWARE ENGINEERING MANAGEMENT

UNIT-I: Introduction to Software Engineering

Software as a product – its characteristics, components and applications, Software engineering as a process – Process Maturity levels – Different process models – Linear sequential model, Prototyping model, Rapid application development model, Evolutionary software process models, Conventional methods for Software Engineering – System Engineering, Information Engineering and Product Engineering.

UNIT-II: Software Quality Assurance

Software quality assurance – concepts, metrics (McCall's Quality Factors and Hewlett-Packard's FURPS factors), Defect Amplification and removal, Formal Technical Reviews(FTRs), Software reliability, statistical quality assurance (SQA) for software.

UNIT-III: Requirement analysis and Design

Overview of Software requirement analysis and analysis modeling – data modeling, functional modeling and behavioural modeling
Software design – process, principles, concepts and methods – transform flow and transaction flow – interface design.

UNIT-IV: Software testing

Software testing – methods (white box testing, black box testing, basis path testing, control structure Testing) and strategies (unit testing, integration testing, validation testing, system testing)

Testing for specialized environments – GUIs, C/S, Web sites, Documentation/Help facilities and Real-time systems, Debugging – process and approaches.

UNIT-V: Software Engineering applied to Object-oriented systems and Client/Server systems

Object-oriented software engineering – concepts, distinguishing characteristics and principles, Object oriented Analysis process, Object Design process and Object-oriented Testing strategies

Client-server(C/S) software engineering – structure and design of C/S systems.

TEXT BOOKS:

1. Pressman: Software Engineering: A Practitioner's approach (McGraw-hill)
2. Glib: Principles of software engineering management (Addison-Wesley)

REFERENCES:

1. Lecky-Thompson: Corporate Software Engineering (Wiley-DreamTech)
2. Prasad: Software Engineering – An industry-oriented approach to software development methodologies, quality management and project management (Wiley-DreamTech)

DATABASE MANAGEMENT SYSTEMS

UNIT-I:

Concept of system, Conventional file processing system, Drawbacks of conventional file processing system, Database system, Definition, Advantages, Components of Database Management System, Economic Justification of Database Approach, Terminologies of database systems, Data structure: Location methods, Types of pointers, Stack, Queue, Sorted list, Ring, Inverted list, Multi –List, Tree, Balanced tree.

UNIT-II:

Data model: Hierarchical data model, Network data model, Relational data model, E-R model.

Database Design: Steps of database design, Normalization – 1NF, 2NF, 3NF, Case problems for design of conceptual data model, Data Volume and Usage Analysis.

UNIT-III:

Implementation design: guidelines for mapping conceptual data model into hierarchical data model, Network data model and Relational data model, Program design guidelines(DAD).

Hierarchical Database Management Systems: DBD and DL/I of IMS and DDL and DML of PC-FOCUS. Examples with small programs.

UNIT-IV:

Network database management systems: DDL and DML of IDMS, Relational Database Management Systems: Relational Algebra and Relational calculus, DDL and DML of SQL.

UNIT-V:

Database Administration: Functions of DBA, Security Mechanism: Authorization, Encryption, Concurrency control, Problem of concurrency control, Resource locking, deadlock/Deadly embrace, Database recovery: Restore/Return, backward recovery, Forward recovery.

TEXT BOOK:

1. Panneerselvam, R., Database Management Systems, Prentice-Hall of India, New Delhi, 2002.

REFERENCES:

1. James martin, Principles of Database Management, Prentice-Hall of India, 1998.
2. Silberschatz., A., et.al., Database Management Concepts, McGraw Hill International Edition, New York, 1997.
3. Date, C.J., An Introduction to Database Systems, Narosa Publishing House, New Delhi, 1987.
4. Everest, Gorden, C., Database Management, McGraw-Hill, New York, 1986.

SYSTEMS ANALYSIS AND DESIGN

Objectives:

- To obtain a clear account of steps in system analysis and design.
- To provide case studies in the area.

UNIT-I:

INTRODUCTION TO SYSTEMS ANALYSIS AND DESIGN – Scope – Functions of a Systems Analyst – What is Systems Analysis and Design – Categories of Information Systems.
MANAGING THE APPLICATIONS DEVELOPMENT PORTFOLIO – Role of Information Systems – Systems, Subsystems and their Interdependence – Classical Systems Development – Lifecycle – Introduction to Structured Methodologies – Prototyping – Preliminary Investigation – Testing Project Feasibility.

UNIT-II:

STRUCTURED ANALYSIS DEVELOPMENT STRATEGIES – Data Flow Analysis – Physical and Logical – Data Dictionary.
APPLICATION PROTOTYPE DEVELOPMENT STRATEGY – Purpose – Steps involved in Uses of Prototypes – Tools for Prototyping Prototype Strategies.

UNIT-III:

COMPUTER AIDED SYSTEMS TOOLS – Role of Tools – Categories of Tools – Case.
DESIGN OF COMPUTER OUTPUT – Identification of Computer Outputs – Ways of presenting – Information – Designing of Printed Outputs – 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 Online, Interface, etc. – Designing Dialogue – Dialogue Strategies – Data Entry Dialogues.

UNIT-V:

MANAGING SYSTEMS IMPLEMENTATION – Training – Conversion Methods – Post Implementation Review.

HARDWARE AND SOFTWARE SELECTION – Overall Economic Analysis.

TEXT BOOK:

James A. Senn: ANALYSIS AND DESIGN OF INFORMATION SYSTEMS; McGraw Hill International Edition.

REFERENCE:

Hawryszkiewycz, I., Introduction to Systems Analysis and Design, Prentice-Hall of India, New Delhi.

SOFTWARE PROJECT MANAGEMENT

UNIT-I: Software projects and metrics

Software Project Management – Concepts and 3 P's (People, problem and process)

Metrics in the process and project domains, Software measurement – size-oriented metrics, function-oriented metrics and extended function point metrics, Integrating metrics within the software process.

UNIT-II: Software project planning

Software Project planning – objectives, scoping, Resources – human resources, reusable software resources and environmental resources

Software project estimation – Popular decomposition techniques – problem-based, process-based and empirical estimation (COCOMO model).

UNIT-III: Software outsourcing and project scheduling

The Make-Buy decision – creating a decision tree, Software outsourcing – issues involved

Project Scheduling and tracking – relationship between people and effort – defining a task set for the software project.

UNIT-IV: Software risk management and configuration management

Risk Management – Reactive and Proactive risk strategies, Risk identification, projection, mitigation and monitoring – RMMM Plan Software configuration management – process and standards

UNIT-V: Object-oriented software projects and CASE tools

Management of Object-oriented software projects – process framework, metrics, estimation and scheduling approach, Computer-aided Software Engineering (CASE) – CASE tools – their building blocks and taxonomy.

TEXT BOOKS:

1. Pressman: Software Engineering: A Practitioner's approach (McGraw-Hill)
2. Glib: Principles of software engineering management (Addison-Wesley)

REFERENCES:

1. Lecky- Thompson: Corporate Software Engineering (Wiley-DreamTech)
2. Prasad: Software Engineering – An industry-oriented approach to software development methodologies, quality management and project management (Wiley-DreamTech)

DECISION SUPPORT SYSTEMS

Objectives:

- To help towards a career in Info. Systems Management.
- To introduce the basic concepts in Decision Support Systems, illustrating, how they facilitate efficient executive decision making.

UNIT-I:

Decision Support Systems – Definition – Characteristics & capabilities of DSS – Components of DSS-database, Model base, Communication subsystem & User – Classes of DSS.

UNIT-II:

DSS hardware and software – Group DSS – components & typology – Constructing a DSS – development process.

UNIT-III:

DSS development tools – Yardsticks for choosing DSS software – Executive information and support systems.

UNIT-IV:

Illustrative DSS applications – Portfolio Management – Human Resource Management, Marketing Decision Support System, Small Business Application, Manufacturing DSS.

UNIT-V:

Expert Systems – fundamentals – Types of expert systems – Developing ES – Problems & Limitations of ES.

TEXT BOOK:

1. Efralm Turbon: DECISION SUPPORT SYSTEM AND EXPERT SYSTEMS, Macmillan.

REFERENCES:

1. Ralph H. Sprange, Jr. and Eric. D. Carlson: BUILDING EFFECTIVE ESS, Prentice Hall.
2. Ralph H. Sprange, JR. & Huga, J. Watson (Eds.): DSS-PUTTING THEORY INTO PRACTICE, Prentice Hall.
3. R. Jayshankar: DECISION SUPPORT SYSTEMS, Tata McGraw Hill.
4. Janakiraman and Sarukesi, Decision Support Systems, Prentice Hall of India, New Delhi.

OBJECT-ORIENTED PROGRAMMING WITH C++

Objectives:

- To present the Concepts of Object-Oriented Programming using C++ language.
- To discuss briefly about Object-Oriented Analysis and Design of Systems.

UNIT-I:

Introduction to Object-Oriented Programming(OOP) – Organization of data and functions in OOP – Concepts in OOP – Objects, Classes, Data Abstraction, Data Encapsulation, Inheritance, Polymorphism, Dynamic binding, Message Passing – Benefits of OOP – Application of OOP – Introduction to C++ Programming Language – Structure of a C++ Program – Keywords, Identifiers, Data types, Operators in C++, Character strings, Arrays, Functions, Pointers and Structures.

UNIT-II:

Classes and Objects
Constructors and Destructors

UNIT-III:

Operator Overloading and Type Conversion
Inheritance

UNIT-IV:

Pointers to objects, Virtual functions and Polymorphism
Managing Console Input/Output Operations

UNIT-V:

Working with files – File pointers and Error handling
Object-Oriented Systems development

TEXT BOOK:

Balagurusamy, E.(1995) OBJECT-ORIENTED PROGRAMMING WITH C++, New Delhi: Tata McGraw-Hill Publishing Co. Ltd.

E-COMMERCE

Objectives:

- To introduce the concepts of Electronic Commerce
- To make students to understand the concepts of Electronic Commerce through case studies

UNIT-I:

1. Foundations of Electronic Commerce
2. Retailing in Electronic Commerce

UNIT-II:

1. Internet Consumers and Market Research
2. Advertisement in Electronic Commerce

UNIT-III:

1. Electronic Commerce for Service Industries
2. Business-to-Business Electronic Commerce

UNIT-IV:

1. Intranet and Extranet
2. Electronic Payment Systems

UNIT-V:

1. EC Strategy and Implementation
2. Public Policy: From Legal Issues to Privacy

TEXT BOOK:

Electronic Commerce A Managerial Perspective by Efraim Turban, Jae Lee, David King and H. Michael Chung, Prentice Hall Inc, International Edition.

VISUAL BASIC FOR BUSINESS APPLICATIONS

UNIT-I:

VB environment; Tools; Bars; Different Menus; Customizing a Form – Setting Different properties; Saving, Edit, Debug, Run and writing simple programs; user interface – Creating Controls; Command buttons, simple event procedure; image controls, text boxes; Labels and Navigation.

UNIT-II:

VB Programming – Editing Tools; Statements; Variables; Data Types; Strings; Numbers; Picture Boxes; Printer Object; Operators, Determinant and Indeterminant loops; Decision Making Statements; Built-In-Functions; Date-Time functions.

UNIT-III:

Functions – Procedures – Arrays – Writing simple programs using above function(like Searching, Sorting and etc.) – Control Arrays – List and Combo Box; Flex Grid control – VB Object Browser – Introduction to Object Oriented Programming – Making user interfaces using MS Window common control, MDI Forms.

UNIT-IV:

Tools and Techniques for resting, Debugging and optimization; ActiveX Controls, Basic file Handling – Workspace; Database; Recordset; Report Generation; Accessing with different back end (MS Access, Oracle8i), Building Packages (like Student Information System, Library Information System, Railway Reservation System, Inventory Control System etc.)

UNIT-V:

Fundamentals of Graphics; Monitoring Mouse activity; File System Controls and File System Object, Communicating with other Windows Applications VB Script, Programming to Internet.

TEXT BOOKS:

1. VISUAL BASIC 6 FROM THE GROUND UP, by Gary Cornell, Tata McGraw-Hill Publishing Company Ltd., (Text Books)
2. VISUAL BASIC 6.0 by Connell, Tata McGraw-Hill, 1999.

