

SMS 2101 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

Objective:

The course is intended to help students understand the conceptual framework of management and organisational behavior and discover the facts and the relationships among them in organizations for developing a more accurate appreciation of the managerial realities.

Module I:

Management: Concept, roles and challenges; Schools of Management Thought: Scientific, Process, Human Relations, Systems, Quantitative and Contingency approaches towards management; Managerial Functions: Planning, Organising, Staffing, Directing, Coordinating and Controlling. Organisational behaviour: Concept and eclectic nature; OB as a perspective for management.

Module II:

Individual Behaviour: Individual differences among managers and work force – Perception- processes, distortions, factors influencing perception, Personality-Concept, personality and OB, Learning – Concepts and approaches–. Motivation of employees: motivational process, content and process theories. Values and attitudes. Emotional intelligence and its applications in OB

Module III:

Group Behaviour: Groups and teams – basic characteristics – group formation and development, factors affecting group and team performance; Decision making – types and influences – rational decision making – techniques for improving decision making.

Module IV:

Leadership: Theories of leadership-traits, behavioural, situational and contingency; leading multi-cultural work force; Leadership Power and organisational politics: sources, bases of power and power styles; meaning, nature of organisational politics and managing politics.

Module V:

Organisational Perspectives: Organisational culture – concept – creating and sustaining culture. Concept of organisational climate, Impact of organisational climate, Developing sound organizational climate; Organisational change: concept and techniques for planned change, Emerging concepts and trends

Suggested Readings:

1. Margie Parikh and Rajen Gupta: Organisational Behavior, Mc Graww Hill,2010
2. Debra L. Nelson and James Campbell Quick: Organisational Behavior 5 th edn., Cengage, 2008

3. Learning Udai Pareek's Understanding Organisational Behaviour, Revised and updated by Sushama Khanna (3rd), Oxford, 2011
4. Jim Griesmer: Organisational Change: Themes & Issues, Oxford, 2010
5. Koontz, H. and Wehrich, H.: Management (10e), New York, McGraw Hill, 1995.
6. Fred Luthans: Organizational Behavior (9e), New York, McGraw Hill, 2002.
7. Stephen P. Robins: Organizational Behavior (10e), Singapore, Pearson Education James A.F. Stoner and Charles Wankel.; Management (6e), New Delhi, Prentice Hall of India,
8. Sukla Madhukar: Understanding Organisations: Theory and Practice in India, New Delhi, Prentice Hall of India, 1996. 4

SMS 2102 QUANTITATIVE TECHNIQUES

Objective:

The objective of the course is to make the students familiar with some basic statistical and mathematical applications in business decision-making.

Module I: Introduction to Statistics:

Descriptive statistic. Data collection and analysis an overview. Measures of central tendency - Geometric mean, Harmonic mean, Measures of dispersion. Skewness and Kurtosis Introduction to statistical packages.

Module II: Correlation Analysis:

Types of Correlation, Karl Pearson's Co-efficient of correlation, Rank Correlation, Simple regression

Module III:

Index Numbers: Types of index numbers, Methods of constructing index numbers. Time series Analysis – Trend analysis, Moving average, method of least squares

Module IV: Probability Theory:

Probability – classical, relative, subjective and axiomatic approach to probability; Addition and multiplication probability models; Conditional probability and Baye's theorem. Probability Distributions: Binomial, Poisson and Normal Distribution.

Module V: Matrices:

Basic concepts, addition, multiplication, inverse solutions of linear equations. New tools and concepts in data analysis.

Suggested Readings:

1. Levin Richard and Rubin David S.- Statistics for Management , Prentice Hall
2. J K Sharma “Business Statistics “ Pearson
3. Burton V.Dean,MauriceW. Sasieni & Shiv K. Gupta,Wiley - Mathematics for Modern Management.
4. V.Sunderasan and S.D. Jayaseelan – An introduction to Business Mathematics
5. Croxton & Cowden – Practical Business Statistics
6. Leonard J Kazmies, Theory and Policy of Business Statistics, Mc Graw Hill, 2010
7. Edward T Dowling, Mathematical Methods for Businesss and Economics, Mc Graw Hill, 2010. 5

SMS 2103 MANAGERIAL ECONOMICS**Objective:**

The objective of this course is to highlight the significance of economic concepts, principles and conditions to business decision making from a managerial perspective and to empower the students to use economic tools in analysing business situations.

Module I:

Definition of managerial economics. Decision making and the fundamental concepts affecting business decisions – the incremental concept, marginalism, equi- marginal concept, the time perspective, discounting principle, opportunity cost principle.

Module II:

Utility analysis and the demand curve- Elasticity of demand – Demand forecasting.

Module III:

The production function – Production with one variable input –Law of variable proportions- Production with two variable inputs –Production Isoquant- Iso cost Lines Estimating Production functions – Cost concepts and Break Even Analysis.

Module IV :

Market structure- Perfect and Imperfect competition-Monopoly, Duopoly Monopolistic competition – Oligopoly models. Introduction to game theory. Pricing Methods.

Module V :

National Income – Concepts-Gross Domestic Product, Gross National Product, Net

National Product- Measurement of National Income , , Business Cycles and Contra cyclical policies. Factors influencing International trade. Balance of payments –disequilibrium, methods to correct disequilibrium

Suggested Readings:

1. Samuel Paul, Mote and Gupta: Managerial Economics.
2. Paul Samuelson: Economics.
3. Sanakaranarayanan K. C.: Managerial Economics, CBS Publishers, New Delhi, 2011
4. Craig Petersen & Cris Lewis: Managerial Economics.
5. Adhikary, M.: Business Economics
6. Chopra O.P.: Managerial Economics
7. Dwivedi D.N.: Managerial Economics
8. Francis Cherunilam: International Economics, TMH, New Delhi, 2006
9. Pushpangadan K. and Shanta N.: The Dynamics of Competition - Understanding India's Manufacturing Sector, Oxford University Press, 2009 6

SMS 2104 BUSINESS COMMUNICATION

Objectives:

Objectives of the courses are to make students familiar with the premises, principles and practices of different forms and types of communication in a business context and sharpen their communication skills.

Module: I

Introduction: Nature, scope and features of communication – need for and significance of effective communication – process and components of communication – different forms and types of communication – factors affecting effectiveness of communication - barriers to communication and tips to overcome the barriers - significance of listening in communication – barriers to listening – ways and means to overcome the barriers.

Module: II

Oral/ verbal communication: Differing perceptions - forms and fora – public speaking – business presentations - interviewing – telephoning – reporting - tone of courtesy – seminars – conferences – workshops - Suitability conditions of and barriers to different forms and fora – role of non- verbal components in verbal communication.

Module: III

Written communication: Need for and principles of persuasive writing – types of written communication – letters and circulars- essential and desirable components – matching of salutations and complimentary clauses – memos, notices, minutes etc. with reference to statutory meetings – designing and drafting of letters, circulars, notices, memos etc.

Module: IV

Reports and reporting: Essentials, features and types of reports – short, horizontal, upward, formal and informal reports – drafting of short reports. Important factors affecting Effectiveness of communication: Need for and methods of audience analyses – cognitive and aesthetic factors in symbolizing - linguistic factors in communication - techniques of emphasizing in verbal and written communication – etiquette and manners in communication – selection of medium or channel.

Module: V

Technology and communication: Traditional vs. information technology enabled communication – relative merits and defects of traditional and information technology enabled communication - visual and visual aids in communication.

Suggested Readings:

1. Herta A. Murphy and others: Effective Business Communication
2. Sinha K. K: Business Communication
3. Louis E. Boone and others: Contemporary Business Communication
4. Bovee C. L., Thill J. V. & Barbara E. S: Business Communication Today
5. Raymond V. L.& John D. Petit Jr.: Business Communication – Theory and application
6. Francis Soundararaj: Speaking and Writing for Effective Business Communication
7. Kitty O. Locke: Business and Administrative Communication
8. Hatch Richard: Communicating in Business
9. Bowman J. P. & Bran chaw B. P: Business Communication: From process to Product.
10. Meenakshi Raman & Sangeeta Sharma: Technical Communication- Principles and Practice
11. Lesikar & Flatley: Basic Business Communication- Skills for empowering the Internet Generation
12. Penrose/ Raspberry/ Myers: Advanced Business Communication
13. Shirley Taylor: Communication for Business

14. Shirley Taylor: Model Business Letters & other business documents⁷

SMS 2105 FINANCIAL ACCOUNTING

Objective:

The purpose of the course is to provide knowledge on recording of business transactions, preparation of financial accounts of business enterprises and to analyze the financial statements.

Module I : Meaning and Scope of Accounting:

Meaning and definition of accounting, Need for accounting, Branches of Accounting, Objectives of accounting, Systems of book-keeping, Systems of accounting, Accounting principles, Indian Accounting Standards,

Module II : Financial books:

Journal, Subsidiary books and Ledgers: Recording of transactions in journal, Posting entries in ledger accounts, balancing of ledger accounts; Preparation of Trial Balance; Rectification of errors; Preparation of bank reconciliation statement.

Module III : Preparation of final accounts:

Forms of Business organizations, Preparation of trading accounts, profit and loss accounts and balance sheets of sole trading organizations and partnership firms; Preparation of Manufacturing accounts

Module IV : Preparation of final accounts of companies:

Legal requirements, Preparation of Trading account, Profit and loss account, Profit and appropriation account, and Balance sheet

Module V: Analysis of Financial Statements:

Meaning of Financial Statements, Need and objectives of Financial analysis, Limitations of financial accounting and financial statements, Types of financial analysis: Limitations of financial accounting and financial statements, Ratio Analysis.

Suggested Readings:

1. Shukla M. C., Grewal T. S.: Advanced Accounts, S. Chand & Company Ltd., New Delhi.
2. Asish K. Bhattacharyya: Essentials of Financial Accounting, Prentice Hall of India Private Ltd., New Delhi.
3. Jain. S. P. & Narang. K. L.: Advanced Accountancy, Kalyani Publishers, New Delhi

4. Gupta R. L., Radhaswamy M.: Advanced Accountancy, Sultan Chand & Sons, New Delhi.
5. Sarngadharan M. and Rajitha Kumar S., Financial Analysis for Management Decisions, PHI Learning Private Ltd., New Delhi, 2011
6. Maheshwari S. N., Maheshwari S. K.: Financial Accounting, Vikas Publishing House Pvt. Ltd., New Delhi. 8

SMS 2106 BUSINESS ENVIRONMENT

Objectives:

The primary objective of this course is to enable the student to understand and scan the business environment so as to be in a position to take appropriate decisions in the context of a dynamic economy. This course lays emphasis on the major aspects of industrial, economic, financial and institutional environment and critically examines some of the important government regulations and policies which affect business organizations in India.

Module I:

Theoretical framework of business environment: Systems approach to business—Nature and types of business environment—internal, external, micro and macro environment—Environmental scanning and Monitoring -- State and Economic Activities –Role of Public Sector.

Module II:

Economic Environment of business in India: Nature of the Indian Economy— Economic Reforms . Internal and External Sources of Finance for business in India –. Analysis of selected industries of India: Textile Industry - Sugar industry- Rubber industry- Iron and Steel industry- Engineering industry- Chemical industry- New and emerging industries.

Module III:

Industrial Policy of the Govt.of India: Regulation & Licensing — An over view of industrial policies during the post liberalization period. Policy towards Small Scale Industry --Industry-specific Policy of the Govt.of India with respect to: Infrastructure – Power – Telecom – Information technology – Automobile industry– Drugs and Pharmaceuticals - Insurance .

Module IV:

Policy with respect to economic concentration, monopolies, and restrictive trade practices – Competition Law -- Government policy towards Foreign Capital and Foreign Collaborations -- Globalisation and its impact -- FERA and FEMA. Foreign Direct Investment

Module V:

International Economic Environment: international economic institutions and agreements—Cross national co-operation and agreements—Regional Blocks—International Operations Management: international production and global sourcing-- Competitive advantage of nations.

Suggested Readings:

1. Sengupta, N.K. : Government and Business in India, Vikas Publications, New Delhi.
2. Cherunilam, Francis: Business Environment, Himalaya Publishing House, New Delhi.
3. Bhalla, V.K. and S. Shivaramu: International Business Environment and Business, Anmol, New Delhi.
4. Sivayya and Das, Indian Industrial Economy, S.Chand & Co Ltd, New Delhi.
5. Cherunilam, Francis: International Business, Prentice-Hall of India, New Delhi.
6. Dutt and Sundharam, Indian Economy, S.Chand & Co Ltd, New Delhi.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course. 9

SMS 2107 INDIAN ETHOS AND BUSINESS ETHICS

Objective:

The objective of this course is to help the students of business studies in acquiring a clear knowledge of what is right and wrong and to analyse situations from ethical point of view in order to make sound ethical decisions using inputs from Indian Ethos and values.

Module I: Indian Ethos and Values:

Values of Indian Culture and Society - Model of Management in the Indian Socio-Political Environment – Indian Work Ethos – Indian Heritage in Production and Consumption – Indian Mythologies and Values/culture – Western Culture vs. Indian culture.

Module II: Introduction to Business Ethics:

Definition of Ethics and Business Ethics – Law vs. Ethics – Ethical Principles in Business – Approaches to Business Ethics: Teleology, Deontology and Utilitarianism - Importance of Business Ethics – Debate For and Against Business Ethics

Module III: Ethical Decision-Making in Business:

Ethical Dilemmas in Business – Ethical Universalism and Relativism in Business - Factors affecting the Business Ethics - Process of Ethical Decision-making in Business – Individual Differences in Managers and Ethical Judgment - Whistle Blowing

Module IV: Ethics in Functional Areas:

Ethical Issues in Functional Areas: Marketing, HR, Production, IT/Systems and Finance – Environmental Ethics – Gender Ethics – CSR as Business Ethics – Ethics in International Business.

Module V: Ethics Management

Role of Organizational Culture in Ethics – Structure of Ethics Management: Ethics Programmes, Code of Conduct, Ethics Committee, Ethics Officers, and the CEO –Communicating Ethics: Communication Principles, Channels, Training Programmes, and Evaluation – Ethics Audit – Corporate Governance and Ethical Responsibility – Transparency International and other Ethical Bodies - Recent Trends, Issues and Cases

Suggested Readings

1. Chakraborty, S.K.(1995), Ethics in Management, Oxford University Press.
2. Chakraborty, S.K.(2003), Management and Ethics Omnibus, Oxford University Press.
3. Ghosh, P.K. (2010), Business Ethics, Vrinda Publications.
4. John R. Boatright (2008), Ethics and the Conduct of Business, Pearson Education.
5. Daniel Albuquerque (2010), Business Ethics, Oxford University Press.
6. Manuel G. Velasquez (2008), Business Ethics, Pearson Prentice-Hall.
7. Linda K. Trevino and Katherine A. Nelson (1995), Managing Business Ethics, John Wiley & Sons.
8. Sekhar, R.C.(1997), Ethical Choices in Business, Response Books.
9. Fernando, A.C.(2009), Business Ethics, Pearson Education.10

MANAGERIAL SKILL DEVELOPMENT

(Non-Credit Course)

Objective:

To equip the students with the needed attitudinal and practice skills required to function as and eloquently as possible in their professional and personal lives, in the constantly changing life situation.

1. Creating Self Identification
2. Need Identification
3. Designing the training content
4. Communication
5. Inter Personnel Effectiveness
6. Leadership Skills
7. Personality Development and Soft skill Development 11

SMS 2201 FINANCIAL MANAGEMENT

Objective:

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business units.

Module I :

Nature and Scope of Financial Management: Meaning and Definition of Business Finance and Financial Management; Finance Functions; Aims of Finance Functions; Scope of Finance Function: Objectives of Financial Management; Financial Decisions; Role and Functions of Finance Manager.

Module II : Financing and Capital Structure Decisions:

Sources of Finance: Security financing, Internal financing, Loan financing. Cost of Different Sources of Capital: Concept of cost of capital, Significance of cost of capital, Computation of Component costs of capital: Cost of Debt; Cost of Preference Share Capital, Cost of Equity, Cost of Retained Earnings, Computation of Composite Cost of Capital. Capital Structure Decision – Meaning and Patterns of Capital Structure; Theories of Capital Structure: Net Income Approach; Net Operating Income Approach; Traditional Approach and M-M Approach; Concept of Optimum Capital Structure; Factors affecting Capital Structure. Operating and Financial Leverages: Meaning of leverage, Types of Leverages; Operating, Financial and Composite Leverages.

Module III : Investment decisions:

Time Value of Money – Concept, Future Value of a single amount; Present Value of a single amount; Future Value of an Annuity; Present Value of an Annuity. Capital Budgeting Decisions: Concept of capital budgeting, Need, types and importance of capital investment decisions; Capital budgeting appraisal

methods: Pay back period method, Net Present Value Method, Internal Rate of Return method, and Present Value Index Method.

Module IV: Management of Working Capital:

Management of Working Capital – Concept, types, importance and factors affecting working capital, Sources of working capital

Module V : Dividend Decision:

Dividend Policy: Dividend and its forms, Objectives of Dividend Policy, Relevance and Irrelevance Theories of Dividend Decision: Walter’s Approach; Gordon’s Approach and MM Approach.

Suggested Readings:

1. James C. Van Horne, John M. Wachowicz Jr.: Fundamentals of Financial Management, Prentice Hall of India, New Delhi.
2. Richard A. Brealey, Stewart C. Myers, Franklin Allen, Pitabas Mohanty: Principles of Corporate Finance, Tata McGraw Hill Publishing Company Ltd. New Delhi
3. Pandey I. M.: Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Prasanna Chandra: Financial Management – Theory and Practice, Tata McGraw Hill Publishing Company Ltd. New Delhi
5. Khan M. Y., Jain P. K.: Financial Management – Text and Problems, Tata McGraw Hill Publishing Company Ltd. New Delhi
6. Lawrence D. Schall, Charles W. Haley: Introduction to Financial Management, McGraw Hill, Inc., New York¹²

SMS 2202 MARKETING MANAGEMENT

Objective:

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Module I :

Nature and scope of marketing, corporate orientations towards the market place, The Marketing environment and Environment scanning, marketing information system and marketing research.

Module II :

Understanding consumer and Industrial markets, buyer behaviour Market segmentation, Targeting and positioning.

Module III :

Product decisions – product mix product life cycle, new product development branding and packaging decisions, Pricing methods and strategies.

Module IV :

Promotion decisions promotion mix, advertising sales promotion, publicity and personal selling; channel management - selection, co-operation and conflict management, vertical, horizontal and multi channel systems.

Module V :

Organising and implementing marketing in the organization Evaluation and control of marketing efforts; New issues in marketing – Globalisation Consumerism, Green marketing, Legal issues.

Suggested Readings:

1. Enis, B.M., Marketing Classics: A Selection of Influential Articles, McGraw Hill, New York, 1991
2. Kotler, Philip and Armstrong G., Principles of Marketing, Prentice Hall of India, New Delhi, 1997
3. Kotler Philip, Marketing Management Analysis, Planning Implementation and Control, Prentice Hall of India, New Delhi, 1994
4. Ramaswamy V S and Namakumari, Marketing Management Planning, Control, MacMillan, New Delhi, 1990
5. Stanton, William, J., Fundamentals of Marketing, McGraw Hill, New York, 1994
6. Neelamegham, S., Marketing in India: Cases and Readings, Vikas, New Delhi, 1988.
7. William F. Scholl, Marketing Contemporary Concept and Practices.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course. 13

SMS 2203 OPERATIONS MANAGEMENT

Objective:

The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Module I:

Introduction: Production and operation management as function, nature and scope, decision areas, historical developments. Operations strategy, different production systems. Process in manufacturing and services. Forecasting techniques.

Module II:

Facility location, capacity and layout planning. Choice of process technology, Work study – Time and method study, Productivity and Work performance measurement.

Module III:

Production planning and control aggregate planning, short terms scheduling JIT and SCM overview of concepts and techniques. Maintenance management.

Module IV:

Inventory systems for independent demand -EOQ and production quantity models, reorder point Quantity discount model , safety stock , probabilistic models with constant lead time.

Inventory systems for Dependent demand-Basic MRP structure Materials management classification system. Introduction to Purchasing and stores management.

Module V:

Total Quality Management, elements, tools for TQM. Cost of Quality. ISO-Quality Standards- Statistical process control, control charts. Concepts of acceptance sampling – OC curve.

Suggested Readings:

1. Chase, Jacobs and Aquilano, Operations Management for Competitive Advantage, Tata Mc Graw Hill, 2010.
2. Krajweski, Ritzman and Malhotra, Operations Management, Process and Value Chains, Pearson Education.
3. Adam, E. E. and Ebert R.J., Production and Operations Management, New Delhi, Prentice Hall of India.

4. Buffa E. S., Modern Production Management, New York, John Wiley,
5. Shridhara Bhat K., Operations Management, Himalaya Publishing House, 2009. 14

SMS 2204 HUMAN RESOURCE MANAGEMENT

Objective:

The objectives of this course are to help the students to link the theories and practice; to make them understand how to attract, train, develop and maintain the human resources; and also to make them understand how important human resources are to the survival and success of an organization.

Module I

Introduction to HRM:

Meaning, Objectives, Nature and importance of HRM – Differences between Traditional Personnel Management and Modern HRD concept – Approaches to HRM – Strategic Nature of HRM.

Module II

Human Resources Planning and Development (HRP &D): Human Resources Planning – Recruitment – Selection – Induction – Placement - Training and Development – Cross-Cultural Training for Global Assignments

Module III

Rewards Management:

Promotion & Transfer – Salary and Wage Administration – Career Management – Succession Planning.

Module IV

Human Resource Maintenance:

Performance Appraisal – Work-Life Balance – Virtual Organizations / Telecommuting – Stress Management - HRIS.

Module V

Management of Differences:

Grievance Handling – Discipline and Domestic Enquiry – Handling of Sexual Harassment in the Work Place – HR during Mergers and Acquisitions – Introduction to Industrial Relations - Current Trends and Issues in HRM / IR and Cases.

Suggested Readings:

1. Biswajeet Pattanayak (2004), Human Resource Management, PHI.
2. Prasad, L.M. (2005), Human Resource Management, SultanChand & Sons.
3. Aswathappa, K.(1997), Human Resources and Personnel Management, TMH.
4. Rao, V.S.P.(2000), Human Resource Management, Excel Books.
5. Jyothi, P. and Venkitesh, D.N. (2008), Human Resource Management, Oxford Higher Education.
6. David A. Decenzo and Stephen P. Robbins (1993), Personnel/Human Resource Management, PHI
7. Gary Dessler ((2008), Human Resource Management, Pearson Education
8. Robert L.Mathis and John H. Jackson (2005), Human Resource Management, Thomson South-Western.
9. Venkita Ratnam, C.S. (2010), Industrial Relations, Oxford Higher Education. 15

SMS 2205 MANAGEMENT ACCOUNTING

Objective:

The course aims at making the students aware of the concepts, principles and also the practices of Management Accounting as an aid to management and hence, the level of knowledge expected is wider than deeper.

Module: I

Introduction to Management Accounting: Nature, scope and significance of Management Accounting – synonyms - Limitations of Financial Accounting - need for and nature & scope of Cost Accounting - superiority of cost accounting over financial accounting – important terms and concepts in Cost Accounting - classification of Cost and elements of cost – presentation of cost data – cost sheet.

Module: II

- a) Material cost control: Purchase control, stores control and issue control - purchasing procedures – E. O. Q. - pricing of material issues (Theory only) – ABC analysis
- b) Labour cost control: Features of Labour – labour turnover - time keeping and time booking – accounting treatment of idle time and over time – remuneration and incentives – premium bonus schemes – solving problems on Halsey and Rowan plans.
- c) Overheads control: Collection, classification, allocation, apportionment and absorption of overheads - solving of simple problems.

Module: III

Methods of costing: Important methods of costing – suitability conditions – (a) Contract Costing: Nature and suitability – preparation of contract accounts – work-in-progress. (b) Process costing: Nature and suitability – preparation of process accounts with abnormal losses and abnormal gains.

Module: IV

Types of costing: An overview of important types of costing. a) Marginal Costing – nature, scope, assumptions, advantages and limitations – applications of marginal costing - Cost Volume Profit analysis - Marginal Costing vs. Absorption Costing. b) Standard costing – establishment of standards – analysis of cost variances – cost control through variance analysis (Theory only).

Module: V

a) Budget and Budgetary Control – Meaning of budget and budgeting – functions and types of budgets – preparation of cash budget, production budget and sales budget. b) Comparison among Financial Accounting, Cost Accounting and Management Accounting.

Suggested Readings:

1. Bhattacharya S. K. and Dearden J., Accounting for Management: Text and Cases
2. Hingorani N. L. and Ramanathan A. R., Management Accounting
3. Bhar B. K, Cost Accounting – Methods and Problems
4. Gupta S. P.. Management Accounting
5. Jain S. P. and Narang K. L., Cost Accounting
6. Charles T Horngren and others, Cost Accounting – A Managerial Emphasis
7. Khan M. Y. and Jain P. K., Management Accounting
8. Sarngadharan M. and Rajitha Kumar S., Financial Analysis for Management Decisions
9. Wilson M., Accounting for Management
10. Maheshwari S. N. And others, A text book of Accounting for Management.
11. Sudhindra Bhat, Management Accounting. 16

SMS 2206 RESEARCH METHODOLOGY

Objective:

The objectives of this course are to equip the students with the basic understanding of research methodology and to provide insight into the application of research tools and techniques.

Module I:

Research:

Definition, meaning and research as the application of scientific method; Importance of research in managerial decision making; The Research Process and types of Research; Defining the Research Problem: Problem Formulation and Statement of Research Problem.

Module II:

Research Design:

Exploratory, Descriptive, Diagnostic/Conclusive and Experimental Researches- Details and applications; Operational and administrative structure for research. Sampling and Sampling Designs.

Module III:

Methods & Techniques of data collection:

Observational and other survey methods, Development and designing of tools of data collection, Measurement Scales, measurement of attitudes; Validity and Reliability of the tools of data collection.

Module IV:

Fieldwork in research and data processing:

Analysis and Interpretation of Data: Testing of Hypothesis; Parametric and Non-parametric tests, 't' test, One way ANOVA and Chi-square statistic; Essential ideas of Multivariate analysis of data-ANOVA, Factor Analysis, Discriminant Analysis; Use of Statistical Software Packages.

Module V:

Reporting of research:

Types of Reports – Substance of Reports – Format of Report Presentation of Reports.

Suggested Readings:

1. Wilson, Jonathan: Essentials of Business Research Sage, 2010
2. Alan Bryman & Emma Bell: Business Research Methods 3rd Edn. Oxford University Press
3. Kothari C R: Research Methodology-Methods and Techniques, New Age International Publishers
4. Krishnaswami, O. R. & M. Ranganatham: Methodology of Research in Social

Sciences, Himalaya Publishing

5. Bennet Roger: Management Research
6. Claire & Morton: Research Methods in Social Relations
7. Neil J. Salkind, : Exploring Research (3e)
8. Taro Yamane : Statistics-An Introductory Analysis
9. Levin Richard I : Statistics for Management17

SMS 2207 BUSINESS LAW

Objective:

The course is designed to assist the students in understanding basic laws affecting the operations of business and industry in India.

Module I:

The Law of Contracts

Definition of contract Offer and acceptance - Essential elements of a valid contract Free consent Competency of parties Lawful consideration Legality of object Void, void able unenforceable and illegal contracts -Performance of contracts Privity of contracts -Assignment of contracts - By whom contract must be performed - Time and place of performance Performance of reciprocal promises Contracts which need not be performed, discharge of contracts - By performance, by agreement, By impossibility, by lapse of time, By operation of law and by breach of contracts Remedies for breach of contracts.

Module II:

Sale of Goods Act

Definition of a sale and a contract of sale -Difference between (1) sale and an agreement to sell (2) sale and a contract form (3) sale and balient, (4) sale and mortgage of goods (5) sale and time purchase conditions and warranties Passing of property of goods Rights of an unpaid seller. Negotiable Instruments Act: Negotiable instruments in general Cheques - bills of exchange and promissory notes - Definition and Characteristics.

Module III:

Partnership Act and Company Law:

Partnership Act : Evolution Definition of partnership Difference between partnership and joint family business Kinds of partnerships Registration Rights and liabilities of partners Dissolution. Company Law : Evolution of company form of organisation Companies Separate legal entity Comparison of

company with partnership & Joint Hindu family business Kind of companies Comparison of private and public companies Formation of companies general idea about Memorandum And Articles of Association, Prospectus, Statement in lieu of prospectus Management of companies General idea of management of companies - officers, meetings - resolutions - accounts and audit Winding up of companies General idea of the different modes of winding up.

Module IV:

Constitutional Law:

Introduction: Salient features - Fundamental rights Remedies for breach of fundamental rights.

Module V :

Labor Law:

Factories Act Industrial Disputes Act Trade union Act Workmen's compensation Act Minimum wages Act.

Suggested Readings:

1. Anson: The Law of Contracts
2. Pollock & Mulla: Indian Contract Act
3. Pollock & Mulla : Sale of goods Act
4. N.D.Kapoor : Elements of Mercantile Law
5. M.C.Shukla : A Manual of Mercantile Law
6. Avtar Singh: The Principles of Mercantile Law
7. P.R.Bagri : Law of Industrial Disputes
8. Indian Law Institute: Labour Law and Labour Relation
9. K.R.Bulchandani: Industrial Law
11. Pylee M.V: Indian Constitution 18

SMS 2208 INFORMATION TECHNOLOGY FOR MANAGERS

Objective:

Recognizing the role of Management of Information in the success of an organization, this course is designed to achieve the objectives such as develop the ability to see an organization as a system of information flow, and to identify the information needs for various decision problems; to be able to design, implement and monitor systems for gathering, processing and dissemination of information in

an organization; to understand the role of computers in modern information system; and to understand the various applications and Potential benefits of IS

Module I:

Introduction to information system, Changing Environment and its impact on Business - The IT/IS and its influence on The Organisation: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information – IT for competitive advantage- Business Process

Module II:

Building blocks of IS.: Networks, LAN & WAN, Internet, Intranet and Extranet. DBMS, Wired and Wireless Technologies, Wireless technologies like Wi-Fi, Bluetooth, Computer networks, Network topologies

Module III:

System development models: SDLC, Prototyping, stages in SDLC, System feasibility study, issues in system analysis and Design- Design tools, DFD- testing, implementation and post implementation issues

Module IV:

Kinds of Information systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) - Expert System (ES) - Executive Support System (EIS or ESS)- Knowledge Based systems (KBS)

Module V:

Enterprise system: Concepts of Integrated Information systems, ERP, CRM, SCM, BI. Importance of business process reengineering, applications of Information systems, Basics of Selection and implementation of IS Projects recent advancements and Future of IS

Suggested Readings:

1. Hussain, K. M. and Donna Hussain, Information Systems Analysis, Design and Implementation, Tata Mc Graw Hill, 1995.
2. Robert J. Thierauf System Analysis and Design C B S Publishers, 1989.
3. Jeffray L. Whitter, L.D. Bentley and V.M. Barlow, System Analysis and Design Methods' Galgotia Publications, 1991.
4. Naveen Prakash, Understanding Data Base Management, Tata Mc Graw Hill, 1984.
5. Daniel Conger, J. and F.R. McFadden, A First course in Data Processing, John Wiley & Sons, 1987. 19

Objective:

The Objectives of this course is to develop an understanding of basic management science techniques and their role in managerial decision-making.

Module I:

Management science basic concepts process and role in decision making. Applications, Steps- Decision theory, decision tree. Game theory.

Module II:

Linear programming, - Graphical and simplex method, duality, sensitivity analysis. Integer programming – branch and bound algorithm (Theory only, no problems).

Module III:

Assignment and transportation models. Queuing theory, techniques, single server models. Sequencing- different types

Module IV:

Simulation technique – Monte Carlo technique. Markov chain model.

Module V:

Network modeling – PERT and CPM.

Suggested Readings:

1. Budnik, Frank S., Dennis Mcleavey, Richard Mojena Principles of Operations research, 2nd ed. Richard Irwin, Illinois-All India traveler bookseller, New Delhi, 1995
2. Gould F J etc. Introduction to management Science Englewood cliffs, New Jersey, Prentice hall Inc., 1993
3. Mathur, K and Solow, D, Management Science Englewood Cliffs , New jersey Prentice hall Inc., 1994
4. Narag A S Linear Programming and Decision Making New Delhi, Sultan Chand, 1995
5. Sharma, J.K. Operations Research: Theory and Applications, New Delhi Macmillan India Ltd., 1997
6. Taha, H.A. Operations Research – An Introduction, New York, Mc-Millan, 1989
7. Theirout, R J and Klekamp, R C Decision Making Through Operations Research, New York, John Wiley 1989 20

Objective:

The main purpose of this course is to help students understand the premises on which organisations work, the contingency factors that affect their functioning, the choices open to managers and thereby meet the conceptual needs of students and practitioners.

Module I:

Organisations:

Concept, Need and Justifications; Organisational Stakeholders, stakeholders' interests; Organisational theory, design, structure and culture. Organisational Effectiveness: Goal and Process approaches towards organisational effectiveness - External resources, Internal systems and Technical approaches.

Module II:**Organisational Design:**

Importance and factors of Organisational Design, Building Blocks of Organisational Structure; Challenges of Differentiation, Centralisation and Standardisation; Mechanistic and Organic Structures; Bureaucratic organisation. Vertical Differentiation: Authority and Control in organisations, Hierarchy and Span of control. Problems associated with the vertical dimension. Co-ordination: Functional, Divisional and Matrix structures and essential features of Horizontal, Modular and Virtual structures.

Module III:

Organisational Environment:

Concept and interpretations; Specific and General Environments, Sources of Uncertainty, Managing environment through Structural Contingency, Managing Resource Dependencies and Transaction Costs. Concept of and approaches towards organisational strategy, Value creation cycle and Core Competencies; Functional, Business and Corporate level strategies and the structural implications, Strategic Imperative.

Module IV:

Organisational Life Cycle, organisational birth, growth, death and decline-Institutional and Greiner's models of organisational growth, Weitzel & Jonsson's model of organisational decline. Organisational Learning: Concept, Model, Types, Levels and factors of organisational learning, Factors affecting and Strategies for promoting organisational learning.

Module V:

Organisational Technology: Concepts of Technology, Views of Joan Woodward and Charles Perrow on organisational Technology. Technological Imperative. Organisational Culture: Sources, Creation and Transmission of organisational culture. Organisational Conflict: concept and models of organisational

conflict, resolving organisational conflict at the structural and attitudinal levels. Emerging trends and issues.

Suggested Readings:

1. G.R. Jones, Organizational Theory, Design and Change: Text and Cases (4e), (New Delhi, Pearson Education Pte. Ltd., Inc., 2004
2. Madhukar Shukla, Understanding Organisations: Organisational Theory and Practice in India, (New Delhi, PHI Learning Pvt. Ltd., 2009)
3. Richard L. Daft, Organisation Theory and Design (7e), (Thompson Asia Pvt. Ltd, Singapore, 2001).
4. R.H. Miles, Macro Organisational Behaviour (Santa Monica, C.A: Good Year, 1980)
5. H. Mintzberg, The Structuring of Organizational Structures (Englewood Cliffs, NJ: Prentice Hall, 1979)
6. A. Etzioni, Modern Organisations (Englewood Cliffs, NJ: Prentice Hall, 1964) 21

SMS 2303 ENTREPRENEURIAL DEVELOPMENT

Objective:

The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Module I:

Entrepreneurship and its role in economics development. Problems of industrialization in underdeveloped countries with special reference to India. Mechanics of setting of new enterprises – size and location, industrial location factors determining the industrial location.

Module II:

Entrepreneurial traits, types and significance; Definitions, characteristics of Entrepreneurial types, Qualities and functions of entrepreneurs. Entrepreneurial Behaviours and entrepreneurial motivation. Achievement and management success, Entrepreneurial success in rural area, Innovation and entrepreneur.

Module III:

Feasibility studies: technical, marketing and financial: managerial problems of new enterprises; production purchasing, financing labour and marketing problems.

Module IV:

Search for business idea, sources of Ideas, idea processing, input requirements. Business Plans (Preparation). Sources of Finance.

Module V:

Target group, selection of center, pre-training work; Govt. Policy towards SSI's entrepreneurial input; Technical assistance, marketing assistance, sickness of units and remedial assistance; Preparation of feasibility reports and legal formalities and documentation. Establishing and Entrepreneurs Systems.

Suggested Readings:

1. Cliffton, Davis S and Fylie, David E. Project Feasibility Analysis, John Wiley, New York, 1977
2. Desai A.N. Entrepreneur and Environment, Ashish, New Delhi, 1990
3. Drucker, Peter, Innovation and Entrepreneurship, Heinemann, London, 1985
4. Jain Rajiv, Planning a Small Scale Industry: A Guide to Entrepreneurs, S.S.Books Delhi, 1984
5. Kumar S.A., Entrepreneurship in Small Industry, Discovery, New Delhi, 1990
6. McClelland, D C and winter, W G., Motivating Economic Achievement, Free Press, New York, 1969
7. Pareek, Udai and Venkateswara Rao T., Developing Entrepreneurship – A Handbook on Learning Systems, Learning Systems, Delhi, 1978 22

SMS 2304 INTERNATIONAL FINANCE

Objective:

Objective of this course is to provide knowledge on the international monetary system, to analyse the nature and functioning of foreign exchange markets, determination of exchange rates and to manage foreign exchange risk.

Module I:

Introduction to International Financial System

Developments in the international monetary system, Bretton Woods conference and afterwards: Fixed Exchange Rate System, Floating Exchange Rate System, International Liquidity, Role of IMF. European Monetary System: Objectives, Characteristics, European Currency Unit, The Mechanism of the European Monetary System, European Monetary Union – Objectives and advantages.

Module II:

Balance of Payments:

Balance of payments – significance- preparation of BOP statement – Link between BOP and the economy.

Module III:

Foreign Exchange Market and Exchange Rate Mechanism:

Exchange Rate Mechanism: Exchange rate quotations, direct and indirect quotes, bid and ask quote, Nominal, real and effective exchange rates, Determination of exchange rate in the spot and forward markets, Factors influencing exchange rate. Foreign Exchange Market: Meaning, Features, Major participants Spot Market: Meaning, Features, Currency arbitrage: Forward Market: Meaning, Features,

Arbitrage in forward market; Market for Currency Futures: Meaning, Forward and Futures Contracts, Hedging in currency Futures Market; Market for Currency Options: Types of Option Market, Types of Options, Option pricing, Hedging with Currency Options.

Module IV:

Foreign Exchange Exposure Management: Meaning, Types of Exposure, Hedging of exposure.

Module V:

International Investment and Financing Decision:

Significance, Factors affecting international investment, Cost Benefits of Foreign Direct Investment, Strategies for FDI, Mode of Investment.

International Portfolio Investment: Concept of optimal portfolio, Measurement of Returns, Measurement of risk. International Financial market Instruments: International Equities, International Bonds, Short term and medium term instruments. Financial Swaps: Meaning, Interest rate Swap and Hedging, Currency Swap, Management of Interest rate risk.

Suggested Readings:

1. Maurice D. Levi: International Finance – The Markets and Financial Management of Multinational Business
2. Alan C. Shapiro: Multinational Financial Management, Printice Hall of India
3. Keith Pilbeam: International Finance,
4. Prakash G. Apte: International Financial Management, Tata McGraw-Hill Education Private Ltd., New Delhi

5. Vyuptakesh Sharan: International Financial Management, PHI Learning Private Limited, New Delhi

6. Thummuluri Siddaiah: International Financial Management, Pearson

7. Francis Cherunilam: International Economics, Tata McGraw-Hill Education Private Ltd., New Delhi 23

SMS 2401 BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objective:

The aim of this course is to provide a theoretical framework of strategic management and an orientation for its practical application.

Module I :

An overview of strategic management process; Levels of strategy ;vision; mission; objectives and goals; Social responsibility of business and social audit; case discussion/presentation on strategic transformation of companies.

Module II:

Business Environment; SWOT analysis; Portfolio analysis and portfolio strategies; practical exercise in SWOT analysis.

Module III:

Nature and types of competition; competitive analysis; competitive advantage of nations; competitive environment in India; competitive strategies; strategic advantages; positioning. Case discussion on competitive strategies.

Module IV:

Growth strategies; mergers and acquisitions; globalisation; industrial sickness; industrial restructuring and turn around management; case discussion/presentation.

Module V:

Implementation of strategy; strategy and structure; evaluation and control of strategy; management of change; managing for the future.

Suggested readings:

1. Gerry Johnson and Keven Scholes : Exploring Corporate Strategy, Prentice Hall of India, New Delhi

2. The Times Research Foundation: Business Policy for Indian Industry, Mumbai
2. William F Glueck : Business Policy and Strategic Management, McGraw Hill
International Book Co., Tokyo
3. Pearce and Robinson : Strategic Management, All India Travellers Bookseller, New
Delhi
4. Kenichi Ohmae : The Mind of the Strategist, (Penguin Books, New York) Gary
Hamel & Competing for the Future Harvard (C.K.Prahalad Business School Press,
Boston)
5. Michael E Porter : Competitive Strategy, The free press, New York
6. Michael E Porter : Competitive Advantage, The Free Press, New York
7. Michael E Porter : Competitive Advantage of Nations , Macmillan, London-24

SMS 2402 ENVIRONMENT MANAGEMENT

Objective:

The main objective of the study is to familiarize the students about the concepts of Environmental Management and equip them to find solutions for contemporary concerns in environmental management.

Module I:

Introduction to Environmental Management – Environmental Management Vedic times to Modern – Population and Economic Growth – Economic Growth: Its impact on Environment – Impact of Industrialization, Urbanization and Consumerism – Health and Environment – Ethics and Environment – Ethical Foundations of Environment – Ethics and Corporate Environmental Management

Module II:

Environment and Development – Sustainable Development – Meaning and Definition – Dimensions of Sustainable Development – Economic, Environmental Social and Spiritual Dimensions – An Integrated Approach to Sustainable Development – A Holistic Approach to Environment and Development – Summits on Sustainable Development – Role of National and International Agencies.

Module III:

Environmental Economics – Scope and Importance – Ecology, Ecosystem and Economics – Inter linkage between Economics and Environment – Material Balance Model – Environmental Kuznet Curve – Its

Impact - Efficiency and optimality in resource allocation – Achieving an efficient allocation of resources in market economy – Market failure and public policy – Common Property Resources – Tragedy of Commons – Green Economics and Green GDP

Module IV:

India's Environmental Policy and Performance – International Environmental Policy – Stockholm to Durban – Climate Change Conference – Global Warming and Climate Change – Carbon Trading – Business Behind Climate Change – Environmental Impact Assessment – Environmental Accounting – Environmental Audit – Environmental Movements in India – Environmental Management: Corporate Experience

Module V:

Environmental Planning and Management – Role of Government in Environmental Management – Rural and Urban Indian Experience – Poverty Vs. Environmental Quality – Social aspects – Legal aspects – Financial aspects – Biodiversity Conservation – Environmental Resource management – Management of Waste – Municipal, solid, and Hazardous Waste – Local initiatives and Community Participation

Suggested Readings:

1. Kurien Joseph and R. Nagendran, Essentials of Environmental Studies
2. Muraleevallabhan T.V. Dimensions of Sustainable Economic Development
3. Karpagam M. Environmental Economics
4. Eugene G. Environmental Economics
5. Oberoi N.K. Environmental Management,
6. Jayamani C.V., Environment and Management – Vedic Times to Modern25

QUESTION PAPER - PATTERN AND FORMAT FOR UNIVERSITY EXAMINATIONS

Time: Three hours

Maximum: 60 Marks