

University of Calicut
Modified Regulations of Master of Business Administration (MBA)
Programme under CUCSS Mode
To be Implemented With Effect From 2013-14 Admissions in Affiliated
MBA Colleges and MBA Self Financing Centres

1.0 Title of the programme

This degree shall be called MASTER OF BUSINESS ADMINISTRATION (MBA).

2.0 Eligibility for admission

Any student who has passed any degree of the University of Calicut (including degree programmes of SDE, University of Calicut) or that of any other University or institute or institution recognized by the UGC or AICTE. Programmes of other Universities or institutions shall be in 10+ 2+ 3 pattern (or 10+ 2+ 4) under regular stream. In all the cases, the student should have passed the bachelor degree examination with not less than 50 % marks in aggregate including the marks of languages if any (without approximation, that is, 49.9999 % is not eligible since it is less than 50%), is eligible for admission. However, SC/ST, OBC, and other eligible communities shall be given relaxation as per University rules.

3.0 Admission Procedure

3.1 For University department or its Full time and Part time centres

The admission to the programme shall be made on the basis of the score in the entrance test called CMAT conducted by the All India Council of Technical Education (AICTE), the marks of the Group Discussion, Personal Interview and the marks obtained by the candidates in the Plus Two /Pre degree examination put together in the following proportion:

3.2 The rank score shall be arrived at as follows:

Entrance test score	out of 120
Plus Two / PDC marks	out of 30
Group discussion	out of 25
Personal Interview	out of 25
Total	out of 200

The minimum required test score is 30 %.

3.3 The weightage for Plus Two / PDC shall be based on total marks obtained by the students in all parts, (that is, languages and subjects or Part I, Part II and Part III) as follows:

Up to 50% aggregate marks obtained in the plus two examination: No Weightage.

From 50% to 55%	: 5 marks
55.01% to 60% marks	: 10 marks
60.1% to 65% marks	: 15 marks
65.1% to 70% marks	: 20 marks
70.1% to 75% marks	: 25 marks
Above 75%	: 30 marks

For calculating this academic weightage, marks obtained in the Plus two/ Higher Secondary / PDC up to 0.49% will be rounded to lower full digit marks and 0.5 and above will be rounded to next full digit marks.

3.4 A rank list shall be prepared by the University based on the final rank score computed as above and a counseling session shall be conducted for admission to the MBA Programme. While preparing the rank list, if there is same index mark for more than one candidate, they will be ranked on the basis of the score of the test. Even after this, there is a tie they will be ranked on the basis of actual marks obtained for Plus Two examination. If tie exists even after with this, the date of birth is to be considered and the elder person is to be given preference in the admission.

The candidates admitted to the MBA programme must produce the qualifying degree mark list/ provisional certificate/ confidential mark list, latest at the last date of closing MBA Admission by the University. If he/she fails to produce the same, his or her admission will be cancelled on the next working day. The University will not be liable for the loss caused to the student. Reservation of seats shall be followed strictly for admission both in the Department and also at its centres as per the Kerala Government Rules applicable for the professional colleges.

3.5 For Affiliated Management Institutes

All affiliated management colleges/institutes shall adopt the score of the Common Management Aptitude Test (CMAT) conducted by the All India Council for Technical Education (AICTE) as entrance test for admission to both the merit and management seats for the MBA Programme. While submitting the application for admission, the candidates shall have obtained his/her CMAT Score and an attested copy of the score card shall be submitted along with the application. Based on the CMAT Score, the candidates shall be short listed for

Group Discussion and Personal Interview. At least thrice the number of candidates may be invited for the Group Discussion and Personal Interview.

3.6 Out of the total seats, 50% shall be merit quota (Government Quota) and 50% shall be management quota. University shall conduct the Group Discussion and Personal Interview for merit quota seats in self-financing institutes and a common rank list shall be prepared, for all the self financing institutes. Options will be collected by the university from the candidates and will make allotment of candidates to different institutes on the basis of merit and according to the choice of the candidates, keeping all communal reservation rules applicable to the Kerala Government professional colleges. Based on this, allotment letter will be given by the University to the candidates and the college shall give admission to the candidates in the merit quota seats based on the allotment letter. Fees for these seats are fixed by the University from time to time.

3.7 The management quota seats shall be filled up after preparing a rank list based on the CMAT score.

3.8 Admission shall be strictly based on the rank list or lists that the institutes prepare and publish based on the above. The institute shall send one copy each of such rank list or lists of the candidates admitted to the Registrar, University and the Dean, Faculty of Commerce and Management Studies within two weeks of its closing admission each year.

3.9 The University may prepare a calendar of MBA events for admission, class commencement and ending, end-semester university exam, etc. The date of publication of notification inviting applications, last date of receipt of filled up applications, date of admission and commencement of classes shall be based on the calendar of events for MBA issued by the University. If the University does not publish the calendar for MBA events the institutes shall admit students and start classes only after getting a letter of approval of the schedule for the above from the University.

4.0 Medium of Instruction and examination

The medium of instruction and examination shall be English.

5.0 Schedule and Hours of Lecture

5.1 Duration of the programme

The programme shall have four semesters. Each semester shall consist of 16 weeks. Instruction and University examinations in each course in a semester shall be completed within 90 days in a semester.

5.2 Lecture Hours

Each full course shall have four hours and each half course shall have two hours of lecture classes per semester. Each course having a maximum of 4/3 credits will be considered as full course and all courses having a maximum of 2 credits shall be considered as half courses. Each full course shall have a minimum of 60 hours of lecture and each half course 30 hours of lecture in a semester.

6.0 Attendance

A student shall attend at least a minimum of 75 % of the number of classes actually held for each of the courses in a semester to be eligible for appearing for university examination of that semester. If the student has shortage of attendance in a semester, he or she shall not be allowed to appear for examination of that semester. However, the University may condone shortage up to 10 % of the maximum number of contact hours per semester. If the candidate has shortage more than this limit he/she has to compensate the shortage of attendance of that semester along with the next batch and appear for the university examination of that semester.

7.0 Internal Assessment

All courses shall have internal assessment.

7.1 Internal assessment components

The internal assessment will be based on the following components. Each faculty shall have the freedom to decide the appropriate weight of individual components except for tests, which shall be minimum of 50% of the total internal assessment. But the following components may be followed:

Periodic tests (Marks of best 2 out of a minimum of 3 tests) 50%

Seminar paper and presentation 20%

Classroom participation and attendance 10%

Case analysis/ other assignment 20%

7.2 A student should have obtained a minimum of D grade in internal assessment in each course to be passed successfully in that course.

7.3 In case a student fails to get D grade in any course, he or she shall take retest(s)/ submit assignments to the concerned faculty to get the required minimum in that course. Internal assessment has to be completed before the university examination for each semester.

7.4 If the student fails in getting marks in internal assessment in spite of taking retests or resubmission etc. he or she shall not be allowed to write the end semester examination of the University in that course.

7.5 Such students shall repeat the course along with the successive batch of MBA students for getting pass marks in internal assessment and then appear for University examination in such course.

8.0 Transparency about Internal Assessment

8.1 Each faculty shall maintain record of performance and attendance of each student in his or her class course-wise.

8.2 Each faculty shall submit the internal assessment marks of the students to the Head of the department or institution on conclusion of lecture class in each semester.

8.3 Such internal assessment mark lists shall show all the components separately and the total of internal assessment marks awarded to each student.

Format of Internal Assessment Mark list

Sl.No.	Na me	Test 1	Test 2	Test 3	Sum of Best 2 tests	Sem inar pape r	Sem inar presen tation	Atte ndan ce	Assig nmen t	Total

8.4 The Department or Centre or Institute shall publish the list of internal assessment marks of all the students within a week of conclusion of the lecture classes in each semester before sending it to the Controller of Examinations.

8.5 The internal marks of the student shall be communicated to Controller of Examinations along with attendance certificate (APC) within two weeks from the last day of class in each semester.

8.6 The faculty shall make available details of the internal assessment marks, with explanations wherever required, to the Head of the Department or Institution in case of grievance regarding internal assessment.

9.0 Procedure for grievance handling of internal assessment

9.1 If the students have any grievance against any member of faculty, such grievance shall be dealt with at three levels for a solution. First the concerned student may present the grievance and discuss it with the concerned faculty.

9.2 If the grievance is not solved at the faculty level, the student shall submit a written complaint with all the relevant details to the Head of the Department, centre, or institute.

9.3 The complaint shall be dealt with by a Committee of Teachers with the Head of the institute, one senior teacher and the teacher whose assessment is a matter of dissatisfaction for the student or students.

9.4 If it is not solved at the Department or centre or institute level the head of the institution shall forward the written complaint of the student along with the reply of the concerned faculty member to the Controller of Examinations, University of Calicut.

9.5 The student and the faculty member may be invited to present the facts of the dispute in writing before a Committee consisting of the Controller of Examinations, Head, Department of Commerce and Management Studies, University of Calicut and the Dean, Faculty of Commerce and Management Studies of the University. This Committee may take a final decision based on the facts presented by the student(s) and the concerned teacher and the answers they get from them.

10 External Examination

10.1 The University shall conduct semester end examinations, carrying 2.4/ 1.8 credits for full course and 1.2 credits for half course, for each of the courses in the first, second, third and fourth semesters.

10.2 The duration of examination shall be three hours for full courses and 1½ hours for half courses.

10.3 A student shall register for all the courses in a semester to appear for examination in the respective semester for the first time. Part appearance shall not be allowed for first appearance.

11.0 Project Report- Minor

11.1 During the third semester the student shall do a minor project in a business organization under a faculty guide.

11.2 The faculty guide must have either (a) M. Phil or Ph.D. in Management or Commerce or Economics or (b) two years' MBA teaching experience.

11.3 The student shall prepare and submit a project report to the university through the centre to which the student is attached.

11.4 The report shall be printed and bound (preferably spiral bound) with not less than 50 A4 size pages.

11.5 The student shall prepare at least two copies of the report: one copy for submission to the university and one copy for the student. More copies may be prepared if the organization or the guide or both ask for one copy each.

11.6 The project report should be submitted to the centre two weeks before the date of commencement of University examinations in the third semester MBA courses.

11.7 If the student fails in submitting the project on or before the above date, an application for late submission along with the necessary fee for late submission as fixed by the University shall be forwarded to the Controller of Examinations along with the project report.

11.8 However such submission shall not be accepted after the end of University Examinations of the third semester MBA.

11.9 Project work shall have the following stages

- Project proposal presentation
- Field work and data analysis
- Report writing
- Draft project report presentation
- Final project report submission

11.10 The project is done individually.

11.11 Resubmission of such project reports shall be done within a month from the date of returning them to the students with necessary instruction for redoing or modification.

11.12 The duration for minor project work is three weeks for data collection and field work.

11.13 A certificate showing the duration of the project work shall be obtained from the organization for which the project work was done and it shall be included in the project report.

11.14 Structure of the report (Common for minor and major projects)

Title page

Certificate of the head of the dept./institution

Certificate from faculty guide

Certificate, in original, from the organization (for having done the project work)

Declaration

Acknowledgements

Contents

Chapter I : Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)

Chapter II : Review of literature / Theoretical profile

Chapters III and IV: Data Analysis (Can be 3 or more chapters)

Chapter V : Summary, Findings and Recommendations.

Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)

Bibliography (books, journal articles etc. used for the project work).

12.0 Major Project

12.1 The students shall do a major project during their final semester of MBA under a faculty guide, preferably in their area of specialization.

12.2 For guide, the qualification is the same as for minor project.

12.3 The duration of fieldwork for major project is six weeks.

12.4 This project work is to be done individually by the students.

12.5 The student shall prepare and submit a project report, printed and bound (preferably spiral bound) with a minimum of 100 A4 pages of text, to the Head of the Department or Centre or Institute before the last working day of the final semester.

12.6 The head of the institute shall send the projects of all the students together to the Controller of Examinations well in time so that they are received in the Pareeksha Bhavan within two weeks from the last date for project submission to the institute.

12.7 Projects received late shall be forwarded to the Controller of Examinations along with a request for late submission supported by necessary fee for late submission as fixed by the University.

12.8 However, such late submission shall be done within one month of the last date for final semester project submission.

12.9 All other regulations for MBA minor project are applicable to major project.

13.0 Evaluation of Minor Project Reports

13.1 The minor projects project done during the third semester shall be evaluated in two stages; the first being an evaluation of presentation of project by the student at the respective department or centre or institute.

13.2 Each student is required to make a presentation of the project. The presentation shall detail the problem studied, objectives, scope and significance, research methodology adopted, data analysis, findings and recommendations.

13.3 A committee, consisting of the guide and another member of faculty, shall evaluate the minor project based on the report and its presentation by the student.

13.4 In the second stage of evaluation, the Board of Examiners appointed by the University for the evaluation of III Semester MBA Examinations shall evaluate these project reports and award a maximum of 2.4 credit based on the content, style, research methodology, originality of the problem and solutions recommended, etc.

13.5 Sum of the marks awarded to each student in the internal evaluation out of 1.6 credit and the external evaluation out of 2.4 credits together shall be the to be awarded to the student for the minor project.

14.0 Evaluation of Major Project Report

14.1 The major project report during the fourth semester shall be evaluated in two stages.

14.2 Internal assessment by the faculty guide out of 3.2 credit for the project.

14.3 External evaluation by the final semester Board of Examiners appointed by the University for a maximum of 4.8 credits for the major project in the final semester.

14.4 The criteria for evaluation shall be the same as for external evaluation of minor project report as stated above.

14.5 Head of the Department or centre or institute shall send all the projects of final semester students to the controller of Examinations after internal evaluation.

14.6 Sum of the marks awarded to each student in the internal evaluation out of 3.2 credit and the external evaluation out of 4.8 credits together shall be the to be awarded to the student for the major project.

15.0 Minimum credits for Project Report

15.1 The student should get a minimum of D grade for project report for a pass in both minor and major projects.

15.2 If the student fails to get D grade for any project report, he or she shall resubmit the project report after modifying it on the basis of the recommendations of the examiners. This can be done immediately after publication of results.

16.0 Viva Voce Examination

16.1 At the end of fourth semester, each student shall attend a comprehensive viva voce examination.

16.2 The Viva Board shall have at least two members. The University shall appoint the examiners.

16.3 The viva voce will be about all the courses of the four- semester programme, including project reports.

16.4 The student should get D grade in the viva voce for a pass in viva voce.

17.0 Scheme of Instruction and Examination

17.1 Semester One

Course Code	Course Title	Internal credit	External credit	Total Credit	Type
BUS IC 01	Business Communication	1.2	1.8	3	Core
BUS IC 02	Management Theory and Practice	1.2	1.8	3	Core
BUS IC 03	Business Laws	1.6	2.4	4	Core
BUS IC 04	Organizational Effectiveness	0.8	1.2	2	Core
BUS IC 05	Business Environment	1.6	2.4	4	Core
BUS IC 06	Information Technology	1.6	2.4	4	Core
BUS IC 07	Managerial Economics	1.6	2.4	4	Core
BUS IC 08	Quantitative Techniques	1.6	2.4	4	Core
BUS IC 09	Accounting for Managers	1.6	2.4	4	Core
	Total in a semester	12.8	19.2	32	

17.2 Semester Two

Course Code	Course Title	Internal credit	External credit	Total Credit	Type
BUS 2C 11	Marketing Management	1.6	2.4	4	Core
BUS 2C 12	Financial Management	1.6	2.4	4	Core
BUS 2C 13	Operations Management	1.6	2.4	4	Core
BUS 2C 14	Human Resources Management	1.6	2.4	4	Core
BUS 2C 15	Management Science	1.6	2.4	4	Core
BUS 2C 16	Management Information Systems	1.6	2.4	4	Core
BUS 2C 17	Research Methodology for Social Sciences	1.6	2.4	4	Core
	Total in a semester	11.2	16.8	28	

17.3 Semester Three

Course Code	Course Title	Internal credit	External credit	Total Credit	Type
BUS 3C 19	Strategic Management	1.6	2.4	4	Core
BUS 3C 20	Cost Management	1.6	2.4	4	Core
BUS 3C 21	Project Management	1.2	1.8	3	Core
BUS 3C 22	Supply Chain Management	1.2	1.8	3	Core
BUS 3C 23	Investment Management	1.6	2.4	4	Core
	Functional Elective 1	1.6	2.4	4	Elective
	Functional Elective 2	1.6	2.4	4	Elective
	Functional Elective 3	1.6	2.4	4	Elective
BUS 3 MGT P	Minor Project	0.8	1.2	2	Dissertation
	Total in a semester	12.8	19.2	32	

17.4 Semester Four

Course Code	Course Title	Internal credit	External credit	Total Credit	Type
BUS 4C 26	New Enterprise Management	1.6	2.4	4	Core
BUS 4C 27	Quality Management	1.6	2.4	4	Core
BUS 4C 28	Indian Ethos & Business Ethics	1.6	2.4	4	Core
	Functional Elective 4	1.6	2.4	4	Elective
	Functional Elective 5	1.6	2.4	4	Elective
BUS 4MGT P	Major Project	3.2	4.8	8	Dissertation
BUS 4MGT V	Comprehensive Viva Voce			0	
	Total in a semester	11.2	16.8	28	
	Grand Total	48.0	72.0	120	

18.0 Time Limit for Completion and Validity of Registration

The registration for MBA shall be valid for five academic years including the academic year of registration. A student is expected to complete all the MBA courses within these five years.

19.0 Failed students

19.1 If a student fails in any course or courses, he or she shall reappear in that course or courses in the regular examinations of the respective semester of any of the successive batches of MBA students.

19.2 If they fail to pass in any course or courses within the five years, then they shall be required to reregister for the course they did not complete by paying the fees fixed by the university and appear for the university examination.

20.0 Change in curriculum and Chances to students

20.1 If MBA curriculum change is implemented in any year, the students who registered under the old scheme shall be allowed to appear in those courses in which they failed, subject to a total of three chances and a time limit of five academic years including the academic year of registration for MBA.

21.0 Discontinuation and Readmission

21.1 If a student wants to discontinue from MBA programme, he or she can do it provided the student pays the fee as is required by the general regulations of the University. But readmission may be allowed only if the student has completed at least the first semester with a minimum of 75% attendance and has registered for University examinations in the first semester courses, provided the Department, Centre or Institute agrees to readmit him or her to the next semester of the MBA programme.

22.0 Pass minimum

22.1 Each student shall secure a minimum of 2 credits in university examination for each course for a pass in that course. The classification of results may be as follows:

Letter grade	Grade point range	Performance level
A	3.5 to 4.0	Excellent
B	2.5 to 3.49	Very good
C	2.2 to 2.49	Good
D	2.0 to 2.19	Average
E	0.5 to 1.99	Poor
F	Below 0.5	Very poor

22.2 A candidate who passed the courses in the first two semesters in regular sitting or supplementary sittings before the completion of the course and any of the third and fourth

semester papers by taking one supplementary chance after the completion of the course (one chance for third semester papers and one for fourth semester papers) shall also be given class/grade, based on the percentage of marks obtained by him or her.

23.0 Specialization

23.1 There shall be two categories of specialization: full specialization (five courses) and dual specialization with three courses from one area and two courses from another area).

23.2 If the student opts for and passes in a minimum of five courses in any elective area, he or she may be issued mark lists showing full specialization as Marketing Management, Financial Management etc.

23.3 If the student chooses three courses in one specialization area and two courses from another specialization area, he or she may be issued mark lists with dual specialization as Marketing Management and Financial Management etc

24.0 Specialization Electives:

24.1 Marketing

In Third Semester of FT/Fifth Semester of PT

BUS 3EM 01 Consumer Behaviour

BUS 3EM 02 Retail Management

BUS 3EM03 Advertisement and Sales Promotion

BUS 3EM04 Sales Management

In Fourth Semester of FT/Sixth Semester of PT

BUS 4EM05 Industrial Marketing

BUS 4EM06 Service marketing

BUS 4EM07 Marketing Research

BUS 4EM08 Product Management

BUS 4EM09 Brand Management

24.2 Finance

In Third Semester of FT/Fifth Semester of PT

BUS 3EF01 Strategic Financial Management

BUS 3EF02 International Finance

BUS 3EF03 Forex Management

BUS 3EF04 Risk Management

In Fourth Semester of FT/Sixth Semester of PT

BUS 4EF 05 Corporate Taxation

BUS 4EF06 Financial Services

BUS 4EF07 Behavioral Finance

BUS 4EF08 Treasury Management

24.3 Human Resource Management

In Third Semester of FT/Fifth Semester of PT

BUS 3EH01 Human Resource Planning and Development

BUS 3EH02 Management of Industrial Relations

BUS 3EH03 Organisational Development and Change

BUS 3EH04 Global Human Resource Management

In Fourth Semester of FT/Sixth Semester of PT

BUS 4EH05 Management of Training and Development

BUS 4EH06 Performance Management

BUS 4EH07 Industrial Relations & Labour Laws

BUS 4EH08 Personality & Managerial Performance

BUS 4EH09 Conflict Resolution & Negotiations

24.4 International Business

In Third Semester of FT/Fifth Semester of PT

BUS 3EI01 Strategic Financial Management

BUS 3EI02 International Finance

BUS 3EI03 International Marketing

BUS 3EI04 Global Human Resource Management

In Third Semester of FT/Fifth Semester of PT

BUS 4EI05 Electronic Commerce

BUS 4EI06 Forex Management

25.0 For all other matters which are not specified in this regulation the common regulation for PG Programme under CUCSS for affiliated colleges will be applicable.

26.0 MBA Part Time Programme

26.1 All the above provisions are applicable to MBA Part Time Programme. In addition, to be eligible for admission to MBA Part Time Programme, a candidate should have a minimum of three years' work experience with any organization. In the absence of employed candidates, such seats can be filled by candidates other than employees.

26.2 The duration of the programme shall be six semesters spanning over three years with a minimum of three hours of lecture on an average every day.

27.0 Scheme of Instruction and Examination of Part Time MBA Programme

27.1 Semester One

Course Code	Course Title	Internal credit	External credit	Total Credit	Type
BUS IC 01	Business Communication	1.2	1.8	3	Core
BUS IC 02	Management Theory and Practice	1.2	1.8	3	Core
BUS IC 03	Business Laws	1.6	2.4	4	Core
BUS IC 04	Organizational Effectiveness	0.8	1.2	2	Core
BUS IC 05	Business Environment	1.6	2.4	4	Core
BUS IC 06	Information Technology	1.6	2.4	4	Core
	Total in a semester	8.0	12.0	20	

27.2 Semester Two

Course Code	Course Title	Internal credit	External credit	Total Credit	Type
BUS IC 07	Managerial Economics	1.6	2.4	4	Core
BUS IC 08	Quantitative Techniques	1.6	2.4	4	Core
BUS IC 09	Accounting for Managers	1.6	2.4	4	Core
BUS 2C 11	Marketing Management	1.6	2.4	4	Core
BUS 2C 12	Financial Management	1.6	2.4	4	Core
BUS 2C 13	Operations Management	1.6	2.4	4	Core
	Total in a semester	9.6	14.4	24	

27.3 Semester Three

Course Code	Course Title	Internal credit	External credit	Total Credit	Type
BUS 2C 14	Human Resources Management	1.6	2.4	4	Core
BUS 2C 15	Management Science	1.6	2.4	4	Core
BUS 2C 16	Management Information Systems	1.6	2.4	4	Core
BUS 2C 17	Research Methodology for Social Sciences	1.6	2.4	4	Core
BUS 3C 19	Strategic Management	1.6	2.4	4	Core
BUS 3C 20	Cost Management	1.6	2.4	4	Core

	Total in a semester	9.6	14.4	24	
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27.4 Semester Four

Course Code	Course Title	Internal credit	External credit	Total Credit	Type
BUS 3C 21	Project Management	1.2	1.8	3	Core
BUS 3C 22	Supply Chain Management	1.2	1.8	3	Core
BUS 3C 23	Investment Management	1.6	2.4	4	Core
BUS4C 26	New Enterprise Management	1.6	2.4	4	Core
BUS 4C 27	Quality Management	1.6	2.4	4	Core
BUS 4C 28	Indian Ethos & Business Ethics	1.6	2.4	4	Core
	Total in a semester	8.8	13.2	22	

27.5 Semester Five

Course Code	Course Title	Internal credit	External credit	Total Credit	Type
	Functional Elective 1	1.6	2.4	4	Elective
	Functional Elective 2	1.6	2.4	4	Elective
	Functional Elective 3	1.6	2.4	4	Elective
BUS 3 MGT P	Minor Project	0.8	1.2	2	Dissertation
	Total in a semester	5.6	8.4	14	

27.6 Semester Six

Course Code	Course Title	Internal credit	External credit	Total Credit	Type
	Functional Elective 4	1.6	2.4	4	Elective
	Functional Elective 5	1.6	2.4	4	Elective
BUS 4MGT P	Major Project	3.2	4.8	8	Dissertation
BUS 4MGT V	Comprehensive Viva Voce			0	
	Total in a semester	6.4	9.6	16	
	Grand Total	48.0	72.0	120	

28.0 Detailed Syllabus of MBA Programme

BUS 1C 01 BUSINESS COMMUNICATION

Time: 30 hrs

3 credits

Course objectives:

- To understand the process of business communication, and
- To acquire required skills to manage business communication
- To give awareness about and to help develop the personality of the students.

Module I

Business Communication – meaning - need – process – methods – written, verbal, non-verbal, visual, telecommunications; - internal and external , upward and downward, lateral; barriers to communication – physical, psychological, linguistic, mechanical.

Module II

Communication through letters, business letters, layout of letters, kinds of business letters, characteristics of a good letter; application for appointment - resume – references; appointment orders; Business enquiries – offers and quotations; orders- execution of orders – cancellation of orders. Letters of complaint, letters of agency – status enquiries; circulars and circular letters; notices; reports by individuals; reports by committees; annual report; writing of reports.

Module III

Non-verbal communication - Body language – kinesics - proxemics, Para language. Effective listening: Principles of effective listening; factors affecting listening. Interviewing skills: appearing in interviews; conducting interviews.

Module IV

Self development and Communication; development of positive personal attitudes; SWOT analysis, Personality Development; concept of personality, concept of self, perception; Personality types; Transactional analysis – Games and exercises; Business games, Group discussions; mock interviews; seminars; effective listening exercises; report writing. Public speaking; preparing and delivering effective public speeches. Physical exercises; Yoga and meditation for personality development

Books:

1. Dan O’Hair et al. Strategic Communications in Business and the Professions, Pearson, 2008.
2. Dalmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai, 1999.
3. Thill Bovee and Schatzman, Business Communication Today, Pearson, 2004.
4. Chaturvedi P.D. and Mukesh Chaturvedi, Business Communication, Pearson Education New Delhi 2013.
5. Nithin Bhatnagar & Mamta Bhatnagar, Effective Communication and Soft Skills, Pearson Education New Delhi 2013.
6. Balasubramanyam, Business Communications; Vikas Publishing House, Delhi.
7. Kaul: Effective Business Communications, Prentice Hall, New Delhi.
8. Sangheetha Magan, Business Communication, International Book House, New Delhi

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 02 MANAGEMENT THEORY AND PRACTICES

Time: 60 hours

Credits 4

Course objectives:

- To understand the process of business management and its functions, and
- To familiarize the students with current management practices.

Module I

Nature and scope of Management; evolution of management- Schools of management thought; F.W.Taylor and Henry Fayol; principles of management; management as a science and an art; management process. Folk management and its application in the modern era Evolution of management thought.

Module II

Functions of management- planning: planning premises; types of plan; planning process; Organization – Theories, types, importance, organization structure- Line and Staff functions - Conflicts; centralization and decentralization; delegation; types, principles, elements, Coordination, Directing – Supervision, Communication.

Module III

Directing – motivation, leadership – Theories; importance – Controlling principles – Dynamics of Groups at work, work group behaviour and productivity; work and motivation Manager vs. leader; leadership and motivation; leadership styles; theories of motivation. MBO: - team creation and Management ;

Module 1V

Organizational learning and knowledge management Time management.

Module V

Management of Change – importance, objectives and methods – Role of leadership Transformational management.

Books:

1. Koontz, H and Weihrich, H: Management, McGraw Hill Inc, New York, 1995.
2. Drucker, Peter, F: Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi 2004.
3. Betman, Thomas S and Snell, Scott A.: Management: Competing in the New Era, Tata McGraw Hill, New Delhi 2003.
4. Dipak Kumar Bhattacharyya, Principles of Management: Text and Cases, Pearson, 2012
5. Stoner et al. Management, Prentice Hall of India, New Delhi, 1996.
6. Stephen P Robbins, and Mary Coulter, Management, Pearson, 2003.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION - SYLLABUS
BUS 1C 03 BUSINESS LAWS

60 Hours

4 credits

Module I

Law of contract—Indian Contract Act 1872-essentials of a valid contract-offer, acceptance, competence, consent, consideration, legality of objects-performance of Contracts — breach of contract and remedies—quasi contracts.

Module II

Special contracts—bailment- agency- Sale of Goods Act 1930 - definitions - essentials of a contract of sale and hire purchase- Sale and agreement to sell - goods, types - Conditions and warranties - transfer of property in goods - delivery - rights of an unpaid seller—auction sale.

Module III

Indian Partnership Act 1932—definition -formation-registration-partnership deed, minor in partnership-rights, duties and liabilities of partners—dissolution. Consumer Protection Act 1986— consumer - complaints, grounds, time - unfair and restrictive trade practices—consumer grievance redressal machinery, district, state, and national level, jurisdiction.

Module IV

Indian Companies Act 1956—Nature and types of companies - incorporation, commencement of business - documents associated with formation - issue and allotment of shares- dematerialization of shares - transfer and transmission of shares — management and directors — meetings and resolutions—postal ballot- buy back of shares - prevention of oppression of mismanagement — merger and acquisitions.

Module V

Negotiable Instrument Act 1881 —Types and characteristics of negotiable instruments - Promissory notes, bills of exchange, cheques — parties- holder and holder in due course - negotiation—crossing, endorsement, dishonor and discharge-banker and customer. Right to information Act 2005—salient features - information-request-fee—response- social issues

Books:

1. Gulshan: Business law
2. M.C. Kuchhal, Business Laws, Vikas, 2012
3. M.C.Shukla: Mercantile Law, S. Chand New Delhi, 2010
4. B.N.Tandon: Indian Company Law
5. Bansal C.L., Business and Corporate Laws, Excel Books, 2011
6. Negotiable Instrument Act.
7. Right to Information Act.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION - SYLLABUS
BUS 1C 04 ORGANIZATIONAL EFFECTIVENESS

30 Hours

2. Credits

Course objectives;

1. To understand the dynamics of interpersonal, intra group and inter group behavior at workplace and
2. To gain practical knowledge in change management and organization development.

Module I

Concept of organizational effectiveness; Organizational climate; Organizational culture; concept of power, bases of power; Power tactics; Power and organizational politics.

Module II

Conflict; Intra personal, Inter personal, intra group, inter group and organizational conflicts; Conflict Management; Negotiation. Organisational Learning, Empowerment

Module III

Concept of Organizational Change, Change agents; Resistance to Change; Approaches to managing change, Organization Development (OD); Need for OD; OD Intervention Techniques; Grid Management; Transactional analysis; Sensitivity Training; Process consultancy.

Books:

1. P.N. Khandwalla, Organisational Design for Excellence, Tata McGraw Hill, New Delhi, 1992.
2. F. Luthans, Organisational Behaviour, Tata McGraw Hill, New Delhi, 1995.
3. Stephen P. Robbins, Organisational Behaviour, Pearson, New Delhi, 2005.
4. McShane et al, Organisational Behaviour, Tata McGraw Hill, New Delhi, 2005
5. Anderson and Barker, Effective Enterprise and Change Management, Blackwell Publishers Ltd, Oxford, 1996
6. French and Bell, Organisational development, Prentice Hall of India, New Delhi, 1995.
7. SR Kao et al. Effective Organisation and Social Values, Sage Publications, New Delhi, 1994.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 05 BUSINESS ENVIRONMENT

30 Hours

2 credits

Course objectives:

- To acquaint the students to the emerging trends in business environment which will help the students to develop the ability to analyse the competitive business environment to appraise the environmental pressures on business and
- To understand the government policies and current issues in Indian perspective

Module I

Business – definition, characteristics, objectives, classification, Business environment: Nature, concept and significance of internal environment External environment – nature and significance, elements, environmental analysis.

Module II

Globalization – strategies, World Trade Organization – implications, Public Sector in India- role in economic development, Privatisation, Intellectual Property Rights (IPR) and related issues.

Module III

Nature and progress of economic reforms, Monetary and fiscal policies, Export Import Policies, Competition Act 2002, Foreign Exchange Management Act, Regulatory bodies.

Module IV

Industrial policy of India, reforms since 1990s on issues of industrial policy, Balanced regional development – Micro, small and medium enterprises in India, Multi national companies – benefits and problems.

Module V

Environmental Management – Fundamentals, sustainable development, consumerism in India, Consumer Protection Act, social responsibility of business, impact of technology on business.

Books:

1. Sundaram & Black, International Business Environment, PHI, New Delhi
2. Francis Cherunilam: “Business Environment”, Himalaya Publishing House, Mumbai.
3. K. Aswathappa: “Legal Environment of Business”, Himalaya Publishing House, Delhi.
3. Adhikary, M.: “Economic Environment of Business”, Sultan Chand & Sons, New Delhi.
4. AC Fernando, Business Environment, Pearson, 2011
5. Shaikh Saleem, Business Environment, Pearson, 2010

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 06 INFORMATION TECHNOLOGY FOR MANAGEMENT

60 Hours

4 credits

Course objectives:

- To learn to use MS Excel and MS Access for decision-making
- To understand the potential of the Internet for e-commerce and the security for e-commerce

Module I

Spreadsheet: Features of spreadsheet-MS Excel – Features of MS Excel; Functions in Excel: Financial functions: NPV, IRR, PMT, IPMT. Statistical functions: AVERAGE, MEAN, MEDIAN, AVEDEV, CORREL, STDEV, RANK. Database functions: DAVERRAGE, DMAX, DMIN, DSUM; Graphics in Excel.

Module II

Business applications of Excel: Managerial decision-making with Excel; Model development with Excel; Financial analysis using Excel: Break-even analysis, budgeting and ratio analysis with Excel; Inventory management with Excel, Investment appraisal with Excel. Goal seek, pivot table and scenario management for decision-making.

Module III

MS Access: features of MS Access; Database design in Access- creating table in design view, creating table with wizard, creating table by entering data; Form design with Access; Query design and running in Access- query in design view; query design with wizard; Report design in MS Access- report design with wizard, report design with design view; Using MS Access for business decisions - .

Module IV

Internet – Features of the Internet; WWW: Email, Telnet, FTP, News groups, search engines, portals, Business applications of the Internet. Website development, Group mails, blogging podcasting and community networks.

Module V

E-commerce: Business models for e-commerce - Security issues in e-commerce, security risks in e-commerce, security tools and risk management, IT Act 2000- digital signature, digital signature certificates, e-governance, electronic records, certifying authorities, network appellate tribunal, penalties.

Books:

1. Efraim Turban, Jae Lee, David King and Michael Chung: Electronic Commerce, Pearson Education Asia, Delhi.
2. Rayport : E-Commerce, Tata McGraw Hill, New Delhi.
3. Ravi Kalkotta and Andrew B. Whinston: Frontiers of Electronic Commerce, Addison-Wesley, New Delhi.
4. Heary Chan, et.al. E-Commerce, John Wiley & Sons, New Delhi
5. Edward C.Willet: MS Office, Wiley Publishing Co, New Delhi.
6. MS Excel 2003.
7. MS Access 2003.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 07 MANAGERIAL ECONOMICS

Time: 60 Hours

4 credits

Course Objectives

1. To acquaint the student with the concepts and techniques of micro and macro economics and
2. To enable them to apply this knowledge to business decision-making.

Module-1

Managerial Economics – definition, scope and importance, business decisions and concepts of managerial economics – incremental concept, marginalism, equi-marginal concept, the time perspective, discounting principle, opportunity cost principle.

Module II

Utility and Demand Analysis – concept and types of utility; Laws of demand; elasticity of demand; demand forecasting – techniques.

Module III

Production function – production with one variable input, law of variable proportion; production with two variable inputs; production isoquant; isocost lines; Estimating production functions; cost concepts and break even analysis

Module IV

Market structure – perfect and imperfect competition; monopoly, duopoly, oligopoly; monopolistic competition, pricing methods under these competitive environments.

Module V

National income concepts and measurement; Business cycles and contra cyclical policies; Economic planning and development models; Mahalanobis model; Harod-Kaldore model.

Books:

1. Paul .G. Keat, Philip.K.Y.Young, Sreejatha Banerjee, Managerial economics - Economic tools for today's Decision makers, Pearson Education.
2. H.L. Ahuja. Managerial economics- Analysis of managerial decision making, S. Chand, New Delhi
3. Adhikary, M, Business Economics, Excel Books, New Delhi 2000
4. D.D. Chaturvedi & SL Guptha, Managerial Economics, International Book House, 2012
5. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, New Delhi, 2012

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 08 QUANTITATIVE TECHNIQUES

60 Hours

4 credits

Course objectives:

- To understand statistical tools for quantitative analysis
- To understand the process of using statistical tools for validating findings and interpreting statistical results.

Module I

Probability: basic concepts; approaches; theorems- addition, multiplication, conditional and Bayes; business applications of probability.

Module II

Probability distributions: random variable; expected value of random variable; Binomial distribution; Poisson distribution, Normal distribution and Exponential distribution.

Module III

Correlation and regression: Simple, partial and multiple correlation; regression analysis; business application of correlation and regression.

Module IV

Statistical inference: Basic concepts; standard error; central limit theorem; Sampling and types of sampling; large sample tests, small sample tests; tests for means; tests for proportions; tests for paired observations; Non-parametric tests- Chi-square test, sign test, Wilcoxon-Mann-Whitney U Test, Signed Rank test, Krushkal Wallis test, Waid – Wolfowitz test; analysis of variance.

Module V

SPSS for data analysis: data entry in SPSS; Data analysis tools in SPSS; Calculation of Descriptive statistics, Correlation and Regression; Regression model for forecasting with SPSS; Multidimensional scaling, factor analysis, and conjoint analysis with SPSS.

Books:

1. Tulsian, P.C. and Vishal Pandey,: Quantitative Techniques, Pearson Education, New Delhi 2004.
2. Aczel: Complete Business Statistics, Tata Mc McGraw Hill, New Delhi.
3. Levine, David M, Timothy C. Krehbiel and Mark L.Berenson: Business Statistics, Pearson Education, New Delhi 2011.
4. Richard L.Levin and David S. Rubin; “Statistics for Management”, Prentice Hall of India, New Delhi.
5. N.D. Vora: “Quantitative Techniques in Management”, Tata McGraw Hill, New Delhi.
6. S.P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.
7. Hooda, R.P.: “Statistics For Business and Economics”, Macmillan, New Delhi.
8. S.K. Khandelwal, Statistics for Business, International Book House, New Delhi, 2013
9. SPSS Manual

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 09 ACCOUNTING FOR MANAGERS

60 Hours

4 credits

Objectives: To enable students to familiarize with the basic concepts in accounting and finance. Focus must be laid on fundamental principles rather than doing complicated problems.

Module I

Financial accounting process - Conventions and concepts - GAAP - Documentation and recording of business transactions - classifying and summarization of business transactions - journal — subsidiary books - ledger - cash book - trial balance.

Module II

Finalization of accounts — conceptual frame work of financial statements — profit and loss account—Balance Sheet - Final accounts with adjustments - Corporate financial statements - Accounting Standards.

Module III

Analysis and interpretation of financial statements I—Ratio analysis—meaning and Significance — classification of ratios — Dupont Analysis — Comparative analysis — Trend analysis.

Module IV

Analysis and interpretation of financial statement II—Fund flow analysis - methods of preparation of fund flow statement — Utility and limitations of fund flow analysis — Cash flow analysis — methods of preparation of cash flow statement - Utility and limitations.

Module V

Accounting with Tally

Books:

1. Financial accounting—Ashoka Banerjee - Excel Publications, New Delhi,
2. Accounting principles—Anthony—Irwin Publishers
3. Financial Accounting of Management—Ambariash Gupta—Pearsons Education, 2009
4. Fundamentals of Financial Accounting—Narayanaswamy
5. Corporate Accounting—Dr. V.K.Goyal—Excel books
6. Introduction to Accounting—Pru Marriott & J R Edwards -Sage Publications
7. Accounting for Managers, NK Guptha & Vidhu Bansal, International Book House

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 11 MARKETING MANAGEMENT

60 Hours

4 credits

Module I

Introduction to marketing management--Concept, nature and importance of marketing; Evolution of marketing concept; Marketing environment—Micro environment of marketing and macro environment of marketing –Domestic marketing and international marketing.

Module II

Consumer behaviour- buying roles and behaviour; Individual consumer behaviour and institutional consumer behaviour-- models of buying decision; factors influencing buying decision—cultural ,social, personal and psychological factors—buying process—consumer adaptation process—changing patter of consumer behaviour.

Module III

Market segmentation, targeting and positioning – levels and patterns of segmentation; effective segmentation; market targeting; positioning methods and strategies. Marketing research - Scope and types of marketing research.

Module IV

Product and pricing decisions- Concept of product; product line and product mix; new product development; packaging and branding; brand extensions; Pricing decisions- factors influencing price decisions; pricing strategies; Product life cycle stages and strategic marketing decisions; Promotion and Distribution-Promotion mix; Promotion mix; advertisement budget; media planning; measuring advertisement effectiveness. Sales promotion - objectives, tools and techniques. Distribution channels- physical distribution decisions; channel intermediaries; channel management. Wholesaling and retailing- retail marketing, retail formats.

Module V

Marketing organization and control systems- organizing marketing department; marketing control techniques- annual plan control, profitability control, strategic control. Compulsory case.

Books:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Pearson Education, New Delhi 2004.
2. Stanton, W.J., Fundamentals of Marketing, McGraw Hill, New York 1994.
3. Saxena, Rajan: Marketing Management, Tata McGraw Hill, New Delhi 2004.
4. Kotler, Philip: Marketing Management, Pearson Education, New Delhi 2005.
5. Ramaswamy, V.S. and Namakumari S: Marketing Management, Macmillan, New Delhi, 2003.
6. Rajendra P. Maheswari, Marketing Management, International Book House, 2012
7. Neelamegham, S, Marketing in India; Cases and Readings, Vikas New Delhi, 1988

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 12 FINANCIAL MANAGEMENT

60 HOURS

4 credits

Objectives:

1. To understand the different financial functions to be discharged by a finance manager.
2. To analyze the impact of financial decisions on business enterprise.

Module I

Financial Management—objective of financial management—profit maximization Vs wealth maximization— financial decisions - investment decisions, financing decisions and dividend decisions - finance functions—role of finance manager—strategic financial management—economic value added—time value of money.

Module II

Investment decision—capital budgeting techniques—pay back method—accounting rate of return— NPV—IRR—discounted pay back method—capital rationing—risk adjusted techniques of capital budgeting (theory only).

Module III

Capital structure decision—cost of capital—computation of cost of debt, preference shares, equity and retained earnings—weighted average cost of capital—Theories of capital structure—NI approach NOI approach-traditional approach—MM theory.

Module IV

Working capital management—factors determining working capital—estimation of working capital —inventory management techniques—receivables management— management of cash and marketable securities—techniques of cash management

Module V

Sources of long term finance—conventional and innovative sources - dividend theories—Walter's model—Gordon's model—MM approach.

(60% Problems and 40 percent theory)

Coverage of the questions: 60% Problems and 40 percent theory

Reference Books:

1. Van Horne James.C: Financial management and policy, Prentice-Hall of India Private Limited, New Delhi
2. Stephen A. Ross, Randolph W. Westerfield and Bradford D Gordon: Fundamentals of Corporate Finance, Tata McGraw Hill Education Private Limited, New Delhi
3. Richard A Brealey, Stewart C Myers, Franklin Allen, Pitbas Mohanty: Principles of orporate Finance, Tata McGraw Hill Education Private Limited, New Delhi
4. Pandey. I.M: Financial Management, Vikas Publishing House Pvt Ltd, New Delhi

5. Ravi M Kishore: Financial Management, Taxmann Allied Services Pvt. Ltd, New Delhi.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 13 OPERATIONS MANAGEMENT

60 Hours

4 credits

Course objectives:

- To gain an in-depth knowledge of production and operations management, and
- To understand the ways of improving productivity and operational efficiency.

Module I

Nature and scope of production and operations management; historical development; operations strategy; different production systems- product, process, flexible and computer integrated; layout; layout planning.

Module II

Material management- Materials planning and inventory control; JIT; Material Planning Budgeting and Material Requirement Planning; Purchase management; stores management; Material handling principles and equipments; quality assurance; acceptance sampling; Statistical Quality Control; Total Quality Management; ISO 9000. Line balancing.

Module III

Operations decisions: production planning and control in mass production systems, batch/ job order manufacturing. Facility location; capacity planning- models; Process planning- aggregate planning- scheduling- Maintenance management concepts; Industrial safety.

Module IV

Work study, method study, work measurement, work sampling, work environment.

Module V

Production planning and control in different production systems; aggregate planning; short-term scheduling; maintenance management.

Books:

1. Russell, Roberta S, and Bernard W.Taylor III, Operations Management, Pearson Education, New Delhi 2004.
2. Chase, Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.
3. Buffa, E.S., 'Modern Production Management', New York, John Wiley, 1987.
4. Adam, E.E. and Ebert, R.J., 'Production and Operations Management' Prentice Hall of India, New Delhi 1995.
5. Chary, S.,N., 'Production and Operations Management', Tata McGraw Hill, New Delhi 1989

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 14 HUMAN RESOURCES MANAGEMENT

Time: 60 hours

4 credits

Module I

Introduction to Human Resource Management—Importance--scope and objectives of HRM. Evolution of the concept of HRM- Approaches to HRM- Personnel management Vs Human Resource Management-HRM and competitive advantage- Traditional Vs Strategic human resource management— HRM and HRD-- Growth of HRM in India.

Module II

Human resource planning, Recruitment and selection—Job analysis—uses of job analysis-process of job analysis-job discretion- job specification methods of job analysis- methods of human resource planning- Conventional Vs strategic planning—job evaluation— Recruitment--constraints and challenges of recruitment-source of recruitment-methods-Indian experience in recruitment.

Module III

Placement, Induction and Internal mobility of human resource. Training of employees—need for training-objectives- approaches --methods-philosophy of training-training environment-areas of training- Training evaluation- Executive development- Concepts- methods and program- promotion and transfer.

Module IV

Performance appraisal and career planning. Need and importance- objectives- process-methods and problems of performance appraisal- performance appraisal practices in India. Concept of career planning –features- methods –uses career development- succession management in Indian context.

Module V

Compensation management and grievance redressal. Compensation planning- objectives-Principles of wage administration-wage systems-state regulations in wage administration-factors influencing wage system-Indian practice in wage administration. Grievance redressal procedure- discipline- approaches- punishment-essentials of a good discipline system. Labour participation in management and workers empowerment.

Books:

1. VSP Rao, Human Resource Management- Text and Cases
2. Garry Dessler & Biju Varkkey, Human Resource Management, Pearson, 2012
3. Snell, Bohlander, Human Resource Management
4. Armstrong's Hand book of Human Resource Management, Kogan Page, 2012
5. Pravin Durai, Human Resource Management, Pearson, 2010

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C15 MANAGEMENT SCIENCE

60 Hours

4 credits

Module I

Management Science: Scope and importance; Linear Programming- Applications, advantages and disadvantages – formulation of problem - assumptions - Graphic and simplex methods - Duality and shadow pricing; sensitivity analysis- simple problems.

Module II

Transportation and Assignment Problem - Transportation model and its applications in business problems - without degeneracy. Assignment Model and its applications to solution of business problems.

Module III

Decision theory: framework; payoff tables; regret tables; Decision under certainty, uncertainty and risk; methods of incorporating risk; value of perfect information; Decision tree and its uses.

Module IV

Network Analysis: Construction of network diagramme – CPM and PERT – Time Analysis, Cost Analysis – Time cost trade off - crashing

Module V

Queuing Theory: Structure, assumptions, uses and characteristics. Single channel with infinite population – multiple channel with infinite population – Simulation: concepts and applications. Monte Carlo Simulation – limitations of simulation – simulation through computer software

Books:

1. Hillier ,Frederick S and Hillier, Mark S: Introduction to Management Science, Tata McGraw Hill, New Delhi 2004.
2. Mathur , K and Solow, D, Management Science, Eaglewood Cliffs, New Jersey Prentice Hall Inc, 1994.
3. Theirouf, R.J. and Klekamp, R.C.: Decision Making Through Operations Research, John Wiley, New York 1989.
4. Hillier, Frederick S and Lieberman, Gerald J: Introduction to Operations Research, Tata McGraw Hill, New Delhi 2003.
5. Narang A.S., Linear Programming and Decision making, Sultan Chand, New Delhi 1995.
6. Hamdy A. Taha, Operations Research, Pearson, 2012.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 16 MANAGEMENT INFORMATION SYSTEMS

60 Hours

4 credits

Course objectives:

- To understand the process of information generation and communication in organisations
- To understand the process of IT application development and use in organisations
- To provide a basic understanding about security issues of information resources.

Module I

Evolution of MIS: Concepts; framework for understanding and designing MIS in an organisation; MIS and other related disciplines: MIS and Management Accounting, MIS and Computer Science, MIS and OR, MIS and Organisational Behaviour, MIS and Management. Concept of information; definition, features, types, process of generation and communication; quality and value of information; information overload; techniques for managing overload; summarizing; filtering; inferences and message routing. System concept; definition, types and characteristics of system-control in systems: feedback: positive and negative; negative feedback control system, input, process and output control; law of requisite variety.

Module II

Structure of MIS: Basic structural concepts: formal and informal information systems; public and private information systems; multiple approaches to the structure of MIS: Operational elements (physical components, process, outputs for users), activity subsystems, functional subsystems and decision support – synthesis of multiple approaches into a conceptual structure for MIS.

Module III

Information systems: Transaction Processing Systems, Office Automation Systems, Information Reporting Systems, Decision Support Systems, Executive Support Systems, expert systems and Enterprise Resource Planning Systems.

Module IV

Systems Development and Implementation: System development methodologies; SDLC approach; prototyping approach and user development approach- Systems Analysis; systems Design; Concepts of database and database design; system implementation; management of information system projects; system documentation – information system audit.

Module V

Computer Networks: LAN, WAN; topologies; distributed data processing and client/server computing. Security of information resources; threats to information resources; security systems for risk management – social and ethical issues of information technology.

Books:

1. O'Brien, James A: Management Information Systems, Tata McGraw Hill, New Delhi, 2004.
2. George M.Scott: Management Information Systems, McGraw Hill Book Company, New Delhi.
3. Schultheis, Robert and Summer, Mary: Management Information Systems, Tata McGraw Hill, New Delhi, 2005.

4. Gordon B Davis, et. El: Management Information Systems, Prentice Hall of India, New Delhi.
5. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems – Managing the Digital Firm, Pearson Education, New Delhi 2011 .
6. Effy Oz, Management Information Systems, Vikas Publishing House, New Delhi.
7. Haag, Cummings and Mccubbrey: Management Information Systems for the Information Age, Tata McGraw Hill, New Delhi, 2004
8. Post, Gerald V and Anderson, David L: Management Information Systems, Tata McGraw Hill, New Delhi, 2004.
9. Nirmalya Bagchi, Management Information System, Vikas Publishing House, New Delhi 2010
10. Hitesh Guptha, Management Information System, International Book House, New Delhi, 2011

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 17 RESEARCH METHODOLOGY FOR SOCIAL SCIENCES

60 HOURS

4 credits

Objectives:

- To understand the process of doing research in business and other social sciences
- To acquire required skills to undertake research projects as part of the curriculum
- To enable to acquire required skills to undertake research projects for the business and commerce

Module I

Research— concepts – research methodology – approaches to business and social research – scientific methods – types of research – research designs.

Module II

Formulation and planning of research - selection of problem – setting of objectives - formulation – hypotheses – measurement of variables – research plan – literature review – conducting the research

Module III

Data collection— primary data – methods and techniques of primary data – secondary data – methods and techniques — interviews – surveys – census and sample surveys – Editing, classification and codification of data – using computer packages.

Module IV

Data Analysis – qualitative data analysis – descriptive quantitative data analysis – tests of measurement and quality – using computer packages

Module V

Writing and presenting the report—planning report writing —report format – footnotes and bibliography - presentation – report generation and presentation using computer packages

Books:

1. Mathew David & Carole D. Sutton, Social Research: The Basics, Sage Publications, New Delhi
2. O.R. Krishnaswami, Methodology of Reseach in Social Sciences, Himalaya Publishing House, Mumbai.
3. Ajai S. Gaur and Sanjaya S. Gaur: Statistical methods for practice and Research, Sage Publishers.
4. Deepak Chawla & Neena Sondhi, Research Methodology, Vikas Publishers, 2011
5. Naval Bajpai, Business Research Methods, Pearson, 2013
6. CR Kothari, Research Methods and Techniques, New Age International, New Delhi

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 19 STRATEGIC MANAGEMENT

Time: 60 hrs

4 credit

Objectives:

1. To understand the fundamentals of strategic management, and
2. To develop the capability to formulate and implement strategies

Module I

Strategic Management - types of strategy: functional strategy, business strategy, global strategy and corporate strategy – strategic management process; role, functions and skills of board and top management in strategic management.

Module II

Strategy formulation – strategic choices - role of vision and mission statements.

Module III

Choice of Strategic alternative – Environment Analysis, Industry Analysis and Corporate Analysis, General environment scanning; SWOT Analysis; tools and techniques for Strategic Analysis; Value chain analysis; Experience curve; Critical Success Factor Analysis; Core competence; Portfolio analysis; BCG Matrix, GEC Model; 7S Framework; stakeholders' expectations analysis; competitive analysis; Scenario planning.

Module IV

Strategy Implementation - project implementation - procedural implementation - behavioural implementation; managing resistance to change.

Module V

Strategy Evaluation and Control – tools and techniques of evaluation - control techniques and process - 7S Model; DuPont Control model, etc. Michael Porter's approach to strategic management.

Books:

1. William Glueck : Business policy – Strategy formulation and management action
2. Rue : Strategic Management
3. Donal F Harvey : Business policy and Strategic Management.
4. R.M Srivasthava: Management policy and Strategic Management.
5. Ravi M. Kishore: Strategic Management- Text & Cases, Taxmann
6. Francis Cherunilam: Business Policy and Strategic Management.
7. Azhar Kasmi : Business Policy
8. Bhattacharya : Strategic Management.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 20 COST MANAGEMENT

Time: 60 hrs

4 credits

- * To understand the concepts of cost and its behaviour
- To learn to design cost control measures and to effectively manage costs.

Module I

Concepts of cost; fixed cost, variable cost, semi variable cost, incremental cost, marginal cost; opportunity cost; cost centre, profit centre and investment centre; Cost behavior; Preparation of Cost Sheet.

Module II

Responsibility Accounting; Responsibility centres; Cost Centre, Profit centre and investment centre – Budgeting; Fixed, flexible and Zero base budgets; Performance Budgeting.

Module III

Marginal Costing; Breakeven Analysis — Cost Volume Profit Analysis — make or buy decision - Standard costing; Variance analysis – Material variance; Price variance and Overhead variance.

Module IV

Inventory cost management; EOQ, Inventory control tools; ABC Analysis; VED analysis; Perpetual inventory; JIT inventory; Budgetary control. Labour cost management; Linkage wages and salaries to productivity

Module V

Overhead Cost Management; Nature of overhead costs; Volume of production and overhead costs

Books:

1. Hilton, Maher and Selto, Cost Management, Tata Mc Graw Hill, New Delhi, 2004
2. Blocher and Chen: Cost Management—Mc Graw Hill
3. Eldenburg, Cost Management; Measuring, Monitoring and Motivating Performance, Wiley-India, New Delhi
4. Ravi M. Kishore, Cost Management, Taxmann
5. Jain & Narang, Cost Accounting, Kalyani Publications
6. BM Lall and IC Jain, Cost Accounting; Principles and Practices, Prentice Hall of India

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 21 Project Management

Time: 30 hours

3 credits

Course objectives:

1. To provide a brief introduction to general issues of project management
2. To examine project management roles and environments, the project life cycles, and various techniques of work planning and control and evaluation to achieve project objectives
3. To increase awareness of how people work as team members and as individuals

Module I

Project Management Concepts; Characteristics of a project – Need for project management – roles of project managers in organizational environments – key objectives of project management – Evolution of project management – systems, Organisations and system methodologies

Module II

Project Development Cycle; Project life cycles – Conception – definition – execution – operation – systems & procedures – Planning – Project organization structure and responsibilities – project management system.

Module III

People issues in project management – Change – external forces of change - effect of change on the project manager – Leadership and motivation - Communication – Team – Cultural and ethnic diversity - Setting goals and commitment

Module IV

Project Scheduling: WBS – Gantt Charts – PERT/CPM Networks - Resource management--project control – purposes – approaches – project control process – project control process – project control techniques – periodic control techniques – preventive control techniques – cost control – managing risk in projects.

Module V

Project Management Information Systems (PMIS) – functions of PMIS – Project Evaluation, Reporting and Termination – project Evaluation, reporting closing the contract

Books:

1. John M. Nicholas, Project Management for Business and Technology, New Delhi, 2004
2. Ghattas, R.G. and Sandra L McKee: Practical project management, Pearson, 2003
3. Joseph Phillips, Project Management Professional Study Guide, Tata McGraw Hill, 2004.
4. David I.Cleland, Project Management, McGraw Hill, Singapore, 1999.
5. Harold Kerzner, Project Management, CBS Publishers, 2004
6. K. Nagarajan, Project Management, New Age International, 2004.

7. Sid Kemp, Project Management Demystified, Tata McGraw Hill, 2004
Prasanna Chandra: Projects-planning, analysis selection-implementation & Review

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 22 SUPPLY CHAIN MANAGEMENT

Time: 60

4 credits

Course objectives:

- To understand the concepts, practices and importance of logistics management and supply chain management and
- To develop skills and competence to design and operate logistics facilities.

Module I

Introduction to Logistics and its interface with Production and Marketing; Measures of logistics; Physical distribution and logistics.- Logistics Systems Analysis and Design; Warehousing and Distributing Centres; Location. Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models; Inventory Management Decisions.

Module II

Logistics Audit and Control; Packaging and Material Handling; International Logistics Management; Logistics Future Directions. Warehousing and Storage-- Transportation- land, water and air.

Module III

Introduction of supply chain-logistics and supply chain—functional coordination— supply chain relationship—cooperation and collaboration with supply chain partners—supply chain synergy.

Module IV

Supply chain value strategy—supply chain flow cycle- demand management.-- supply chain information system—inter company and intra company information- relationship marketing and supply chain management.

Module V

Strategic Vs tactical supply chain strategy—supply chain strategy and reward structure-supply chain control system.

Books:

1. Bowersox, D.J. and Closs, D.J.: Logistics Management: A System Integration of Physical Distribution, Tata McGraw Hill, New Delhi 1996.
2. Ballau, Renald H.: Business Logistics Management' Prentice Hall Inc, Englewood Cliffs, New York 1992.
3. Beal K.;;A Management Guide to Logistics Engineering, Institute of Production Engineering, USA 1990.
4. Martin Christopher: Logistics and Supply Chain Management, Pearson, 2011.
5. Shapiro, R: Logistics Strategy: Cases and Concepts, West, St. Paul, 1995.
6. John T. Mentzer: Fundamentals of supply chain management—Response books.
7. Chopra, Sunil and Peter Meindle: Supply Chain Management, Pearson Education, New Delhi 2005.
8. Mentzer, John T., et el: Ed., Supply Chain Management, Response Books, New Delhi 2001.

9. Ballou, Ronald H: Business Logistics / Supply Chain Management, Pearson Education, New Delhi 2004.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 23 INVESTMENT MANAGEMENT

60 Hours

4 Credits

Objectives:

To understand the characteristics of securities markets and the instruments traded therein
To be able to analyze risk and return of securities and manage portfolios of investments.

Module I

Investment –meaning and definition-Objectives of Investment - types of investment— Security markets; Primary market/new issue market; functions of primary market; right issue, book building, private placement; organised stock exchanges; functions of stock exchanges; listing of securities; trading and operational mechanism of stock exchanges; settlement and clearing; Dematerialisation.

Module II

Valuation of securities – bond and equity valuation –Concepts of risk and return – systematic and unsystematic risk; risk and return of securities; risk and return of a portfolio; Numerical problems in bond and equity valuation, return and risk of securities and portfolio and calculation of security and portfolio beta to be covered.

Module III

Security analysis – fundamental analysis: economic, industry and company analyses- technical analysis : meaning of technical analysis; basic principles of technical analysis; Dow Theory; chart patterns; Elliot wave theory; mathematical and technical indicators: EMA, ROC, RSI and MACD (theory only); Market Indicators: Breadth of the market and Odd-lot index; Efficient Market Hypothesis: weak form, semi-strong form and strong form of efficient market hypothesis.

Module IV

Portfolio management – Portfolio analysis: risk and return of a portfolio; diversification of risk - Portfolio selection: Markowitz's Efficient frontier theorem; Sharpe's single index model; Capital Asset Pricing Model (CAPM)- Portfolio evaluation –methods of evaluation- portfolio revision (theory only) - Numerical problems in portfolio risk and return, Sharpe's single index model, Capital Asset Pricing Model (CAPM) and Portfolio Evaluation to be covered.

Module V

Institutional arrangement for security investments-SEBI and its functions- Mutual funds: meaning; concepts; types of mutual funds-merchant bankers: concept of merchant banking; services provided by merchant bankers - Depositories and Depository participants; functions of depository; Dematerialization; NSDL and CSDL - Credit rating services.

(50 % theory and 50% problems)

References:

- 1 . Zvi Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty: "Investments" Tata McGraw Hill Education Private Limited, New Delhi
- 2 . Gordon J Alexander, William F Sharpe, and Jeffery V Bailey: "Fundamentals of Investments, Prentice-Hall of India Private Limited, New Delhi

3. S. Kevin: "Security analysis and portfolio Management", Prentice-Hall of India Private Limited, New Delhi.
4. Prasanna Chandra: "Investment Analysis and Portfolio Management", Tata McGraw Hill Education Private Limited, New Delhi
5. Punithavathy Pandian, "Security Analysis and Portfolio Management ", Vikas Publishing House Pvt Ltd, New Delhi.
6. Thummuluri Siddaiah: "Financial Services" Pearson Education, Delhi
7. K. Sasidharan & Alex K. Mathews, Security Analysis & Portfolio Management, Tata McGraw Hill, 2011

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4C 26 NEW ENTERPRISE MANAGEMENT

Time: 60 hrs

4 credits

Module I

Entrepreneur – characteristics of an entrepreneur – traits of an entrepreneur - functions & types of entrepreneurs – Entrepreneur vs. Intrapreneur – Entrepreneur Vs. Manager – concept of Entrepreneurship – features – role of entrepreneurship in economic development – problems of growth of entrepreneurship in India – Entrepreneurship Development Programmes.

Module II

Entrepreneurial Motivation and Enterprise Launching formalities - Entrepreneurial Motivation-factors involved – procedures involved in the launching of new enterprises – Product selection – Location – Preparation of project report – choice of technology – nature of organization – other formalities involved – Entrepreneurial growth in India.

Module III

Entrepreneurship and Small Business – Small business – definition – small scale industries – Ancillary units – tiny units – household industries – importance of SSIs – Role of SSIs – Need for Entrepreneurship in SSIs – Problems of SSIs – Sickness in SSIs – Industrial Policies of Government of India and Govt. of Kerala – Separate Economic Zones (SEZ).

Module IV

Supporting Institutions to promote Small Entrepreneurs – facilities provided by different institutions and Agencies in India – Commercial Banks – Directorate of Industries & Commerce – DICs – Industrial Development Corporation – SFCs – Small Scale Industries Development Corporation - KVIC – Technical Consultancy Organisation – Small Industries Service Institutes – National Small Industries Corporation – Small Industries Development Bank of India.

Module V

Tax benefits, incentives & subsidies – Social Responsibilities of business.

Books:

1. David H Holt, Entrepreneurship- New Venture Creation, Prentice Hall of India, New Delhi, 2005
2. Robert D Hisrich & Michael P. Porter, Entrepreneurship, Tata McGraw Hill, New Delhi, 2002
3. Gupta & Srinivasan, Entrepreneurship Development in India, Sulthan Chand & Sons, New Delhi, 2005.
4. Vasant Desai, Management of Small Scale Industry, Himalaya, Mumbai, 2002.
5. SS Khanka, Entrepreneurship Development, S.Chand & Co., New Delhi, 2007

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4C 27 QUALITY MANAGEMENT

Time: 60 hrs

4 credits

Objectives:

1. To understand the concepts, tools and process of quality management
2. To gain an acquaintance with quality certification, and
3. To gain practical insight into designing and implementing quality management systems.

Module I

Evolution of Quality Management; concepts and objectives of quality management; Zero defects; Acceptance sampling – Quality Inspection – Quality assurance; Quality circles; training for quality; cost quality: Prevention costs, Appraisal Costs; Internal Failure Costs; External Failure Costs; Service Quality Management; Service Quality Measurement; SERVQUAL

Module II

Statistical Quality Control; basic concepts; product control; process control; variations in quality ; control charts; types of control charts; mean charts, range charts,P chart, np charts, C charts, applications of control charts.

Module III

Total Quality Management ; strategic quality planning; organizing for TQM; Training for TQM; Kaizan; Benchmarking; TQM in service organizations; implementing TQM.

Module IV

Quality Standards: BIS,AGMARK, ISO 9000; Quality systems under ISO 9000- 20000; ISO 14000;ISO Certification process; Quality awards; Maccolm Baldrige Award; Deming's Prize

Module V

Six sigma – concept, tools and implementation process.

Case studies of implementation of ISO quality systems, TQM and Sixx Sigma. Examples; Mahindra & Mahindra, Sona Koyo, Mumbai Dabbawallahs, NTPC, TVS Motor etc.

Books:

1. Kanishka Bedi, Quality Management, Oxford University Press, New Delhi, 2006.
2. JM Juran & Frank K. Gryana, Quality Planning and Analysis, Tata McGraw Hill, Mumbai, 1970.
3. Dennis Lock et al. Ed. , Handbook of Quality Management, Jaico Publishing House, Mumbai, 1993.
4. Subburaj Ramaswamy, Total Quality Management, Tata McGraw Hill, New Delhi, 2005.
5. Amitava Mithra, Quality Control and Improvement, Pearson Education, New Delhi, 2005

6. Joel E Ross, Total Quality Management, Vanity Books International, New Delhi, 1996.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4C 28 INDIAN ETHOS AND BUSINESS ETHICS

Time: 60 hrs

4 credits

Objectives:

1. To understand the importance of ethics in business and
2. To acquire knowledge and capability to develop ethical practices for effective management

Module I

Ethics, Culture and values; importance of culture in organizations; Indian Ethos and value systems; Concepts of Dharma; Nishkama karma and purusharthas; Model of Management in the Indian socio-political environment; Work ethos; Indian Heritage in production and consumption.

Module II

Education system of Ancient India - Gandhian approach in management and trusteeship – Gandhiji's doctrine of Satya and Ahimsa – Concept, importance and relevance of trusteeship principle in modern business.

Module III

Business Ethics; relevance of values in Management; Holistic approach for managers in decision-making; secular Vs. spiritual values in Management; Ethical relativism; whistle blowing; stress in corporate management.

Module IV

Ethics Management; Role of organizational culture in ethics; structure of ethics management; Ethics Committee; Ethics Officers and the CEO; Communicating Ethics; Ethical Audit;

Module V

Corporate social responsibility and Corporate Governance; Transparency ; International and other Ethical bodies.

Books:

1. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas, New Delhi, 2009.
2. B.L. Bajpai, Indian Ethos and Modern Management, New Royal Book Co., Lucknow, 2011.
3. Chakraborty, S.K., Ethics in Management : Vedantic Perspectives, Oxford University Press, New Delhi, 1995.
4. John R Boatright, Ethics and the Conduct of Business, Pearson Education, New Delhi, 2005.
5. S. Balachandran, KCR Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers, New Delhi, 2012
6. AB Rao, Business Ethics and Professional Values, Excel Books, New Delhi, 2006.
7. Sadri: Business Ethics; concepts and cases, Tata McGraw Hill, New Delhi, 1998

Marketing elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EM01 CONSUMER BEHAVIOUR

60 Hours

4 credits

Course objectives:

1. To understand the basics of consumer decision-making processes, and,
2. To understand the information needs for helping the consumer in decision- making.

Module I

Consumer behaviour – concepts; nature, scope and applications of consumer behaviour; Consumer behaviour and marketing strategy; profiling consumers and their needs; Market segmentation and consumer research; psychographics and life-style; Consumer behaviour audit.

Module II

Consumer involvement and decision-making; Consumer decision-making process; Information search process; Evaluative criteria and decision rules.

Module III

Individual influences on buying behaviour; Consumer as an individual; Theories of personality; personality and market segmentation; consumer perception; consumer needs and motivation. Personal influences and attitude formation. Learning and consumer involvement; Communication and consumer behaviour. Reference group influence in buying decisions; opinion leadership. Family life cycle and decision-making; Social class concept and measurement

Module IV

The buying process: problem recognition and information search behaviour; information processing; alternative evaluation; Purchase process and post purchase behaviour. Models of consumer decision-making- early models, Howard Sheth model. Recent developments in modelling consumer behaviour.

Module V

Culture and Consumer behaviour: Core culture and sub cultures. Role of culture in consumer buying behaviour. Profile of Indian consumers; Behavioural patterns of Indian consumers; Problems faced by Indian consumers; Consumer protection in India; Public policy and consumer behaviour.

Books:

1. Hawkins, Best and Coney: Consumer Behaviour, Tata McGraw Hill, New Delhi 2004.
2. Schiffman, L.G. and Kanuk, L.L.: Consumer Behaviour, Pearson, New Delhi, 2011.
3. Laudon, David L and Bitta Albert J Della: Consumer Behaviour, Tata McGraw Hill, New Delhi 2005.

4. Mowen, John C: Consumer Behaviour, Macmillan, New York 1993.
5. Assael, H: Consumer Behaviour and Marketing Action, South Western, Ohio 1995.

Marketing Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EM02 RETAIL MANAGEMENT

60 Hours

4 credits

Course objectives:

1. To understand the importance of retail and its strategic dimensions, and
2. To enable them to design and operate retailing facilities

Module I

Retailing: Nature and scope; Retailing scenario in India, Wheel of retailing: Types of retailing – Ownership-based, store based, and non-store based retailing – Vertical marketing system

Module II

Strategic planning in retailing—Retailing environment and customers; Designing retailing information system and research Location and Organisational decisions – Trading area analysis; Site selection; Organisational patterns in retailing.

Module III

Operations Management: Budgeting and resource allocation, Store format and size decisions, Store layout and space allocation; Store security aspects; Credit Management.

Module IV

Product Assortment decisions – merchandise forecasting: Buying and handling merchandise; -inventory management—merchandise pricing: merchandise labeling and packaging.

Module V

Retail promotion; building retail store image; role of atmosphere; Layout planning: Retail promotion mix strategy — retail store sales promotion schemes, retail control; controlling retail operations.

Books:

1. Barry Berman and Joel. R Evans: Retail management – A strategic approach:— Pearson education
2. Pradhan: Retail Management, Tata McGraw Hill, New Delhi.
3. Berman, Barry and Joel Evans: Retail Management, Prentice Hall, New Jersey.
4. Levy, Michael and Barton A Weitz: Retail Management, Tata McGraw Hill, New Delhi 2003
5. Cooper, J: Strategy Planning in Logistics and Transportation, Hogan page, London.
6. Cox, Roger and Paul Britain: Retail Management, Prentice Hall, Harlow.
7. Gupta, Ramesh Mittal & Ruchi Nayya, Retailing and E-tailing, International Book House, 2011.

Marketing Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EM 03 ADVERTISING AND SALES PROMOTION

60 Hours

4 credits

Course objectives:

- To understand the process of marketing communication and,
- To gain an in-depth understanding about sales promotion.

Module I

Marketing communications: Introduction to integrated marketing communications; Advertising, personal selling, sales promotion, publicity and public relations. Need and importance of integrated marketing communications. Legal and regulatory aspects of integrated marketing communications; Advantages and disadvantages of marketing communications to the producer, consumer, advertising agencies and society.

Module II

Consumer behaviour and marketing communications; Communication process; Wilber Schramm's model, Two step Flow of Communication, Theory of cognitive dissonance and clues for advertising strategists.

Module III

Advertising: Meaning; Definitions; importance and scope; Advertising agencies; functions of advertising agencies; Building of advertising programme- Message, headlines, Copy, Logo, illustration, Appeals, Layout; Creativity in advertising; Copy preparation and testing; Campaign planning; Media planning; Budgeting; Evaluation; Timing of advertising; Selection, Compensating and appraisal of advertising agency; Television advertising; News paper advertising; Magazine and periodical advertising; Ethics in advertising; Regulatory framework for advertising.

Module IV

Sales promotion: Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.

Module V

Publicity and public relations: Relevance, scope and importance. Methods of publicity. Different types of publicity and their role in marketing; Managing publicity; Methods of publicity; Publicity materials; Public relations officer- role and functions; Personal selling strategy- importance and role; Scope of personal selling.

Books:

1. Aaker, David A et. al.: Advertising Management, Prentice Hall of India, New Delhi 1985.
2. Belch, George E. and Belch, Michael A: Advertising and Sales Promotion, Tata McGraw Hill, New Delhi 2004.

3. Jones, John Philip: Behind Powerful Brands, Tata McGraw Hill, New Delhi 2000.
4. Hard, Norman: The Practice of Advertising, Butterworth Heinemann, Oxford 1995.
5. Kenneth E Clow & Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Pearson, 2012

Marketing elective
 UNIVERSITY OF CALICUT
 MASTER OF BUSINESS ADMINISTRATION
 BUS 3EM 04 SALES MANAGEMENT

60 Hours

4 credits

Course objectives:

- To acquaint the students with the concepts and practices of sales management, and,
- To enable them to develop capabilities to design and implement sales programmes.

Module I

Sales management- Concepts, scope and importance; Objectives of sales management. Sales function and the sales organisation; Types of sales organisation. Nature of selling;

Module II

Sales force management- selection and training; Sales job analysis; Sales job description; Recruiting; Sales person selection; Screening, interviewing/testing, induction and placement. Designing sales training programmes; Deciding training content, selection of training methods; Execution and evaluation of training programmes.

Module III

Salesmanship; Theories of salesmanship- AIDA theory; Right set of circumstances theory; Buying formula theory and Behavioural equation theory. Qualities of salesman; Motivating salesmen; Compensating salesmen; Requirements of a good sales compensation plan; Types of compensation plans; steps in designing a salesman compensation plan.

Module IV

Sales territories – Concept of sales territory; Procedures for setting up sales territories; Assignment of sales personnel to territories; Sales budget and sales quota; Purpose, form and content of sales budget; Sales quota- Concept and types of sales quota; Quota setting procedures; Administering sales quota.

Module V

Performance evaluation for salesmen: standards of performance; Relation of performance Standard to personal selling objectives. Sales meetings; Planning and staging sales meetings, sales contests; Sales control; Sales audit; Sales analysis; Marketing cost analysis.

Books:

1. Anderson, R: Professional Sales Management, Prentice Hall of Inc., New Jersey 1992.
2. Spiro, Rosann L, Stanton, William J and Rich, Gregory A: Management of Sales Force, Tata McGraw Hill, New Delhi 2005.
3. Dalrymple, D.J.: Sales Management: Concepts and Cases, John Wiley, New York 1989.
4. Stilt, Cundiff and Govoni: Sales Management- Decisions, Strategies and Cases, Prentice Hall of India, New Delhi.
5. Donaldson, Bill: Sales Management, McMillan,

Marketing Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 4EM 05 INTERNATIONAL MARKETING

60 Hours

4 credits

Course objectives:

- To understand the international environment for marketing, and,
- To gain an in-depth understanding of global marketing practices.

Module I

International Marketing: Meaning and Definition; Scope and Importance of International marketing; International, multinational and global marketing. Reasons for international marketing; Forces restricting international marketing; Management orientation to international marketing; Challenges of international marketing.

Module II

International economic environment: Different economic systems; Big emerging nations; Low income, middle income and high income countries. International trade environment; Preferential trade agreements; Specific trading groups; International social and cultural environment; Understanding culture. Political, legal and regulatory environment. Concept of sovereignty; Political risk; International legal system; Business issues in legal systems; Approaches to dispute settlement. International regulatory environment; WTO.

Module III

International market entry strategy: Factors influencing entry strategy; Modes of entry; Exporting; Problems in exporting; Measures of import restriction and export promotion; International payment system. Licensing; Foreign Direct Investment; Strategic Alliances; Global strategic partnership and relationship enterprise.

Module IV

International marketing mix strategy: International product strategy; Factors affecting product strategy; International promotion strategy; Integrated marketing communications; Global advertising; Global personal selling; Global sales promotion and publicity; International distribution strategy.

Module V

International marketing information system and marketing research; Steps in international marketing research; Special issues in international marketing research. International marketing organisation system; International marketing control system. Foreign trade policy of India; Exim Policy; Analysis of foreign trade of India.

Books:

1. Keegen, Warren and Mark Green: Global Marketing, Prentice Hall of India, New Delhi.
2. Cateora, Philip R, and John L Graham: International Marketing. Tata McGraw Hill, New Delhi 2005.

3. Kripalani, V.H.: International Marketing, Prentice Hall of India, New Delhi.
4. Ministry of Commerce, Government of India: Export Import Policy 1992-97.
5. U.C Mathur: International Marketing- Text and cases : Sage publications

Marketing elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EM 06 SERVICE MARKETING

60 Hours

4 credits

Course objectives:

- To develop insights into emerging trends in service sector of the economy, and,
- To gain practical knowledge in marketing service products.

Module I

Emergence of Service economy: Nature of services; Unique characteristics of services; Goods and services marketing; Classification of services; Origin and growth of Service marketing. Service marketing mix;

Module II

Service product development: The service encounters; Service consumer behaviour; Service management trinity; Service experience; Service quality. Service failure and recovery; Service blue printing.

Module III

Service vision and service strategy; Quality issues and quality models of service management; Quality function deployment; Customer defined service standards; servicescape; Customer satisfaction; Customer satisfaction surveys; integrated marketing of services.

Module IV

Demand and supply management for services; Advertising, branding and packaging of services; Employees' roles in service delivery. Customers' role in service delivery.

Module V

Marketing of Various Services: Marketing of financial services; Marketing of Healthcare services; Marketing of Tourism services; Marketing of educational services; Marketing of legal and professional services.

Books:

1. Zeithaml, Valarie A and Bitner, Mary Jo: Services Marketing, Tata McGraw Hill, New Delhi 2004.
2. Woodruffe, Helen : Services Marketing, Macmillan India, New Delhi.
3. Christopher Lovelock, et al, Services Marketing, Pearson, 2011
Human Resources, Prentice Hall Inc, New Jersey 1995.
4. McDonald, Malcom and Payne: A Marketing Planning for Services, Heinemann, Butterworth 1996.

Marketing elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EM 07 MARKETING RESEARCH

60 Hours

4 credits

Course objectives:

- To understand the process of systems analysis and design, and,
- To gain a practical orientation to structured systems analysis and design.

Module I

Marketing Research – scope and importance; Marketing research management; Role of Marketing Research in strategic decision making; Marketing research and market research; Cost value analysis of marketing research; limitations of marketing research; Ethical issues in marketing research – issues connected with the client, researcher and the informants. Marketing information system- need, importance and functions; Components of Marketing Information systems; Marketing information systems Vs Marketing research;

Module II

Marketing research process; major steps in marketing research process; Types of research- exploratory research and conclusive research; Descriptive research vs experimental research; Qualitative research vs quantitative research; Data sources – internal and external sources; Methods of research – survey, observation, Focus Group Discussion; Depth Interviews; Content Analysis; Projective Techniques; Research design - meaning and importance of research design; types of research designs; Uses of research designs; Sampling technique; theories of sampling; types of sampling; sampling distribution; determination of sample size.

Module III

Measurement and Scaling techniques – nominal scale; ordinal scale; interval scale and ratio scale; variables and attributes; Attitude scaling – Likert scale; Semantic-differential scale; Stapel scale; Questionnaire design – factors to be considered in questionnaire design;

Module IV

Data analysis and interpretation – tools of data analysis; hypothesis setting and testing; parametric and non-parametric tests; Z test, t-test; Chi Square test; AVOVA- Univariate and multivariate; Analysis of experimental designs; Use of MS Excel and SPSS package for data analysis – Cluster analysis; Conjoint analysis, Factor analysis; Multi-dimensional analysis, Discriminant analysis. Report writing.

Module V

Market research; product research; packaging research; consumer research; motivation research; Communication research; sales research; advertising research; testing of media effectiveness; pre-test and post test; copy research.

Books:

1. Parasuraman A, Druv Grewal and R.Krishnan: Marketing Research, Biztandra, New Delhi 2004.
2. Nargundkar, Rajendra: Marketing Research- Text and Cases, Tata McGraw Hill, New Delhi 2004.

3. Green, Paul E., Donald S.Tull and Gerald Albaum: Research for Marketing Decisions, Prentice Hall of India, New Delhi 1998.
4. Hair, Joseph: Marketing Research, Tata McGraw Hill, New Delhi 2005.
5. Malhotra, Naresh: Marketing Research, Prentice Hall of India, new Delhi 2002.
6. Luck, David and Donald Rubin: Marketing Research, Prentice Hall of India, New

Marketing elective

UNIVERSITY OF CALICUT
 MASTER OF BUSINESS ADMINISTRATION
 BUS 4EM08 PRODUCT MANAGEMENT

60 Hours

4 credits

Course objectives:

- To understand the process of systems analysis and design, and,
- To gain a practical orientation to structured systems analysis and design.

Module I

Product management – Introduction and importance of product management. Product- core, tangible and augmented. Types of products; Role of product manager in different industries; Demand forecasting; market segmentation; product plan- components of product plan; Product differentiation; product deletion. Future of product management.

Module II

New product development- stages of new product development; Product modification; Product variants; diffusion and adoption process; Industrial and consumer innovations; Diffusion of innovation cycle; New product launch strategies; successes and failures. Packaging methods and strategies. Channel management and the product manager; Customer contact and the product manager; Channel selection; Monitoring profitability by channel; Customer relations and the product manager; Customer acquisition;

Module III

Product positioning; Organising product teams; product policy; product life cycle; new product demand forecasting; models of demand forecasting; product portfolio models.

Module IV

Category attractiveness analysis- aggregate market factors, Category factors and environmental analysis. Competitor analysis- assessing competitors current objectives and strategies, Differential advantage analysis; Customer analysis; eyond category brand extension.

Module V

Developing product strategy- Elements of product strategy; Strategic options for product; Product strategy over the life cycle; Financial analysis for product management: Sales analysis; Profitability analysis. Case studies in new product introductions and product management.

Books:

1. Lehmann, Donald R and Winer, Russel S.: Product Management, Tata McGraw Hill., New Delhi 2004.
2. Majumdar, Ramanuj: Product Management, Prentice Hall of India.
3. Ulrich, Karl T. and Eppinger, Steven D: Product Design and Development, Tata

McGraw Hill, New Delhi 2004.

Marketing elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EM 09 BRAND MANAGEMENT

60 Hours

4 credits

Course objectives:

- To understand the strategic significance of brand building, and,
- To understand the formulation and implementation of brand building strategies.

Module I

Concepts of Brand: Importance of branding; types of branding; Brand awareness; Brand essence; Brand personality; Brand identity; Brand associations, brand image and; Brand loyalty; Brand equity; Product vs corporate branding. New brand development.

Module II

Branding strategies: Brand name selection; Brand building tools; Brand extension decisions; Related extension and unrelated extension; family vs individual brand names; Multiple branding; Private vs national branding.

Module III

Brand positioning and re-launch: Brand building and communication. Brand repositioning. Indian cases on brand positioning and repositioning.

Module IV

Evaluation of brand equity: Models for evaluation of brand equity.

Module V

Branding for international markets. Protection of brand assets. Brand audit;

Books:

1. Aaker, David A: Managing Brand Equity, Free Press, New York.
2. Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi 2004.
3. Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi.
4. Kapferer, J.N.: Strategic Brand Management, Kogan Page, New Delhi, 2012.
5. Kuller, K.L.: Strategic Brand Management, Prentice Hall, New Delhi.
6. Moorthy, Y.L.R.: Brand Management, Vikas Publication House, New Delhi. 2012
7. Aaker, David A: Building Strong Brands, Free Press, New York 1996.

Finance Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EF01 STRATEGIC FINANCIAL MANAGEMENT

60 hours

4 credits

Module I

Strategic financial management an overview—Agency theory-Conflict of interest. Business valuation methods – dividend yield method – earnings yield method- earnings ratio method – ROI valuation method. Capital asset pricing model – dividend growth valuation model.

Module II

Valuation of securities: approaches to corporate valuation, valuation of equities including cash flow, dividends and earnings approach- valuation of debt – valuation of convertibles and derivatives. Black- Scholes model -valuation for mergers and acquisitions.

Module III

Corporate restructuring – Broad areas of restructuring – rationale for diversification – techniques for corporate restructuring – expansion techniques - joint ventures, business alliances, foreign franchises, intellectual property rights – Disinvestment techniques – sell off – demerger (spin off) management buy out – liquidation- leveraging buyout- other techniques – going private – share repurchase – buy-in reverse merger.

Module III

Mergers and acquisitions – types of amalgamations- methods of take over – motives and strategies influencing M&A- Motives of cross boarder M&A- Categories of M&A- methods of payment in M&A – steps in merger transactions – tax benefits of merger transactions – reverse mergers – steps in reverse mergers – defensive strategies in hostile takeovers.

Module IV

Corporate restructuring – Broad areas of restructuring – rationale for diversification – techniques for corporate restructuring – expansion techniques – M&A , takeovers , joint ventures, business alliances, foreign franchises, intellectual property rights – Disinvestment techniques – sell off – demerger (spin off) management buy out – liquidation- leveraging buyout- other techniques – going private – share repurchase – buy-in reverse merger.

Module V

Financial reorganization – leverage buy-out- concept of LBOs – stages of LBO operation - sources of value generation through LBO. International sources of finance – GDR, ADR, ADS.

References

1. GP. Jakhotiya, Strategic Financial Management, Vikas
1. Ravi. M. Kishore : Financial management
2. Prasanna Chandra : Financial management
3. I.M.Pandey: Financial management

Finance Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EF 02 INTERNATIONAL FINANCE

60 hours

4 credits

Module I

Balance of payments – Structures – Disequilibrium – Adjustment mechanism – Relation between balance of payments and foreign exchange rates – Theories of exchange rates – macro economic factors affecting exchange rates – effects of exchange rate changes.

Module II

Exchange rate determination – Under bretton woods system – the present system of floating rates – value of Indian rupee – How it was and in determined – the recent trends in exchange rate of the rupee – the issue of convertibility of rupee.

Module III

IMF- its functions- special schemes of landing – conditionalities of IMF loans – IMF’s role in providing international liquidity SDR’s – International financial markets and instruments

Module IV

Foreign exchange markets in India – the role of RBI – Markets abroad – Foreign exchange operations of banks – Exchange position and fund position – Vostro and Nostro accounts Forward markets – Forward margins – Factors affecting forward rates – Swap operation – arbitrage operations – Option delivery – Early delivery – Cancellation and extension of forward contracts

ModuleV

Exchange rate quotations – Inter bank customs rates for different types of foreign exchange transactions – TT’s, MTs, Drafts, Bill of exchange – Meaning of transfers between countries.

Reference:

1. M.L. Thingan : International economics
2. HL Bhatia : International Economics, Vikas
2. S.K. Varghese : Foreign exchange and financing of foreign trade
3. S.S.M. Desai : International economies
4. Avadhani VA : International Finance, Theory & Practice
5. Indian institute of bankers: Finance of foreign trade and foreign exchange
6. Maurice Levi : International finance

Finance Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EF03 FOREX MANAGEMENT

Time 60 hours

4 credits

Module I

Meaning of the Term “Foreign Exchange”, Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Import Export India’s Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility.3 Introduction to International Monetary Developments: Gold standard, Bretton Woods’s system, Fixed-Flexible Exchange Rate Systems, Euro market.

Module II

Finance Function: Financial Institutions in International Trade. 5 Non resident Accounts: Repatriable and Non Repatriable, Significance for the Economy and Bank. -- Methods of in Trade Settlement: Open Account, Clean Advance, Documentary Credit, Documentary Collection. -- Documentary Credits (Letter of Credit): Types of LC – Parties, Mechanism with illustration.

Module III

Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. 9 INCOTERMS: C.I.F., F.O.B., C.I.P. -- Financing of Imports by Opening of Letter of Credit: Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit. -- Export Finance: Financing of Export/ Deemed Export: Pre ship, and Post Ship Finance, Export Methods --, E.C.G.C. and other formalities Uniform Custom Practices of Documentary Credits -- Uniform Rules Collection

Module IV

Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic. -- Deriving the Actual Exchange Rate: Forwards, Swaps, Futures and Options. Guarantees in Trade: Performance, Bid Bond etc.

Module V

International Financial Institution--• International Monetary Fund—functions-- Special Drawing Rights • International Bank for Reconstruction and Development-- International Finance Corporation-- • International Development Association

References

1. “M.VY.Phansalkar”, All about Foreign Exchange & Foreign Trade, English edition, 2005.
2. “Walter.OCHYMSKI”, Foreign Exchange Management, Book sorge Publication, 2006.
3. “Julian Walmsley”, Foreign Exchange & Money Markets Guide, John wiley, 2006.
4. “Bimitris and N.Shyrafos”, New Technology of Financial Management, John Wiley, 2006.
5. “Surendra.s.Yadav, P.K.Jain and Max Peyrard”, Foreign Exchange Markets understanding derivatives & other instrucments, Macmillan.
6. “B.P.Mathur”, Foreign Money in India, Macmillan

7. "Yarbrough", The World Economy, Trade & Finance, 7th edition, Cengage Learning .
8. "Seethapathy.K.and Suhulakshmi.Y", Foreign Exchange Management, ICFAI.
9. "Yadav", Foreign Exchange Markets, Macmillan, 2007.
10. "Thomas von Ungern", Strategic Foreign Exchange Management, Black well Publishers,1990.

Finance Elective

MASTER OF BUSINESS ADMINISTRATION

BUS 3EF04 RISK MANAGEMENT AND DERIVATIVES

60 contact hours

4credits

Module I

Investors and risk management - evaluating the risk and return of individual securities and portfolios - diversification, asset allocation and expected return-diversification and risk management - bankruptcy costs and cost of financial distress - taxes and risk management - optimal capital structure and risk management - should a firm hedge to reduce risk-financial distress and investment.

Module II

Measuring risk for corporations-measuring value at risk in a financial firm- implementing VaR – Measuring cash flow at risk in a non financial firm- VaR CaR and firm value-the impact of projects on VaR-Managing firm risk measured by VaR or CaR – reducing the cost of risk for a given level of Var or CaR .

Module III

The growth of derivatives markets –types of derivatives- participants in the derivatives world-uses of derivatives-effective study of derivatives-using derivatives the right way for risk management.

Module IV

Basic principles of stock options-what options are and where they come from - why options are good ideas – where and how options trade-the option premium - profits and losses with option- Basic option strategies-using options as a hedge - using options to generate income - profit and loss diagram with seasonal stock positions – improving on the market. Option pricing - Historic evolution - Arbitrage and option pricing – intuition into black Scholes - The black-scholes option pricing model - calculating black - schole prices from historical data - implied volatility-using black-scholes to solve for the put premium - option Greeks – other derivatives.

Module V

Fundamentals of futures market - the concept of futures contract - market mechanics-market participants - the clearing process - Principles of futures contract pricing - spreading with commodity futures - hedging with forwards, futures and option contracts

Reference

1. Robert A Strong : Derivatives an introduction.
2. Rene.M Stulz : Risk Management and derivatives
3. Suresh Sundaresan : Fixed income market and their derivatives
4. RobertA Strong : Portfolio construction, management and protection
5. Bhalla V.K : Financial derivatives

6. Hull, John C : Introduction to futures and option markets.
7. Financial derivatives : Dr. SSS Kumar

Finance Elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EF 05 CORPORATE TAXATION

60 Hours

4 credits

Course objectives:

- To acquaint the students with the corporate taxation laws in the country, and,
- To gain enough knowledge to manage corporate taxes.

Module I

Income Tax Act- basic concepts and definitions; Income; Agricultural income; Assessee; Person; Average rate of tax; Assessment year; Previous year; Residential status; Residence and incidence of tax. Heads of Income.

Module II

Computation of income under the head Profits and Gains from Business or Profession; Chargeability; Deductions expressly allowed; Expenses allowable under certain restrictions; Expenses expressly disallowed; Maintenance of accounts; Compulsory audit of accounts; Computation of profits and gains; Problems on computation of income from business or profession.

Module III

Computation of total income; Set off and carry forward of losses; Deductions from total income applicable to corporate assesses. Assessment of companies: Definition of company; Indian company; Domestic company; Foreign company; Obligation of companies; Computation of taxable income; Determination of tax liability; Problems on computation of tax liability of companies.

Module IV

Tax planning: Tax avoidance; Tax evasion; Tax management; Tax planning with reference to financial management decisions such as Capital structure, inter-corporate dividend and transfers, dividend policy and bonus shares. Tax planning with reference to specific managerial decisions like make or buy decisions, own or lease decisions, repair or replace decisions and shut down or continue decisions.

Module V

Tax planning with respect to managerial remuneration, mergers and acquisitions, foreign collaborations and joint ventures, Implications of avoidance of double taxation agreements.

Books:

1. Ahuja, G.K. and Gupta, Ravi: Systematic Approach to Income Tax, Bharat Law House, Allahabad 1999.
2. Singania, Vinod K.: Direct Taxes :Law and Practice, Taxman, Delhi 1991..
3. Prasad, Bhagavati: Direct Taxes: Law and Practice.

4. Sreenivas, E.A.: Handbook of Corporate Tax Planning, Tata McGraw Hill, New Delhi 1986.

Finance Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 4EF 06 FINANCIAL SERVICES

60 Contact hours

4 credits

Module I

Indian financial system – an overview. Money market – call money market – commercial paper market – commercial bill market – certificates of deposits – treasury bill market – gilt edged securities market. Capital market – an overview - capital market instruments - capital market reforms – primary markets – methods of raising funds from primary market- public issue global markets – issue of American depository receipts and global depository receipts – guide lines on their issue – emerging trends.

Module II

Financial services- nature – characteristics – role of financial services in economic development – relevance of the study of financial services – factors influencing the growth and development of financial services industry – types of financial services

Module III

Merchant banking – historical perspective – nature of services provided by Merchant bankers – structure of merchant banking firm – setting up and managing a merchant bank – SEBI regulations on merchant banks – under writing – stock broking – depositories – tax planning services – portfolio management services – factoring services and practices – card business – credit cards and debit cards.

Module IV

Credit rating: approaches and process of rating – credit rating agencies – CRISIL and ICRA, CARE ratings for financial instruments – methodology of rating. Leasing: concepts and classification of leasing – present legislative framework of leasing – lease evaluation (lessor's and lessee's point of view)- tax aspects of leasing. Hire purchase: introduction – concepts and characteristics – legal aspects and tax implications – financial evaluation.

Module V

Stock exchange business and practices – insurance – role of insurance in financial framework – general insurance – life insurance – marine insurance and others.

References

- 1 L.M. Bhole: Financial Institutions and Market
- 2 I. Friend M Blume, J Crocket: Mutual Funds and other Institutional Investors
- 3 N.J.Yasaswy: Personal Investment and Tax Planning
- 4 Julia Holyoake, William Weipers: Insurance 4th edition
- 5 M.Y.Khan: Financial Services
- 6 Sriam. K: Hand book of leasing, Hire purchase and Factoring.
- 7 Bhatt. R.S : Financial system for economic development

- 8 Pandey I.M: Venture Capital – The Indian Experience
9. Punithavathy Pandian: Financial Services and Markets, Vikas

Finance Elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EF07 BEHAVIOURAL FINANCE

60 Contact hours

4 credits

Objectives:

To give a broad idea about the basic concepts of behavioral finance
To equip the student to manage personal finance.

Module I:

Conventional finance and challenges to market efficiency—expected utility, prospect theory—mental accounting-Heuristics and biases, over confidence and emotions. Financial decision making—Stemming from heuristics and biases.

Module II

Investor psychology and asset pricing—preferences and anomalies in financial markets—Individual investor anomalous behavior—investor problems.

Module III

Retirement schemes, pension schemes and client management—behavioral explanation for anomalies and behavioral investing—behavioral corporate finance.

Module IV

Winners curse—bubble and IPO's—increments to winners curse—valuation of uncertainty—historical bubbles—experimental bubbles—internet bubbles.

Module V

Limits to arbitrage—systematic trading—arbitrage theory—relative mispricing—closed ended mutual funds—equity carve outs—systematic noise. Anomalies—post earning announcement drifts, event studies, test of joint hypothesis.

References:

1. Nofsinger, J.R. 2001: Investment madness, Prentice Hall
2. Plous: 1993 : The psychology of Judgment and decision making : Mc Grow Hill
3. Mitchell O.S & S.P. Utkus: Pension design and structure—New lessons from Behavioural Finance. Mc Grow Hill

Finance Elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EF 08 TREASURY MANAGEMENT

60 Hours

4 credits

Course objectives:

- To gain an in-depth understanding of the concepts, tools and techniques of Treasury management training, and,
- To learn treasury operations.

Module I

Scope and Function of Treasury Management; Structure and Organization of Treasury Management – Role of CFO – Functions of Treasurer and Controller – Responsibilities of Treasurer

Module II

Internal Treasury Control; Structure and Organization of Treasury – Accounting and Control – Various Measures of Controls – insights into Information Systems and Reporting Standards – measuring Treasury Performance.

Module III

Tax Planning and Treasurer; What is Tax Planning ? Avoidance and Evasion – Tax Planning. Managing Bankruptcy; Definition of Bankruptcy – Factors of Leading to Bankruptcy – Symptoms of Bankruptcy – Bankruptcy Costs – Bankruptcy Prediction Models – Case Study – Barings

Module IV

Managing Customer and Investor Relationships ; Services Rendered by Banks – The Indian Banking Services – Investor Relations Programs – Disseminating Information – Planning for Contingencies – Dealing with Hostile Press.

Module V

Funds Management in Banks; Cash and Liquidity Management – Reserve Management – Investment Portfolio Management – Transfer Pricing – Assets and Liability Management – Forex Management

Books:

1. R. M. SREEVATAVA- MANAGEMENT OF FINANCIAL INSTITUTIONS
2. BANK MANAGEMENT- INDIAN INSTITUTE OF BANK MANAGEMENT
3. N.S.BHOLE- FINANCIAL INSTITUTIONS AND MARKETS
4. Meera Sharma: Management of financial institution

HRM Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EH 01 HUMAN RESOURCE PLANNING AND DEVELOPMENT

60 Hours

4 credits

Course objectives:

1. To give the students a deep understanding of process of HR planning, and
2. To familiarize them with the methods for HR development.

Module I

Introduction to HR planning—meaning and definition, objectives of HRP, benefits of HRP, problems of HRP, process of HRP, Hr demand forecasting-techniques-HR supply forecasting-skill inventories-management inventories, wastage analysis. Redundancy strategies, retention strategy, retention plan, macro level man power planning and labour market analysis- work flow mapping, recruitment and succession planning. Macro level manpower planning and labor market analysis; Organizational HR Planning; Stock taking; Workforce flow mapping; Age and grade distribution mapping. Recruitment and succession planning.

Module II

Job analysis, meaning and definition, job description and job specifications, steps in job analysis, process of job analysis, method of collecting job data. Why job analysis, job design—career management and career planning- selection process.

Module III

Performance management: Performance planning; Potentials appraisal and career development; Tools for measuring performance.

Module IV

HRD climate; work culture; Quality of work life(QWL) and management of change; TQM and HRD strategies; HRD in strategic organization

Module V

HR Information systems; HR Valuation and accounting; HR Audit; Culture Audit; Career assessment - Models.

Books:

1. Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi 2004.
2. Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff, 1991.
3. Belkaoui, A.R. and Belkaoui ,JM, Human Resource Valuation: A Guide to Strategies and Techniques, Quarum Books, Greenwood, 1995.
4. Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford, 1992.
5. Greenhaus, J.H., Career Management, Dryden, New York, 1987.
6. Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell,

Oxford, 1995.

HRM Elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3EH 02 MANAGEMENT OF INDUSTRIAL RELATIONS
60 Hours 4 credits

Course objectives:

1. To sensitize the students to the tasks of industrial relations, and,
- 2 To familiarize them with the current IR practices.

Module I

Industrial relations perspectives; IR and the emerging socio-economic scenario- IR and the state- legal framework of IR; Industrial conflict and disputes. Salient features of Industrial Employment (Standing Orders) Act,1946.

Module II

IR and Trade Unions; Role and future of trade unions; Trade union and the employee; Industrial unrest; Trade union and the management; Plant level labor relations; Works committees; Joint management committees.

Module III

Discipline and grievance management; Negotiation and collective settlements; Participative management and co-ownership; Productivity bargaining and gain sharing.

Module IV

Employee empowerment and quality management; Quality circles; Employee suggestion schemes; Industrial relations and technology management.

Module V

Role of state in IR; Labor office, labor courts and industrial tribunals; Conciliation and mediation.

Books:

1. Niland J.R. et el, The Future of Industrial Relations, Sage Publications, New Delhi 1994.
2. Mamkootam, K, Trade Unionism–Myth and Reality, Oxford University Press, New Delhi 1982.
3. Papola T.S.and Rodgers,G, Labor Institutions and Economic Development in India, ILO, Geneva, 1992.
4. Ramaswamy , E.A, The Rayon Spinners The Strategic Management of Industrial Relations, Oxford University Press, New Delhi 1994.
5. Virmani, B.R., Participative Management vs Collective Bargaining, Vision Books, New Delhi,1988.

HRM Elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3EH03 ORGANISATIONAL DEVELOPMENT AND CHANGE

60 Hours

4 credits

Objective: This course is aimed at providing the students with a frame work of what change and organisation Development is, how it works, its change techniques and what the future of Organisation Development might be.

Module I

Nature of Change: Necessity for Change, factors affecting change, organisational factors affected by change, impact of change on structure, communicative patterns and human relations, Situational analysis and patterns of change, Learning, Training and Development - definitions, objectives and inter-linkages, Basic concepts of Human Resources Development (HRD).

Module II

Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organisation; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for change; cultural and climatic factors affected by change.

Module III

Organisational transformation: Change cycles; leadership patterns and transformational strategies; resistance to change - cause and counteractive measures; reward system as an effective tool to effect and sustain changes; impact of disciplinary measures on behaviour modification; Business Process Re-engineering (BPR)

Module IV

Organisational Development for planned change : Introduction; definition; historical development and nature of OD; focussed activities - individuals, roles, dyads, groups, inter-groups, as targets of planned change; problem area; conflict, frustration and stress - impact on behaviour and productivity, coping strategies; intra-group and inter group conflicts; major OD intervention strategies and their expected effects.

Module V

Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T-groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games.

References:

1. Dipak Kumar Battacharyya, Organisational Change and Development, Oxford University Press, New Delhi, 2013.
2. Thomas G. Cummings and Christopher G Worley, Cengage Learning, 2009
3. Bob Hamlin, Jane Keep and Ken Ash, Organisational Development and Change

HRM Elective

UNIVERSITY OF CALICUT
 MASTER OF BUSINESS ADMINISTRATION
 BUS 3EH 04 GLOBAL HUMAN RESOURCE MANAGEMENT

60 Hours

4 credits

Objectives: The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

Module I:

International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach –the institutionalism perspective/ functions-Globalization and HRM.

Module II:

International HRM models –Poles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM-Internationalization of business – types of global business-Impact of inter country differences on HRM.

Module III :

International staffing –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation –Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback-international adjustments- repatriation.

Module IV:

Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

Module V: HRM in Global Organizations – Ethics in International business- Western and Eastern Management thoughts in the Indian context.

References:

1. Dennis R. Briscoe & Randall S. Schuler, International Human Resource Management, Routledge
2. Peter Y Dowling, Marion Festing & Allen D Engle, International Human Resource Management.
3. Willy McCourt and Derek Eldridge, Global Human Resource Management

HRM Elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EH 05 MANAGEMENT OF TRAINING AND DEVELOPMENT

60 Hours

4 credits

Objectives: To familiarize the students with the requirements for designing appropriate systems for management of organizational career development, roles identity and with the concepts of the Managerial competency approach and its relevance to career management.

Module I: Training process an overview—training, development and education, structure of training origination—role competencies and positions of training professionals—training as a system, training process models-evolution of training role—strategic training and development process, implications of strategies for training—training environment, models of organizing and training departments.

Module II: Learning and learning styles—David Kolb’s learning style model, VAK model, principles of learning, Blooms taxonomy, andragogy and pedagogy, synergogy for team learning—learning theories, reinforcement theory, social learning theory, goal theory, need theory, expectancy theory, adult learning theory, information processing theory, learning and knowledge management- Robert Gagne’s The nine events of instruction.

Module III: Training needs analysis, organization analysis, person analysis, task analysis. Need assessment techniques, training design and development—Principles, design process, Types of costs in training program, lesson plans- Training implementation, approaches, seating arrangements, selection and training of trainees, training aids, teaching and facilitation skills.

Module IV: Technical training—training for TQM, attitudinal training, training for management of change, training for productivity, training for creativity and problem solving, training for leadership. Training communication, evaluation process .Donald Kirkpatrick’s evaluation model-outcomes used in evaluation training program—Methods of data collection for training evaluation—cost benefit analysis, Future of training and development.

Module V: Management development—objectives of MD—Methods of MD, models of management development. Compulsory case analysis.

References:

1. Lyntop R. Pareek.U: Training for development.
2. Buckley R and Caple: The theory and practice of Training
3. Peppar, Allan D: Managing the training and development function.

4. John Patrick: Training Research and practice.

HRM elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EH 06 PERFORMANCE MANAGEMENT

60 Hours

4 credits

Course objectives:

- To gain an in-depth understanding of organizational and managerial performance, and,
- To gain practical knowledge in setting up team management, target setting and achievement.

Module I

Concepts of organizational performance: Vision and mission: Communicating and living shared view; Competencies and behaviors for effective performance; Establishing the skills, knowledge and attitude required for the organization's future; Recruiting and developing against the agreed competencies; Performance standards and targets; Clarifying, communicating and reviewing organizational goals and targets; Linking group and individual responsibilities to organizational performance.

Module II

Performance management: Meaning and importance of Managerial Performance; Critical success factors analysis for managerial performance; Business System analysis; Management styles and performance; Style of communication; Performance appraisal: Instrument for performance appraisal; Evaluation of managerial performance. Setting performance standards; measurement of performance; Time management;

Module III

Management style: Relationship orientation; Task orientation; Working in teams: Team development; coaching and training; Leadership Skills and Motivation. Setting objectives and targets; Setting smart goals; chasing targets;

Module IV

Indicators of performance for different levels of management; Criteria for evaluating performance of junior level managers, middle level managers and top level managers; Tracking performance; Feedback management for performance improvement.

Module V

Organizational culture and managerial performance: Developing appropriate culture for superior performance; Focusing individual and organizational learning on improved performance; Rewards and performance - Defining appropriate reward systems; Ensuring the link between performance and rewards; Limitations and boundaries of performance related rewards; Using effective methods of reviewing performance and development; Performance based cultures and structures.

Books:

1. White, Alasdair.: Performance Management
2. Robert Bacal, Performance Management, McGraw Hill
3. Harvard Business Essentials, Performance Management
4. Herman Aguinis, Performance Management

HRM elective

UNIVERSITY OF CALICUT

MASTER OF BUSINESS ADMINISTRATION

BUS 4EH 07 Industrial Relations and Labour Laws

60 Hours

4 credits

This subject introduces the trade unions and the industrial relations climate along with the relevant labour legislations that are needed for a human resource manager.

Module I

Trade Union & conflict settlement laws - background objects of registration, withdrawal of registration, amalgamation, dissolution of unions, rights and liabilities of trade unions.

Module II

Regulations of service conditions and disciplinary matters, Industrial Employment Standing Orders Act (1946), including modifications.

Module III

Subsistence allowance-disciplinary proceedings and domestic enquiry, prevention and settlement of industrial conflicts - authorities under the act, general principles of labour adjudication - settlement and award, non employment matters-strike and lockout, lay off and retrenchment, VRS, prohibition against change of service condition, pending proceedings.

Module IV

Social Security Legislations-ESI Act (1948), Payment of Gratuity Act (1972), Employees' Provident Fund Deposit Linked Income Fund (1942), Maternity Benefit Act (1961), Workman's Compensation Act. Economic and Welfare Legislations - Minimum Wages Act (1948), Payment of Wages Act (1936), Payment of Bonus Act (1965), Factories' Act (1948), Shops and Commercial Establishment Act.

Module V

Case Laws

Books

1. Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2004
2. Monappa, Industrial Relations, McGraw Hill
3. Mark Bray, Industrial Relations, McGraw Hill

HRM elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EH 08 Personality and Managerial Performance

60 Hours

4 credits

To give an overview of personality and its influence in managerial performance

Unit I

Concept and Definition of personality: Introduction to major theories of personality (psychoanalytical theory; need based theories; self theory) Stages in the development of human personality disorders and introduction to abnormal behaviour.

Unit II

Perception of self and others; influences in perception; inter-personal affinities and relationships. Development of emotions: Theories of emotional behaviour: adaptive and disruptive emotions – influences on behaviour.

Unit III

Personality related measurements: Testing of intelligence, ability, attitudes and aptitude. Use of Testing Instruments, questionnaires and direct interview; Designing and application of measuring instruments in the organizational context.

Unit IV

Frustration, conflict and anxiety – different approaches to handling stress and causative factors for stress: Influence of stress, physical and mental process; Stress management.

Unit V

Counselling – Emergence and Growth, Counselling process, strategies and interventions – Change in Behaviour through Counselling- Problems in Counselling, Application in organisational settings.

Books

1. David Jechow Duncan, The Relation of Personality to Managerial Performance,
2. Robert R Spillane and John Martin, Personality and Performance

HRM elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EH Conflict Resolution and Negotiations

60 Hours

4 credits

This course is designed to introduce students to conflict resolution and negotiation and tactics that can be effectively used in an organizational setting.

Module I

Role of conflict in organizations-leadership approaches to conflict situation- managerial approaches to conflict –individual differences-power and influence

Module II

Conflict and organizational culture,-negotiation strategies and conflict resolution, superior/ subordinate interactions and conflict resolution- ethics in conflict resolution

Module III

Negotiations: Nature, outcomes – Distributive negotiations – Strategy and planning

Module IV

Integrative bargaining- Targets and aspirations- Contingent contracts – Trust and relationships

Module V

Negotiation simulations- in basket exercises- case studies

Books

Harvard Business Review on Negotiations and Conflict Resolution

International Business Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EI 01 STRATEGIC FINANCIAL MANAGEMENT

60 Hours

4 credits

Module I

Strategic financial management an overview—Agency theory—Conflict of interest. Business valuation methods – dividend yield method – earnings yield method- earnings ratio method – ROI valuation method. Capital asset pricing model – dividend growth valuation model.

Module II

Valuation of securities: approaches to corporate valuation, valuation of equities including cash flow, dividends and earnings approach- valuation of debt – valuation of convertibles and derivatives. Black- Scholes model -valuation for mergers and acquisitions.

Module III

Corporate restructuring – Broad areas of restructuring – rationale for diversification – techniques for corporate restructuring – expansion techniques - joint ventures, business alliances, foreign franchises, intellectual property rights – Disinvestment techniques – sell off – de merger (spin off) management buy out – liquidation- leveraging buyout- other techniques – going private – share repurchase – buy-in reverse merger.

Module III

Mergers and acquisitions – types of amalgamations- methods of take over – motives and strategies influencing M&A- Motives of cross boarder M&A- Categories of M&A- methods of payment in M&A – steps in merger transactions – tax benefits of merger transactions – reverse mergers – steps in reverse mergers – defensive strategies in hostile takeovers.

Module IV

Corporate restructuring – Broad areas of restructuring – rationale for diversification – techniques for corporate restructuring – expansion techniques – M&A , takeovers , joint ventures, business alliances, foreign franchises, intellectual property rights – Disinvestment techniques – sell off – de merger (spin off) management buy out – liquidation- leveraging buyout- other techniques – going private – share repurchase – buy-in reverse merger.

Module V

Financial reorganization – leverage buy-out- concept of LBOs – stages of LBO operation - sources of value generation through LBO . International sources of finance – GDR,ADR,ADS.

References

1. Robert Allen Hill, Strategic Financial Management
2. Rajni Sofat and Preethi Hiro, Strategic Financial Management
3. Samuel C. Weaver and John Fred Weston, Strategic Financial Management
4. Ravi. M. Kishore : Financial management
5. Prasanna Chandra : Financial management

6. I.M.Pandey: Financial management

International Business Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EI 02 INTERNATIONAL FINANCE

60 hours

4 Credits

Module I

Balance of payments – Structure of BOP: Current Account; Capital Account; – Disequilibrium – Adjustment mechanism – Relation between balance of payments and foreign exchange rates – Theories of exchange rates – Purchasing Power Parity theory; Interest rate Parity Theory; Arbitrage in forward market: Covered Interest Arbitrage; International Fisher Effect - Factors influencing exchange rates. Numerical problems in covered interest arbitrage to be covered.

Module II

International Monetary System – Exchange Rate Mechanism – The Gold Standard – The Bretton woods system – the present system of floating rates – Alternative Exchange Rate Regimes: Fixed Exchange Rate systems; Floating Exchange Rate Systems - convertibility of currency.

Module III

IMF- its functions- special schemes of lending – conditionalities of IMF loans – IMF's role in providing international liquidity SDR's – International financial markets and instruments

Module IV

Foreign exchange markets – Structure of Foreign Exchange Market- Features of foreign exchange market; market participants – spot market – forward market - foreign exchange rates – exchange rate quotations – Direct quotes and indirect quotes – spot and forward transactions – spot rate and forward rate – forward premium and forward discount – forward rate quotations : outright forward quote and swap quote – factors affecting forward rates - Cross rates – Arbitrage in spot market: two currency arbitrage; Triangular arbitrage – TT rates and Bill rates.

Numerical problems in direct and indirect quotes, cross rates and two currency and three currency arbitrage to be covered.

Module V

Foreign currency derivatives (Theory only) – currency forwards, currency futures, currency options and swaps - Foreign exchange risk and exposure – operating exposure, transaction exposure and translation exposure – Management of foreign exchange exposure with hedging – Internal hedging (theory only): leading and lagging, exposure netting, currency risk sharing, hedging through sourcing and hedging by choosing the currency of invoice – external hedging: hedging with forward and futures(theory only); money market hedging (theory and problem).

Numerical problems in money market hedging to be covered.

Reference:

- 1 . Maurice Levi : International finance, Routledge
2. Bruce G Resnick and Cheol S Eun: International Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.

- 3 . S. Kevin: Fundamentals of International Financial Management, PHI Learning Private Limited, New Delhi.
- 4 . Thummuluri Siddaiah: International financial Management, Pearson Education, Delhi
- 5 .Vyuptakesh Sharan: International Financial Management, PHI Learning Private Limited, New Delhi

International Business Elective
 MASTER OF BUSINESS ADMINISTRATION
 BUS 3E103 INTERNATIONAL MARKETING

60 Hours

4 credits

Course objectives:

- To understand the international environment for marketing, and,
- To gain an in-depth understanding of global marketing practices.

Module I

International Marketing: Meaning and Definition; Scope and Importance of International marketing; International, multinational and global marketing. Reasons for international marketing; Forces restricting international marketing; Management orientation to international marketing; Challenges of international marketing.

Module II

International economic environment: Different economic systems; Big emerging nations; Low income, middle income and high income countries. International trade environment; Preferential trade agreements; Specific trading groups; International social and cultural environment; Understanding culture. Political, legal and regulatory environment. Concept of sovereignty; Political risk; International legal system; Business issues in legal systems; Approaches to dispute settlement. International regulatory environment; WTO.

Module III

International market entry strategy: Factors influencing entry strategy; Modes of entry; Exporting; Problems in exporting; Measures of import restriction and export promotion; International payment system. Licensing; Foreign Direct Investment; Strategic Alliances; Global strategic partnership and relationship enterprise.

Module IV

International marketing mix strategy: International product strategy; Factors affecting product strategy; International promotion strategy; Integrated marketing communications; Global advertising; Global personal selling; Global sales promotion and publicity; International distribution strategy.

Module V

International marketing information system and marketing research; Steps in international marketing research; Special issues in international marketing research. International marketing organisation system; International marketing control system. Foreign trade policy of India; Exim Policy; Analysis of foreign trade of India.

Books:

- 1.. Keegen, Warren and Mark Green: Global Marketing, Prentice Hall of India, New Delhi.
2. Cateora, Philip R, and John L Graham: International Marketing. Tata McGraw Hill, New Delhi 2005.
3. Kripalani, V.H.: International Marketing, Prentice Hall of India, New Delhi.

4. Ministry of Commerce, Government of India: Export Import Policy 1992-97.
5. U.C Mathur: International Marketing- Text and cases : Sage publications

International Business Elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3EI 04 GLOBAL HUMAN RESOURCE MANAGEMENT

60 Hours

4 credits

Course objectives: The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

Module I:

International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach –the institutionalism perspective/ functions-Globalization and HRM.

Module II:

International HRM models –Poles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM-Internationalization of business – types of global business-Impact of inter country differences on HRM.

Module III:

International staffing –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation –Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback-international adjustments- repatriation.

Module IV:

Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

Module V:

HRM in Global Organizations – Ethics in International business- Western and Eastern Management thoughts in the Indian context.

References:

VSP Rao: Human Resource Management—Text and Cases

International Business Elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EI 05 ELECTRONIC COMMERCE

60 Hours

4 credits

Course objectives:

- To understand the importance of database systems for business management, and,
- To gain a practical orientation to database development and maintenance.

Module I

Electronic Commerce (EC)- Definition, Scope and Types: B2B, B2C, C2B, C2C, Intra-business EC . Electronic Marketing Process, Interdisciplinary nature of EC. Driving forces of EC. Business models in E-commerce.

Module II

E-business strategies and their implementation; E-commerce for service oriented industries- Online publishing, Securities broking, Travel and Tourism, Job market services, Real estate, Cyber banking and auctions; B2B Electronic Commerce: characteristics and Models of B2B E-Commerce;

Module III

Technology Infrastructure for E-Commerce: The Internet Technology and standards; Internet Protocols; EDI, Markup languages, Web servers, browsers and Clients. Search Engines, E-mails; Intranet and Extranet; Biometrics and grid computing. Development of E-Commerce Portals:

Module IV

Electronic payment systems: Online Credit card; Electronic fund Transfer and Debit Cards; Stored Value Cards and E-Cash, E-Cheque, Unified payment systems. Security schemas in Electronic payment Systems.

Module V

Marketing for E-Commerce: Electronic marketing in B2B; Retailing on the Net – Online shops, Online services, Career and job search services; Internet Marketing Technologies: Web transaction logs and Customer profiling and targeting; Data warehousing and mining; Spam; Marketing and Branding Strategies in E-Commerce.

Online Marketing Research.

Books:

1. Turban, Efraim, David King et. al.: Electronic Commerce: A Managerial Perspective, Pearson Education Asia, Delhi 2002.
2. Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi 1999.
3. Rayport, Jeffrey F and Jaworksi, Bernard J: Introduction to E-Commerce, Tata McGraw Hill, New Delhi 2003.
4. Smantha Shurety,: E-Business with Net Commerce, Addison - Wesley, Singapore 2001.
5. Rich, Jason R: Starting an E-Commerce Business, IDG Books, Delhi 2000.
6. Laudon, Kenneth C and Carol Guercio Traver : E-Commerce business.

Technology. Society, Pearson Education, Delhi 2005.

7. Stamper David A, and Thomas L.Case: Business Data Communications, Pearson Education, New Delhi 2005.

8. Willam Stallings: Business Data Communications, Pearson Education, New Delhi 2004.

International Business
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EI 06 FOREX MANAGEMENT

60 Hours

4 credits

Module I: Meaning of the Term “Foreign Exchange”, Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Import Export India’s Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility.3 Introduction to International Monetary Developments: Gold standard, Bretton Woods’s system, Fixed-Flexible Exchange Rate Systems, Euro market.

Module II: Finance Function: Financial Institutions in International Trade. 5 Non resident Accounts: Repatriable and Non Repatriable, Significance for the Economy and Bank. - Methods of IN Trade Settlement: Open Account, Clean Advance, Documentary Credit, Documentary Collection. - Documentary Credits (Letter of Credit): Types of LC – Parties, Mechanism with illustration.

Module III: Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. 9 INCOTERMS: C.I.F., F.O.B., C.I.P. -- Financing of Imports by Opening of Letter of Credit: Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit. -- Export Finance: Financing of Export/ Deemed Export: Pre ship, and Post Ship Finance, Export Methods --, E.C.G.C. and other formalities Uniform Custom Practices of Documentary Credits -- Uniform Rules Collection

Module IV: Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic. -- Deriving the Actual Exchange Rate: Forwards, Swap[s, Futures and Options. Guarantees in Trade: Performance, Bid Bond etc.

Module V: International Financial Institution--• International Monetary Fund—functions- - Special Drawing Rights - International Bank for Reconstruction and Development-- International Finance Corporation-- International Development Association

References

1. “M.VY.Phansalkar”, All about Foreign Exchange & Foreign Trade, English edition, 2005.
2. “Walter.OCHYMSKI”, Foreign Exchange Management, Book Sorge Publication, 2006.
3. “Julian Walmsley”, Foreign Exchange & Money Markets Guide, John Wiley, 2006.
4. “Bimitris and N.Shyrafos”, New Technology of Financial Management, John Wiley, 2006.
5. “Surendra.s.Yadav, P.K.Jain and Max peyrard”, Foreign Exchange Markets understanding derivatives & other instruments, Macmillan.
6. “B.P.Mathur”, Foreign Money in India, Macmillan
7. “Yarbrough”, The World Economy ,Trade & Finance, 7th edition, Cengage Learning .
8. “Seethapathy.K.and Suhulakshmi.Y”, Foreign Exchange Management, ICFAI.

9. "Yadav", Foreign Exchange Markets, Macmillan, 2007.
10. "Thomas von Ungern", Strategic Foreign Exchange Management, Black well Publishers, 1990.