

**UNIVERSITY OF CALICUT**  
**(Abstract)**

MBA –Regulations and Syllabus under CUCSS Distance Education mode-  
implemented with effect from 2012 admission onwards-approved-orders issued.

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**GENERAL AND ACADEMIC BRANCH-IV-‘E’ SECTION**

No: GAIV/E3/596/2011

Dated, Calicut University. P.O., 13.01.2012.

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- Read: 1. Item no. 4 of the minutes of the meeting of Board of Studies in  
Management Studies (Single Board) held on 21.12.2011.  
2. Remarks of Dean, Faculty of Commerce and Management Studies in  
file of even No. on 10.01.2012.  
3. Orders of the Vice-Chancellor in file of even no. on 10.01.2012.

**ORDER**

As per paper read as first above , the meeting of Board of Studies in  
Management Studies (Single Board) held on 21.12.2011 resolved to approve the  
Regulations and syllabus of MBA Programme under Calicut University Credit  
Semester System Distance Education mode from 2012 admission onwards.

As per paper read as second above, the Dean, Faculty of Commerce and  
Management Studies has requested to approve item number 4 of the minutes of  
the Board of Studies in Management Studies (Single Board) held on 21.12.2011  
since it is urgent.

Considering the urgency of the matter, the Vice-Chancellor exercising the  
powers of Academic Council has accorded sanction to implement item no. 4 of the  
minutes of the meeting of Board of Studies held on 21.12.2011 subject to  
ratification by the Academic Council.

Sanction has therefore been accorded for implementing the Regulations and  
Syllabus of MBA Programme under Calicut University Credit Semester System  
School of Distance Education mode from 2012 admission onwards subject to  
ratification by Academic Council.

Orders are issued accordingly.

Sd/-  
**DEPUTY REGISTRAR (G&A-IV)**  
**For REGISTRAR**

To

The Director, School of Distance Education.

Copy to:- PS to VC/PA to PVC/PA to Registrar/CE/ EX Section/EG 1 Section/Digital  
Wing/PRO/DR-PG, AR/DR MBA Sn/ Tabulation/ GA I-F  
Section/Enquiry/Dean, Faculty of Commerce & Management Studies/Chairman  
Board of Studies in Management Studies PG/SF/DF/FC.

Forwarded/By Order

SECTION OFFICER.

**UNIVERSITY OF CALICUT**  
**REGULATIONS OF MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**PROGRAMME UNDER DISTANCE EDUCATION UNDER CUCSS MODE**  
**TO BE IMPLEMENTED WITH EFFECT FROM 2012**  
**BY SCHOOL OF DISTANCE EDUCATION, UNIVERSITY OF CALICUT**

**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**

The admission to the programme shall be made on the basis of an entrance examination called CUMAT (SDE) conducted by the university and the marks obtained by the candidates in the bachelor degree examination put together in the following order.

**3.1 The rank score shall be based on:**

Entrance examination carrying	120 marks
Plus Two / PDC marks	30 marks
Total	150 marks

A minimum of 30 marks should be scored for a pass in the entrance examination.

**3.2 The weight age 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 Weight age. For every one percent additional marks obtained for the Plus two/ Higher secondary/ PDC examination over and above 50% marks, one mark weightage will be given subject to a

maximum of 30 marks for up to 80 % of marks obtained for the Plus two/ Higher secondary/ PDC examination.

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.

3.3 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 actual marks obtained in the written 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.

3.4 All resident candidates admitted to the programme shall be attached to any of the six university centres VIZ. SMS Trichur, SMS Palakkad, SMS Kozhikode, SMS Kuttippuram, SMS Vatakara and Department of Commerce & Management Studies (DCMS) where MBA regular programme is offered for academic administration, contact classes, project work, library facilities etc. and all overseas candidates will be attached to any of the overseas centres approved by the university for this purpose.

3.5 The university reserves the right to attach any candidate to any resident and overseas centres for academic administration, contact classes and other related activities. The maximum number of students attached to any of the University centres will be 80 students and overseas centre 50 students.

3.6 The candidates admitted to MBA course must produce the qualifying degree mark list / Provisional Certificate / Confidential mark list, latest at the last date of closing PG 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.

3.7 Academic Coordinator

For the administration of this programme, a Coordinator must be appointed from among the teachers of the Department of Commerce and Management Studies, University of Calicut.

#### **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 Contact Lecture Hours**

Each full course shall have 12 hours and each half course shall have 6 hours of contact classes per semester. Each course having a maximum of 4 credits will be considered as full course and all courses having a maximum of 2 credits shall be considered as half courses. University shall arrange contact classes at notified centres on week end holidays and other public holidays.

#### **6.0 Attendance**

A student shall attend at least a minimum of 50 % of the number of contact classes actually conducted in a semester to be eligible for appearing for university examination of that semester. Course wise minimum attendance for the contact classes will not be insisted. 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 External Examination**

7.1 The University shall conduct semester end examinations, carrying 4 credits for full course and 2 credits for half course, for each of the courses in the first, second, third and fourth semesters.

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

7.3 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.

### **8.0 Project Report- Minor**

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

8.2 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.

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

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

8.5 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.

8.6 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.

8.7 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.

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

8.9 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

8.10 The project is done individually.

8.11 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.

8.12 The duration for minor project work is two weeks for data collection and field work.

8.13 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.

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

Title page

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

Certificate from faculty guide

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).

## **9.0 Major Project**

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

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

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

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

9.5 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.

9.6 The Director SDE 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 Director.

9.7 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.

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

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

## 10.0 Evaluation of Minor and major Project Report

10.1 The minor and major project done during the third and fourth semester shall be evaluated by one examiner appointed by the controller of examinations.

### 11.0 Minimum credits for Project Report

11.1 The student should get a minimum of 2 credits for project report for a pass in both minor and major projects.

11.2 If the student fails to get 2 credits 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.

## 12.0 Viva Voce Examination

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

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

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

12.4 The student should get 2 credits in the viva voce for a pass in viva voce.

## 13.0 Scheme of Instruction and Examination

### 13.1 Semester One

Course Code	Course Title	Minimum contact Lecture hours	Total Credit	Minimum GPA required for a pass
MBA I.1	Business Laws	12	4	2
MBA I.2	Management -Theory and Business Ethics	12	4	2
MBA 1.3	Organization Behavior	12	4	2
MBA I.4	Managerial Economics	12	4	2
MBA I.5	Quantitative Techniques	12	4	2
MBA I.6	Accounting For Managers	12	4	2
MBA 1.7	Business Environment	06	2	1
MBA 1.8	information Technology for Management	06	2	1
MBA 1.9	Business Communication	06	2	
	Total in a semester	90	34	17

### 13.2 Semester Two

Course Code	Course Title	Minimum Contact Lecture Hours	Total credit	Minimum GPA required for a pass
MBA 2.1	Marketing Management	12	4	2
MBA 2.2	Financial Management	12	4	2
MBA 2.3	Operations Management	12	4	2
MBA 2.4	Human Resources Management	12	4	2
MBA 2.5	Management Science	12	4	2
MBA 2.6	Management Information Systems	12	4	2
MBA 2.7	Research Methodology	12	4	2
MBA 2.8	Soft Skills Development	06	2	1
	Total in a semester	90	30	15

### 13.3 Semester Three

Course Code	Course Title	Contact Lecture Hours	Total Credit	Minimum GPA required for a pass
MBA 3.1	Investment Management	12	4	2
MBA 3.2	Entrepreneurship Development and Project management	12	4	2
MBA 3.3	International Business Management	12	4	2
MBA 3.4	Supply chain and Logistic Management	12	4	2
MBA 3.5	Functional Elective 1	12	4	2
MBA 3.6	Functional Elective 11	12	4	2
MBA 3.7	Functional Elective 111	12	4	2
MBA 3.8]	Minor project	06	2	1
	Total in a semester	78	30	15

### 13.4 Semester Four

Course Code	Course Title	Contact Lecture Hours	Total Credit	Minimum GPA required for a pass
MBA 4.1	Cost and Quality Management	12	4	2
MBA 4.2	Strategic management	12	4	2
MBA 4.6	Functional Elective IV	12	4	2
MBA 4.7	Functional Elective V	12	4	2
MBA 4.8	Project Report	12	4	2
MBA 4.9	Comprehensive Viva Voce		2	1



	Total in a semester	60	22	11
	Grand Total	318	116	58

#### **14.0 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.

#### **15.0 Failed students**

15.1 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.

15.2 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.

#### **16.0 Change in curriculum and Chances to students**

16.1 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.

#### **17.0 Discontinuation and Readmission**

17.1 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.

#### **18.0 Pass minimum**

18.1 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

18.2 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.

**19.0 Option to switch over from MBA Programme to Diploma in Management (DIM) / Post Graduate Diploma Programme in Management:**

On completing successfully the First Semester candidates are awarded with the Diploma in Management (DIM). Candidates who have registered for MBA Program but could not successfully complete all the courses necessary for the award of MBA degree, but completed some courses successfully can switch over from MBA Program to the following PG Diploma programs after the second semester MBA examination. In such case his/her MBA registration will be cancelled and fresh registration for PG diploma will be given on the basis of the request from the candidate. The courses already completed successfully in the MBA program which are necessary for PG Diploma program will be retained. Remaining courses required as per this regulation for PG Diploma program need only to be completed for the award of PG Diploma.

**19.1 PG Diploma in Financial Management ( PGDFM)**

S. No.	Course code	Title of the course	Maximum credits	Minimum credits for a pass
1	MBA 1.2	Management Theory and Business Ethics	4	2
2	MBA 2.2	Financial Management	4	2
3	MBA FIN	Any four functional electives	4	2
4	MBA FIN	Functional Elective 1	4	2
5	MBA FIN	Functional Elective 2	4	2
6	MBA FIN	Functional Elective 3	4	2
7	MBA FIN	Functional Elective 4	4	2
7	MBA 3.8	Minor project	2	1
		Total	26	13

**19.2 PG Diploma in Marketing Management (PGDMM)**

S. No.	Course code	Title of the course	Maximum credits	Minimum credits for a pass
1	MBA 1.2	Management Theory and Business Ethics	4	2
2	MBA 2.1	Marketing Management	4	2
3	MBA MAR	Any four functional electives in Marketing Functional Elective 1	4	2
4	MBA MAR	Functional Elective 2	4	2
5	MBA MAR	Functional Elective 3	4	2
6	MBA FIN	Functional Elective 4	4	2
7	MBA 3.8	Minor project	2	1
		Total	26	13

### 19.3 PG Diploma in Human Resource Management (PGHRM)

S. No.	Course code	Title of the course	Maximum credits	Minimum credits for a pass
1	MBA 1.2	Management Theory and Business Ethics	4	2
2	MBA 2.4	Human Resource Management	4	2
3	MBA HRM	Any four functional electives in HRM Functional Elective 1	4	2
4	MBA HRM	Functional Elective 2	4	2
5	MBA HRM	Functional Elective 3	4	2
6	MBA HRM	Functional Elective 4	4	2
7	MBA 3.8	Minor Project	2	1
		Total	26	13

### 19.4 PG Diploma in International Business PGDIB)

S. No.	Course code	Title of the course	Maximum marks	Minimum marks for a
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				pass
1	MBA 1.2	Management Theory and Business Ethics	4	2
2	MBA3.3	International Business	4	2
3	MBA IBS	Any four functional electives in International Business Studies-- Functional Elective 1	4	2
4	MBA IBS	Functional Elective 2	4	2
5	MBA IBS	Functional Elective 3	4	2
6	MBA IBS	Functional Elective 4	4	2
7	MBA 3.8	Minor Project	2	1
		Total	26	13

## 20.0 Specialization

20.1 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).

20.2 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.

20.3 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

## 21.0 Specialization Areas:

### 21.1 Marketing

MBA MAR 1 Marketing Research (3<sup>rd</sup> semester)

MBA MAR 2 Consumer Behavior (3<sup>rd</sup> semester)

MBA MAR 3 Advertising and Sales Promotion ( 3<sup>rd</sup>semester)

MBA MAR 4 International Marketing (4<sup>th</sup> semester )

MBA MAR 5 Service Marketing (4<sup>th</sup> semester)

MBA MAR 6 Retail Management ( 4<sup>th</sup> semester )

### 21.2 Finance

MBA FIN 1 Strategic Financial Management (3<sup>rd</sup> semester )

MBA FIN 2 International Finance (3<sup>rd</sup> semester)

MBA FIN 3 Forex Management (3<sup>rd</sup> semester)

MBA FIN 4 Financial Services (4<sup>th</sup> semester)

MBA FIN 5 Working capital Management (4<sup>th</sup> Semester)

MBA FIN 6 Treasury Management( 4<sup>th</sup> semester)

### **21.3 Human Resource Management**

MBA HRM 1 Human Resource Planning and Development (3<sup>rd</sup> semester)

MBA HRM 2 Management of Industrial Relations (3<sup>rd</sup> semester)

MBA HRM 3 Organizational Development and Change (3<sup>rd</sup> semester)

MBA HRM 4 Global Human Resource management (4<sup>th</sup> semester)

MBA HRM 5 Management Training and Development (4<sup>th</sup> semester)

MBA HRM 6 Performance Management ( 4<sup>th</sup> semester)

### **21.4 International Business Studies**

MBA IBS 1 Strategic Financial Management (3<sup>rd</sup>semester)

MBA IBS 2 International Finance (3<sup>rd</sup> semester)

MBA IBS 3 International Marketing (4<sup>th</sup>semester)

MBA IBS 4 Global Human Resource Management ( 4<sup>th</sup> semester)

MBA IBS 5 Forex Management ( 4<sup>th</sup> semester)

MBA ISB 6 E-- Commerce (4<sup>th</sup> semester)

22.0 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.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION - SYLLABUS  
MBA 1.1: BUSINESS LAW

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 Contract — breach of contract and remedies—quasi contract.

Module II

Special contracts—bailment- agency-Contract of sale and hire purchase- Sale and 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—Meaning of consumer- rights of 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—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

One compulsory case.

References:

1. Gulshan: Business law
2. M.c.Shukla: Mercantile Law
3. B.N.Tandon: Indian Company Law
4. Negotiable Instrument Act.

## 5. Right to Information Act.

### UNIVERSITY OF CALICUT

#### MASTER OF BUSINESS ADMINISTRATION

#### MBA 1. 2 MANAGEMENT THEORY AND BUSINESS ETHICS

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. .
- \* To understand the importance of ethics in business, and
- To acquire knowledge and capability to develop ethical practices for effective management.

#### 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.

#### Module II

Functions of management- planning: planning premises; types of plan; planning process; organizing: span of control and organizational structure, line and staff functions and conflicts; centralization and decentralization; delegation; staffing: manpower planning, recruitment, selection and placement; induction training; directing: principles of direction; coordinating, and controlling.

#### Module III

Manager vs. leader; leadership and motivation; leadership styles; theories of motivation. MBO: Management of performance; Understanding and managing group processes; characteristics of work group, work group behavior and productivity; team creation and management;

#### Module IV

Introduction to business ethics—nature, purpose of ethics and morals for organizational interest-ethics and conflict of interest--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; ethics and social implications of business policy—corporate social responsibility .

#### Module V

Business ethics: Relevance of values in Management; Holistic approach for managers in decision-making; Ethical Management: Role of organisational culture in ethics; structure of ethics management; Ethics Committee; Ethics Officers and the CFO; Communicating ethics; Ethical Audit; Corporate Governance; Transparency International and other Ethical bodies—ethics in work place—ethics in finance and accounting- ethics in marketing.

One compulsory case.

Books:

1. Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought, Himalaya Publishing House, Delhi 1998.
2. Chakraborty, S.K.: Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi 1995.
3. Boatright, John R: Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
4. Sathish Modh: Ethical Management: Macmillan.
5. Griffiths, B: The Marriage of East and West, Colling , London 1985.
6. Trevion and Nelson: Managing Business Ethics, John Wiley and Sons, 1995.
7. Koontz, H and Wehrick, H: Management, McGraw Hill Inc, New York, 1995.
8. Drucker, Peter, F: Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi 2004.
9. Betman, Thomas S and Snell, Scott A.: Management: Competing in the New Era, Tata McGraw Hill, New Delhi 2003.



UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 1.3 ORGANISATIONAL BEHAVIOUR

Time: 60 hrs

4 credits

**Module I**

Organizational basis for behavior – Contributing disciplines to the OB field – Why managers require knowledge of OB – Need for a contingency approach to the study of OB – Emerging challenges and opportunities for OB – the organization as a system – System approach to organizational behavior – Managerial functions – The organization and people.

**Module II**

Basic psychological process – Perception – Factors influencing perception – Attribution theory – Specific applications in organizations – Learning – Theories of learning – Using learning concepts for self management – implications for performance and satisfaction – Remembering – Basic motivational concepts – Theories of motivation – Implications for performance and satisfaction.

**Module III**

Personality – Determinants of personality – Theories of personality – Major personality attributes influencing organizational behavior – Building and maintaining the self values, attitudes and job satisfaction – Ethical issues in organizational behavior – Mental and health problems in organizations – role of counseling.

**Module IV**

Group dynamics and inter group relationships – Characteristics of workgroup – Basic forces of group behavior – Dynamics of effective operating groups – Work group behavior and productivity Team management – Styles and skills in leadership and communication – Power and politics in organization – Managing differences and conflicts – managing change – Organization and society

**Module V**

Organizational development – Techniques of organizational development – Interventions – Grid management – Transactional analysis – Sensitivity training – Process consultancy.

Case discussions and analysis

Reference:

1. Fred Luthans : Organisational behavior
2. Danial C. Fieldman and Hugh Arnold : Managing individual and group behavior in organization
3. Henry Mintzberg : The structure of organization
4. Edwin Gerlof : Organization theory and design
- 5 Robin. S. P : Organizational behavior

6. Aswathappa: Organizational Behavior
7. Jai B. Sunhat: Culture and Organisational Behavior

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 1.4 MANAGERIAL ECONOMICS

Time: 60 Hours

4 credits

### Course Objectives

1. To equip the student in building powerful tools and techniques in managerial decision making
2. Application of knowledge in solving social and business problems

### Module-1 Introduction:

Economic and Managerial Decision making, Economics of a Business- A brief review of important economic terms and concepts. The firm and its goals, Economic goal of the firm and optimal decision making, Goals other than profit.

### Module II Supply and Demand Introduction:

Market demand, market supply, market equilibrium. Comparative statics analysis- supply, Demand and price: The managerial challenge, Demand elasticity, the economic concept of elasticity, the price elasticity of demand, The cross elasticity of demand, income elasticity, other elasticity measures, elasticity of supply. Demand estimation and forecasting, Regression analysis, Forecasting, Subjects of forecasts, prerequisites of a good forecast, forecasting techniques.

### Module III- Theory and Estimation of Production

The production function, A short-run analysis of total, Average and marginal product, the long run production function, the estimation of production functions, the importance of production function in managerial decision making, Multiple input case, Substituting input factors. The optimal combination of multiple inputs, Optimal levels of multiple inputs. Expressing the production function with the use of calculus. Marginal product. The first Derivative of the total product, Converting the Cobb- Douglas function into a linear form, The optimal combination of two inputs.

### Module IV- The theory and Estimation of cost

The importance of cost in managerial Decisions- The definition and use of cost in economic analysis, The relationship between production and cost, the short run cost function, the long run cast function, the learning curve, Economies of scope, Economies of scale: The short run versus long run, supply chain management.

### Module V- Pricing and outsourcing decisions:

Perfect competition and monopoly Introduction: Competition and market types in economic analysis. Pricing and output decision in monopoly markets, implications of perfect competition and monopoly for managerial decision making. The use of calculus in pricing and output decisions. Break even analysis. Special pricing practices, Cartel arrangements, Price leadership, Revenue maximization, Price discrimination, Non marginal pricing, multi- product pricing, transfer pricing, other pricing practices.

Reference:

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
3. Adhikary,M: Business economics, Excel Books, New Delhi 2000

UNIVERSITY OF CALICUT  
 MASTER OF BUSINESS ADMINISTRATION  
 MBA 1.5 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. Probability distributions: random variable; expected value of random variable; Binomial distribution; Poisson distribution, Normal distribution and Exponential distribution.

Module II

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

Module III

Time series analysis: Variations in time series; Trend analysis' cyclical variation; Seasonal variation; Irregular variation. Time series analysis for forecasting. SPSS for time series analysis.

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 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 2004.

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.

UNIVERSITY OF CALICUT  
 MASTER OF BUSINESS ADMINISTRATION  
 MBA 1.6 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 balances.

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—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

Computerized accounting—Inflation accounting—Human Resource accounting—Social accounting.

References:

1. Financial accounting—Ashoka Banerjee – Excel publications
2. Accounting principles—Anthony—Irwin Publishers
3. Financial Accounting of Management—Ambariash Gupta—Pearsons Education
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

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 1.7 BUSINESS ENVIRONMENT

30 Hours

2 credits

Course objectives:

- To understand the various components of environment and their interdependence
- To be able to assess the likely impact of environmental changes on business processes.

Module I

Business environment: concept, significance and nature of business environment; elements of environment – internal and external; changing dimensions of business environment; environmental scanning and monitoring. Economic environment of business: economic planning in India; industrial policy, fiscal policy, monetary policy, export and import policy; public sector and economic development; economic reforms, liberalization and structural adjustment programmes.

Module II

Political and legal environment of business: Government and business; changing dimensions of legal environment in India; MRTP Act, FEMA, licensing policy and Consumer Protection Act. Regulatory bodies; SEBI, TRAI, IRDA, RBI, CLB. Industrial policy of India as amended from time to time; small and micro enterprises in India; reservation of industries for small-scale units; Socio-cultural environment: Critical elements of socio cultural environment; social institutions and systems; social values and attitudes; social groups; middle class; emerging rural sector in India; consumerism in India. Social responsibility of business; social audit; corporate governance;

Module III

Foreign trade policies; impact of exchange rate fluctuations; technological environment in India, policy of research and development; patent laws; technology transfer. Intellectual property rights; laws relating to trade marks and patents; procedure for registration of patents and trade marks;

Books:

1. Francis Cherunilam: "Business Environment", Himalaya Publishing House, Mumbai.
2. K. Aswathappa: "Legal Environment of Business", Himalaya Publishing House, Delhi.
3. Adhikary, M.: "Economic Environment of Business", Sultan Chand & Sons, New Delhi.
4. Alagh, Yoginder K: "Indian Development Planning and Policy", Vikas Publishing House, New Delhi.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 1.8: IT FOR MANAGEMENT

30 Hours

2 credits

Course objectives:

- To understand the use of MS Excel and MS Access for decision-making
- To understand the potential of the Internet 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: DAVERAGE, DMAX, DMIN, DSUM; Graphics in Excel. 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 II

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 III

Internet – Features of the Internet; WWW: Email, Telnet, FTP, News groups, search engines, portals, Business applications of the Internet. 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.el.: E-Commerce, John Wiley & Sons.
5. Edward C.Willet: MS Office, Wiley Publishing Co, New Delhi.
6. MS Excel 2000.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 1.9 BUSINESS COMMUNICATIONS

Time: 30 hrs

2 credits

Course objectives:

1. To understand the process of business communication, and
2. To acquire required skills to manage business communication.

Module I

Business Communication – meaning - need – process of effective communication– methods –written, Verbal, non-verbal, visual, telecommunications; telephoning - tone of courtesy; types of business communications– internal and external, upward and downward, lateral; barriers to communication – physical, psychological, linguistic, mechanical.

Module II

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

Module III

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; legal aspects of business communication- Corporate reporting-Business meetings-notice, agenda, minutes and chairman's speech.

Books:

1. Dalmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai, 1999.
2. Lesikar, Raymond V. and Flatley, Marie E: Basic Business Communication, Tata McGraw Hill, New Delhi 2005.
3. Randall E. Magors: Business Communication, Harper and Row, New York.
4. Chaturvedi P.D. and Mukesh Chaturvedi: Business Communication, Pearson Education New Delhi 2004.
5. Balasubramanyam: Business Communications; Vikas Publishing House, Delhi.

6. Kaul: Effective Business Communications, Prentice Hall, New Delhi.
7. Patri V.R.: Essentials of Communications; Greenspan Publications, New Delhi.
8. Allan Pease, Body Language, Sudha Publications, New Delhi.

UNIVERSITY OF CALICUT  
 MASTER OF BUSINESS ADMINISTRATION  
 MBA 2.1: MARKETING MANAGEMENT

60 Hours

4 credits

Module 1

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 2

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

Module 3

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 4

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 5

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.

UNIVERSITY OF CALICUT  
 MASTER OF BUSINESS ADMINISTRATION  
 2. 2. 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—objectives—profit maximization Vs wealth maximization—finance functions—role of finance manager—strategic financial management—economic value added—time value of money. ( 5 Hours)

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.—capital budgeting practices. (15 Hours)

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—MM theory—indifference point— fair capitalization—over and under capitalization. (15 hours)

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—committees on working capital and their findings and recommendations. (15 hours)

Module V

A. Sources of long term finance—conventional and innovative sources—leasing — Factoring — securitization—dividend theories—Walter’s model—Gordens model—MM approach—legal aspects of dividend—formulation of dividend policy. B. Corporate governance C. Financial engineering

(60% Problems and 40 percent theory)

Reference Books:

1. Van Horne James.C: Financial management and policy ( Prentice Hall of India)

2. Jim Mc Menamin : Financial management- An Introduction ( Oxford)
3. Pandey. I.M: Financial Management ( Sahitya Bhavan)
4. Ravi M Kishore: Financial Management ( Taxman)

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
2.3: 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.

Compulsory case.

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  
MBA 2.4 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- Personal 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. Labor participation in management and workers empowerment.

Compulsory case.

References:

Human Resource Management- Text and Cases-- VSP Rao

Human Resource Management—Snell, Bohlander

Personal Management and Human Resources—Venkata Ratnam .Srivasthava.  
A Hand Book of Personnel Management Practice—Dale Yolder.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
2.5: MANAGEMENT SCIENCE

60 Hours

4 credits

Module I

Management Science: Scope and importance; Linear Programming- problem formulation; assumptions and limitations; Graphic and simplex methods; concept of duality and shadow pricing; sensitivity analysis- simple problems.

Module II

Integer programming – scope, uses and methods; Dynamic programming: introduction, methods and simple illustrations; Transportation model and its applications in business: solution procedure without degeneracy. Zero-one programming and multiple objective programming.

Module III

Network models: basic network models for project analysis; PERT and CPM; Network construction; Time analysis; cost analysis; time and cost trade off; crashing. Waiting line model: structure, assumptions, uses and characteristics; single channel with infinite population, finite population; multiple channel with infinite population.

Module IV

Decision theory: framework; payoff tables; regret tables; decision under uncertainty and risk; methods of incorporating risk; value of perfect information; Decision tree and its uses; Simulation- concepts and applications: Monte Carlo simulation; limitations of simulation;

Module V

Software package for OR- simulation through computer software such as STROM, QSB, LINDO and EXCEL SOLVER.

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. Taha, H.A., Operations Research –An Introduction, McMillan, New York 1989.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 2.6: 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 Asia, New Delhi 2004.
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.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
2.7 RESEARCH METHODOLOGY

60 HOURS

4 credits

Objectives:

- To understand the different aspects of social and managerial research.
- To understand the approach and methods of managerial research.

Module I

Meaning of research—nature and scope of research—important applications of managerial research in decision making—the research process and types of research — definition of research problem—methods of problem formulation. — role literature review in formulation of research problem --research design—uses and applications—types of research designs-exploratory, descriptive, experimental research designs—administrative structure for management research.

Module II

Population survey and sample study—sampling theories- random sampling and non random sampling—different methods of random and non random sampling—sample size decisions—factors influencing sample size decision—optimum sample size—pilot survey.

Module III

Methods and techniques of data collection— observation and survey methods--tools of data collection—questionnaire and interview schedule—questionnaire preparation—attitude measurement-- scaling techniques—different types of scales—validity and reliability of scale—scale values.

Module IV

Field work and data processing— classification and tabulation –data summarization—analysis and interpretation of data—uni-variant analysis, bi-variant analysis, correlation and regression analysis—testing of hypothesis—parametric and non parametric tests—multivariate analysis—factor analysis, discriminate analysis, conjoint analysis, cluster analysis—Use of statistical software packages.

Module V

Report writing—types of reports—substance of reports—format of reports—executive summary— content of the report—bibliography—references--presentation of reports

Compulsory case.

References:

Ajai S. Gaur and Sanjaya S. Gaur: Statistical methods for practice and Research : Sage Publishers.

Bennet Roger: Management Research

Claire and Morton: Research methods in social relations

Richard I. Levin: Statistics for management

Luck and Rubin: Marketing research

Neil J. Salkind: Exploring research

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 2.8 SOFT SKILLS DEVELOPMENT

30 Hours

2 credits

Course objectives:

\* To foster an all round development of students by focusing on soft skills and also to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition, and practice.

Module I

Verbal Communication includes Planning, Preparation Delivery, Feedback and assessment of activities like: Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, body language and use of Presentation aids--Written communication that includes project proposals, brochures, newsletters, articles, business letters

Module II

Etiquettes that include: etiquettes in social as well as office settings, email etiquettes, telephone etiquettes etc. Improving Personal Memory, study skills that include rapid reading, notes taking and creativity.--Problem solving and decision making skills, perceptive, conceptual, creative, analytical and decisive.

Module III

Time management skills, HR skills: leadership, communication, negotiation, motivating (inter personal and inter group).Risk taking skills--Organising skills: Events management Methodology

(There should be adequate exposure to demonstrations, games, case studies, role plays, field works, presentations, debates and discussions, simulation of real life situations, stress exercises, team exercises, planning exercises, personality testing and feed back etc.)



UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
3.1: 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-types of investment- corporate investment-- Security markets; legal framework of security markets; organized stock exchanges; listing of securities; trading and operational mechanism of stock exchanges; settlement and clearing; online trading; Dematerialization, Depositories and Depository participants; Credit rating services

Module II

Types of securities - equity based and debt based; derivatives, mutual funds. Concepts of risk and return; valuation of securities – bond and equity valuation; different approaches to valuation; Estimation of net asset value of mutual funds.

Module III

Security market analysis – fundamental analysis: economic, industry and company analyses- technical analysis - methods of technical analysis: trends, indicators and patterns– advance-decline line, RSI - market indices and moving averages –Dow theory and Random Walk Hypothesis.

Module IV

Investment management – portfolio management - selection of portfolio- Markowitz diversification- Portfolio theory and risk management- calculation of risk and return of portfolios- Portfolio evaluation –methods of evaluation- portfolio revision-- problems.

Module V

Institutional arrangement for security investments-SEBI-reforms introduced by SEBI in primary and secondary market-Mutual funds- meaning –concepts- types-growth of mutual funds in India—merchant bankers—National depository.

(50 % theory and 50% problems)

References:

1. Donald E. Fisher and Ronald J. Jordan, “Securities Analysis and Portfolio

Management”, Prentice Hall, New Delhi.

2. S. Kevin: Security analysis and portfolio Management

3. Sourain, Harry, “Investment Management”, Prentice Hall of India.

4. Francis and Archer, “Portfolio Management ”, Prentice Hall of India.

5. Gupta L.C.: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi.

6. Machi Raju, H.R.: Working of Stock Exchanges in India, Wiley Eastern Ltd, New Delhi.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 3.2 COST AND QUALITY MANAGEMENT

Time: 60 hrs

4 credits

\* To give a broad understanding of the basic cost concepts

- To understand the concepts, tools and process of quality management
- To gain practical insight into designing and implementing quality management systems.

#### Module I

Need and importance of understanding cost management—relevance of cost management in organizational success-various cost concepts—elements of cost-types of cost—materials cost accounting—labour cost accounting –overhead cost accounting —costing methods and costing techniques—instillation of a costing system—cost centre—cost unit—pre requisites of a good costing system- unit costing and cost sheet-preparation of cost sheet.

#### Module II

Marginal costing and breakeven analysis—CVP analysis—application of marginal costing in managerial decisions—make or buy decision-key factor decision—pricing decision-optimum production capacity decision—product mix decision—investment decision

#### Module III

Management control systems--Budgetary control—budget centre—budget committee and budget manual. Functional budget-cash budget—master budget—fixed and flexible budget—zero based budget Standard costing and variance analysis –material variance, labour variance and over head variance—sales variance ( Only first level variances) causes and disposition of variances. Responsibility accounting—cost centre, profit centre and investment centre—Transfer pricing.

#### Module IV

Evolution of quality Management; concepts and objectives of quality management; Zero defects; Acceptance sampling; Quality inspection; Quality assurance; Quality circles; training for quality; concept and tools of Six Sigma. Statistical quality control: basic concepts; product control; process control; variations in quality; control charts; types of control charts- mean charts, range charts, P-chart, n p chart, C charts; Applications of control charts. (Numerical are not necessary)

#### Module V

Total quality management: strategic quality planning; organising for TQM; Training

for TQM; Kaizen; benchmarking; TQM in service organisations; Implementing TQM. Quality standards: ISO 9000; Quality systems under ISO 9000; ISO 14000; ISO Certification process; Quality awards: Baldrige Award; Deming's Prize.

Books:

1. Juran, J.M. and Frank K Gryana: Quality Planning and Analysis, Tata McGraw Hill, Mumbai 1970.
2. Lock, Dennis: ed. Handbook of Quality management; Jaico Publishing House, Mumbai 1993.
3. Ramaswamy, Subburaj: Total Quality Management, Tata McGraw Hill, New Delhi 2005.
4. Amitava Mitra: Quality Control and Improvement, Pearson Education, New Delhi 2005.
5. Chandra, D, et el,: Quality Circles, Tata McGraw Hill, New Delhi 1991.
6. Ross, Joel E.: Total Quality Management, Vanity Books International, New Delhi 1996.
7. Evans, James R., et.el, The Management and Control of Quality , Jaico Publishing House, Mumbai 1994.
8. Blocher and Chen: Cost Management—Mc Graw Hill
9. Jain & Narang: Cost Accounting—Kalyani Publications

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 3.3 INTERNATIONAL BUSINESS

Time: 60 hrs

4 credits

Module I

Introduction to international business-Local, regional, national, international and global business—management orientation of overseas business-ethno centric, poly centric, region centric and geocentric orientation--reasons for internationalization of business-factors restricting internationalization of business—major global companies in the world.

Module II

International business environment: Cultural, social, political and legal technological ,economic and trade environment—natural and demographic environment. Opportunities and threats of Indian companies in international market. Problems and prospects of foreign companies in Indian market.

Module III

Strategy development in international business—the firm as a value chain—global expansion plan- : International business locations- factors influencing locations- factors restricting location .Value chain analysis, risk analysis, cost benefit analysis. Business entry strategy-exporting, licensing, investment, joint ventures, green fiend investment, strategic alliance, global strategic partnerships.

Module IV

Organizational structure and control system for international business: Centralized Vs decentralized structure-functional, divisional, product based and matrix structure. Global business planning system-global business organizing system--information system-global business control system Integration of international business.

Module V

International business functional strategies: International production strategy—international financing strategy—international human resources strategy and international marketing strategy.

References:

1. Anant K Sundaran & J. Stewart Black: The international Business environment.
2. Porter's : Competitive strategy
3. Friedmann & J. Kim: Political risk and international Business

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 3.4 LOGISTICS AND 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. Christopher, M: Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services, Pitman, London 1992.
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 al: 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  
 MBA4.1 STRATEGIC MANAGEMENT

Time: 60 hrs

4 credit

Module I

Evolution of business policy and strategic management as a field of study.- nature and meaning of strategy- strategic planning – tactical planning - characteristics of strategic decisions – strategic management process – benefits and relevance of strategic management – growing relevance of strategic management in India.

Module II

Strategic formulation – mission and purpose – business definition – Environmental appraisal - concept of environment –environmental scanning-appraising the environment- organisational appraisal –strategic alternatives-classification of strategies-strategic choice-process of strategic choice corporate portfolio analysis-industry, competitor, SWOT analysis-strategic plan.

Module III

Strategy Implementation-issue in strategy implementation-project implementation-procedural implementation-structural implementation-functional implementation-behavioral implementation.

Module IV

Strategy Evaluation and Control-strategic control-operational control-technique of strategic evaluation and control-essential features of effective evaluation and control – preventive control – contingency planning

Module V

Case discussions and analysis

References

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. V.P Michael : Globalization, Liberalization and Strategic Management.
6. Francis Cherunilam: Business Policy and Strategic Management.

7. Azhar Kasmi : Business Policy  
8. Bhattacharya : Strategic Management.

UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 4. 2 Entrepreneurship and Project Management

Time: 60 hours

4 credits

Course objectives:

1. To provide a basic understanding to the students about the role of small business in an economy and to set up manage small business firms.
2. To provide them with necessary knowledge and skills for project formulation and project management relevant for small business.

Module I

Entrepreneur: definition and functions; characteristics of entrepreneur; innovation and entrepreneur; role of entrepreneur in economic development; floating of small business: features of small business; advantages of small business; setting up small scale industrial unit; government regulatory framework for small business.

Module II

Identification of business opportunities for small business: project ideas, screening of project ideas; environment scanning and opportunity analysis; Market demand analysis; demand forecasting; technical analysis: materials and inputs; production technology; product mix; plant location and layout; selection of plant and equipment;

Module III

Concept of Project : Generation and screening of project idea-- Project formulation-- market demand and situation analysis-- technical analysis; financial analysis, analysis of project risk, firm risk and market risk, cost benefit analysis, social cost benefit analysis—Environmental appraisal of projects – stress on environment--a project report preparation.

Module IV

Project planning-- Developing project teams-- setting goals and getting commitment-- project scheduling;-- resource management-- project implementation-- Using micro soft project for project management: Major features of MS project and their application in project management.

Module V

Project Implementation---project management organization--importance of project management organization---monitoring and control of projects--parameters for monitoring and control--process of monitoring-PERT/CPM and network techniques in project monitoring and control- computer based project management.

Reference.

1. Bhavesh M Patel : Project Management
2. Prasanna Chandra: Projects-planning, analysis selection-implementation and Review
3. Vasant Desai : Project Management and entrepreneurship
4. Harvey Maylor : Project Managemt.
5. Jack R Meridith : Project Management- A managerial approach
6. Ghattas, R.G. and Sandra L McKee: Practical project management.
7. Gray, Clifford and Larson, Erik : Project Management

## Finance Elective

### MASTER OF BUSINESS ADMINISTRATION MBA FIN 1 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. Ravi. M. Kishore : Financial management
2. Prasanna Chandra : Financial management
3. I.M.Pandey: Financial management

## Finance Elective

MASTER OF BUSINESS ADMINISTRATION  
MBA FIN 2 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. S.K. Varghese : Foreign exchange and financing of foreign trade
3. S.S.M. Desai : International economies
4. A.K. Chatterjee : Principles of foreign exchange
5. Indian institute of bankers: Finance of foreign trade and foreign exchange
6. Maurice Levi : International finance

**Finance Elective**  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA FIN 3 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 instrcuments, 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**  
**MBA FIN 4 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**  
**MBA FIN 5 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  
MBA FIN 6 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 – port folio 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 frame work 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 frame work – 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

**Finance Elective**  
**UNIVERSITY OF CALICUT**  
**MASTER OF BUSINESS ADMINISTRATION**  
**MBA FIN 7 BEHAVIORLA 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, prospects 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 mis pricing—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

MBA FIN 8 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 FINANACIAL INSTITUTIONS
2. BANK MANAGEMENT- INDIAN INSTITUTE OF BANK MANAGEMENT



3. N.S.BHOLE- FINANCIAL INSTITUTIONS AND MARKETS

4. Meera Sharma: Management of financial institution

**Marketing elective**  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA MAR 1MARKETING 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  
MBA MAR 2: 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; beyond 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**  
**MBA MAR. 3 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, London 1997.
5. Kuller, K.L.: Strategic Brand Management, Prentice Hall, New Delhi.
6. Moorthy, Y.L.R.: Brand Management, Vikas Publication House, New Delhi.
7. Aaker, David A: Building Strong Brands, Free Press, New York 1996.

## Marketing elective

MASTER OF BUSINESS ADMINISTRATION

MBA MAR 4 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, Prentice Hall of India, New Delhi 1994.
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  
MBA MAR 5 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 publics and their role in marketing; Managing publics; 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. el.: Advertising Management, Prentice Hall of India, New Delhi 1985.
2. Belch, Geroge 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. Sengupta, Subroto: Brand Positioning, Strategies for Competitive Advantages, Tata McGraw Hill, New Delhi 1990.

**Marketing elective**  
**UNIVERSITY OF CALICUT**  
**MASTER OF BUSINESS ADMINISTRATION**  
**MBA MAR 6 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

MBA MAR 7 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**  
**MBA MAR 8: 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. Lovelock, Christopher H.: Managing Services: Marketing Operations and Human Resources, Prentice Hall Inc, New Jersey 1995.

4. McDonald, Malcom and Payne: A Marketing Planning for Services, Heinemann, Butterworth 1996.

**Marketing Elective**  
MASTER OF BUSINESS ADMINISTRATION  
MBA MAR 9 RETAIL MANAGEMENT

60 Hours

4 credits

Course objectives: To give a broad understanding of the retail marketing

**Module I**

Introduction to retailing—reason for studying retailing—special characteristics of retailing—importance of developing retail strategy—values and value chain—retailing relationship—technology and retail relationship—ethical performance and relationship building in retailing—social responsibility and consumerism.

**Module II**

Strategic planning in retailing—situation analysis—objectives—identification of consumer characteristics and needs—overall strategy—consideration in planning retail strategy—Retail institution—Independent, chain, franchising, leased departments, VMS.WEB, non store based and other forms of non traditional retailing—direct marketing—electronic retailing—other non traditional forms of retailing.

**Module III**

Targeting consumers and gathering information—Understanding consumer—need and desire—shopping attitude and behaviour—environmental influence—mass retailing, concentrated retailing, differentiated retailing. Retail information system—marketing research process—site selection and store location.

**Module IV**

Retail management—Operations management—Financial management—Human resource management—merchandising management—merchandising philosophy—plans—logistics—inventory management—retail pricing—strategies.

**Module V**

Retail marketing communication—advertising, personal selling, sales promotion and publicity. store appearance and community relations. Retail promotion mix—Integrating and controlling retail strategy—retail audit—trends in retailing.

**Reference:**

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.

## HRM Elective

UNIVERSITY OF CALICUT

MASTER OF BUSINESS ADMINISTRATION

MBA HRM 1: 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**  
**HRM 2: 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**  
**MBA HRM 3: 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:

## HRM Elective

UNIVERSITY OF CALICUT

MASTER OF BUSINESS ADMINISTRATION

HRM 4: 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:

VSP Rao: Human Resource Management—Text and Cases

**HRM Elective**  
**UNIVERSITY OF CALICUT**  
**MASTER OF BUSINESS ADMINISTRATION**  
**HRM 5 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  
MBA HRM 6: 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

**HRM elective**  
**UNIVERSITY OF CALICUT**  
**MASTER OF BUSINESS ADMINISTRATION**  
**MBA 3H6: 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

**HRM elective**  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 4H1: Global HRM

60 Hours

4 credits

The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

**Unit I**

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

**Unit II**

International HRM models –Pooles 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.

**Unit 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.

**Unit 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

**Unit V**

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

**HRM elective**  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 4H2: Performance management

60 Hours

4 credits

The objective of the course is to provide an understanding of the performance management process as well as the ability to manage performance in real world business scenario.

**Unit I**

Performance Management Definition concerns and scope- Features of an effective organization, performance management process. A short history of performance management - merit rating. MBO, critical technique - enter performance management.

**Unit II**

The essence of performance management; Performance management cycle-Deming's model and Torrington and Hall model. Performance management sequence. Principles of performance management, Benefits of performance management as a continuous and interlinked process. Performance management and Development. Learning organization – organizational learning - single and double loop learning, personnel development planning.

**Unit III**

Job evaluation - methods, pay structures. Graded pay structures, broad structure - job family structures- Performance management and pay-performances related pay (PRP). Competence related pay, Team pay-contribution related pay; skill based pay. Shop floor incentive bonus scheme, sales force incentive schemes, team rewards. Gain sharing, profit sharing.

**Unit IV**

Measuring performance, measurement issues, criteria for performance measures, Types of measure:- Organisational - team and individual-Setting performance standards: Competence and competency analysis, Methodology development and implementation, 360-degree feedback, advantage and disadvantage- Conducting performance development reviews, constructive reviews, review skills, coaching counselling, performance problem solving.

**Unit V**

Developing and maintaining performance management. Approach to performance management training. Evaluation and keys to success.

**HRM elective**  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA 4H3: 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.

**HRM elective**  
**UNIVERSITY OF CALICUT**  
**MASTER OF BUSINESS ADMINISTRATION**  
**MBA 4H4: 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

**International Business Elective**  
**MASTER OF BUSINESS ADMINISTRATION**  
**MBA IBS: 1 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

4. Ravi. M. Kishore : Financial management
5. Prasanna Chandra : Financial management
6. I.M.Pandey: Financial management

## International Business Elective MASTER OF BUSINESS ADMINISTRATION MBA IBS: 2 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 lending – conditionality 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

### Module V

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. S.K. Varghese : Foreign exchange and financing of foreign trade
3. S.S.M. Desai : International economies
4. A.K. Chatterjee : Principles of foreign exchange
5. Indian institute of bankers: Finance of foreign trade and foreign exchange
6. Maurice Levi : International finance

## International Business Elective

MASTER OF BUSINESS ADMINISTRATION  
MBA IBS: 3 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**  
**MBA IBS 4: 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**  
**MBA IBS 5: 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  
MBA IBS 6 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.

SYSTEM ELECTIVE  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA SYS 1: SYSTEMS ANALYSIS AND DESIGN

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

Systems Development; Project Selection; Sources of Project Requests; Managing Project Review and Selection; Project Investigation; Project Planning and Estimating; Project Monitoring and Control;

Module II

Role of Systems Analyst and Designer; Approaches to Systems Analysis and Design-Traditional approaches; Structured Approaches;

Module III

Structured Systems Analysis- The PARIS model; Planning the Approach- Objectives and Constraints, Preparing for detailed analysis, Feasibility Study; Asking questions for Collection of Data- planning and conducting interviews; Questionnaires, Observation, Record searching, Document analysis; Recording Information – Data Dictionaries and Case Tools, DFDs, Entity models; Interpreting information and Specifying Requirements.

Module IV

Systems Design: Design Objectives and Constraints; Human-computer interface design; Systems Interfaces; Logical Data Design; File and Database Design; Physical Data Design; Program Design. Software Testing- Unit Testing, System Testing, Integration Testing.

Module V

Selection of Hardware and Software- Processor, memory, Peripherals, Vendor Selection, Software Selection; Operating System. Performance and Acceptance Criteria.

Books:

1. Awad Elias M: Systems Analysis and Design, Prentice Hall of India, New Delhi 1990.
2. Kendall, E.Kenneth and Julie E.Kendall: Systems Analysis and Design, Pearson Education, New Delhi 2005.
3. Whitten, Bentley and Dittman: Systems Analysis and Design Methods, Tata McGraw Hill, New Delhi 2003.
4. Hawryszkiewycz, I.T.: Introduction to Systems Analysis and Design, Prentice Hall of India, New Delhi, 1991.

5. Marco, T.D: Structured Systems Analysis and System Specification, Yourdon Press, New Delhi 1989.
6. Whitten, J.L. et. El. : Systems Analysis and Design Methods, Galgotia, New Delhi 1994.
7. Yates, Don, Maura Shields and David Helmy; Ed.: Systems Analysis and Design, Macmillan, Delhi 1994.
8. Hoffer, Jeffrey A, Marry B.Prescott, and Fred R. McFadden: Modern Systems Analysis and Design; Pearson Education, New Delhi 2004.

SYSTEM ELECTIVE  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA SYS 2: DATABASE MANAGEMENT SYSTEMS

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

Concepts of Database: Data structures; File Processing and Access Methods; Data independence; Schema; Database languages; Database users; Classification of database systems; Evolution of DBMS.

Module II

E-R modelling; Features of data model; Entities and Entity sets; Attributes and Keys; E-R Diagrams; Weak entities; generalisation and specialisation; Extended E-R model. Physical Data Organisation; File organisation concepts – Sequential, indexed sequential, hashed, multi ring and inverted B trees;

Module III

Relational model: Domains, Attributes, keys, Tuples, Relations; Relational database schemas; Relational Algebra; Operations using SQL queries. Hierarchical network models: Network model concepts; Records and Sets; CODASYL and DBTG system architecture; Navigation; Simple queries. Hierarchical model concepts; Record and links; Virtual records; DDL and simple queries.

Module IV

Database system architecture overview: Catalogs, Data dictionary, Query translator, Optimiser, Access planner; Transaction processing; Concurrency control and Recovery buffer management.

Module V

Oracle 9i: Features; Use of ORACLE for database applications; Simple applications for management functions.

Books:

1. Hoffer, Jeffrey A, Marry B.Prescott, and Fred R.Mc Fadden: Modern Database Management; Pearson Education, New Delhi 2004.

2. Silberschatz, Korth and Sudarshan: Database System and Concepts, Tata McGraw Hill, New Delhi 2004.
3. Novathe and Elmasri: Fundamentals of Database Systems, Addison Wesley, 1991.
4. Loney, Kevin and George Kochi, Oracle 9i, The Complete Reference, Tata McGraw Hill, New Delhi 2000.
5. Ullmann, Jeffry D, Principles of Database Systems, Galgotia, New Delhi 1990.
6. Post, Gerald V., Database Management Systems, Tata McGraw Hill.

SYSTEM ELECTIVE  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA SYS 3: 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 T\technology and standards; Internet Protocols; EDI, Mark up 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. el.: 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.
3. Smantha Shurety,: E-Business with Net Commerce, Addison - Wesley,

Singapore 2001.

4. Rich, Jason R: Starting an E-Commerce Business, IDG Books, Delhi 2000.

5. Laudon, Kenneth C and Carol Guercio Traver : E-Commerce business. Technology. Society, Pearson Education, Delhi 2005.

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

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

SYSTEM ELECTIVE  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA SYS 4: ENTERPRISE RESOURCE PLANNING

60 Hours

4 credits

Course objectives:

- To understand the need for integration of business functions and processes, and,
- To gain a practical insight into the implementation of ERP package.

Module I

Enterprise Resource Planning: Evolution of ERP- MRP and MRP II; Need for system integration; Early ERP packages; ERP products and markets.

Module II

ERP implementation: Identifying benefits from ERP implementation; Consultant intervention; Selection of ERP; Process of ERP implementation;

Module III

Managing changes in IT organisation; Preparing IT infrastructure; Measuring benefits of ERP; Integrating with other systems;

Module IV

Modules in ERP: Business modules of Popular ERP Packages; and their functionalities. ERP for SMEs.

Module V

ERP implementation. Project planning, Package selection, Gap analysis, Customising and configuration; Implementation control. Case studies in ERP implementation

Books:

1. Leon, Alexis : Enterprise Resources Planning, Tata McGraw Hill, New Delhi, 2003.
2. Ptak, Carol and Eli Schragenheim: ERP, St Lucie Press, New York, 2000.

SYSTEM ELECTIVE  
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
MBA SYS 5: BUSINESS PROCESS REENGINEERING

60 Hours

4 credits

Course objectives:

- To understand the concepts, tools and techniques of BPR, and,
- To learn about the experiences of Indian business firms with BPR.

Module I

Business Process Reengineering: Conceptual foundations of Business Process Reengineering; Need for BPR; Business process vs management process; Role of Information Technology in Business Process Reengineering; Process of Business Reengineering; BPR and TQM.

Module II

Process identification and mapping; Role/ Activity Diagrams; Process visioning and Benchmarking. Types and process of benchmarking; Business Reengineering – a strategy driven approach.

Module III

Business Process improvement; Business process redesign; Reengineering methodologies and tools- Project management, coordination, modelling, business process analysis, HR analysis and design and systems development.

Module IV

Man-management of BPR implementation; Reorganising people for organisational change.

Module V

BPR experiences in Indian industry: Case studies of two Indian companies.

Books:

1. Carr, D.K. and Johansson, H.J.: Best Practices in Re-engineering, McGraw Hill, New York 1995.
2. Champy, James: Re-engineering Management: The Mandate for New Leadership, Harper Collins, London 1995.
3. Jayaraman, M.S. et al: Business Process Re-engineering, Tata McGraw Hill, New Delhi 1994.
4. Coulson, Thomas, C.: Business Process Re-engineering: Myth and Reality, Kiogan Page, London 1994.



5. Vikram Sethi and William R.King: Organisational Transformation through Business Process Reengineering, Pearson Education, New Delhi 2003.
6. Davenport, T.H.: Process Innovation: Reengineering Work Through Information Technology, Harvard Business School Press, Boston 1993.
7. Hammer, Michael: Re-Engineering the Corporation: A Manifesto for Business Revolution, Nicholas Brealey, London 1993.
8. Peppard, J and Rowland P: The Essence of Business Process Re-engineering, Prentice Hall Inc., New York, 1995.