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Regulations for MBA Programme

1. ELIGIBILITY

- 1.1. Bachelor Degree in Commerce/ Arts/ Science/ Business Administration/ Engineering/ Pharmacy or Equivalent from a University.
- 1.2 CLC Requirement shall not be insisted upon for students pursuing the course under distance mode provided required information is available.

2. DURATION

- 2.1 Two years of four semester in toto.
- 2.2 Odd semester is from June to December (i.e., 1st & 3rd semester). The examination shall be held normally in the month of November - December.
- 2.3 Even semester is from January to June (i.e., 2nd & 4th semester). The examination shall be held normally in the month of May - June.
- 2.4 A student would be required to complete the course within four academic years from the date of admission.
- 2.5 A student may opt for fast track of completing all the four semester in one year provided s/he has at least 2 (two) years industry / organisational experience and has passed a PG Diploma course in Management from a University or holds a PGDBM certificate from an AICTE approved institute or from IIM (s), XLRI and XIMB

3. CONTACT HOUR

- 3.1 Under face to face Programme
 - 2 credit points :- 20 hours,
 - 3 credit points :- 30 hours,
 - 4 credit points :- 40 hours,
- 3.2 Under Distance Mode
 - 2 credit points :- 10 hours,
 - 3 credit points :- 15 hours,
 - 4 credit points :- 20 hours,

4. GRADING SYSTEM

Grade		Mark Secured from 100	Points
Outstanding	'O'	100-90	10
Excellent	'E'	89-80	9
Very Good	'A'	79-70	8
Good	'B'	69-60	7
Fair	'C'	59-50	6
Pass	'D'	49-36	5
Failed	'F'	Below 36	0

N.B. A Candidate has to secure Grade -D or above to pass in each of the Papers

- 4.2 A transitory letter grade I (carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade(s) as and when the results are complete.
- 4.3 A student's level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as :

SGPA - Semester Grade Point Average
CGPA - Cumulative Grade Point Average

- (a) **POINT** - Integer equivalent of each letter grade
- (b) **CREDIT** - Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus.

CREDIT POINT - (b) X (a) for each course item
CREDIT INDEX - \sum **CREDIT POINT** of course items in

GRADE POINT AVERAGE - $\frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$

SEMESTER GRADE POINT AVERAGE (SGPA) = $\frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$ for a Semester

CUMULATIVE GRADE POINT AVERAGE(CGPA) = $\frac{\text{CREDIT INDEX of all previous Semester upto a Semester}}{\sum \text{CREDIT}}$

- 4.4 In addition to the points marks/ percentage would also be awarded and shall also be reflected in the Mark Sheet.
- 4.5 The details of grading system under class 4.1 to 4.4 shall be printed on the backside of University Mark-sheet.

5. REPEAT AND IMPROVEMENT

- 5.1 A student has to clear back papers (i.e., in the paper/papers one has failed) by appearing at subsequent two semester examinations.
- 5.2 A student may appear improvement (repeat) in any number of papers in the immediate subsequent examination. Only one chance can be availed. The higher mark of the two chance (i.e. , first and the improvement) shall be valid.
- 5.3 Repeat and improvement has to be completed with 4-Yrs from the date of admission.

6. HARD CASE RULE

- 6.1 2% of grace mark on the aggregate mark subject to maximum of 5 (five) marks in single paper shall be given. This shall be applicable in each semester.
- 6.2 .5 (point five percent) grace mark can be given for award of B Grade in each semester provided grace mark under 6.1 has not been awarded.

7. UNIVERSITY EXAM / PRACTICAL EXAM MARK DISTRIBUTION

- 7.1 Semester end University Examination shall be of 100 marks for all papers.
- 7.2 For papers involving practical the distribution shall be 50 Theory marks and 50 marks Practical.
- 7.3 The duration for 100 marks theory exam shall be 4 hours , for 50 marks theory exam duration shall be 2 hours.

8. UNIVERSITY EXAMINATION QUESTION PATTERN

- 8.1 There shall be three types of questions – Essay/Descriptive , short answer & objective. The following shall be the distribution for papers carry 100 marks.
 - a. Five essay type carrying 12 marks out of seven is to be answered. Model answers should be between 700 - 1000 words.
 - b. Four short type questions carrying 6 marks out of six is to be answered. Model answers should be between 150 - 250 words.
 - c. Eight objective type questions carrying 2 marks out of ten is to be answered. Model answers should be between one - two sentences.
- 8.2 Distribution of marks for theory papers carrying 50 marks
 - a. Three essay type carrying 10 marks out of five is to be answered. Model answers should be between 700 - 1000 words.
 - b. Two short type questions carrying 5 marks out of three is to be answered. Model answers should be between 150 - 250 words.
 - c. Five objective type questions carrying 2 marks out of seven is to be answered. Model answers should be between one - two sentences.

9. COMMON QUESTIONS

Common question papers shall be set for common papers for MBA & All P.G. Diplomas. Common examination will be held.

- 10. Students admitted into P.G. Diploma Course and completing the course in the same academic year may get admitted into MBA in the next academic session. Such students shall enjoy waiver for the papers completed under P.G. Diploma course . This up-gradation shall be allowed within one year only. For example students admitted in 2009-10 academic session into P.G. Diploma courses have the choice of upgrading to MBA course in 2010-2011 academic session only. The marks secured in P.G. Diploma Examination shall be transferred to MBA Examination for respective common papers. Such candidates shall surrender their provisional certificate and mark-sheets. Fresh mark-sheets for MBA would be issued.

11. Addition to the Regulation of **2006 & 2000** of DDCE Management Programme (i.e. MBA & PGDiplomas) . Wherever internal or college mark is not available the marks proportionate to the marks secured in that paper in the University examination shall be awarded to facilitate publication of result. All other clauses of respective regulation of 2000-2006 shall remain unchanged.

MBA Course Structure

Sl. no	Paper Code	Paper Name	Credit Point	UU.Th	Marks Distribution UU L/Practical
I ST SEMESTER					
1		Management Concept & Practices	4	100	--
2		Managerial Communication Skill & Development	4	100	--
3		IT in Business	4	50	50
4		Organizational Behaviour	4	100	--
5		Human Resource Management	4	100	--
6		Marketing Management	4	100	--
7		Financial Management	4	100	--
8		Quantitative Methods	4	100	--
IIND SEMESTER					
9		Business Regulatory Frame Work	4	100	--
10		Managerial Economics	4	100	--
11		Financial Accounting	4	100	--
12		Production & Operation Management	4	100	--
13		International Business	4	100	--
14		E- Business	4	100	--
15		Business Policy & Strategic Management	4	100	--
16		Business Ethics & Corporate Governance	4	100	--
III RD SEMESTER					
17		Management Information System	4	100	--
18		Business & Economic Environment	4	100	--
19		Management of Change & Strategic Issues	4	100	--
20		Cost and Management Accounting	4	100	--
21		Corporate & Tax Laws	4	100	--
22		Entrepreneurship Development	4	100	--
23		Banking & Insurance Management	4	100	--
24		Research Methodology	4	100	--

IV TH SEMESTER

Each student would be required to opt for two groups specialization out of A to J Group of specialization, the project can relate any one group.

One can't apply the same group as the second specialization.

25	Specialization Paper - I	Special Group-I	Code Paper No/ Group/ I for examination 25/ HRM group-A/ I
26	Specialization Paper - II		
27	Specialization Paper - III		
28	Specialization Paper - IV		
29	Specialization Paper - I	Special Group-II	Paper No/ Group/ II
30	Specialization Paper - II		
31	Specialization Paper - III		
32	Specialization Paper – IV		
33	Project		

MBA (IV SEMESTER) SPECIAL PAPER GROUPS

Sl. No	Paper Paper Name Code	Credit Point	UU.Th	Marks Distribution UU L/Practical
HUMAN RESOURCES MANAGEMENT (GROUP - A)				
1	HUMAN RESOURCES PLANNING & DEVELOPMENT	4	100	--
2	MANAGING EMPLOYEE RELATION & RELATED LAWS	4	100	--
3	MANAGEMENT OF TRAINING & DEVELOPMENT	4	100	--
4	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	4	100	--
FINANCIAL MANAGEMENT (GROUP - B)				
1	FINANCIAL MARKETS & INSTITUTION	4	100	--
2	MERCHANT BANKING & FINANCIAL SERVICES	4	100	--
3	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	4	100	--
4	INTERNATIONAL FINANCE	4	100	--
MARKETING MANAGEMENT (GROUP - C)				
1	CONSUMER BEHAVIOUR	4	100	--
2	ADVERTISING & PROMOTION MANAGEMENT	4	100	--
3	SALES & DISTRIBUTION MANAGEMENT	4	100	--
4	PRODUCT & BRAND MANAGEMENT	4	100	--
BANKING & INSURANCE MANAGEMENT (GROUP- D)				
1	MANAGEMENT OF BANKING & INSURANCE COMPANIES	4	100	--
2	RISK & CLAIM MANAGEMENT	4	100	--

3	BANKING & INSURANCE LAWS	4	100	--
4	BANKING & INSURANCE MARKETING	4	100	--
TOUR & TRAVEL MANAGEMENT (GROUP - E)				
1	TOURISM & TRAVEL TRADE	4	100	--
2	HOTEL MANAGEMENT	4	100	--
3	TOURISM MARKETING & EVENT MANAGEMENT	4	100	--
4	TOUR ORGANISATION & TRAVEL MANAGEMENT	4	100	--
DIETETICS & NUTRITION MANAGEMENT (GROUP – F)				
1	DIETETIC & THERAPEUTIC MANAGEMENT	4	100	--
2	HUMAN SYSTEM MANAGEMENT	4	100	--
3	MICROBIAL MANAGEMENT & FOOD INDUSTRY	4	100	--
4	DEFICIENCY DISEASE & NUTRITION MANAGEMENT	4	100	--
ENTREPRENEURSHIP MANAGEMENT (GROUP - G)				
1	FINANCING SMALL BUSINESS	4	100	--
2	NEW ENTREPRENEURSHIP MANAGEMENT	4	100	--
3	ENTREPRENEURSHIP FOR SMALL BUSINESS	4	100	--
4	EXPORT IMPORT PRODUCING BUSINESS	4	100	--
PRODUCTION & OPERATION MANAGEMENT (GROUP- H)				
1	TOTAL QUALITY MANAGEMENT	4	100	--
2	PURCHASING & MATERIAL MANAGEMENT	4	100	--
3	OPERATION PLANNING & CONTROL	4	100	--
4	TECHNOLOGY MANAGEMENT	4	100	--
INTERNATIONAL BUSINESS MANAGEMENT (GROUP - I)				
1	INTERNATIONAL MARKETING MANAGEMENT	4	100	--
2	MULTINATIONAL FINANCIAL MANAGEMENT	4	100	--
3	INTERNATIONAL BUSINESS ENVIRONMENT	4	100	--
4	GLOBAL CAPITAL MARKET	4	100	--
INFORMATION SYSTEM MANAGEMENT (GROUP - J)				
1	DBMS & RDBMS	4	50	50
2	ENTERPRISE RESOURCES PLANNING	4	50	50
3	SYSTEM ANALYSIS & DESIGN	4	50	50
4	TELECOM FOR BUSINESS	4	50	50

Practical -

The practical examination shall involve lab work, Viva-voce and written test. The Internal and External Examiners shall jointly workout the details. Marks would be awarded out 50 only.

2YEAR MBA COURSE STRUCTURE

1ST SEMESTER

1. MANAGEMENT CONCEPTS AND PRACTICES

- Unit-1** Concept of Management, Functions, Skills of a Manager, Process of Management, Development of management (Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo)
- Unit-2** Planning: Concept, Process, Type, Importance; Decision making: types of Decision, Process of decision making, Models & Issues.
- Unit-3** Principles of Organisation: structure & Types of Organisation; Departmentation, Decentralisation, Delegation, Span of management. Line & Staff Organisation, Matrix Organisation.
- Unit-4** Coordination and Controlling: Principle of Coordination –Process of Coordination, Control – Tools and Techniques, -MBO.
- Unit-5** Contemporary Issues: -Recent Trends and Challenges, -Role of Managers in Changing environment, -Contemporary Organisational Structure, Trends in Management, Challenges in today's global environment and competitiveness.

References

1. Essentials of Management – Koontz, O'Donnel & Weihrich (Tata Mc.Graw)- Reading in Management Peter Ducker
2. Management – Robbins & Coulter (Pearson)
3. Principles of Management – Stoner & Freeman
4. Principles of Management – Chandra Bose (PHI)

2. MANAGERIAL COMMUNICATION SKILL AND DEVELOPMENT.

Unit-1 Introduction to Official Documentation and Business Communication.Basic Concepts of Business Communication, Principles of Good Writing, Format and Types of Business Letter. Procedure of Filing and File movements, E-filing.

Unit-2 Managerial Communication (Written)

Official Letters, Memos, Notice, Circular, Letter Relating to Personnel Department, Correspondence with Banks, E-Mails, Fax, Correspondence With Media, Drafting of Advertisements, Report Writing.

Unit-3 Business Etiquettes and Executive Manners.

Etiquette in office, Meetings, Seminars and Conferences, How to dress up according to the occasion, Dress Code, table manners, dining etiquettes, Elevator Etiquettes, Electronics Etiquettes.

Unit-4 Succeeding in Job Interviews

Writing a C.V. and Cover Letter, JOB INTERVIEWS, Over-coming Common Mistakes in Interview, Confidence Building.

Unit-5 Group Discussion: Basic Concepts of Group Discussion, Types of Group Discussion, Preparation for Group Discussion, Process of Group Discussion, Category of Topics in Group Discussion, What is observed in Group Discussion. Critical Success Factors in Group Discussion, Overcoming Mistakes in Group Discussion.

Suggested Readings

1. Business Communication Today- Bovee, Thill, Schwatzman, Pearson Education.
2. Business Communication Concepts, Cases and Applications- P.D. Chaturvedi, Mukesh Chaturvedi.
3. Communication for Business- Shirley Taylor, 3rd Edition, Pearson Education.
4. Letitia Baldrige's New Complete Guide to Executive Manners.

3. INFORMATION TECHNOLOGY IN BUSINESS

Unit-1 Computer Basics: Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing.

Unit-2 Hardware & Software: Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory , Communication Devices, Configuration of Hardware Devices and their Applications, Software, Different types of Software, Programming Language.

Unit-3 Modern Information Technology: Basic Application of LAN, and WAN, Internet, Intranet and Extranet. Internet Technologies, Communication Technologies, Multimedia.

Unit-4 Introduction to Operating System: Evolution of Operating System, Functions of Operating System, Definition and Types of Operating System, Practical Application of Windows Operating System.

Unit-5 (LAB) Working with Text, Menu Commands, Tables, Checking Spelling and Grammar, Mail Merge etc. Working with Worksheet, Working with Power Point.

References

1. Rajaraman – Introduction to information technology by Rajaraman
2. Computer Fundamentals by Pradeep K. Sinha, Priti Sinha BPB Publications.
3. Introduction to Information Technology, ITL Education Solutions Limited, PEARSON Education.
4. Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

4. ORGANISATIONAL BEHAVIOUR

Unit-1 The Study of Organizational Behaviour: Focus and Purpose, Nature, Scope and Development, OB Models and Models of Man.

Unit-2 Personality:Determinants of Personality, Theories of Personality, Individual Difference, Matching Personality and Jobs, Personality and Organization, Perception: Meaning, Perceptual process, perception and O B

Unit-3 Learning and Behaviour Modification:Learning process, Theories of Learning, Attitude - Characteristics and Components of Attitude, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity

Unit-4 Motivation:Nature of Motivation, Motivation Process, Theories of motivation; Need Priority Theory, Theory X and Theory Y, Two Factor Theory, E R G Model, Limitations and Criticisms of Motivation Theories.

Unit-5 Leadership:Importance, Functions, Style, Theories of Leadership, Types. Communication:Importance of communication, communication Process, Barriers to Communication, Steps for improving Communication, Transactional Analysis

References

1. Stephen P Robbins - Organization Behaviour, (PHI)
2. L M Prasad - Organizational Behaviour, (Sultan Chand)
3. R Aswathappa - Organizational Behaviour, Himalaya Pub House
4. Michael, V.P. : Organisational Behaviour & Managerial Effectiveness (S.Chand)
5. S.S.Khanka-Organisational Behaviour (S.Chand).

5. HUMAN RESOURCE MANAGEMENT

Unit-1 Concept, Importance of HRM Emergence of HRM, Feature, Scopes, Relationship with line function, Role and functions of HR Managers, HRM Practices in India,

Unit-2 Human Resource Planning, Concept, Need, Method and Techniques, Market and HR Planning, Recruitment: Concept, Policy and Procedures, Sources, Selections, Concept, Policy, Types, Procedures, Induction: Concept, Objective.

Unit-3 Internal Mobility and Evaluation, Promotion: Purpose, types, Methods, Transfer: Concept Purpose, Types, Separation; Different Schemes and Practices. Performance Appraisal: Concept, Objective, Method. Practice with cases. Potential Appraisal: Practices with cases.

Unit-4 Compensation Management: Concept, Objectives Wages & Salary and incentives: Types and Practices Impact on Motivation.

Unit-5 Training & Development – Concept, Objective, Types, Methods and practices. Training Need Assessment & Evaluation Motivational impact, Skill up gradation, Competence building.

Books Recommended

1. Pattanayak – Human Resource Management. (PHI)
2. Kandula – Human Resource Management in Practice with 300 models, Techniques & Tools (PHI)
3. Personnel Management and Industrial Relations – R.S. Davar: Vikash Publishing House Pvt. Ltd.
4. Human Resource Management – Subba Rao: HPH

6. MARKETING MANAGEMENT

Unit-1 Introduction to Marketing:Meaning, Importance, Scope, Core Concept, Marketing Management Process, Marketing in Economic Development Process, Marketing Environment.

Unit-2 Marketing Planning:Identification of market, Market Segmentation, MIS, and M.R. Studying of Consumer Behaviour.

Unit-3 Product Pricing Strategy:Product, Product Classifications, Product Strategies, Product Life Cycle and Marketing Mix Strategy, Branding, Levelling and Packaging Strategies, Methods of Pricing and Strategy.

Unit-4 Promotion and Placement Management:Meaning, importance, scope and tools of Promotion and Promotional Strategy, Meaning and Importance of Distribution System, Strategic functions of whole seller and retailer.

Unit-5 Strategic Marketing:in Practice, Marketing of Services, Rural Marketing, International Marketing and Cyber Marketing.

References

1. Philip Kotler - Marketing Management, 12th Edn , PHI
2. Sherlekar, S.A. Marketing Management, HIMALAYA.
3. Stanton : Fundamentals of Marketing.
4. Kotler & Arm Strong : Principles of Marketing (Asian Perspective)
5. Rajan Saxena - Marketing Management, Tata - McGraw Hill
6. Ramaswarny & Namakumari - Marketing Management, McMillan

7. FINANCIAL MANAGEMENT

Unit-1 Financial Management :Meaning, nature and scope of finance, Financial goal-Profit vs. wealth maximization, Finance functions- Investment, Financing and Dividend Decisions, Innovative finance functions.

Unit-2 Capital Budgeting : Nature of investment decisions, Investment evaluation criteria- Net present value, Internal rate of return, Pay back period, Accounting rate of return, Capital rationing, Risk analysis in capital budgeting.

Cost of Capital:Meaning and significance of cost of capital, Calculation of cost of debit, Preference capital, Equity capital and Retained earning, Combined cost of capital (weighted).

Unit-3 Operating and Financial Leverage:Measurement of leverages, Effects of operating and financial leverage on profit, Analyzing alternate financial plans, combined financial and operating leverage.

Capital Structure Theories:Traditional and M.M. hypotheses- Determining capital structure in practice.

Unit-4 Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, Dividend and uncertainty, Relevance of dividend, Dividend policy in practice, Forms of dividends, Stability in dividend policy, Corporate dividend behaviour.

Requirement of Working Capital & Financing :Meaning, significance and types of working capital, Calculating operating cycle period and estimation of working capital requirements, Financing of working capital, Source of working capital, Spontaneous Source and Negotiated Source,

Unit-5 Management of Working Capital: Dimensions of Working Capital Management, Management of Cash, Management of receivables and Management of Inventory.

References

1. Van Horn : Financial Management- Pearson Education.
2. I M Pandey - Financial Management, Vikash
3. Prasanna Chandra - Financial Management, TMH
4. Khan & Jain - financial Management, Tata McGraw - Hill
5. Banerjee: Financial policy and Management Accounting (PHI)
6. Sahoo, P K - financial Management, Pen Point Communication

8. QUANTITATIVE METHODS FOR MANAGEMENT

Unit -1 Permutation and Combination, Matrices and Determinants, Functions.

Unit-2 Meaning and Classification of Quantitative techniques, Statistics: Meaning, Scope and Limitations, Collection, Classification, Tabulation and Presentation of Statistical Data, Characteristics of Frequency Distributions, Measures of Central Tendency, Partition Values, Measures of Dispersion.

Unit-3 Probability: Concepts, Sample Space, Rules of Probability, Independent Events, Bayes' Rule, Random Variable, Simple-Correlation and Regression analysis.

Unit-4 Time Series: Analysis and its Components, Measurement of Secular Trend, Measurement of Seasonal Variation, Forecasting with Moving Average.

Unit-5 Linear Programming, formulation and Graphical Solution, Transportation problems and Solutions by North-West Corner rule, Least Cost method and Vogel's approximation method, Optimum Solution by MODI method, Assignment Problem and its solution.

References

1. Gupta & Khanna –Quantitative Techniques for Decision Making (Prentice Hall of India)
2. Statistical Methods. S. P. Gupta, (S.Chand & Co.)
3. Mathematics and Statistics, N.K. Nag, (Kalyani Publishers.)
4. Quantitative Techniques, C.R. Kothari, (Vikash)
5. Statistics for Management, Levin & Rubin (Pearson)
6. S.C.Gupta : Fundamentals of Statistics- HPH

IIND SEMESTER

09. BUSINESS REGULATORY FRAME WORK

Unit-1 Law of contract: Nature of Contract, Classification of Contracts, Offer and Acceptance, Consideration, Special Contract, Indemnity & Guarantee, Bailment and Pledge.

Unit-2 Sale of Goods Act: Contract of sale, Condition and Warranties, Transfer of Ownership, Performance of the Contract, Unpaid Seller and his rights

Unit-3 Negotiable instruments: Definition, Types, Parties to the Negotiable Instrument, Dishonour and Discharge of Negotiable Instruments.

Unit-4 Consumer Protection Act: Definition, Consumer Protection Council, Consumer Dispute Redressal Agencies, Findings of District Forum and Appeals, Environment Protection Act.

Unit-5 Foreign Exchange Management Act, Information Technology Act.

References

1. Mercantile Law – By N. D. Kapoor
2. Commercial Law – Chawla and Garg - Mercantile Law - Avtar singh (for Cases)
3. Mercantile Law – S.S. Gulsan
4. Business and Corporate Law – Gyna, PPS (S.Chand)

10. MANAGERIAL ECONOMICS

Unit-1 Significance and Scope of Managerial Economics: Role of Managers in Business, Economic paradigms applicable to business analysis.

Unit-2 Market Demand: Determinants of Demand and Supply, Elasticity of Demand, Indifference Curve Analysis, Consumer's Equilibrium, Price, Income and Substitution Effects, Demand Forecasting.

Unit-3 Production Function: Production decision making, Short Run Long Run Production Functions.

Unit-4 Market Analysis: Cost Structure, Various Cost Concepts, Cost Estimation, Pricing and Output decisions in Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly.

Unit-5 Profit Analysis: Theories of Profit, Break Even Analysis, Managerial Decisions, Business Cycle.

References

1. Managerial Economic , Dwivedi, Vikas
2. Petersen & Lewis – Managerial Economics (PHI)
3. Maheswari – Managerial Economics (PHI)

4. Gupta G S Managerial Economics, TMH

11. FINANCIAL ACCOUNTING

Unit-1 Accounting; The Language of Business; Accounting: An Information System; Users of Accounting information; Branches of Accounting; Financial Accounting; Generally Accepted Accounting Principles; Accounting Standards; The Accounting Equations; Financial Statements

Unit-2 Recording Business Transactions: Classification of Accounts; The Double Entry System; Journal And Ledger; Process of Recording; Cash and Bank; Bank Reconciliation Statement.

Unit-3 Trial Balance; Measuring Business Income: Revenue from sales, Cost of Goods Sold; Inventory valuation; Fixed Assets; Depreciation, Liabilities & Share holders Equities.

Unit-4 Preparation of Financial Statements: Profit & Loss Account, Balance Sheet, Cash Flow Statement.

Unit-5 'Analysis and Interpretation of Financial Statements, Financial Ratios, Corporate Disclosure, Annual Report.

References

1. Narayanaswamy – Financial Accounting: A managerial perspective (2nd Edn) – PHI.
2. Bhattacharya – Financial Accounting for Business Managers – PHI.
3. Meigs & Meigs :Accounting: The Basic for Business Decisions (McGraw Hill)Source and Negotiated Source,

12. PRODUCTION & OPERATION MANAGEMENT

Unit-1 Introduction to Production and Operation Management, Product & Services Transmission Process. Product & Process Design. Automation, Duties and Responsibilities of Production Manager.

Unit-2 Facility Location Planning, Factors Affecting Break Even Analysis for facility location planning, factors and location, Rect. Single Medial Model, Centre of Gravity model, Facility Capacity & Layout Planning – Decision Tree

Unit-3 Project Management, Role, Technique (CPM & PERT) Innovation Management and its uses.

Unit-4 MRP, JIT, Supply Chain Management. Aggregate Product Planning.

Unit-5 Inventory Management.

References

1. Pannerselvam – Production and Operations Management (PHI)
2. Chary S N - Production Operations Management, Tata - McGraw - Hill
3. Mayer R R - Production Operations Management, McGraw - Hill
4. Schroeder R G - Operations Management, Decision Making in Operations Function, McGraw - Hills
5. Bedi - Production Operations Management, McGraw Oxford

6. Adam & Ebert – Production and Operations Management (PHI)

13. INTERNATIONAL BUSINESS

Unit-1 International Business: and overview; International Business Theories Liberalization: trade and tariff, regional blocks and world trade organization

Unit-2 Foreign Exchange and National Economy; Registration on International Competitions
The Competitive and Technological Environment

Unit-3 Multinational Enterprises and National Institutions; The Foreign Sector of the Developing Economies; Multi-cultural Management

Unit-4 World Monetary and Financial System; Foreign Investment Management.

Unit-5 Intergovernmental Agreements on Trade and Investment; Restraints on International Competitions; New Economic Policy and Foreign Investment in India.

References

1. International Business Concept, Eaw & Strategy . V.Sanam (Person).
2. Cherunilam – International Business: Text and Case (PHI)
3. Justin Paul – International Business (2nd Edition) -PHI
4. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Pub

14. E-BUSINESS

Unit-1 E-Commerce Definition, Advantages, Rule and Strategies, Integrity E-Commerce and its Management Implication.

Unit-2 Internet and its benefits, Lunching Business on Internet. Design Marketing.

Unit-3 Web based Business – Business E-commerce . B2B Model, B2B Tools. EDI.

Unit-4 Payment System - The basic Requirements. The Adv & Disadvantage on Online Shopping.

Unit-5 E-Security & Maintenance strategy, legal & Ethical Issues in E-Business

References

1. Eliqs M. Awad. Electronic Commerce from vision to fulfillment (PHI)
2. Joshph- E-Commerce. An Indian Perspective (2nd Edition). (PHI)
3. Mathew Reynolds - Beginning E-Commerce, Shroff Publishers and Distrbutors Pvt. Ltd.
4. Ravi Kalakola and Andrew B. Whinston - Frontiers of Electronic Commerce, Addison Wisely.
5. Samantha Shurely - E-Business with Net-Commerce, Prentice Hall PTR.
6. Jason R. Rich - The Unofficial Guide to Starting and E-Commerce Business, IDG Books.

15. BUSINESS POLICY & STRATEGIC MANAGEMENT

- Unit-1** Business Planning & Strategic Management: Stages of Planning. Strategic Management: Definition, Need, Dimensions, Levels, Characteristics of Strategic Decisions and Role of Strategic Manager, Strategic Management Process: Elements & Model.
- Unit-2** Company Mission & Vision: Setting of Objectives, Environment Analysis, Types of Components of Environment, Importance of SWOT Analysis.
- Unit-3** Industry Analysis, Competitive form & Strategies, Forecasting the Business Environment: Need, Step Techniques & management Forecasts. Multinational Environment: Characteristic of MNC's, Challenges.
- Unit-4** Strategy & Objective: Long term objectives, Analysis & Implementation of Strategies: Techniques.
- Unit-5** Guiding, Evaluating & Controlling Strategies Challenges of Change, The key success factors.

Reference Books

1. Sukul Lomesh PKMishra BPSM, (Vikas)
2. Gupta, Gollakota & Srinivasan – Business Policy and Strategic Management – Concepts (PHI)
3. Russel Ackoff : Democratic Corporation.
4. Ansoff, Corporate Strategic, Polican.
5. Bhasker Chopra, Business Policy for Indian Industry, Time Foundation.

16. BUSINESS ETHICS & CORPORATE GOVERNANCE

- Unit-1** Introduction – Ethics & B-Ethics, Concepts values & Ethics.
- Unit-2** Ethical Corporate Behaviour, its Development, Ethical leadership.
- Unit-3** Ethical Decision Making, Ethical Dilemmas in Organization. Social Responsibility of Business & Corporate Governance.
- Unit-4** Ethic in Functional Area, Marketing, Finance, HR & I. Technology.
- Unit-5** Environmental Ethics, Corruption, Ethical Issues –Gender Ethics, Sexual Harassment & Discrimination

References

1. Business Ethics by Manisha Paliwal,. Newage International press.
2. Patryrick J. A. & Quinn J. F. Management Ethics, Response
3. Sherlekar, Ethics in Management, Himalaya
4. R. C. Sekhar, Ethical Choices & Business Response, New Delhi, 1998.
5. Peter F. Drucker - Management: Tasks, Responsibilities and Practices.

6. Report of the Study Group of the Calcutta Seminar on Social Responsibilities of Business, Oxford and

IIIRD SEMESTER

17. MANAGEMENT INFORMATION SYSTEM

- Unit-1** Information System – Rules, Components, Types, Definition of MIS, MIS Model, Characteristics, Subsystem and up Growth in Organisation.
- Unit-2** Information System Development – Life Cycle, Security and Control Issues in Information System.
- Unit-3** Information System in Business – Marketing , HR, FM, Production and its importance in Decision Making.
- Unit-4** Analysis and Design of Information System:- Fundamental Concept of System, System development Life Cycle, Fact finding technique, DFD, Flow Chart.
- Unit-5** Data base Management System. Levels of Data, Objection, Types, DBMS, functions, Benefits, Designing of Data base, Data & Mapping.

References

1. MIS, Anam Jindal –K.pub
2. Sadagopan-Management Information System (PHI)
3. Laudon & Laudon – Management Information Systems (PHI)

18. BUSINESS AND ECONOMIC ENVIRONMENT

- Unit-1** Business Environment & Strategic Management, International Environment, External Environment, Political & Business Society, Social Responsibility of Business, Consumerism.
- Unit-2** Economic Roles of Government, Monetary and Fiscal Policy, Industrial Policy, Privatisation, Industrial Sickness,
- Unit-3** MRTP Act. Globalisation and Liberalisation, Labour Welfare and Social Security, GATT & WTO.
- Unit-4** Financial Environment: Financial Institution, RBI, Stock Exchange, Non Banking Financial Corporation, Capital Market Reform and Development.
- Unit-5** Industrial Development Strategy and Growth under Indian Planning, Commodity Exchange and its Regulation, Price and Distribution Control, Concentration of Economic Power.

References

1. Francis, Cherunillam : Business Environment and Government (HPH.)
2. Adhikary, M : Economic Environment of Business (Sultan Chand)
3. Agrawal & Diwan : Business Environment (Excel)
4. Daniel: International Business Environment and Operations (Pearson)
5. Michael V.P. : Business Policy and Environment (S.Chand)

6. Mishra & Puri : Indian Economy ,2006 Edition.
7. Dutt & Sundaram :Indian Economy,2006 Edn.

19. MANAGEMENT OF CHANGE AND STRATEGIC ISSUES

- Unit-1** Concept of Change – Relevance for Organisation Nature, Forces & Types of Changes, I Impact on Management, Organisational Vision and Strategic Planning.
- Unit-2** Managing Change - Concept, Transformation Planning, Managing Transitions, Change Agent-Role and Skills of a change Agent., Resistance to Change and minimising the resistance.
- Unit-3** Intervention Strategies: OD Model, TQM and Other Quality improvement Programmes.
- Unit-4** Corporate Social responsibilities Issues, Cross- Cultural Issues in management.
- Unit-5** Merger & Acquisition (Restructuring), LPG Model, Recent Trends, EPRG Model.

Suggested Readings

1. SEN GUPTA – Managing Change in Organisations (PHI)
2. Organisational Change and Development K.Singh Excel Books
3. Management of Organisational Change: K. Harigopal (Response)
4. Management of Change:Ramnarayan (Response)
5. Organisational Behaviour : Robbins (PHI)

20. COST & MANAGEMENT ACCOUNTING

- Unit-1** Accounting information and Managerial Decision Making; Financial Accounting Vs Cost & Management Accounting; Role of Management Accountant; Basic Cost Terms and Concepts; Relevant Cost; Statement of Cost
- Unit-2** Absorption Costing and Marginal Costing; Break Even Analysis; Cost - Volume - Profit Analysis; Managerial Application of CVP Analysis
- Unit-3** Job Order Cost Systems;Cost Allocation & Activity Based Costing;Process Cost System: Normal Loss & Abnormal Loss; Joint Product and By Products; Equivalent Production.
- Unit-4** Segment Performance Analysis: Responsibility Accounting System; Variance Analysis: Evaluation of Cost and Sales Variances.
- Unit-5** Budgetary Control System: Operating and Functional Budgets, Financial Budgets,Master Budgets, Zero- Base Budgeting.Strategy and Balanced Scorecard.

References

1. Horngren, Foster & Datar - Cost Accounting: A Managerial Emphasis (Pearson)
2. Pillai & Bhagavathi –Cost Accounting (S.Chand)
3. M.N. Arora – Cost and Management Accounting Theory and Problems (HPH)
4. Jain & Narang.
5. Justin Paul – International Business (2nd Edition) -PHI
6. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Pub

21. CORPORATE & TAX LAWS

- Unit-1** Nature of Company; Definition of Company, Characteristic of a Company, Kinds of Company, Formation of Company, MOA, AOA, Prospectus, Shares, Issue of Shares and its Forfeiture.
- Unit-2** Company Management, Appointment, Powers and Duties of Directors, Meetings, Proceedings, Resolution, Winding up of Company.
- Unit-3** Direct tax, Concept of Total Income, Agricultural Income, Assesse, Person, Income, Assessment Year.
- Unit-4** Corporate Tax Laws: Computation of Total income of a Company, Assessment of Companies, Computation of Tax on Income, Tax on Profits.
- Unit-5** Indirect Tax , VAT – Meaning and Concept, Levy of Tax on sale, Levy of Tax on Purchases, rates of VAT, TIN, SRIN, Payment of Tax.

References

1. Company Law – V S Datey
2. Company Law – Tulsian
3. IncomeTax Law and Practice – Singania –Taxman

22. ENTREPRENEURSHIP DEVELOPMENT

- Unit-1 The Entrepreneur:**General concept and definition, Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits and Motivation, Woman Entrepreneur.
- Unit-2 Environment and Entrepreneurial Development:**Entrepreneurial environment, Development Programmes (EDPs) Role, Relevance and Achievement of EDPs in India, Institutions for entrepreneurial development.
- Unit-3 Project Appraisal and Management:**Search for business ideas, Project identification and formulation, Project appraisal, Profitability and risk analysis, Sources of finance.
- Unit-4 Legal and Statutory Environment for Small Industry:**Legal formalities in setting up of SSIs Business Laws, Governmental Setup in promoting small industries, Financial institutions, Social Responsibility of Business
- Unit-5 Small Scale Industrial Undertakings:**Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in small enterprise management, Sickness and Preventions

Reference

1. S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
2. Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH

23. BANKING & INSURANCE MANAGEMENT

Unit-1 Management of Banking Companies

Principle of Banking, Debitisation of Bank, Creation of Money, Present Structure of Commercial Banking system in India, Transaction, Working during 1947 to 1991 and the after.

Unit-2 Management Principles function in Banks, Management of Deposit and Advances, Investment Report: Nature of Bank Investment

Unit-3 Management of Finance Bank Account, Records, Reports, Statement of Advances, Profit and Loss Accounts, Balance Sheet and Financial Reports

Unit-4 Life Insurance: Definition. Features. Classification, Life Insurance Products, Principle of Health Insurance, Health Insurance . LIC of Indian. Marketing Life Insurance.

Unit-5 Principles of General Insurance' Function Personal General Insurance Products, Commercial General Insurance Products.

Reference

1. Insurance –Theory and Practice. Tripathy and Pal (PHI)
2. Principle and Practice of Insurance. Dr. P. Paniasamy (HPH)

24 RESEARCH METHODOLOGY

Unit-1: Research: Meaning, Objectives & Importance of Research ; Role of research in Functional Areas : Finance, Marketing, HRD ; Research Methodology ; Process of Research .

Unit-2: Defining Research Problem: Process of formulating Hypothesis; Research Design ; Sampling Design.

Unit-3: Collection , Processing & Analysis of Data , Design of Questionnaire; Testing of Hypothesis ; Parametric and Non-parametric Tests ; T-test, Z-test and chi-square test.

Unit-4: Multivariate Analysis Techniques; Multiple Regression Analysis; Discriminat Analysis; Factor Analysis, ANOVA.

Unit-5: Interpretation & Report Writing ; Importance & Techniques of Interpretation ; Significance of Report Writing ; Steps in Writing Report ; Lay-our of the Research Report ; Types of Report.

References

1. Panneerselvam – Research Methodology (PHI)
2. Research Methodology : Methods and Techniques, by C R Kothari
3. Quantitative Techniques for Managerial Decisions, Wiley Eastern Ltd , by U K Srivastava
4. Statistics for Management by Levin (PHI)

5. The Foundation of Multivariate Analysis, Wiley Eastern Ltd , by Takeuchi K ; Yanai, H and Mukherjee, B N
6. Statistics, by S P Gupta

IVTH SEMESTER

25, 26, 27 & 28 SPECIAL GROUP-I

- Specialization Paper - I
- Specialization Paper - II
- Specialization Paper - III
- Specialization Paper - IV

29, 30 ,31& 32 SPECIAL GROUP-II

- Specialization Paper - I
- Specialization Paper - II
- Specialization Paper – III
- Specialization Paper – IV

33 PROJECT

HUMAN RESOURCE MANAGEMENT (Group A)

1. HUMAN RESOURCES PLANNING & DEVELOPMENT

- Unit-1** HRP concepts, importance, objective, type of HR plan, HRP approaches, (Social demand approach, rate of return approach and man power requirement approach).
- Unit-2** HRIS importance, types, sources, and procedure of maintaining HRIS, Human Resource reporting, HR audit and HR accounting.
- Unit-3** HRD, Concept system, HRD matrixes climate, elements,
- Unit-4** HRD Interventions, Quality of Work life, Models
- Unit-5** Career planning concept objective process Career planning and Career development, Career planning Vs Succession planning.

References

1. Pattanayak – Human Resource Management – PHI
2. Manpower Planning and Development –Excel Publisher.
3. Kandula – Strategic Human Resource Development – PHI.
4. Arthur, M Career Theory Handbook Englewood cliff, Prentice Hall Inc 1991
5. Belkaoui, A R and Belkaoui, J M Human Resource Valuation; A Guide to Strategies and Techniques Greenwood, Quorum Books, 1995

2. MANAGING EMPLOYEE RELATION & RELATED LAWS

- Unit-1** Industrial relations concept and scope, approaches to IR, Different actors & role of state in IR, legal frame work of IR, Collective Bargaining, concept scope and values,

Collective Bargaining in India, worker participation management, concept approaches factors promoting WPM and Practice of WPM in India, Quality Circle

Unit-2 Labour legislation, need, objective, scope, growth, growth of labour legislation in India, impact of ILO & LL

Protective and regulative labour legislations, factory Act 48, Mines Act-1952.

Unit-3 Legislation concerning wages and bonus, Payment of Wages Act -1936, Minimum Wages Act-1948, Payment of Bonus Act-1965, Equal Remuneration Act-76,

Unit-4 Legislation concerning Industrial Relations: Industrial Dispute Act -1947, Trade Union Act-1926, Industrial Employment and standing order Act 46

Unit-5 legislation concerning social security, Workmen's compensation act 1923, Employee state insurance act 1948, Employees Provident fund act 1952, Maternity Benefit act 1961, Payment of gratuity act 1972, and Misc. Act 1996.

Reference Study

1. Gomez –Mejia – Managing Human Resource –PHI
2. Seperich & Mccalley6 – Managing Power and People – PHI.

3. MANAGEMENT OF TRAINING AND DEVELOPMENT

Unit -1 Concepts of training, comparison between training and development, concept of skill up gradation different aspects of trainings

Concept of learning, techniques of learning, adult learns principles and pedagogy, designing a learning environment

Unit-2 Concept of training need; identification of training need, methods of training and techniques of training, on the job, off the job, lecture, role play , case study, vestibule training, simulation techniques, in basket exercise, syndicate method, T group training, psychological lab, business game, activity based training, programme instruction training Choosing the right training techniques

Unit-3 Training aids; different type of training aids choosing the appropriate training aids Training module; concept, dimension and designing an appropriate training module.

Unit-4 Administrative procedure for training; Training file, need assessment form, feedback form, format for request letter for trainers and trainees, there certificate of participation and learning diary Training Calendar, Training Policy

Unit-5 Evaluation of Training effectiveness, assessment criteria

Reference Studies

1. FORD- Bottom Line Training – How to Design and Implement Successful Programs that boost profits –PHI.
2. Dr. B. Rathan Reddy “Effective HR Training and Development Strategy” HPH

4. INTERNATIONAL HUMAN RESOURCE MANAGEMENT

- Unit-1** IHRM Difference between Domestic and International Manager, Issues in IHRM, Developing International Strategy, Understanding Culture, its coverage, determinants, Cross Cultural Theory (Halls & Lorange).
- Unit-2** Cross Cultural Negotiations, Planning and preparation parameter, Types and Strategy of Organisational Culture.
- Unit-3** International Business and IHRM: Approaches, Globalisation Approaches, Globalisation and the strategie, the competency required for International Managers.
- Unit-4** International Labour Market, Sources, Recruitment and Selection, Training, Types of Cross Cultural Training. Multinational performance management, Developing International staff and Multinational Team.
- Unit-5** International compensation system, Objectives, Approaches and practice, Expatriation and Repatriation process, Managing people in International Firms.

Reference Studies

1. S.C.Gupta Text Book of IHRM. McMillan.
2. Punnett- International Perspectives on Organisational Behaviour and Human Resource Management (PHI)

FINANCIAL MANAGEMENT (Group B)

1. FINANCIAL MARKET & INSTITUTIONS

- Unit-1 Financial System:**Components of Indian Financial System, Institutions, Instruments, Market & Services, Nature and Role of Financial System, & Economic Development, Financial Sector Reforms.
- Unit-2 Capital Market:**Constituents, Functions, Capital Market instruments, New issue Market, Private Placement, Security Exchange Board of India, Regulation and Investor Protection
- Unit-3 Secondary Market:** Stock Exchange; Rules & Regulation of Trading & Settlement, Stock Market Reforms, Listing of Shares, Depositories System.
- Unit-4 Money Market:**Constituents and functions , Types of Money Market, Government Security Market, Money Market Instruments, Regulations of the Money Market.
- Unit-5 Financial Institutions:**Reserve Bank of India, Commercial Banks, Developmental Financial Institutions, Investment institutions, Role & Functions.

Reference Studies

1. Shashi K.Gupta, Nisha Aggarwal, Neeti Gupta, "financial Institutions and Markets" – Kalyani Publishers.
2. Fabozzi & Modigliani – Capital Markets Institutions and Instruments (3rd Edn) – PHI.

2. MERCHANT BANKING & FINANCIAL SERVICES

Unit-1 Financial Services: Introduction, Role & Functions. Merchant Banking: Concept, Functions, Growth, Policy Measures, SEBI Guidelines, Future of Merchant Banking in India.

Unit-2 Lease: Meaning, importance, types, evaluation of lease form the point of view of leaser and leases, leasing vs. Buy Decision.

Hire Purchase and instalment credit, types. Housing Financial: Sources and policies for housing finance.

Unit-3 Mutual Funds: Concept, different schemes, advantages, UTI: Objective, functions, Regulation of Mutual Fund, Role of UTI in Industrial Finance.

Venture Capital: Concept, and developments in India, Process and methods of financing

Unit-4 Factoring, Forfeiting, Credit Rating: Meaning and necessity methodology of credit rating. Factoring, Forfeiting,

Unit-5 Merger and acquisitions: Merger and take over, Main highlights, take over by bids and acquisitions, guiding principles, BIFR & Merger. Insurance Sector: Objective, Role, investment practice, IRDA: Role and Functions.

Reference

Banking By Gordon and Natrajan.

3. SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Unit-1 Introduction to Portfolio Management: Risk & Return in a Portfolio, Markowitz Model, Two & Multi Assets Portfolio, Sharpe Model.

Unit-2 Portfolio Selection Process : Optimal Portfolio, Concept & Determination, Utility Theory, Indifference Curve, Capital Assets Pricing Model & Arbitrage Pricing Theory, Efficient Market Hypothesis.

Unit-3 Building Fixed Income Security Portfolio- Bond VALUATION: Yield to Maturity, Duration & Immunisation, Valuation of Convertibles & Warrants, Bond Management Strategies

Unit-4 Fundamental Analysis : Economic, Industry, Company & Environment Analysis, Technical Analysis, Volume & Price Trends, Tools of Analysis, Derivative Instruments, Forward Futures, Options & Swaps

Unit-5 Evaluation of Portfolio Performance- Framework of Evaluating Performance, Measures of Portfolio Performance, Reward to Variable Measure, Measure Problems with Portfolio Management.

References

1. Kevin –Security Analysis and Portfolio Management -PHI
2. Jack Clark Francis - Management of Invest, McGraw Hill
3. Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey
4. Shape Alexander Ballen - Investment, Eastern Economy Ed
5. Jordan and Fisher - Security Analysis and Portfolio Management, Prentice-Hall I
6. SAPM –VA Avdhani.

4. INTERNATIONAL FINANCE

Unit-1 International Monetary and Finance System:Importance of international finance, Bretton woods conference and afterwards, European monetary system – Meaning and Scope.

Balance of payment and International Linkages:Balance of payments and its components, International flow of Goods, Services and Capital.

Unit-2 Foreign Exchange Markets:Determining exchange rates, fixed and flexible exchange rate system, Exchange rate theories, Participants in the foreign exchange markets, Foreign exchange market spot markets, Exchange rate quotes, LERMS, Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts, Foreign exchange and currency possession, Information and Communication, Foreign exchange trades.

Unit-3 Foreign Exchange Risk:Transaction exposure, Transaction exposure and Economic exposure, Management of exposures – Internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques.

Management of Risk in Foreign Exchange Markets: Forex derivatives – Swaps, Future and Option and Forward Contracts.

Unit-4 International Capital and Money Market and Instruments:Salient features of different international markets, GDRs, ADRs, IDRs, Eurobonds, Euro loans, CPs, Floating rate Instruments, Loan syndication and Euro deposits.

Unit-5 Multilateral Finance Institutions:Role of IMF, IBRD and other development banks, International investors and foreign investment institutions.

Reference Studies

1. Sharan – International Financial Management _-PHI

MARKETING MANAGEMENT (Group C)

1. CONSUMER BEHAVIOUR

- Unit-1** Introduction: the application of consumer behaviour, principle to strategic marketing, Consumer Research, Consumers Psychographics; Constructing a Psychographic inventory, application of psychographic analysis
- Unit-2** The nature of consumer's attitude; structural models of attitudes, measurement of attitudes, social class and consumer behaviour; the measurement of social class, life style profiles of the social classes
- Unit-3** The influence of culture on consumer behaviour, characteristics of culture, the measurement of culture personal influence and the opinion leadership process; measurement of opinion leadership
- Unit-4** Consumer Decision making; Four view of consumer - Economic man, Passive Man, Cognitive Man, Emotional Man, Consumer Decision Process, Comprehensive Models of Consumer Decision Making; Nicosia Models Howard - Sheth Model, Engel - Kollat - Blackwell Model.
- Unit-5** Diffusion of innovations; the diffusion process, the adoption process, a profile of the consumer innovator consumer behaviour, application for profit and Non profit service Organisation

References

1. Solomon –Consumer Behaviour-Buying, Having & Being. PHI.
2. Assael H Consumer Behaviour and Marketing Action, Ohio, South Westem, 1995
3. Engle, J F etc Consumer Behaviour Chicago, Dryden Press, 1993
4. Howard, John A etc consumer Behaviour in Marketing Englewood Cliffs, New Jersey, Prentice Hall Inc , 1989

2. ADVERTISING AND PROMOTION MANAGEMENT

- Unit-1** Advertising and the marketing process, Media planning and selection, Campaign planning and lunning.
- Unit-2** Message designing and development. Advertising budgeting, Corporate Advertising.
- Unit-3** Client-Agency Relationship - The role and working of an Ad Agency.
- Unit-4** Measurement of Advertisement Effectiveness - DAGMAR Approach. Pre-Testing, Post-Testing Techniques of measuring Ad. Effectiveness.
- Unit-5** Sales Promotion- Consumer Promotion, Dealer Promotion, Sales Force Promotion. Sales force planning and execution. Recent trends. Elementary knowledge of public relations.

References

1. Sharma & Singh –Advertisng, Planning & Implementaion – PHI
2. Wells, Burnett, Moriarty – Advertising –Prin & Practice. PHI.
3. Wright, Farner and Zieglar - Advertisin

4. Chunawalla and Sethia - Advertising Management –(HPH)

5. S.A.Chunawala - HPH

3. SALES & DISTRIBUTION MANAGEMENT

Unit-1 Introduction to Sales Management- Understanding Basics of Selling- Meaning, Importance and Scope, Selling, Salesmanship, Selling Process, Selling Skills

Unit-2 Sales Organisation and Territory Management- Importance of Sales Organisation, Types of Sales Organisation, Rates, Responsibilities of Sales Manager, Sales Forecasting and Budgeting, Territory Management, Sales Quotas, Sales Displays and Sales Promotion

Unit-3 Sales Force Management- Meaning, Importance of Sales Force, Recruitment, Selection of Sales Force, Training, Compensation, motivation, Performance Education and Controlling of Sales Force

Unit-4 Distribution Management- Introduction to Indian Distribution System, Factors in Designing Strategic Distribution System, Logistics, Managing Physical Distribution System

Unit-5 Management of Channels of Distribution - Meaning and Importance of Channel Members, Designing Channel Strategies, Management of Whole selling, Management of Retailing, Horizontal and vertical Marketing System

References

1. STILL, Cundiff, Govoni – Sales Management : Decision, Strategies & cases (5th Edition) PHI.
2. R L Spiro, W J Stanton, G A Rich “Management of a Sales Force”, Tata McGraw Hill Publication
3. D Jobber and L Lancaster, “Selling and Sales Management”, Pearson Publishing House
4. Chunawalla, “Sales Management”, Himalayan Publishing House
5. S L Gupta, “Sales Distribution Management”, Excel Book
6. T Panda, S Sahadevan, “Sales and Distribution Management”, Oxford
7. Das Gupta- Sales Management – In the Indian Perspective, PHI.

4. PRODUCT & BRAND MANAGEMENT

Unit-1 New Product development process, Research techniques used in the process, Product development strategies: Idea generation, Concept, Concept testing, Concept evaluation, Product testing, Pre-test Marketing and Test Marketing, Launching strategies for new Product

- Unit-2** Product lifecycle Management, Production Portfolio Analysis and Management, Industrial Products and Consumer Products, Shopping (Durable) goods and services and convenience (FMCG) goods and services, Specially goods and services
- Unit-3** Underst and Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity, Value addition from Branding - Brand - customer Relationships, Brand Loyalty and Customer Loyalty
- Unit-4** Managing Brands; Brands Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio; Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change
- Unit-5** Brand Revitalisation; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands

References

1. Majumdar-Product Management in India –PHI.
2. Aaker, David, A, Managing Brand Equity, New York, Free Press, 1991
3. S.A.Chunawalla. "Product Management". HPH.

BANKING & INSURANCE MANAGEMENT (Group D)

1 MANAGEMENT OF BANKING & INSURANCE COMPANIES

- Unit-1 Management of Banking Companies** Principles of Banking, Debitisation of Bank, Creation of Money, Present Structure of Commercial Banking system in India, Transaction, working during 1947 to 1991 and the after. **Principles of Insurance:** Definition of Insurance , Meaning and Definition of Risks
- Unit-2 Management Principles in Banks. Nature of Insurance Business:** Nature of Insurance contract Insurance Contract VS Wage sing Contract, Importance of Insurance- Uses of Insurance Business.
- Unit-3 Management of Deposit and Advances. Role of Development Officer:** Meaning - Importance of Development officer, Duties of Development officer.
- Unit-4 Investment Report** Nature of Bank Investment, **Role of Insurance Agents:** Meaning and Definition of Agents Recruitment and selection of Agents, Training of Agents, Duties of Agents, Code of Conduct for Agents, Rights of Agents, Essential Qualifications for successful Agents, Termination of Agents.
- Unit-5 Management of Finance** Bank Accounts, Records, Reports, Statement of Advances, Profit and Loss accounts, Balance Sheet and reports.**Management Principles in Insurance:** Management function in Insurance, hierarchy, Individual and group behaviour, Management of personnel of manager, Management process of selection, Training , Promotion etc.

2 RISK & CLAIMS MANAGEMENT

- Unit-1** Definition of Risk, Why Risk Management? Risk identification- Why does risk arise and what to do with this? **Management of Risks** R. of Risks Management, Sources of Risk, Risk Identification,
- Unit-2** Various Kinds of Risks- Financial Risks and Non-Financial Risks, Process of Risk Management, Identification, Quantification, Mitigation or Control, Monitoring and Reviewing **Miscellaneous Claims Settlement** Health Insurance, Mediclaim Settlement of Claims, Property Insurance claims Settlement, Cattle. Insurance, Risk Settlement, National Agricultural Insurance Schemes, Settlement of Claims.
- Unit-3** Credit Risk- Transaction Risk, Portfolio Risk .Market Risk- Interest Rate Risk, Liquidity Risk, Forex Risk .Operating Risk Systematic Risk
- Unit- 4 Marine Claims Management** Kinds of Marine Losses, Notice to Abandonment, Effect of Abandonment Actual Total Loss- US- Constructive Total Loss- Average loss VS Particular Loss Claims Document, Rights of Insurer on Payments.
- Unit- 5 Claims on Fix Policies** Various Types of Fix Policies Payment of Claims, Average Clause, Rights of Insurer. **Motor Vehicle Insurance Claims** Classification of Motor Vehicles, Kinds of Policies, Procedure for Settlement of Claims.

3 **BANKING AND SURANCE LAWS**

- Unit-1 Banking Laws and Regulation** Evolution of Banking Institution – Com. Bank, Co-op. Banks.**Insurance Services:** Registration of Insurance Companies, Investment norms, Preparation of Financial Statements licensing of Insurance Agent, Surveyor and Loss Assessors.
- Unit-2 Negotiable Instruments Act.-1981.Reserve Bank of India -1934**
Insurance Regulatory and Development Authority (IRDA) Opening up of the Insurance Industry trends and thrusts, Progress and prospects of Insurance Sector.
- Unit-3** Insurance Advertisement and Disclosure, General Insurance, Re-instance, Assets-Liabilities, Protection of policy holders, Life Insurance Vs General Insurance, Insurance Brokers, Agents.
- Unit-4 Capital Formation and Insurance** Insurance as financial —, Insurance Vs other Financial Informations, Privatisation of Insurance Sector and Related Issues.
Extension of Insurance to Specialised and Cliché areas Health Insurance, Third Party Administrators, Pensions.
- Unit-5 Banking Regulations Act 1949** ,Origin of the Act- Business of Banking Company, Capital requirements, Branch Licensing policy, Winding up and amalgamation of Banking companies.**Banking System in India**, The Banking Companies acquisition and transfer of undertakings act 1970 and 1980 state Bank of India act 1955 State

Bank of India associates Banks act 1959, Banking reforms as per Narasimha Committee 1 and 2, Foreign Banks, OH and New Generation Private Sector Banks, Banking Schemes SAFRES.

4 BANKING AND INSURANCE MARKETING

Unit-1 Meaning & Scope of Marketing, modern concepts of marketing, Marketing strategy, STP approach, differences between goods & services marketing, Marketing environment with references to Banking & Insurance in India. customers expectation & orientation with references to Banking & Insurance in India.

Unit-2 The concept of Bank Marketing & insurance marketing, formulation of marketing mix for banking and insurance sector, Promotion strategy for banks and insurance sector,, relationship marketing, behavioural profile of customers, factors influencing customer behaviour , Basic problems in life insurance marketing.

Unit-3 Product, New product development process ,product life cycle, branding, methods of pricing and strategy with references to Banking & Insurance in India

Unit-4 Promotion mix, managing the sales force, selling process, selling skill, distribution strategy with reference to banking and insurance sector.

Unit-5 Delivery of services, the process and measurement ,understanding of service quality and building customer relationship. Case studies from Banking & Insurance sector.

References

1. Marketing Management. - Philip Kotler
2. Service Marketing - Zeithamal & Bitner.
3. Bank Marketing - S.N.Jha

TOUR & TRAVEL MANAGEMENT (GROUP-E)

1. TOURISM & TRAVEL TRADE

UNIT-I Definition & Historical Development, Forms of Tourism, Inbound & Outbound, International & Domestic, Adventures & Sports, Cultural, Health, Commercial, Research & Educational, Wildlife & Eco Tourism

UNIT-II Industry, Nature & Characteristics, Components, Economics of Tourism, Implication & Significance, Attraction; Alternation, Transport, Accommodation, Shopping, Entertainment, Infrastructure & Hospitality

UNIT-III Destination & Attraction : Tourist Spots, The elements of Tourist Destination & its Understanding, Activities, Influence on Tourist flows & Planning, Concepts & Patterns of Destination use

UNIT-IV Tourism Products : It's difference from other types of consumer products, elements & characteristics of Tourism Products, Product Life Cycle, Natural & Man-made attractions, Special interest tour; Ethnic Tourism, Rural Tourism, Theme Parks etc.

UNIT-V Present State of Indian Tourism : Case Studies of Rajasthan, Goa & Kerala, Emerging Trends & New Thrust Areas (Innovations such as House Boating, Herbal Treatment, Resorts, Train Tourism etc.)

Reference Books

1. Tourism & Hoteling - M.S. Negi
2. Tourism - Rob Davidson - (ELBS)
3. Travel & Tourism Management- Ghosh, Biswanath
4. Professional Hotel Management - Jogmohan Negi

2. HOTEL MANAGEMENT

UNIT-I Evolution of Hotel Industry : Types of Hospitality Industry & Catering Industry,

UNIT-II Types of Hospitality : Rooms & Accommodation, Product Details, Service Details, Accommodation Planning, Classification of Hotel, i.e., Camping, Caravan, B & B, Pension /Guest House/ Boarding House/Resorts Motel, Inn, Budget; Mid price, Types of Hotel : Casino, all Suit Hotels, Heritage Hotels, Prime Planning : Conferences and Banqueting.

UNIT-III Operations : Internal Operations, Departmental wise in Hospitality Industry, Front Office, House Keeping, Food & Beverage, Maintenance, Productions

UNIT-IV Accommodation Tariff, GIT, FIT, Check in & Check Out, Rack rate, seasonal and off-seasonal rate, Travel agency coordination towards Hotel booking, Reservation formalities, Hour rules of the Hotel, Registration, Cancellation

UNIT-V Present state of Indian Hotels : Emerging trends & New thrust areas like Eco Friendly Hotels, Motels, Time shares, Boatels and Luxury Cruise, Herbal Treatment resort.

Reference Books

1. Food & Beverage Service Manual - Andrewes (TMGH)
2. Hotel Housekeeping Training Manual - Andrewes (TMGH)
3. Hotel Front Office Training Management - Andrewes (TMGH)
4. Marketing & Sales Techniques in Hotel - Jagmohan Nagi (S.Chand & Co.)
5. Professional Hotel Management - Jagmohan Nagi (S.Chand & Co.)
6. The Waiter - John Miller
7. Introduction to Tourism & Hotel Industry : With Special Focus on Hotel Front Office Management -
8. Zulfikar, A. K

3. TOURISM MARKETING, EVENT MANAGEMENT

UNIT-I Meaning & Scope of Marketing, Modern Concepts of Marketing, Difference Between Marketing of Products and Services, An Overview of Indian Markets, Marketing strategy, Target marketing, Positioning, 8 p's of Marketing, Market Research & it's Procedure, Demand Forecasting, Promotion Mix-Advertising, Advertising Sales Promotion & Publicity, Pricing Policy, Distribution System in Travel & Tourism

UNIT-II Managing the sales force, Selecting sales strategy, Salesmanship, Motivating Professional Sales Force, Marketing evaluation & Control, Intimating to the concept Travel & Insurance Agency & Embassy

UNIT-III Event Management: Importance of Event Management., Introduction to Meeting, Meeting incentives, conventions & exhibition ,

UNIT-IV Definition of Conference & Components of Conference, Corporate Meetings, Festivals & Cultural Events : Organising, planning & Managing of Different types of Festivals like New Years Day, Christmas Celebration, Holi, Diwali etc. , knowledge of different marriage events & it's celebrations.

UNIT-V Trade shows & Exhibitions , principal Purpose, Types of shows, Benefits, Participants, Organisation & Membership, Evaluation of Attendees, Residential Conference Arrangement and making their check list and other requirements, Cruisers event management.

4. TOUR ORGANISATIONS & TRAVEL MANAGEMENT

UNIT-I Importance of Tour Organisation and Travel Management. , Types of Travel Agencies & Tour Operations & Their Organisational Setups, Present Trends and Patterns, Prospectus, Problem and Issues, the Indian Travel Agencies and Tour Organisations an Overview

UNIT-II Setting up of a Travel Agency, Market Research & Investment Provision

UNIT-III Preparing Feasibility Report, Procurement of Legal Certification for Setting of a Travel Agency, Affiliation Membership from Reputed Association like IATA, UFTA, TAAI, WATA, FHRA etc.

UNIT-IV Functions of a Travel Agency, Understanding Functions of a Travel Agency, Travel Information, Documentation, Planning & Casting Tours, Ticketing Product Promotion and Other Miscellaneous Works, Customer's Service & Use of Foreign Language & its Incentives, Sources of Income, Commission, Service Charges Make up on Tours.

UNIT-V Organizational Structure of Standard Agencies Such as SITA / TCI / SOTC / SHIKHAR, International Conventions- Warshaw Convention 1929, Chikago 1944, Brussels Convention 1961, Berne Convention 1961-66.

Reference Books

1. Tourism Development Principles & Practices - A. K. Bhatia
2. Tourism - Rob Davidson

DIETETICS & NUTRITION MANAGEMENT (GROUP-F)

1. DIETETIC AND THERAPEUTIC MANAGEMENT

- Unit-1** Therapeutic Diet – Concept, Purpose, Principles, Classification, Factors Responsible for Therapeutic nutrition. Dietary Prescription and follow-up. Preparation of diet chart. The dietitian. Responsibility of dietitian. Role of Doctor, dietitian and nurse in feeding the patient. Diet counselling.
- Unit-2** Dietary Modification – Objectives, Types of Modified diet, Modification of Normal diet, Routine Hospital Diet-Regular diet, Light diet, soft diet, Full fluid diet and Tube feeding. Special feeding methods, pre and post operative diets.
- Unit-3** Health hazards & Diseases , Peptic Ulcer, Arthrosclerosis, Hypertension, Nephritis, Cirrhosis of liver and diabetes (Cause, syreptone, co-replications and prevention)
- Unit-4** Modification according to consistency - Normal diet, liquid diet, Soft diet, modification according to nutrients - High calorie and low calorie diet, High protein and low protein diets, high residue (fibre) and low residue diets.
- Unit-5** Modification of diets and decreases - peptic ulcer, arthrosclerosis, hupertension, nephritis, cirrhosis of liver and diabetes.

Reference

1. Nutrition and Dietetics by Subhangini Joshi.

2. HUMAN SYSTEM MANAGEMENT

- Unit-1** Introduction to human body, Cell –Structure, Characteristics, Reproduction, Function.
- Unit-2** Respiratory System – Structure and functions of respiratory Organs (Nose, Larynx, Trachea, Bronchi and Lungs) Types of respiration – Pulmonary and Tissue.
- Unit-3** Digestive System – Structure and functions of digestive Channel (Teeth, Tongue, Salivary Gland, Liver, Pancreas, Gall Bladder, Oesophagus, Stomach, Small and Large intestine), Digestion and absorption of nutrients – Proteins, fats and carbohydrates.

Unit-4 Circulatory System – Blood – Composition, Functions, Blood Clotting, Blood Groups, Blood vessels, Heart – Structure, Functions, Blood pressure, pulse rate and Cardiac Cycle.

Unit-5 Excretory System - Structure and function, renal organs-Kidney, Ureter, Urinary bladder, Composition and formation of urine.

Reference

1. Anatomy and Physiology by Pearce.

3. MICROBIAL MANAGEMENT AND FOOD INDUSTRY

Unit-1 Introduction to Microbiology, General Characteristics of Micro organism, Types of Micro organisms in Food Industry - Bacteria, Fungi, Virus, Algae, Moulds, Yeasts, Parasites.

Unit-2 Food degradation - Introduction, Definition, Factors influencing the growth of microorganisms, Control of microorganisms, symptoms of degradation –Fresh, Dry and preserved foods.

Unit-3 Control of food quality -Indian Standards (Compulsory Standards, Voluntary Standards, Agmark, I.S.I, and F.P.O., Adulteration, Misbranding, Municipal health laws.

Unit-4 Food Technology (Chemical and Radiation Hazards).Chemical Hazards - Preserving agents, colouring agents, Sweetening agents, Flavouring agents, Anti oxidants, Pesticides, Antibiotics, Radiation Hazards - Irradiation of food, and natural radiation (Fall-Out, Iodine-131, Strontium- 90, Cesium-137)

Unit-5 Infective agents in food -Chemicals, Antibiotics, Metal Contamination, Tonic foods, Criteria's for receiving safe food.

Reference

1. Health and Hygiene and Sanitation by S.Rodey.

4. DEFICIENCY DISEASES AND NUTRITIONAL MANAGEMENT

Unit-1 Nutritional Status-Introduction, maintenance of Nutrition and Status.

Deficiencies Disease- Protein energy malnutrition. Diet in underweight.

Unit-2 Vitamin and Mineral deficiency(Vitamine A, B, C, D, calcium,phosphorus, iron, etc) cause, symptom & prevention measures.

Unit-3 Die in fever & infections (tuber culasis) diet in surgery & injury.

Nutrition & food requiriement of athletes.

Unit-4 Food borne illness –food poisoning, Food infection, Bacterial food poisoning.

Food Allergy – Types, Causes, Dietary emphasis during allergy condition.Food adulteration & food hygiene.

Unit-5 Preparation of diet as per the ICMR recommendations -Diets for special conditions

- infancy, Childhood, Adolescents, Pregnancy, Lactation Period, Old age.

Reference

1. Health and Nutrition by B.Srilakshmi.
2. Dietetics Management By Prodfit and Robinson.

ENTREPRENEURSHIP MANAGEMENT (Group G)

1. FINANCING SMALL BUSINESS

Unit-1 Raising of Finance for Small Enterprise - Role of Financing Institutions, SIDBI, IDBI, IFCI, ICICI, Commercial Banks, NABARD, SFCs, EXIM Bank, KVIC, Venture Capital, Long term and short term finance.

Unit-2 Financial Management- Financial Needs for SSEs, Capital Structure, Cash Flow and Funds Flows Analysis, Appropriateness of Funds from Banking and Non-Banking Financial Institutions.

Unit-3 Credit Policy of the RBI for Small Business, Financial Assistance through the Union and State Government schemes and Banks PMRY, REGP, SGSY, Stree Shakti package of SBI.

Unit-4 Small Scale Industries under Five Year Plans, Industrial Policy Resolutions (IPRs), New Small Enterprise policy.

Unit-5 Financing of Micro & Small Enterprise: Concept of Micro Finance, SHGs, Role of SHGs, Financing Small Enterprise through SHGs.

Reference

1. S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
2. Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
3. Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi - 1998

2. NEW ENTREPRENEURSHIP MANAGEMENT

Unit-1 Production:Production Planning & Control, Purchase Technique, Inventory Management, Quality Management, Manpower Management.

Unit-2 Finance:Financial Planning, Working Capital Assessment & Management Costing & Pricing, Profit assessment, Credit sales.

Unit-3 Marketing:Selling & Salesmanship, Marketing Strategy, Market Segmentation, Customer Management.

Unit-4 Statutory:Business Laws, Taxation Laws, VAT, Industrial Laws

Unit-5 Role of Entrepreneur:Entrepreneur in Sustenance & Growth of Enterprise, Role of IT in Business, Role of Entrepreneur as Innovator, Role of Entrepreneur in Complementing and Supplementing Economic growth.

Reference

1. S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
2. Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
3. Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi - 1998

3. ENTREPRENEURSHIP FOR SMALL BUSINESS

Unit-1 Entrepreneur and Entrepreneurship:- Entrepreneurship, Concept & Definition, Entrepreneur, Concept and Definition, Charms of being an Entrepreneur, Classification and Functions, Intrapreneur, Entrepreneurship.

Unit-2 Entrepreneurial Behaviour :Innovation and entrepreneur, Schumpeter's & Peter Drucker's Theories, Entrepreneurial behaviour & Psychological Theories, Mashlow's Need Hierarchy Theory, McClelland's Need Achievement Theory.

Unit-3 Establishing Small Scale Enterprises: -Environment Scanning, Identification of Opportunities, Product Selection, SSI / SSE Definition and Concept, Choice of Enterprise, Demand Assessment, Choice of Technology / Business Sites.

Unit-4 Promotion of a Small Scale Venture: Role of Social, Economic and Technological Environment, Institutional Interface, Preparation Project Report, Ownership Structure; Proprietorship, Partnership, Joint Stock Company, Cooperative Enterprises etc

Unit-5 Sustenance and Growth: Performance Appraisal, Strategies for Stabilization and Growth, Family Enterprise Management

Reference

1. S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
2. Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
3. Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi - 1998
4. Peter Drucker - Management : Tasks, Responsibilities and Practices
5. Peter Drucker - Process of Management.

6. Zimmer and Scarborough: Essentials of Entrepreneurship and Small Business Management 4th Edition (PHI)

4. EXPORT IMPORT PRODUCING BUSINESS

Unit-1 Industrial Marketing: Introduction, Export-Import Terminology, Internal and External Trade, Principles and Elements of Export Management, International Trade fair and Exhibition.

Unit-2 Export Documentation, Policy and Procedures: Export-Licensing, Import Licensing, Replenishment License, Open General License, Specific Licenses.

Unit-3 Assistance to promote Export / Import: Role of FIEO, STC, EP&M, Export Promotion Councils, Commodities Boards, IIFT; ECGC , Export Policy and Import Policy of India

Unit-4 International Finance: Introduction, Terms of Payment, Preshipment Finance, Post shipment Finance, Medium and Long-term Finance, EXIM Bank, Letter of Credit, Liberalised Exchange Rate.

Unit-5 Shipping & Packaging: Shipment of Goods, Service Rendered by C & F Agent, Containerization, Types of Containers, Packaging, Labeling and Export Marketing, Export Promotion and Import Substitution.

PRODUCTION & OPERATION MANAGEMENT (Group H)

1. TOTAL QUALITY MANAGEMENT

Unit-1 Concept of total Quality Cost of Quality, Evolution of total Quality management, Components of Total Quality loop, principles of TQM, organisational changes for adopting TQM.

Unit-2 Concepts on SQC Acceptance Sampling and Inspection Plans Statistical process control.

Unit-3 Quality Management Systems, Lead Assessment and ISO9000 standards Basic approach of ISO 9000 and TQM principles and objectives Applicability and areas of coverage of ISO - 9000 standards.

Unit-4 Strategic tools and techniques for TQM, Quality function Deployment (QFD), Failure Mode and Evaluation analysis (FMEA), Quality circle, Zero-defect programme , concurrent engineering, Taguchi's Quality loss function Affinity Diagram K J method, Q-7 tools, benchmarking, Business programme reengineering, principles and tools, six-sigma.

Unit-5 Functional Linkage of Quality with reliability and maintainability, Failure analysis (FTA / FMEA) optimum maintenance decisions Total Production Maintenances (TPM), quality audits, Performance evaluation of TQM.

References

1. Mukherjee : Total Quality Management (PHI)
2. Kulneet Suri, Total Quality Management, Principles and Practices, Tools and Techniques- S K Kataria and Sons
3. K C Arora- ISO 9000 to OHAS 18001- S K Kataria and Sons
4. J S Oakland, Butterworth- Heinemann- Total Quality Management-Oxford

2. PURCHASING & MATERIAL MANAGEMENT

Unit-1 Management of materials in production system:concept scope and methods, Objective and Organisation of Material Management

Unit-2 Purchase system and procedures:Objectives , Purchasing functions, Purchasing policies and decisions, Make or Buy Vender selection and Rating, Timing of Purchase, Price determination, Purchase procedures and system Public Purchasing and tendering.

Unit-3 Inventory Management:Introduction of inventory Systems, Functions of Inventory and Relevant Cost Concept, Classification of Inventory Systems Inventory Models : Deterministic, Discount, EOQ, EBQ , MRP-I, Selective Inventory Management ABC, VED , FSN , PQR etc

Unit-4 Stores Management:Introduction stores functions stores organisation, stores system and procedures : Identification system, Receipt System, Store system, Issue system Stores Accounting and Verification system, Stores address system, Stores location and layout Store equipments, Automated Storage and retrieval Standardisation Codification

Unit-5 Waste Management:Introduction, Scope, Objectives, Interrelation between Waste Management and resource Management, Classification of Waste Wastavity and its measurement Organisation of Waste management Waste reduction approach, Waste collection, Recycling Waste disposal system

Books Recommended

1. Gopala Krishnan & Sundaresan –Materials Management an Integrated approach. PHI.
2. Chitale & Gupta- Materials Management : Text & Cases. PHI.
3. Dobler D W Etc - Purchasing and Material Management , New York , Mc Graw Hill
4. Dutta A K - Integrated Material Management- PHI

3. OPERATION PLANNING CONTROL

- Unit-1** Operations planning and controlling functions. Operation control and information flow, Integrated operating Control information system.
- Unit-2** Forecasting: Qualitative forecasting, Time series prediction using regression, Exponential smoothing, Seasonal forecasting, cyclic forecasting, forecasting error analysis, Box Jerkins approach.
- Unit-3** Aggregate planning concept. Graphical / Table approach, empirical approach, optimization approach, pre-meiotic approach to production planning, desegrate into a master schedule, MRP-II.
- Unit-4** Sequencing and scheduling: overview, Job shop scheduling process, scheduling of tasks on single processor, and multiple processors, priority rule, sequencing rule.
- Unit-5** Scheduling with resource constraints: Allocations of single and multiple resource, resource balancing, line balancing, Helgeson-Birries approach. Region approach, Stochastic mixed product line balancing, personnel scheduling.

References

1. Bedworth and Bailay - Integrated production Control Systems Management, Analysis and Design, John Wiley.
2. Dilworth - Operations Management- McGraw Hill.
3. Schroeder - Operations Management - McGraw Hill.
4. Buffa and Miller- Production Inventory Systems Planning and Control, D. Irwin.
5. Chase, Aquilano, Jacobs- Production and Operation Management-TMH.

4. TECHNOLOGY MANAGEMENT

- Unit-1** Basic Concepts , Concept Technology, Role and importance of technology Management in India, Technology lifecycle, Science and technology policy statements of government Technology and Socio-economic planning, Technological change Macro effects of change
- Unit-2** Technology forecasting: Need, Role, Methodologies of forecasting, Various Forecasting Methods
- Unit-3** Technology Strategy: Technology Generation, Technology Development
- Unit-4** Technology transfer: Models of Transfer, Modes of Transfer, Search strategy, transfer package, agreements technology absorption, Concepts, Constraints, Management of Absorption, Govt initiatives
- Unit-5** Technology assessment methods, Technology evaluation Diffusion of Technology Strategy, Mode appropriate technology

References

1. Hawthorne- The Management of Technology, McGraw Hill
2. Twiss- managing Technological Innovation, Pitman

3. Desai- Technology Absorption in Indian Industry- Wiley Eastern
4. Betz- Managing Technology, Prentice Hall
5. Rohatgetal- Technological Forecasting, Tata McGraw Hill
6. Sharif Nawaj- Technology Policy formulation and Planning : A reference manual APCTT
7. Tushar and Anderson , Managing Strategic Innovation and Change, Oxford University Press
8. C.S.V.Murthy (HPH)

INTERNATIONAL BUSINESS MANAGEMENT (Group I)

1. INTERNATIONAL MARKETING MANAGEMENT

Unit-1 Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences Between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing, Changes of Development into Global Marketing

Unit-2 Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment.

Unit-3 Indian Foreign Trade: Indian Trade Policy, Recent Transit in India's Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India

Unit-4 Identification of Foreign Markets: Product Planning for Exports, Export Pricing, market Entry and Overseas Distribution System, Promoting Products, Internationally Role of WTO

Unit-5 Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures

References

1. R Srinivasan, International Marketing, Prentice Hall of India, New Delhi
2. Onkvisit & Shaw – International Marketing: Analysis and Strategy. (PHI)
3. Keegan, Global Marketing Management, PHI
4. Rathore & Rathore, International Marketing, Himalaya Publishing , New Delhi
5. Gitman, Global Marketing, Pearson
6. Francis Chernnilam, International Marketing, Himalaya Publishing Home

2. MULTINATIONAL FINANCIAL MANAGEMENT

Unit-1 Multinational Financial Management:Growth and importance of international finance, Types of risk in international finance, Rewards in international finance.

Multinational Working Capital Management:Short term overseas financing sources, International management of cash, accounts receivable and inventory management.

- Unit-2 Multinational Investment Decisions:**Capital Budgeting for Multinational corporations.
Financing Decision:Cost of Capital for foreign investment and designing financial structure.
- Unit-3 International Financing:**Equity Finance, Bond financing, Bank Financing, Direct Loans, Government and development bank lending.
Political Risk:Measurement of Political risk, Management of Political risk, Political risk, Political risk analysis in Capital asset Pricing, international diversification.
- Unit-4 Portfolio Investment:**Benefits of international portfolio investment, spreading risk, asset pricing, international diversification.
International Tax Management:Corporate taxes, Value Added Tax (VAT), Withholding Taxes, tariffs, Branch verses subsidiary taxes, tax heavens.
- Unit-5 International Accounting and Reporting:**Foreign currency translations, Multinational transfer pricing and performance measurement, consolidated financial reporting, international accounting standards.

Reference Studies

1. SHAPIRO – MULTINATIONAL FINANCIAL MANAGEMENT.

3. INTERNATIONAL BUSINESS ENVIRONMENT

- Unit-1** Basis of International Business, Case for IB, Globalisation & Implicational Foreign Trade and Foreign Investment.
- Unit-2** Indian Economy and External Sector, WTO Business and Prospects, QR's, BOP, IMF & World Banu.
- Unit-3** Exchange Rates & International Business, Foreign Exchange Market and Determinants of Exchange Rate.
- Unit-4** Free Trade- Myth or Reality ? Trade Blocks and Reforms in developing countries.
- Unit-5** Recent Developments in International business Environment , EDI system, Dumping issues, Anti- Dumping and Countervailing duties.

Reference Studies

1. Justin Paul –International Business (PHI)1.
2. Cherunilum, International Business, Text & Cases, PHI
3. WTO in the New Millenium
4. Foreign Trade : Theory and Practice, T.U. Velayadham.

4. GLOBAL CAPITAL MARKET

- Unit-1** Introduction to Foreign Exchange Market., Foreign Rates, Interest Rates & Inflation Rates.

Unit-2 Foreign Exchange Exposure & Risk Management.

Unit-3 Multinational Working Capital Management

Unit-4 International Portfolio Management.

Unit-5 Corporate Strategy & FDI, GDRs, ADRs and Other International Financial Instruments.

References

1. Shapiro, Multinational Financial Management, PHI.
2. Giddy Ian, H., Global Financial Markets, AITBS
3. Apt, P.G., International Financial Management, TMH.

INFORMATION SYSTEM MANAGEMENT (Group J)

1. DBMS & RDBMS

Unit-1 Database: Introduction, database system applications, database systems versus file systems, view of data, data models, database language, database users and administrators.

Unit-2 Entity relationship models: basic concepts, constraints, keys, design issues, entity relationship diagram, weak entity sets, design of an E-R database scheme, reduction of and E-R scheme of tables, Database structure- network database structure- relational database structure-hierarchical database structure, The server architecture, distributed processing, distributed database.

Unit-3 Relational-database design: First normal form, pitfalls in relational database design, functional dependencies, decomposition, desirable properties of decomposition, Boyce-code normal form, third normal form, fourth normal form, more normal forms.

Unit-4 Storage and file structure; overview of physical storage media, magnetic disks, RAID, storage access, file organisation, organisation of records in files, data-dictionary storage.

Unit-5 Query processing and optimisation; overview, measure of query cost, selection operation, sorting, join operator, evaluation of expressing.

Reference Studies

1. Panneer Ielam –Database Management Systems – PHI.
2. Hansen & Hansen –Database Management & Design –PHI
3. “Simplified Approach to DBMS” Parteek Bhatia , Gurvinder Singh. Kalyani Pub.

2. ENTERPRISE RESOURCE PLANNING

- Unit-1** Enterprise Resources Planning: Evolution of ERP-MRP and MRP II – problems of system islands, need for system integration and interface, early ERP Packages, ERP products and Markets,
- Unit-2** Opportunities and problems in ERP selection and implementation: ERP implementation: identifying ERP benefits team formation, Consultant intervention, Selection ERP, Process of ERP implementation, Managing changes in IT organization Preparing IT infrastructure, Measuring benefits of ERP,
- Unit-3** Integrating with other systems: Post ERP, Modules in ERP, Business Modules of ERP Package, Reengineering Concepts, The emergence of reengineering concept- concept of business process, rethinking of processes, identification of re-engineering need, preparing for re-engineering
- Unit-4** Implementing change, change management, BPR & ERP, Supply Chain Management: The concept of value chain differentiation between ERP and SCM, SCM for customer focus, need and specificity of SCM-SCM scenario in India, products and markets of Sehi, issues in selection and implementation of SCM solutions, CRM solution,
- Unit-5** E-Business; Introduction to 1.Net technologies, Evolution of E-Commerce, EDI and E Business, Business opportunities, Basic and advanced business models on internet , internet banking and related technologies, security and privacy issues, technologies for E-Business, Future and Growth of E-Business.

References

1. Garg & Venkitakrishna –Enterprise Resource Planning. Concept & Practice (PHI)
2. Altekar 0Enterprisewide Resource Planning thiery & practice PHI.
3. Nick Obolensky - Practical business Re-engineering, Kogan Page, London.
4. Jeff Papows - Enterprise com. Nicholas Bready, London.

3. SYSTEM ANALYSIS & DESIGN

- Unit-1** Systems concepts and information systems environment; Characteristics of a system, Element of System, Types of Systems, Systems development life cycle, Role of system analyst
- Unit-2** System Planning and initial Investigation, Information gathering, Tools for structured analysis; Data flow diagram, Data Dictionary, decision Tree, Decision table, Structured English Pseudopodia, Feasibility study, Cost-benefit analysis
- Unit-3** The Process & Stages of System Design: The process of design, design methodologies, Major development activities, Processing controls,
- Unit-4** Input Output & Form Design; File organisation and Data base design: File structure, Database design; Objective of Database, Normalisation

Unit-5 System Testing and Quality Assurance; Audit Trail; implementation and Software Maintenance, Hardware and Software selection; Security, Disaster/Recovery & ethics in Systems Development

Reference Studies

1. Hawryskiewycs –Introduction to system analysis and design (PHI)
2. Raja Raman: Analysis and Design of information System. (PHI)

4. TELECOM FOR BUSINESS

Unit-1 Introduction, Historical development of internet, Evolutions of Internet, www, Internet Service providers, Internet architecture; What is network, types of network, information transfer, network hardware, Designing networks, Managing networks, Designing websites.

Unit-2 Internet Architecture and its commercial Application; Introduction, Meaning of network, Transfer of Information, Hardware Network, Internet service Providers; Introduction, working with ISP, Selecting and registering your domain name.

Unit-3 Network security, Filter and Firewall: Introduction, Security threat definition, client server network security, emerging client server threats, protecting the environment and protecting the network media, managing network devices, Security Ethernet switches, network security and management systems, network layer devices, Administration, management, and disaster recovery, Data and message security.

Unit-4 Internet Advertising; Introduction, Advantages of internet advertising, the sellers, the buyers, AD Models Pricing Online ads, Buying online ads, selling online Ads, Selling Strategies, Mobile and Wireless computing; Introduction, Dimensions of mobile computing, WAP, Wireless Delivery and Switching Methods/Caps, Wireless data Networks, Satellite Networks, Infrared or Light based Computing Mobile information Access Devices, Mobile Data Internet Work Standards, Cellular Data communication protocols, Application of Mobile computing, Personal communication services.

Unit- 5 Digital Signature; Introduction, Working of Digital Signature Technology, Personal Finance Online Banking and Home Banking management: Introduction, Definition of online Banking, Online Banking process, Issues and challenges of Online Banking, Virtual Bank for virtual Customers, Emerging financial instruments Customer Relationship Management; Definition of CRM, CRM Process framework, CRM as an Interactive Process, CRM Market Arena, Architecture of CRM, Electronic CRM, CRM development cycle & implementation issues Integration of CRM with ERP

Reference Studies

1. Murthy