

THIRUVALLUVAR UNIVERSITY

CHOICE BASED CREDIT SYSTEM (CBCS)

Degree of Master of Business Administration (M.B.A) Courses

[Effective from the Academic year 2008- 2009]

[I] For Full - Time Course - [2 Years]

REGULATIONS

CBCS

Choice-Based Credit System is a flexible system of learning. 'Credit' defines the quantum of contents / syllabus prescribed for a course and determine the number of hours of instruction required. The distinguishing features of CBCS are the following:

It permits the students to:

- ❖ learn at their own pace
- ❖ Choose electives from a wide range of elective courses offered by the departments of the colleges affiliated to the University
- ❖ undergo additional courses and acquire more than the required number of credits
- ❖ adopt an inter - disciplinary approach in learning
- ❖ make best use of the expertise of available faculty

1. Conditions for Admission:

Candidates shall be required to have passed a Bachelor's Degree of the Thiruvalluvar University or of any other University or a qualification accepted by the Syndicate of this University as equivalent thereto, shall be eligible for admission to MBA Degree Course.

2. Eligibility for the Award of Degree:

A Candidate shall be eligible for the award of the Degree only if he/she has undergone the prescribed course of study in a College affiliated to the University for a period of not less than two academic years. Passed the examinations of all the Four Semesters prescribed earning 90 credits and fulfilled such conditions as have been prescribed therefor.

3. Duration of the Course:

The Course for Full - Time students shall extend over a period of Two academic years consisting of Four Semesters. Each academic year shall be divide into Two semesters . The first academic year shall comprise the first and second semesters, the second academic year the third semester and fourth semesters and the third academic year the fifth and sixth semesters respectively.

The odd semesters shall consist of the period from June to November of each year and the even semesters from December to April of each year.

The duration of each Semester will be about 90 days. The subjects of study shall be in accordance with the syllabus prescribed from time to time.

4. Examination:

There shall be four examinations, first semester examination at the middle of the first academic year and the second semester examination at the end of the first academic year. Similarly the third and the fourth semester examinations will be held at the middle and the end of the second academic year respectively.

5. The Course of Study and the Scheme of Examinations

Year / Semester	Subject	Paper	Title of the Paper	Ins. Hrs/ Week	Credit	Exam hrs	Max.Marks		
							IA	Uni. Exam.	Total
I Year I Semester	Core	Paper I	Management Principles	4	4	3	25	75	100
	Core	Paper II	Quantitative Methods in Business	4	4	3	25	75	100
	Core	Paper III	Organizational Behavior	4	4	3	25	75	100
	Core	Paper IV	Accounting for Managers	4	4	3	25	75	100
	Core	Paper V	Managerial Economics	4	4	3	25	75	100
	Core	Paper VI	Legal System in Business	5	5	3	25	75	100
	Core	Paper VII	Business Communication	5	5	3	25	75	100
I Year II Semester	Core	Paper VIII	Applied Operations Research	4	4	3	25	75	100
	Core	Paper IX	Human Resource Management	4	4	3	25	75	100
	Core	Paper X	Marketing Management	4	4	3	25	75	100
	Core	Paper XI	Production and Materials Management	4	4	3	25	75	100
	Core	Paper XII	Financial Management	4	4	3	25	75	100
	Core	Paper XIII	Computer Languages for Management	4	4	3	25	75	100
	Core	Paper XIV	Business Policy and Strategic Management	4	4	3	25	75	100
			Human Rights	2	2	3	25	75	100

Year / Semester	Subject	Paper	Title of the Paper	Ins. Hrs/ Week	Credit	Exam hrs	Max.Marks		
							IA	Uni. Exam.	Total
II Year III Semester	Core	Paper XV	Management Information Systems and EDP	5	5	3	25	75	100
	Core	Paper XVI	Research Methodology	5	5	3	25	75	100
	Elective I	Paper I	(to choose 1 out of 4) 1. Marketing Research and Consumer Behavior 2. Industrial and Labor Relations 3. Working Capital Management 4. Advertising Management and Sales Promotion	5	4	3	25	75	100
	Elective II	Paper II	(to choose 1 out of 4) 1. Sales and Distribution Management 2. Security Analysis and Portfolio Management 3. Logistics Management 4. New Product Strategy and Management	5	4	3	25	75	100
	Elective III	Paper III	(to choose 1 out of 4) 1. Industrial Marketing 2. Database Management Systems 3. Services Marketing 4. Systems Analysis and Design	6	4	3	25	75	100
	Elective IV (Non-Major Subject)	Paper IV	Management Concepts	4	4	3	25	75	100
II Year IV Semester			Project Work	30	4		150	450	600
			Viva voce						
			Total	120	90				2700

Project Report and Viva-Voce:

The Project Report must be submitted through the Supervisor and the Head of the Department on or before 15th April FOLLOWING THE THIRD SEMESTER Examination The last date for submitting the project work for the November Examination shall be 30th November.

6. Requirements for Proceeding to Subsequent Semesters:

(i). Candidates shall register their name for the First Semester Examination after the admission in the P.G. Courses.

(ii). Candidates shall be permitted to proceed from the First Semester up to Final Semester irrespective of their failure in any of the Semester examinations

(iii). Candidates shall be eligible to go to subsequent semester, only if they earn, sufficient attendance as prescribed there for by the Syndicate from time to time. Candidates who have not earned the required attendance shall have to redo the missed Semester after completion of Final Semester of the course, after paying the fee for the break of study as prescribed by the University from time to time.

7. Requirement to take the Examinations:

a) A candidate will be permitted to take the University Examination for any Semester, if

i) he / she secures not less than 75% of attendance out of the 90 instructional days during the Semester.

(In the case of married women students the minimum attendance requirement shall be 55% of the total instructional days).

ii) he / she earns a progress Certificate from the Head of the Institution of having satisfactorily completed the Course of Study prescribed in the subjects as required by the Regulations, and

iii) his / her conduct has been satisfactory.

Provided that it shall be open to the Syndicate or any authority delegated with such powers by the Syndicate to grant exemption to a candidate who has failed to earn 75% of the attendance prescribed for any valid reason(s) subject to the usual conditions.

b) A candidate who has secured attendance less than 75% but 65% and above shall be permitted to take the Examination on the recommendation of the Head of the Institution to condone the lack of attendance as well as on the payment of the prescribed fees to the University.

c) A candidate who has secured attendance less than 65% but 55% and above in any Semester, has to compensate the shortage of attendance in the subsequent Semester besides, earning the required percentage of attendance in that Semester and take the Examination of both the Semester papers together at the end of the latter Semester.

d) A candidate who has secured less than 55% of attendance in any Semester will not be permitted to take the regular Examinations. He / she has to re-do the Course

after the completion of the final semesters by rejoining the Semester in which the attendance is less than 55%.

e) A candidate who has secured less than 65% of attendance in the final Semester has to compensate his / her attendance shortage in a manner to be decided by the Head of the Department concerned after rejoining the Course.

8. Passing Minimum:

- a. There shall be no Passing Minimum for Internal.
- b. For External Examination, Passing Minimum shall be of 50% (Fifty Percentage) of the maximum marks prescribed for the paper.
- c. In the aggregate (External + Internal) the passing minimum shall be of 50% for each Paper/Practical/Project and Viva-voce.
- d. Grading shall be based on overall marks obtained (internal + external).

9. Classification of Successful Candidates:

Candidates who secured not less than 60% of aggregate marks (Internal + External) in the whole examination shall be declared to have passed the examination in the First Class.

All other successful candidates shall be declared to have passed in Second Class. Candidates who obtain 75% of the marks in the aggregate (Internal + External) shall be deemed to have passed the examination in First Class with Distinction, provided they pass all the examinations (theory papers, practicals, project and Viva-voce) prescribed for the course in the First appearance.

10. Grading System:

The term Grading system indicates a Seven (7) point scale of evaluation of the performances of students in terms of marks obtained in the Internal and External Examination, grade points and letter grade.

SEVEN POINT SCALE [As per UGC notification 1998]

Marks	Grade Point	Letter Grade	Class
95-100	7.00	H	First Class with Distinction
90-94	6.00	O	First Class with Distinction
75-89	5.50	D	First Class with Distinction

60-74	4.75	A	First Class
55-59	4.00	B	Second Class
50-54	3.5	C	Second Class
Below 50	3.00	F	Fail

From the second semester onwards, the total performance within a semester and continuous performance starting from the first semester are indicated respectively by **Grade Point Average [GPA]** and **Cumulative Grade Point Average [CGPA]**. These two are calculated by the following formulae:

$$\text{GPA} = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$$

Where 'C_i' is the Credit earned for the Course i in any semester; 'G_i' is the Grade point obtained by the student for the course i and 'n' is the number of courses **passed** in that semester.

CGPA = GPA of all the courses starting from the first semester to the last semester.

Note: The GPA and CGPA shall be calculated separately for three parts:

For purposes of declaring a candidate to have qualified for the Degree of Bachelor of Arts/ Science/ Commerce / Management / Literature in the First Class / Second Class / Third Class or First Class with Distinction, the marks and the corresponding CGPA earned by the candidate in part III alone will be the criterion, provided he / she has secured the prescribed passing minimum in all other parts of study.

Grade in part IV shall be shown separately and it shall not be taken into account for classification

11. Ranking:

Candidates who pass all the examinations prescribed for the course in the first appearance itself alone are eligible for Ranking / Distinction.

Provided in the case of Candidates who pass all the examinations prescribed for the course with a break in the First Appearance due to the reasons as furnished in the Regulations 7. (iii) supra are only eligible for Classification / Distinction,

12. The Medium of Instruction and Examinations

The medium of instruction and Examinations shall be in English.

13. Appearance For Improvement:

Candidates who have passed in theory paper / papers are allowed to appear again for theory paper / papers only once in order to improve his/her marks, by paying the fee prescribed from time to time. Such Candidates are allowed to improve within a maximum period of 10 Semesters counting from his/her first semester of his/her admission. If candidate improves his marks, then his improved marks will be taken into consideration for the award of Classification only. Such improved marks will not be counted for the award of Prizes / Medals, Rank and Distinction. If the Candidate does not show improvement in the marks, his previous marks will be taken into consideration.

No candidate will be allowed to improve marks in the Practicals, Mini Project, Viva-voce, Field work.

14. Transitory Provision:

Candidates who have undergone the course of study prior to the academic year 2008-2009 will be permitted to appear for the examinations under those Regulations for a period of three years i.e., upto and inclusive of April/May 2012 Examinations. Thereafter, they will be permitted to appear for the examination only under the Regulations then in force.

Question Paper Pattern

Section A	5 X 6 (either or pattern) One question from each unit	30 Marks
Section B	3 X 15 (out of 5 Question) One question from each unit	45 Marks
	Total	75 Marks

THIRUVALLUVAR UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
SYLLABUS
UNDER CBCS
(with effect from 2008-2009)
I SEMESTER
PAPER I
MANAGEMENT PRINCIPLES

UNIT-I

Nature and Functions of Management - Importance and Process of Management - Historical Roots of Contemporary Management Practices: Pre-modern era-Classical Contributions - Development of Management Thoughts - Managerial Roles: Role of a Manager - Levels of Management - Managerial Skills - Social Responsibilities of Business.

UNIT-II

Nature and Importance of Planning -Types of Plans - Steps in Planning-Making Planning Effective - Strategic Considerations in Planning - Management by Objectives - Decision Making: Rationality in Decision Making - Decision Making and MIS - Forecasting: Techniques of Forecasting.

UNIT-III

Need for Organization - Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees.

UNIT-IV

Staffing and Directing: Staffing as a Function of Management - Requirement of Effective Direction - Functions of Direction - Principles of Direction - Supervisor and his Qualities - Supervisor's Role and Functions - Effective Supervision.

UNIT-V

Co-Ordination - Need for Co-Ordination - Principles and Techniques of Co-ordination - Control: Need for Control - Steps in Control Process - Control Techniques.

References

1. Joseph L. Massie, Essentials of Management, Prentice - Hall of India Private Limited, New Delhi.
2. P.C.Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. James A.F., R.Edward, Daniel R. Stoner, Freeman, Gilbert, Management, Prentice Hall of India Private Limited, New Delhi.
4. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
5. J.S. Chandan, Management Concepts and Strategies, Vikas Publishing House Private Limited, Delhi.
6. D. Chandra Bose, Principles of Management and Administration, Prentice-Hall of India Private Limited, New Delhi.

PAPER II

QUANTITATIVE METHODS IN BUSINESS

UNIT-I

Probability: Rules of Probability - Binomial, Poisson and Normal Distribution - Their Applications in Business and Industrial Problems - Baye's Theorem and its Business Application.

Risk and Uncertainty in Decision Making - Minimax, Maximini and Regret Criteria - Hurwitz and Laplace Criteria in Business Decision Making.

UNIT-II

Elementary Idea of Different Sampling Techniques - Hypothesis Testing - Chi-Square Test - Correlation and Regression Analysis - Single and Two Factor Analysis of Variance.

UNIT-III

Elementary Concepts of Factor Analysis, Multiple Regression Analysis, Discriminant Analysis, Cluster Analysis and Co-Joint Analysis in Marketing Problems.

UNIT-IV

Application of Differentiation and Integration Maxima, Minima, Average Cost, Total Cost, Marginal Revenue, Average Revenue and Total Revenue - Consumer Surplus and Producer Surplus.

UNIT-V

Research in Business - Conducting Conducting Investigation - Report Writing - Academic and Business Research Reports - Research Format.

References

1. Richard I Levin and David S. Rubin, Statistics for Management, Pearson Education Asia.
2. Levin and Rubin, Statistics for Management, Prentice Hall of India.
3. Gupta S.P. and Gupta M.P., Business Statistics, Sultan Chand, New Delhi.
4. Sharma J.K., Quantitative Techniques for Managerial Decision, Macmillan India Ltd.,
5. Agarwal B.M., Quantitative Methods, Sultan Chand, New Delhi.
6. Anderson, Sweeney and Williams, Statistics for Business and Economics, Thomson, Southwestern, Bangalore, India.
7. Dr. B. Joseph Anbarasu, Business Statistics, Learn Tech Press.

PAPER III

ORGANISATIONAL BEHAVIOUR

UNIT-I

Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour.

UNIT-II

Individual Behaviour: Personality: Factors Influencing Personality - Theories of Personality - Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes and Values.

UNIT-III

Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management.

UNIT-IV

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership.

UNIT-V

Organizational Climate - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change.

References

1. Stephen P. Robbins, Organizational Behaviour, Prentice Hall of India Private Ltd., New Delhi.
2. Fred Luthans, Organizational Behaviour, McGraw-Hill International Edition.
3. John. W Newstorm and Keith Davis, Organizational Behaviour, Human Behaviour at Work, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
4. S.S. Khanka, Organizational Behaviour, S.Chand & Company Ltd., New Delhi.
5. K. Aswathappa, Organizational Behaviour Text, Cases and Games, Himalaya Publishing House, New Delhi.
6. M.N. Mishra, Organizational Behaviour, Vikas Publishing House Pvt. Ltd., Delhi.

PAPER IV
ACCOUNTING FOR MANAGERS

UNIT-I

Introduction to Financial, Cost and Management Accounting - Basic Accounting Concepts and Conventions - Accounting Records and Systems - Journal - Ledger - Trial Balance - Construction of Profit & Loss Account and Balance Sheet - Introduction to Inflation and Human Resource Accounting.

UNIT-II

Subsidiary Books - Bank Reconciliation Statement - Depreciation Accounting.

UNIT-III

Analysis of Financial Statements: Tools of Financial Analysis - Ratio Analysis - Fund Flow and Cash Flow Statement Analysis.

UNIT-IV

Cost Concepts - Elements of Costs - Cost Sheet - Tender and Quotation - Marginal Costing - Cost Volume Profit Analysis - Standard Costing System and Variance Analysis.

UNIT-V

Budget and Budgetary Control - Budget as a Planning and Control Tool - Nature and Objectives of Budgetary Control - Preparation of Different Budgets - Capital Expenditure Evaluation - Capital Budget Concepts and Methods.

References

1. N.P.Srinivasan, M. Sakthivel Murugan, Accounting for Management, S.Chand & Company Ltd., New Delhi.
2. Dr. S.N. Maheshwari, Principles of Management Accounting, S.Chand & Company Ltd., New Delhi.
3. Man Mohan & S.N.Goyal, Principles of Management Accounting, Sahityabhavan, Agra, India.
4. R. Narayanasamy, Financial Accounting-A Managerial Perspective, Prentice Hall India, Pvt., Ltd., New Delhi.
5. S.P.Jain & K.L.Narang, Cost Accounting, Kalyani Publishers, New Delhi.
6. R.S.N.Pillai, Bagavathi & S.Uma, Fundamentals of Advanced Accounting, S.Chand & Company Ltd., New Delhi.
7. Nitin Balwani, Accounting and Finance for Manager, Excel Books, New Delhi.

PAPER V
MANAGERIAL ECONOMICS

UNIT-I

Nature and Scope of Managerial Economics - Business Decisions and Economic Analysis - Economic Theory and Managerial Economics - Managerial Economist's Role and Responsibility - Risk and Uncertainty - Basic Techniques.

UNIT-II

Demand Concepts - Demand Determinants - Demand Distinctions - Demand Elasticities and Demand Estimates - Demand Forecasting.

UNIT-III

Cost Concepts - Cost Function - Cost-Output Relationship - Managerial Uses of Cost Functions - Production Concepts and Analysis - Laws of Production.

UNIT-IV

Price Concepts and Determination - Pricing Policies and Methods - Break-even analysis - Pricing under Different Objectives - Profit Maximization and Free Pricing - Government Interventions and Pricing - Pricing in Practice - Economic Theory of the Firm.

UNIT-V

Investment Decision - Capital Budgeting - Appraising Project Profitability - Investment Decision under Certainty - Public Investment Decision - Profit Concepts and Analysis.

References

1. R.L.Varshney & K.L Maheswari, Managerial Economics, Vikas publishing House Private Ltd., New Delhi.
2. Joel Dean, Managerial Economics, Prentice Hall of India Private Limited, New Delhi.

3. D.M. Mithani, Managerial Economics-Theory and applications, Himalaya Publishing House, New Delhi.
4. Atmanand, Managerial Economics, Excel Books, New Delhi.
5. D.N. Dwivedi, Managerial Economics, Vikas Publishing House Pvt., Ltd., New Delhi
6. Paul A Samuelson and William D Nordhans, Economics, Tata McGraw- Hill Publishing Company Ltd., New Delhi.

PAPER VI

LEGAL SYSTEM IN BUSINESS

UNIT-I

Law of Contracts: Indian Contract Act, 1872 - Nature and Kinds of Contracts - Offer and Acceptance - Considerations - Capacity to Contract - Quasi Contracts - Discharge of Contracts - Breach of Contracts.

UNIT-II

Sale of Goods Act, 1930: Nature of Contract of Sale - Agreement to Sell - Goods - Price - Conditions and Warranties - Doctrine of Caveat Emptor - Transfer of Ownership - Rights of Un-paid Seller - Performance of Contract of Sale - Sale by Non-owners - Auction Sale.

UNIT-III

Negotiable Instrument Act, 1881: Nature and Requisites of Negotiable Instrument - Transfer of Negotiable Instruments - Holder and Holder-in-Due Course - Promissory Note - Bill of Exchange - Negotiation and Liability of Parties - Special Rules for Cheques and drafts - Discharge of Negotiable Instruments.

UNIT-IV

Company Law: Nature and Types of Companies - Formation of a Company - Memorandum and Articles of Association - Prospectus - Appointment, Power and Duties of Directors - Meetings and Resolutions - Winding up of a Company.

UNIT-V

Industrial Law: Factories Act, 1948 - Payment of Wages Act, 1936 - Payment of Bonus Act, 1965 - Minimum Wages Act, 1948 - Industrial Disputes Act, 1947 - Workmen Compensation Act, 1923. (An overview)

References

1. P. Saravanavel & S. Sumathi, Legal System In Business, Himalaya Publishing House, New Delhi.
2. N.D.Kapoor, Elements of Mercantile Law, Sultan Chand & Company, Delhi.
3. Sen & Mitra, Commercial and Industrial Law, The World Press Pvt., Ltd., Calcutta.
4. P.K.Ghosh & V.Balachandra, Company Law & Practice, Sultan Chand & Sons, New Delhi.
5. S.C.Srinivastava, Industrial Relations & Labour Laws, Vikas Publishing House Pvt., Ltd., New Delhi.
6. R.S.N.Pillai & Bagavathi, Business Law, S.Chand & Company Ltd., New Delhi.
7. Banking Law and Practice, Varshney.

PAPER VII
BUSINESS COMMUNICATION

UNIT-I

Communication: Meaning and Definitions - Objectives of Communication - Role of Communication - Process and Elements of Communication - Communication Networks - Types and Media of Communication - Barriers to Communication - Characteristics for Successful Communication - Information Technologies.

UNIT-II

Management and Communication: Need and Importance of Communication in Management - Corporate Communication - Communication Training for Managers - Communication Structure in an Organization.

UNIT-III

Business Letter: Need of a Business Letter - Function of Business Letter - Kinds of Business Letter - Essentials of effective Business Letter - Language and Layout - Planning the Letters - Enquiries and Replies - Sales Letter - Orders, Tender and Notice - Complaints - Letter of Appointment.

UNIT-IV

Correspondence: Bank Correspondence - Insurance Correspondence - Agency Correspondence - Import-Export Correspondence.

UNIT-V

Report Writing: Meaning and Importance of Reports - Purpose of a Report - Types of Business Reports - Characteristics of a Good Report - Preparing a Report - Report by Individual and Committees - Agenda and Minutes of Meeting.

References

1. Rajendra Pal & J.S. Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2. Namita Gopal, Business Communication, Galgotia Publications Pvt., Ltd., New Delhi.
3. Shinley Taylor, Communication for Business, Pearson Education, New Delhi.
4. Lesicar & Flatley, Basic Business Communication, Tata McGraw-Hill, publishing Company Limited, New Delhi.
5. P.D.Chaturvedi & Mukesh Chaturvedi, Pearson Education.
6. R.C.Sharma & Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.

II SEMESTER
PAPER VIII
APPLIED OPERATIONS RESEARCH

UNIT-I

Evolution of Operations Research - Models - Formulation of Models - Using models for problem solving - Techniques of Operations Research - Limitations of Operations Research.

UNIT-II

Requirements of L.P. Applications of L.P. - Graphical methods and Simplex method of solving optimization problems - Duality and Sensitivity Analysis - Technical issues in Simplex method. Special purpose algorithms - Transportation model - Balanced and Unbalanced problems - North-West Corner rule - Vogels Approximation method - Stepping stone method - MODI method - Assignment model - Hungarian model.

UNIT-III

Inventory costs - cost of average inventory - Derivation of EOQ formula - Optimum Number of orders per year - Optimum days supply per order - Optimum rupee value per order - assumptions - Applications of EOQ in Production process - Reorder point - Lead Time - Safety Stock-Waiting line models-Definitions of waiting lines - Single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time) - Multiple channel Queue models (Poisson Distributed Arrivals and exponentially distributed Service Times) - Simulation of Queuing System.

UNIT-IV

Two person Zero sum Games - Pure Strategy - Mixed Strategy - Dominance - Mix N Games - Graphical solution - Games and Linear Programming. Network models- PERT-CPM - PERT cost - Resource allocation - Float and slack - Other network models.

UNIT-V

Capital equipment replacement - Replacement of terms that fail completely - Individual vs. Group replacement. Sequencing - Problems with 'n' jobs and 2 machines problems with 'n' jobs and 3 machines - Branch and bound method. Orientation about Dynamic Programming - Integer Programming - Goal Programming - Decision Theory - Latest advancement in O.R. (only theory)

Text Books

1. Panneerselvam, Operations Research, New Delhi, Prentice Hall of India, 2003.
2. Richard I Levin and Charles A Krikpatrick: Quantitative Approaches to Management, Tokyo, McGraw Hill Kogakuha Ltd., 6th Edition, 1998.
3. Sharma J.K.: Operation Research: Theory & Application, New Delhi, Macmillan India Ltd., 2001.
4. Taha, Operations Research - An Introduction, New Delhi, Prentice Hall of India, 2003.

Reference Books

1. Budnik, Frank S. Dennis MgKaney, Richard Mojena: Principles of Operations Research, New Delhi, All India Traveller Bookseller, 1995
2. Gould, F.C. etc.: Introduction to Management Science, Englewood Chiffs, New Jersey Prentice Hall Inc., 1993.
3. Paul Loomba N: Management A Quantitative Perspective, New York, Collier Macmillan Publishing Co., 1990.

PAPER IX

HUMAN RESOURCE MANAGEMENT

UNIT-I

HR Role and Functions: Concept and Significance of HR, Changing role of HR managers - HR functions and Global Environment

UNIT-II

HR Planning and Recruitment: Planning Process - planning at different levels - Job Analysis - Recruitment and selection processes - Restructuring strategies - VRS

UNIT-III

Wage and Salary Administration: Principles methods fixation of wages and incentive systems - job evaluation - Fringe benefits and services - Employee Welfare.

UNIT-IV

Training and Development; need for skill upgradation - Assessment of training needs - Retraining and Redeployment methods and techniques of training employees and executives - performance appraisal systems.

UNIT-V

Industrial Relations: Factors influencing industrial relations - State Interventions and Legal Framework - Role of Trade unions - Collective Bargaining - Workers' participation in management.

Case Study from any of the above units.

References

1. Decenzo & Robbins, Personnel / Human Resource Management, 3rd ed., John Wiley & Sons (Pvt.) Ltd.
2. Anne-wil Harzing & Joris Van Ruvoss eveltdt (eds.), International Human Resource Management - Sage Publications, New Delhi.
3. Biswajeet Patanayak, Human Resource Management, PHI, New Delhi
4. Luis R. Gomez, Mejia, Balkin and Cardy, Managing Human Resources PHI, New Delhi.
5. Rudrabasavaraj, Dynamics of Personnel Admn. Himalaya Publishing House, Mumbai
6. Rao, T.V. HED Audit, Response Books, New Delhi
7. Venkat Ratnam C.S. & Srivatsava, B.K. Personnel/Human Resource Management, Tata McGraw Hill, New Delhi
8. Monappa Arun & Mirzas Saiyadin, Personnel Management, Tata McGraw Hill, New Delhi
9. Gary Dessler, Human Resource Management - (8th ed.,) Pearson Education, Delhi
10. P. Subba Rao, Essentials of Human Resource Management & Industrial Relations, Himalaya Publishers, Mumbai
11. Ian Beardwell, Len Holden, Human Resource Management - A Contemporary perspective, Macmillan India Ltd.

PAPER X
MARKETING MANAGEMENT

UNIT-I

Marketing management - marketing management process - assessing market opportunities - selecting target consumers - marketing mix - market segmentation - targeting and positioning - E marketing.

UNIT-II

Buyer Behaviour - influencing factors on Consumer Behaviour - buying decision process - industrial buyer behaviour - theories of buyer behaviour.

UNIT-III

Product policies - consumer and industrial product decisions - branding - packaging and labeling - new product development and product life cycle strategies.

UNIT-IV

Pricing - pricing strategies and approaches - Distribution - direct and indirect channel - retailing and wholesaling - channel decision.

UNIT-V

Promotion - advertising - designing copy - media selection - sales promotion strategies - Marketing research - marketing research process - sales forecasting techniques.

References

1. Berkoviz Kerin Hontley Rudelivs, *MARKETING*, 6th ed New York, Mcgraw Hill, 2002
2. Gary Armstrong and Philip Kotler, *Marketing - An Introduction* 11th ed, Pearson Education Asia.

3. Philip Kotler, Marketing Management (Millennium ed.) New Delhi, Prentice Hall of India (P) Ltd, 2001.
4. Rajan Saxena, Marketing Management, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co Ltd. 2001.
5. V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation & Control, New Delhi, Macmillan, 2002.

PAPER XI

PRODUCTION AND MATERIALS MANAGEMENT

UNIT-I

Introduction - Production functions - Design of production system - Types of production - Types of process - Productivity - Ergonomics. Plant Location - Factors influencing plant location - Multi Plant location - Foreign Location - Relocation - Plant location trends.

UNIT-II

Plant Layout - Types of layouts - Process layout - Product layout - Layout of service facilities - Office layout - Use of service facilities - Use of drawings, templates and models in layout physical facilities. Maintenance - Objective of maintenance-elements of maintenance - Types of maintenance - Breakdown time - Distribution time - Preventive maintenance vs. breakdown maintenance - Option crew size - Maintenance records.

UNIT-III

Production Planning and Control - Routing scheduling - Despatching - Expediting - GANTT charts - Make or Buy decision. Work study and Motion study analysis - Use for Computers in PPC - Design and Implementation of PPC System.

UNIT-IV

Materials Management - Objective of materials management - Materials forecasting and planning - Inventory control - Fixed order size and fixed order interval systems - Deterministic probabilistic models, static inventory models - Spare parts management - Materials requirement planning - Aggregate inventory management - Implementation aspects of inventory systems - Materials accounting and budgeting evaluation of materials management performance. Information systems and computers in materials management

UNIT-V

Standardization, variety reduction, codification, stores layout, storage systems and equipment, stores preservation, stores procedures - and automation of warehouses. Purchasing function - Purchasing policies and procedures, legal aspects of purchasing, tax considerations in purchasing, selections of sources of supply, make or buy decisions - Vendor evaluation and rating - Vendor development

Text Books

1. Buffa E.S: Modern Production Management, Engle Wood Cliff, New Jersey, Prentice Hall inc., 1993.
2. Dutta A.K.: Integrated Materials Management, New Delhi, Prentice Hall of India, 2000.
3. Nair. N.K. Purchasing and materials management, Vikas Publishing house, New Delhi, 2005.
4. Shridhara Bhat. K. Production and Materials Management, Himalaya Publishing house, Mumbai, 2003.

Reference Books

1. Adam .EE & Ebert. R: Production and Operations Management. New Delhi, Prentice Hall of India, 6th ed., 1995.
2. Amrine Harold T. etc.: Manufacturing Organization and Management, Engle Wood cliffs, New Jersey, Prentice Hall inc., 1993.
3. Chary S.N.: Production and Operations Management, New Delhi, Tata McGraw Hill, 1999.
4. Gopalakrishnan Sundaresan, Materials Management, New Delhi, Prentice Hall of India, 2003.

PAPER XII

FINANCIAL MANAGEMENT

UNIT-I

Finance function: Meaning - Definition - Scope of Finance function - Executive functions and Incidental functions - Goals of Financial Management - Profit maximisation and Wealth maximisation.

UNIT-II

Sources of short term financing: The Management of working capital - Meaning of working capital - Net working capital - Financing mix approaches - Sources of working capital financing - Management of cash and marketable security: Importance of cash and liquidity - Cash balance deciding factors - Determination of cash cycle - Cash turn over - Cash management strategies - working capital control - banking policy - Receivable management - Inventory management - Intermediate term financing.

UNIT-III

Sources of long term financing - Nature of long term financing - Common stock - Preferred stock - Debt financing - Secured and Unsecured debts - Repurchase of shares - Under writing of shares - Rights issue: Meaning - Procedure - Pricing - Underwriting of rights - Dilution of market price rights - Market price of shares.

UNIT-IV

Dividend policy decision: Internal financing - Dividend and Retained earnings - Relevance and Irrelevance Theory M. M. Model - Walters model - Cost of retained earnings - Dividend practices - Factors affecting dividend policy - Dividend payout ratio - Stock dividend and Stock splits - Issue of bonus shares and its procedure. Cost of capital and Capital Structure.

UNIT-V

Leasing: Characteristics of leasing - Leasing as a source of finance - Types of Leasing - Leasing arrangements - Advantages and Disadvantages - Expansion and Contraction:

Mergers and Acquisitions - Failure Reorganization and Liquidation. Financial Derivatives Markets - Basic Financial Derivatives - Uses of options - Types of Options - Option valuation and pricing - Futures Markets - Futures contracts and Futures Trading; Margin; Clearing house and clearing margins. Forward contracts - forward prices versus futures prices.

Text Books

1. Chandra Prasanna: Financial Management - Theory and Practice, New Delhi, Tata McGraw Hill Publishing Co., 4th ed., 1997
2. Diwan P., Financial Management, New Delhi, Deep & Deep Publication Pvt., Ltd., 2003
3. Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, New Delhi, Tata McGraw Hill Publishing Co., 2nd ed., 1992.
4. Kuchhal S C: Financial Management, Allahabad, Chaitanya Publishing House, 1994.

Reference Books

1. John C. Hull; Options, Futures and other Derivative Securities: New Delhi, Prentice Hall of India Pvt. Ltd., 2nd ed., 1996.
2. Pamela P. Peterson: Financial Management and Analysis, New York, McGraw Hill, Inc., International ed., 1994.
3. Rao P.M: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publication (P) Ltd., 1999.
4. Van Horne. James C: Financial Management and Policy, New Delhi, Prentice Hall of India Pvt. Ltd., 10th ed., 1996.

PAPER XIII

COMPUTER LANGUAGES FOR MANAGEMENT

UNIT-I

Introduction to Programming Language - Generations of Computers and Computer Language Program development life cycle - Flow Charting - Disk Operating System and Window.

UNIT-II

PC - SOFTWARE package - Text Processing Software - Text Manipulations - Usages of spell check Text Formatting - Picture Insertion and alignment - Creation of documents using templates - Mail Merge Concepts.

UNIT-III

MS-EXCEL - Worksheet Preparation - Constructing Excel - Creating and Modifying charts. Formulae - Using Excel's Built-in Functions - creating and modifying charts.

UNIT-IV

Introduction to C - Data types, constants, variables and arrays, Declarations - Expression's operators and statements. Data input and output, preliminaries - the getchar []- putchar[] - scanf [] - printf []- gets [] - puts[] functions, control statements, functions and arrays

UNIT-V

Pointers Fundamentals - pointer declarations - Passing pointers to Functions - Structures and union - data files - Opening and Closing a Data file - Creating a Data file - Processing a Data file - Unformatted Data files.

References

1. Sanjay Saxena - A first course in computers 2000 edition - Vikas Publishing House Pvt. Ltd. - First edition, 2000.
2. R.K. T axali - "PC SOFTWARE" Tata McGraw Hill Publications
3. USING MICROSOFT EXCEL 2000 QUE'S APPLICATION TOOLS Prentice Hall of India, New Delhi.
4. ByronGottfried - "Programming with C" Edn.2, 1998.
5. V. R Rajaraman "COMPUTER PROGRA.M: MING'C' Prentice Hall of India New Delhi
6. Programming in 'C' Schaum's Outline Series.

PAPER XIV

BUSINESS POLICY AND STRATEGIC MANAGEMENT

UNIT-I

Business policies - Definition - Meaning - Types of Policies - Types of Plan - Difference between Policy and Strategy- Corporate Planning: Operational and Strategic planning - Steps in Strategic planning - Application in functional areas of management - Strategy Implementation.

UNIT-II

Marketing orientation to development policy - Corporate strategy - Distinction between Strategy and Strategic plan - Defensive strategy - Offensive strategy - Classifications of strategies - Competitive Analysis - Industry Analysis - Self Analysis of Organizations.

UNIT-III

Strategic use of marketing variables - Business Portfolio Analysis - Environment analysis & Internal Analysis Tools and Techniques of Strategic Analysis - Framework for analyzing competition - Competitive Advantages of a firm - Merger - Acquisition - Joint Venture.

UNIT-IV

Concepts of Product Diversification - Classification - Market penetration - Market development - Product development - Diversification in selected Indian Industries - Case study of some Indian Industries - Corporate image - Corporate Image versus Brand Image - Dimensions of Corporate Image - Survey methods to determine the Corporate Image - Corporate Governance - Areas of Involvement - The Government's role in business - Rationalisation - Automation and Nationalisation - Strategies for International operations - Globalization of Business - Strategic Control Process.

UNIT-V

Social Audit - Social Marketing - Social Auditors - Basic procedures - Benefits of Social audit - Organizational environment - Meaning - Types - Matching system to the environment - Matching system - Organic system differentiation - Integration - Organizational Life Cycle - Management Environment - Impact of technology - An organization structure - impact of cultural values on managerial effectiveness - people and structure - Managers and employees structure - Social responsibilities of business

Text Books

1. Kazmi, Business Policy & Strategic Management, New Delhi, TATA McGraw Hill.
2. Thomas L. Wheeler, David Hunger J., Strategic Management & Business Policy, New Delhi, Pearson Education Pvt. Ltd., 2004
3. Azhar Kazmi: Business Policy, New Delhi, Tata McGraw Hill Publishing Co., Ltd., 1996.
4. Francis Cherullinum: Business Environment and Policy, Mumbai, Himalaya Publishing House, 2nd ed. 2000.
5. John A. Pearce II and Richard B. Robinson Jr.: Strategic Management, Strategic formulation and Implementation New Delhi, All India Traveling Book Sellers, Publishers and Distributors, 3rd ed., 1996.

Reference Books

1. David Hunger J. & Thomas L. Wheeler: Strategy Mgt., Singapore, Addison Wesley Longman Inc., 6th ed., 1999.
2. Hamel G & Prahalad C.K.: Competing for the Future, Boston, Harvard Business School Press, 1994.
3. Ramaswamy V.S. and Nama Kumari S.: Strategic Planning, Engle wood cliffs, Prentice Hall Inc., 1994.

HUMAN RIGHTS

COMPULSORY PAPER

UNIT-I

Definition of Human Rights - Nature, Content, Legitimacy and Priority - Theories on Human Rights - Historical Development of Human Rights.

UNIT-II

International Human Rights - Prescription and Enforcement upto World War II - Human Rights and the U.N.O. - Universal Declaration of Human Rights - International Covenant on Civil and Political Rights - International Covenant on Economic, Social and Cultural Rights and Optional Protocol.

UNIT-III

Human Rights Declarations - U.N. Human Rights Declarations - U.N. Human Commissioner.

UNIT-IV

Amnesty International - Human Rights and Helsinki Process - Regional Developments - European Human Rights System - African Human Rights System - International Human Rights in Domestic courts.

UNIT-V

Contemporary Issues on Human Rights: Children's Rights - Women's Rights - Dalit's Rights - Bonded Labour and Wages - Refugees - Capital Punishment.

Fundamental Rights in the Indian Constitution - Directive Principles of State Policy - Fundamental Duties - National Human Rights Commission.

Books for Reference:

1. International Bill of Human Rights, Amnesty International Publication, 1988.
2. Human Rights, Questions and Answers, UNESCO, 1982
3. Mausice Cranston - What is Human Rights
4. Desai, A.R. - Violation of Democratic Rights in India
5. Pandey - Constitutional Law.

6. Timm. R.W. - Working for Justice and Human Rights.
7. Human Rights, A Selected Bibliography, USIS.
8. J.C.Johari - Human Rights and New World Order.
9. G.S. Bajwa - Human Rights in India.
10. Amnesty International, Human Rights in India.
11. P.C.Sinha & K. Cheous (Ed) - International Encyclopedia of Peace, Security Social Justice and Human Rights (Vols 1-7).
12. Devasia, V.V. - Human Rights and Victimology.

Magazines:

1. The Lawyer, Bombay
2. Human Rights Today, Columbia University
3. International Instruments of Human Rights, UN Publication
4. Human Rights Quarterly, John Hopkins University, U.S.A.

III SEMESTER

PAPER XV

MANAGEMENT INFORMATION SYSTEMS AND EDP

UNIT-I

Its Manager, Structure and activities - Introduction - The environment of organizations Information flows - Information needs and sources of information - Types of management decisions and information need - Business and Technical Dimensions of information.

UNIT-II

System classification - System concept - System characteristics - The elements -of systems; Input. output, process, feed back control and boundary - System function and operations. Transactions processing Information System. Information system for managers. Intelligence information system - The meaning and role of MIS.

UNIT-III

The work of system analyst study - System design - Data Collection and Preparation - Detailed system design - Implementation - Evaluation and maintenance of MIS - Pitfalls in MIS development

UNIT-IV

Production information system - Marketing information system - Accounting Infonnat System - Financial Information System - Personnel information System Interrelationship Functional Management Information Systems. General characteristics of Computer Information System - The importance of Computer - Types of Computers - Information systems - C.P.U. - I/O devices, Computer Software - Operating systems - Programming language - Application software. Manual system - Computer system

UNIT-V

Information as resources - Components of Database - DBMS - Data Base Technology, Operations data base/Managerial Database - Comparison of DBMS - Design Principles of data base - Data Base administration - Advantages and disadvantages of Data base - Enterprise Resource Planning and Customer Relationship Management.

References

1. Steven Alter, Information Systlims - A Management Perspective Addison Wesley 1991
2. James A O'Brein Management Information System Tata Mcgraw Hill New Delhi, 1991
3. Kenneth C. Laudon and Jane Price Laudon Management Information system - Managing the digital firm, Pearson Education, Asia 2002 PHI.
4. Gordon B. Davis Management Information System Conceptual Foundations. Structure and Development, McGraw Hill 1974.
5. Turban Mc Lean and Wetherbe, Information technology for Management making connections for strategic advantage, John Wiley 1999.
6. Ralph M. Stair and George W. Reynolds, Principles of Information Systems - A Managerial Approach. Thomson Learning 2001.
7. Kendall & Kendall Systems Analysis and Design. Prentice Hall of India, New Delhi.

PAPER XVI

RESEARCH METHODOLOGY

UNIT-I

Research - Meaning - Types - Nature and scope of research - Problem formulation - Statement of research Objective - Value and cost of information - Decision theory - Organizational structure of research. Research process - Research designs - exploratory - Descriptive - Experimented Research.

UNIT-II

Introduction to Statistics - Estimation of Population parameters - Point of Internal estimates of means and proportions - Analysis - Hypothesis testing - Chi-square test - T test - F test.

UNIT-III

Methods of data collection - Observational and Survey methods - Fieldwork plan - Administration of surveys - Training field investigators - Sampling methods - Sample size.

UNIT-IV

Source of Data - Primary - Secondary data - Questionnaire Design; Attitude measurement techniques - Motivational Research Techniques - Selection appropriate - Statistical techniques - Correlation - Regression - Research Applications - Report preparations - Format - Languages - Scales - Tables - Pictures & Graphs - Comments.

UNIT-V

Use of SPSS and Other statistical software - Tabulation of data - Analysis of data - Advanced techniques - ANOVA - Discriminant Analysis - Factor analysis - Conjoint analysis - Multidimensional Scaling - Cluster icy method

Text Books

1. Donald R. Cooper, Pamela S. Schindler, New Delhi, TATA McGraw Hill, 9th Edition.
2. Beri, G.C. Business Statistics, New Delhi, TATA McGraw Hill, 2nd Edition.
3. Kothari. C.R. Research Methodology, New Age International (p) Ltd, New Delhi, 2004.
4. Krisnasamy. O.R, and M. Ranganathan. Methodology of research in social science, Himalaya Publishing house, Mumbai, 2005.
5. Bhandarkar Wilkinson Ialdas. Methodology and techniques of social research, Himalaya Publishing house, Mumbai, 2004.

Reference Books

1. David M. Boje: Narrative Methods for Organizational and Communication Research, New Delhi, Sage Publication, 2001.
2. Dwiedi R.: Research Methods in Behavior Science, New Delhi, Macmillan India Ltd., 2001.
3. Levin & Rubin: Statistics for Management, New Delhi, Prentice Hall of India, 2002.

ELECTIVE

(to choose any 1 out of the given 4)

PAPER I.1

MARKETING RESEARCH AND CONSUMER BEHAVIOUR

UNIT-I

Marketing research - nature and scope - objectives - exploratory research - descriptive research - research design

UNIT-II

Research process - data collection - primary and secondary data - questionnaire construction technique - sampling - data processing and analysis - report presentation.

UNIT-III

Consumer behaviour - models of consumer behaviour - market segmentation - consumer buying decision process - need recognition - search and evaluation - purchasing - post-purchase behaviour - product adoption.

UNIT-IV

Environmental factors influencing consumer behaviour - cultural factors - social factors - social groups - economic factors - technological factors - personal influence - opinion leadership.

UNIT-V

Individual determinants of consumer behaviour - Motivation and involvement - information processing - learning personality and self-concept - attitude theories and change.

References

1. Joseph Hair, Robert Bush & David Ortinau, Marketing Research, Tata McGraw Hill Publishing Company, New Delhi.
2. Paul Green, Donald Tull and Gerald Albaum, Research for Marketing Decision, Prentice Hall of India.
3. Nargundkar, Marketing Research, Tata McGraw Hill Publishing Company, New Delhi, 2002.
4. David J. Loudon and Albert J Della Bitta, Consumer Behaviour, Tata McGraw Hill Publishing Company, New Delhi, 2002.
5. John C Mower and Michael Monor, Consumer Behaviour, Prentice Hall of India (P) Ltd, New Delhi, 1988.

PAPER I.2

INDUSTRIAL RELATIONS AND LABOUR RELATIONS

UNIT-I

Industrial Relations Perspectives: Concept and Significance - IR Systems - Structure of IR dept. - Role of IR Officer - Industrial Relations and the Emerging Socio Economic Scenario

UNIT-II

Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management - Code of Discipline and Code of Conduct - Grievance Management

UNIT-III

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing - Discipline - forms of indiscipline - Stages in disciplinary proceedings - punishment.

UNIT-IV

Collective Bargaining and Settlements including present status - Industrial Relations and Technological Change - ILO - Aims and Role in Promoting Industrial Peace

UNIT-V

Objective of workers Education - Recommendations of National Commission on Labour - Workmen Compensation Act - Maternity Benefit Act - ESI Act - Welfare Provisions in Factories Act - Legislation regarding gratuity - Provident Fund - Pension - Bonus etc- Concept and Growth of Labour Welfare in India - Role, Responsibilities, Duties of Welfare officer - Industrial Health & Safety.

Text Books

1. Dheodar, Punekar & Sankaran: Labour Welfare, Trade Unionism and Industrial Relation, Mumbai, Himalaya Publication, 1994
2. Mamoria C. B. & Mamoria S.; Dynamics of Industrial Relations in India; Mumbai, Himalaya Publication, 1994
3. Pramed Verma: Management of Industrial Relations, Oxford & IBH Publishing Co., New Delhi, 1990.
4. Singh, R.C.P: Labour Welfare Administration in India, New Delhi, Deep & Deep Pub. (P) Ltd., 2000.
5. Tripathi P.C.: Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi, 2001.
6. Venkatapathy R.: Labour Welfare & Industrial Relations, Mumbai, Himalaya Publication, 2003.

Reference Books

1. Gopal R. C.: An Introduction to Industrial Employment, Discipline & Disputes, New Delhi, Sultan Chand & Sons, 2001.
2. Nilland J.R. etc.: The Future of Industrial Relations, Sage Publications, New Delhi, Sage Pub., 1994.
3. Saxena R.C.: Labour Problems & Social Welfare, Meerut, K. Nath & Co., 1994.

PAPER I.3

WORKING CAPITAL MANAGEMENT

UNIT-I

Management of working capital: Meaning of working of capital - Need for working capital - Types of working capital - Determinants of working capital - Permanent and Variable working capital assets - Trade off between capital different approaches - Matching approaches - Conservative approach - Aggressive approach

UNIT-II

Accounts receivables management: objective - Formulation of credit and collection policies - Designing of credit terms - Discount, the discount period and the credit period - collection policies and procedures - Cost benefits analysis - Trade off - Evaluation of existing and proposed policies.

UNIT-III

Inventory management: Objective of Inventory - Need for Inventories and the importance of its Management - Determination of optimum level of inventory - Types of Inventory - Inventory Models - Order Quantity - E.O.Q. Model - Order point - Safety Stock - Analysis of investment in inventory - ABC Analysis.

UNIT-IV

Management of Cash Marketable Securities: Meaning of cash - Motives for holding cash - Need for holding cash - Operating cycle - Objective of Cash management - Marketable securities - Cash cycle - Cash turnover - Minimum Operating cash - Cash release by operations in Inventory turnover - Accounts receivable and Accounts payables - Assumptions - Benefits Cash management Strategies and Techniques - Concentration banking and Lock Box System - Advantages.

UNIT-V

Integrating Working Capital and Capital investment processes: Monetary system; Money market in India; Banking system in India - Review of the system of cash credit - Establishment of Discount & Finance House of India. Working Capital Management and Bank financing - Forms of bank finance - Working capital control and banking policy - Dehejia study group - Chore committee - Tandon committee - Findings and Recommendations - Regulation of the bank credit.

Text Books

1. Bhalla, V.K: Working Capital Management: Text and Cases, New Delhi, Anmol Pub (P) Ltd., 4th ed., 2001.
2. Rao P.M. Pramanik A.K.: Working Capital Management; New Delhi, Deep & Deep Publication, 2004.
3. Scherr F.C: Modern Working Capital Management, New Delhi, Prentice Hall of India, 1995.

Reference Books

1. Hampton J.J & C.L. Wagner: Working Capital Management, New Delhi, John Willey & Sons, 1996.
2. Rao P.M.: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publications (P) Ltd., 2003.
3. Subhash Sharmam, M. Panduranga vithal: Financial Accounting for Management; Text and Cases; New Delhi, Macmillan India Ltd., 2001.

PAPER I.4

ADVERTISING MANAGEMENT AND SALES PROMOTION

UNIT-I

Advertising - advertising objectives - task and process - market segmentation and target audience - message and copy development

UNIT-II

Mass Media - selection - planning and scheduling - web advertising - integrated programme and budget planning - programme implementation - coordination and control - advertising agencies - organisation and operation.

UNIT-III

Sales Promotion - sales promotion activities - consumer and sales channel oriented planning - budgeting - implementation and controlling sales promotion campaigns.

UNIT-IV

Sales promotion strategies - advertising strategies - strategies applicable to other sales promotion activities.

UNIT-V

Control - objectives - advertising budget - techniques used for measuring effectiveness of advertising - advertising ethics - social relevance

References

1. Batra, Myers and Aaker. Advertising Management, Prentice Hall of India, 2002
2. Wells, Bunett and Moriarty, Advertising - Principles and Practice, Prentice Hall of India, 2002.
3. Belch, Advertising and Promotion, Tata McGraw Hill, New Delhi
4. Roderick White, Advertising, Tata McGraw Hill, New Delhi
5. Kueglar Jr. Web Advertising and Marketing, Prentice Hall of India (P) Ltd, New Delhi.

ELECTIVE

(to choose any 1 out of the given 4)

PAPER II.1

SALES AND DISTRIBUTION MANAGEMENT

UNIT-I

Sales Management - organisation framework of the field sales force - types and methods - field sales manager - tasks and responsibilities - relation with salesman and relationship with top management - coordinating and controlling the marketing mix.

UNIT-II

Sales forecasting - methods and procedural steps in forecasting - sales budgeting - allocation of field sales resources - design sales territories - sales quota - planning manpower requirements - recruitment and selection.

UNIT-III

Operational management - staffing - methods of selection - compensation for sales force - financial incentives - sales force performance evaluation and control - sales audit and analysis.

UNIT-IV

Distribution Management - role of distribution in marketing mix - functions of distribution management - dealer network - middlemen - functions of middlemen - location, selection, appointment and termination of dealers - morale and motivation.

UNIT-V

Transport and handling - economic of transportation - modes of transport - organising transport facilities - transport procedure and documentation.

References

1. Still RR and Cundiff Govoni, Sales Management, Prentice Hall of India, 2002
2. Geoffery Lancarter and David Jobber, Selling and Sales Management, Macmillan, 1998.
3. Mathew M J, Sales Management and Sales Promotion, RBSA Publications, Jaipur, 1998.
4. Anderson R, Professional Sales Management, Prentice Hall of India (P) Ltd, 1992
5. Das Gupta, Sales Management in the Indian Perspective, Prentice Hall of India (P) Ltd, 2002.

PAPER II.2

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT-I

Introduction to securities - Investment Objective and risks involved - Stock market - Meeting and Functions - Stock exchange in India - Functional specialization of members - Types of transactions - Dealings in shares statutory regulations.

The legal framework: Companies and capital structure - Share capital - Right shares - Bonus shares - Transfer of shares - Listing requirements of shares - Dividends.

Sources of investment information - Financial news paper - Finance page of the news papers - Equity share indices - Periodicals containing write - UPS and Other directories - Investment Publications - Role of SEBI.

UNIT-II

Fundamental Analysis - Economic Analysis - Fundamental Analysis - Stock market and the economy - Business cycle and the stock market.

Industry Analysis: Classification of industries - Industry life cycle - methods of analysis - Key characteristic in an industry analysis.

Company Analysis: Introduction - Internal information - External information - General aspects.

Financial Analysis: Introductions - Structure of a balance sheet - Financial Ratios and their significance - The chemistry of Earnings - Analysis of prospectus - Valuation of shares.

UNIT-III

Growth shares: Introduction - Meaning of Growth important characteristics of growth shares - Suggestions.

Speculation in shares: Introduction - Meaning of speculation - Timing - Active shares - Reasons for fluctuations in prices - Speculative methods of the market - Short selling and Long buying.

Bargain Hunting: Meaning of bargain hunting - Determining the value - Strategies of the bargain hunter - Advantages.

Defensive shares: Introduction - Meaning - Important characteristics of defensive shares - Defensive shares vs. Fixed income securities - Suggestions.

UNIT-IV

Technical Analysis: Introduction - Tools for technical analysis - The Dow Theory - Advantages and limitations of technical analysis.

Charting Techniques: Introduction - Meaning of Charts - Methods of preparing charts - Uses and limitations "P" and "F" (charts points and figure) - Pattern of charts and their uses.

Dollar cost averaging: Introduction - Meaning of DCA - Guidelines for using DCA - Modified DCA plans.

Formula plans: Introduction - Need and Logic Assumptions of formula plan - Types of formula plan - Advantages and Disadvantages.

UNIT-V

Introduction - Meaning Objective of portfolio - Traditional portfolio analysis - Diversification of portfolio - Portfolio selection - Portfolio revision Techniques - Advantages and Limitations. Warrants: Definition - Considerations for shares issued through warrants - gearing effect - valuing warrants - lapse of warrants - futures markets - hedging using index futures - futures versus options - synthetic futures - futures versus forward markets - strategies for futures markets.

Text Books

1. Donald E. Fischer and Ronald J Jordon: Security Analysis and Portfolio Management, New Delhi, Prentice Hall of India, 1990.
2. Robert A. Hanger: Modern Investment Theory, New Delhi, Prentice Hall of India (P) Ltd., 2002.
3. Sharpe, William F, etch,; Investment, New Delhi , Prentice Hall of India, 1997.

Reference Books

1. Bhalla V.K.: Investment Management; Security analysis and Portfolio Management, New Delhi, Prentice Hall of India, 6th Ed., 1995.
2. Bhalla V.K.; Financial Derivatives; New Delhi, S. Chand & Company Ltd., 1st ed., 2001.
3. Gordon J. Alexander, William F. Sharpe, Jeffery V. Bailey: Fundamentals of Investments, New Delhi, Prentice Hall of India (P) Ltd., 2002.
4. William F. Sharpe, Gordon J. Alexander, Jeffery V. Bailey: Investments, New Delhi, Prentice Hall of India (P) Ltd., 2002.

PAPER II.3

LOGISTICS MANAGEMENT

UNIT-I

Introduction: Logistics Management - Definition - Meaning - Application of Logistics in purchasing - TQM - Inventory Management - Customer Service - Warehousing - Marketing - Types of Logistics Organizational Structures.

UNIT-II

Measure of Logistics - Qualitative measures - Demand Forecasting, Materials handling, Customer service - Customer Satisfaction - Quantitative measures - Reliability and Maintainability Factors - Supply Support Factors - Availability Factors - BEP.

UNIT-III

Logistic System Analysis and Design - Design for Reliability and Maintainability - Design for human factor - Logistic planning - Implementing Logistic Strategy.

UNIT-IV

Supply Chain Management - Definition - Meaning - Objective - Outsourcing - Channel design - Integrated Supply chain Management - Pitfalls in SCM.

UNIT-V

Logistics Information System - EDI - Order Cycle - Advanced Order Processing Systems - DSS - AI and ES - Neural Networks - DBMS - LAN - WAN - Applications for integrated Logistics management - Logistics and Traffic Management - Routing and Scheduling benefits - Application of Network Analysis Global Logistics - International Distribution Channel Strategies - Management of Export Shipment - Conceptual model for Logistics audit.

Text Books

1. Douglas M. Lambert, James R. Stock, Lisa M. Ellram; Fundamentals of Logistics Management, Singapore, Irwin/ McGraw Hill, International edition 1998.
2. John T Mentzer ed.: Supply Chain Management, A South Asian Reprint India, New Delhi, Sage Publication Ltd., 2001.
3. Christopher, M.: Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services London, Pitsman, 1992

Reference Books

1. Benjamin S. Blanchard: Logistics Engineering and Management, New Jersey, Prentice - Hall Inc., 3rd ed. 1996.
2. Ron Moore: Making Common Sense Common Practice Models for Manufacturing Excellence, The Indian Print, New Delhi, Prentice Hall of India Pvt. Ltd., 2000.
3. David J. Bloomberg, Stephen Lemay and Joe B. Hanna: Logistics New Delhi, Prentice Hall of India Pvt. Ltd., 2002

PAPER II.4

NEW PRODUCT STRATEGY AND MANAGEMENT

UNIT-I

New Product Development - concept and nature - objectives - new product process - strategic planning for the new products.

UNIT-II

New Product Development concept generation - need - approaches - process - product attributes analysis - problem and solution route in introducing new product.

UNIT-III

New Product Development Concep Evaluation - evaluation system - charts and pre-screening - screening - protocol and prototype testing - product use testing - market testing - financial analysis.

UNIT-IV

New Product Development Commercialisation - control and launch cycle - marketing plan, strategy and promotion - product price and distribution - post-launch tracking and control - Brand Management.

UNIT-V

New Product Development Organising and Control of the new product function - managing the product and product line - managing innovation and new product development - future of new product management

References

1. Oswald Al Mascrenhas / S.J. New Product Development - Oxford and IBH Publishing Company (P) Ltd, New Delhi.
2. Ramanuj Mazimdar, Product Management in India, Prentice Hall of India (P) Ltd, 2nd edition, 2000.

3. Donald R Lehnann, Russell S. Winer, Product Management, Tata McGraw Hill Company, New Delhi, Third Edition, 2002.
4. William L Moore and Edgar A Pessemier, Product Planning and Management, McGraw Hill Inc, New York.
5. Philip Kotler, Marketing Management (Millennium ed.) New Delhi, Prentice Hall of India (P) Ltd. 2001.

ELECTIVE

(to choose any 1 out of the given 4)

PAPER III.1

INDUSTRIAL MARKETING

UNIT-I

Industrial Marketing - concept - nature and scope - industrial marketing process - marketing mix - functions of industrial marketing - strategies of industrial marketing - market segmentation - innovation in industrial marketing.

UNIT-II

Buying Process in industrial marketing - buying behaviour of industrial buyers - factors influencing buying behaviour - buying decision process - models of buying behaviour of industrial buyers.

UNIT-III

Assessing Marketing Opportunities - business marketing intelligence in industrial marketing - assessing market opportunities in various segments of industrial market - industrial demand analysis - measuring market potential and sales forecasting.

UNIT-IV

Industrial Marketing Strategy - Strategies for managing the industrial product line - managing marketing channels - pricing function - advertising, sales promotion and personal selling function - monitoring industrial marketing strategy.

UNIT-V

Customer Relationship Management - objectives - managing customer service/sales profile - choosing CRM strategy - strategies used for customer satisfaction - managing relationship through conflict.

References

1. Anderson, Customer Relationship Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Daragh O. Reilly and Julian J Gibas, Building Buyer Relationships, Macmillan India Ltd.
3. Michael D Hutt and Speech T.V. Industrial Marketing Management, The Dryden Press.
4. Robert Dwyer F. Business Marketing, Tata McGraw Hill Publishing Company, New Delhi.
5. Robert and Reeder, Edward G. Brierty and Betty H. Reeder, industrial marketing Analysis, Planning and Control, Prentice Hall of India Ltd.

PAPER III.2

DATABASE MANAGEMENT SYSTEMS

UNIT-I

Basic Concepts of DBMS, Data Model (HDB, NDB, RDB) BUBBLE CHARTS GROUPING DATA INTO RECORDS (3NF), Canonical database design. Network Principles: Records type, sets, constructs, transitive graphs.

UNIT-II

Schema DDL Mapping of records and sets into storage - correnching of set. Records Identification, set occurrence selection, seven formats of FIND, DBMS operation (AP, OS and DBMS interactions.)

UNIT-III

Design of Data Base- Logical Access Maps (LAMS); Database Action Diagrams (DAD), Structured - English, Codin - for procedure.

UNIT-IV

Data Model Concepts: Schema (Structure Part and Constraint part) Abstraction, Generalization, Aggregation sets, extended sets, domain relation, entity relation, basic models.

UNIT-V

Relational Model: Relational algebra, Relational Calculus, SQL, QBE and LABRIF. Hierarchical Model: Tree, Arborescence, Parent: Child Structure decagram, Bi-directional Physical pairing, Use of Structure Diagram, Bi-directional Physical pairing, Use of intersection segment, Virtual pairing, Supplementary segment. Distributed data processing system and a need for Data Base environment for such a system. IMS structure, PDB, DBD, PCD, Secondary indexing, Multiple Secondary indices. Data Dictionaries: Data Security

Text Books

1. Abraham Silber Scneyet T2, Henry F. Korth: Database Systems Concept, Singapore, McGraw Hill, International ed., 1997.
2. Gupta A. K., Introduction to Data Base Management, New Delhi, S. Chand & Company, 2004.
3. Martin J: Managing the Data Base Environment, New Delhi, Prentice Hall, 2000.
4. Panneerselvam R.: Data Base Management Systems; Prentice Hall of India, New Delhi; 2002

Reference Books

1. Data C.J: An Introduction to data base system, New Delhi, Addison Wesley, 2000.
2. Naveen Prakash: Introduction to Database Management, New Delhi, Tata McGraw Hill, 1999.
3. Xeneth C. Landon, Jane P. Landon: Management Information Systems: Managing the digital firm, New Delhi, Prentice Hall of India, 2001.

PAPER III.3
SERVICES MARKETING

UNIT-I

Marketing Services - concept of service - characteristics of service - classification of service - causes of growth of the services sector - need for services marketing.

UNIT-II

Marketing mix in services marketing - the seven Ps product decision - Pricing strategies and tactics - Promotion of service and placing - distribution methods for services - additional dimensions in services marketing - people, physical evidence and process.

UNIT-III

Management of services marketing - marketing demand and supply through capacity planning and segmentation - internal marketing of services - external versus internal orientation of service strategy.

UNIT-IV

Delivering quality service - process of delivering quality service - TQM in services marketing - Six sigma technique in delivering quality service - quality gaps - customer expectation versus perceived service gap - factors and techniques to resolve this gap - Quality standards - process and technological requirements to implement quality standards in services marketing.

UNIT-V

Marketing of services with special reference to financial services, health services, hospitality services including travel, hotels and tourism, professional services, public utility services and educational services.

References

1. Adrhian Payne, The Essence of Marketing, Prentice Hall of india (P) Ltd, New Delhi, 2001
2. Chistopher Lovelock, Services Marketing, Pearson Education Asia, 4th edition, 2001
3. Helen Woodroffe, Services Marketing, Mcmillan India Ltd, 1997
4. S.M.Jha, Services Marketing, Himalaya Publishing House, Bombay.
5. Valare A Zeithmial & Mary joBitner, Services Marketing, Tata McGraw Hill Publishing Company, New Delhi, 2000

PAPER III.4
SYSTEMS ANALYSIS AND DESIGN

UNIT-I

Systems Definition - Systems classification-open, closed: Deterministic and probabilistic system: Stable system - Business organization as system - organization structure - organization Objective, process and information needs.

UNIT-II

Information system life cycle - System development stages - User role in systems development process - Establishing a portfolio of information system application - Importance of Auditability, Maintainability and Recoverability in information systems.

UNIT-III

Systems Planning - Approaches to systems development - feasibility as event - Technological, Economic and Social. System investigation: Objective of investigation, Management decision making; Procedure and data - Method of investigation - Recording of Investigation.

UNIT-IV

Systems analysis - Objective of analysis, Tools of analysis - Steps in analysis - Analysis of Organization structure and procedures - Logical System design - Design Objective - Design Alternatives, Outline design of input and output - Data analysis processing requirements - Clerical and Computer, Selection of alternative.

UNIT-V

Output and input design - Input and Output specifications - Computer Procedure design - Design tools design considerations - CASE tools; Design of forms, Codes, terminal dialogues and user procedures - Object oriented systems Analysis & design.

Systems implementation - Planning and Control - Unit testing and combined module testing - Testing manual procedures - File conversion and set up - Cut over and parallel testing - Training of users and Operating personnel - Documentation of the system - Maintenance and Review of system.

Text Books

1. Hawry I. T. Szkiewy. Cz, An Introduction to System Analysis and Design, New Delhi, Prentice Hall of India, 1999.
2. Jeffrey A. Hetter, Joey F. George: Modern Systems Analysis & Design, New Delhi, Addison Wesley, 2000.
3. Thames A.D' Brien: Management Information Systems, Managing Information system for Internet worked enterprise, New Delhi, Tata McGraw Hill, 1999.
4. Zwars, foundation of Information Systems, New Jersey, McGraw Hill, International ed., 2000.

Reference Books

1. Awaqd E: Systems Analysis and Design, New Delhi, Prentice Hall of India, 1997.
2. Kenneth C. Landon, Jane P. Landon: MIS, Managing digital firm, New Delhi, Prentice Hall of India, 2001.
3. Kendal & Kendal: Systems Analysis & Design, New Delhi, Prentice Hall of India, 1999.

ELECTIVE
PAPER IV
(NON MAJOR SUBJECT)
MANAGEMENT CONCEPTS

UNIT-I:

Management - Definition - Nature and Functions of Management - Development of Management thought - Managerial roles - Levels of Management - Management Skills.

UNIT-II:

Nature and importance of planning - Types of plans - Steps in planning - Making planning effective - Management by objectives - Decision making.

UNIT-III:

Need for organization - Principles and process of organizing - Span of Management - Organization structure - Departmentation - Authority, Delegation and Decentralization.

UNIT-IV:

Staffing and Directing: Staffing as a function of manager - Requirement of effective Direction - Functions of Direction - Supervision - Co-ordination

UNIT-V:

Recent trends in Management - TQM, Six sigma, JIT etc.,

REFERENCE BOOKS:

1. Koontz O' Donnell, Essentials of Management, Prentice-Hall of India Private Ltd., New Delhi.

2. Prasad L.M, Principles and practice of Management, Sultan Chand & Sons, New Delhi.
3. P.C. Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi
4. J.S. Chandan, Management Concepts and Strategies, Vikas Publishing House Private Ltd., Delhi.
5. Kumar, Total Quality Management
6. D. Chandra Bose, Principles of Management and Administration, Prentice-Hall of India Private Ltd., New Delhi.

IV SEMESTER
PROJECT WORK AND *VIVA VOCE*
