

REGULATION & SYLLABUS

FOR

**INTEGRATED MASTER OF BUSINESS ADMINISTRATION
(IMBA)**



DIRECTORATE OF DISTANCE & CONTINUING EDUCATION

UTKAL UNIVERSITY

BHUBANESWAR

FROM ACADEMIC SESSION 2006-2007

Regulations for I-MBA Programme

1. **Eligibility :**
 - 1.1. +2 / Equivalent.
 - 1.2 Any student who has passed Diploma from State Council of Vocational and Technical Education established by Govt.
2. **Duration :**
 - 2.1 Five years of ten semester in toto.
 - 2.2 Odd semester is from June to December (i.e. 1st, 3rd , 5th, 7th, 9th semester).
The examination shall be held in tentatively the month of December.
 - 2.3 Even semester is from January to May (i.e. 2nd, 4th, 6th, 8th, 10th semester).
The examination shall be held in tentatively the month of June.
 - 2.4 A student would be required to complete the course within eight academic years from the date of admission.
3. **Contact Hour :**
 - 3.1 Under Personal Contact Programme,

2 credit points :- 10 hours,
3 credit points :- 15 hours,
4 credit points :- 20 hours,

4. **Grading System :**

4.1.	Grade	Mark Secured from 100	Points	
	Qustanding	'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 - $\frac{\text{CREDIT POINT}}{\text{CREDIT}}$ of course items in

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

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

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

4.4 In addition to the points marks / percentage would also be awarded and shall also be reflected in the Mark Sheet.

4.5 After successfully completion of the first six semester examination students would awarded Bachelor Degree in Business Administration
In addition to grade specified at para 4.1 Class / Division shall be awarded at BBA level as follows :

36% and above but less than 45%	: Pass without Hons.
45% and above but less than 50%	: 2nd Class Hons.
50% and above but less than 60%	: 2nd Class Hons with Distinction.
60% and above	: 1st Class Hons with Distinction.

(However in case Distinction student has to secure the above average percentage of mark in the six semesters in one / first chance)

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 three semester examinations.

5.2 A student may appear improvement in any paper / 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.

6 Hard Case Rule :

6.1 1% of grace mark on the aggregate mark subject to maximum of 3 (three) marks in single paper taking aggregate as a subject shall be given. This shall be applicable in each semester.

I MBA Course Structure

Sl.no	Paper Code	Paper Name	Credit Point	Marks Distribution			
				UU.Th	UU L/P	Int.Th.	Int.L/P
<u>Ist Semester</u>							
1		Management Concepts and Practices	4	70	--	30	–
2		English - I	4	70	--	30	–
3		Business Mathematics	4	70	--	30	–
4		Psychology	4	70	--	30	–
5		Computer Fundamentals	4	40	30	20	10
<u>IIInd Semester</u>							
6		Financial Accounting	4	70	--	30	–
7		Fundamentals of Economics	4	70	--	30	–
8		Business Organisation	4	70	--	30	–
9		Business Statistics	4	70	--	30	–
10		Information Technology in Business	4	40	30	20	10
<u>IIIInd Semester</u>							
11		Organisational Behaviour	4	70	--	30	–
12		Cost Accounting	4	70	--	30	–
13		Managerial Economics	4	70	--	30	–
14		English - II	4	70	--	30	–
15		Web Fundamental	4	40	30	20	10
<u>IVth Semester</u>							
16		Quantitative Methods for Management	4	70	--	30	–
17		Business Economic & Environment	4	70	--	30	–
18		Business Regulatory Frame Work	4	70	--	30	–
19		Indian Ethos & Value	4	70	--	30	–
20		Management Accounting	4	70	--	30	–
<u>Vth Semester</u>							
21		Indian Economy & Macro Economics	4	70	--	30	–
22		Operation Research	4	70	--	30	–
23		Written & Oral Communication.	4	40	30	20	10
24		Contemporary Indian Society & Culture	4	70	--	30	–
25		Research Methodology	4	70	--	30	–
<u>VIth Semester</u>							
26		Human Resources Management	4	70	--	30	–
27		Financial Management	4	70	--	30	–
28		Marketing Management	4	70	--	30	–
29		Production & Operation Management	4	70	--	30	–
30		Management Information System	4	70	--	30	–
31		Summer Training Report	4	70(Preparation)		30(Presentation)	

VIIth Semester

32	Mnagerial Comm. Skills & Development	4	70	--	30	--
33	Business Ethics & Corporate Governance	4	70	--	30	--
34	Industrial Laws	4	70	--	30	--
35	Business and company law	4	70	--	30	--
36	E-Business	4	40	30	20	10

VIIIth Semester

37	Corporate & Tax Law	4	70	--	30	--
38	International Business	4	70	--	30	--
39	Entrepreneurship Development	4	70	--	30	--
40	Management Support System	4	40	30	20	10
41	Business Policy & Strategic Management	4	70	--	30	--

IXth Semester

Major Special Group

- 42 Choose any one group from **A to F** as noted in the Major / Minor special paper table.
43 First three papers (1,2,3) from one group is to be opted for. (The Group **-G to I** can only be
44 opted as Minor Special Group)

Minor Special Group

- 45 One has to choose a group other than the one chosen under Major Special Group.
46 One would opt the first two papers (1,2) from any one group i.e., from group **A to I**

Xth Semester

Major Special Group

- 47,48 & 49 The Candidates has to opt the next three Papers (4,5,6) from the Major Specialisation Group
Selected in the Semester IX

Minor Special Group

- 50 & 51 The Candidates has to opt the next two Papers (3,4) from the Minor Specialisation Group
Selected in the Semester IX

52	M130	Project Report Viva-voce.	4	70(Preparation)	30(Presentation)	
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Sl.no	Paper Name	Credit Point	Marks Distribution			
			UU.Th	UU L/P	Int.Th.	Int.L/P
Human Resources Management (Group A)						
1	Human Resources Planning & Development	4	70	--	30	--
2	Managing Employee Relation & Related Laws	4	70	--	30	--
3	Management of Training & Development	4	70	--	30	--
4	International Human Resources Management	4	70	--	30	--
5	Management of Change & Strategic Issues	4	70	--	30	--
6	Compensation & Reward Management	4	70	--	30	--
Financial Management (Group B)						
1	Financial Market & Institution	4	70	--	30	--
2	Merchant Banking & Financial Services	4	70	--	30	--
3	Security Analysis & Portfolio Management	4	70	--	30	--
4	International Finance	4	70	--	30	--
5	Mergers & Acquisition	4	70	--	30	--
6	Corporate Tax Planning	4	70	--	30	--
Marketing Management (Group C)						
1	Consumer Behaviour	4	70	--	30	--
2	Advertising Promotion Management	4	70	--	30	--
3	Sales & Distribution Management	4	70	--	30	--
4	Product & Brand Management	4	70	--	30	--
5	Marketing Research	4	70	--	30	--
6	Marketing Services	4	70	--	30	--
Information System Management (Group D)						
1	DBMS & RDBMS	4	40	30	20	10
2	Enterprise Resource Planning	4	40	30	20	10
3	System Analysis & Design	4	40	30	20	10
4	Telecom for Business	4	40	30	20	10
5	Data Structure	4	40	30	20	10
6	Object Oriented Programming	4	40	30	20	10
International Business Management (Group E)						
1	International Marketing Management	4	70	--	30	--
2	Multinational Financial Management	4	70	--	30	--
3	International Business Environment	4	70	--	30	--
4	Global Capital Market	4	70	--	30	--
5	Finance of International Trade	4	70	--	30	--
6	World Class Management	4	70	--	30	--
Production & Operation Management (Group F)						
1	Total Quality Management	4	70	--	30	--
2	Purchasing & Material Management	4	70	--	30	--
3	Operation Planning Control	4	70	--	30	--
4	Technology Management	4	70	--	30	--
5	Logistics Management	4	70	--	30	--
6	Project Management	4	70	--	30	--

Entrepreneurship Management (Group G)

1	Financing Small Business	4	70	--	30	--
2	New Entrepreneurship Management	4	70	--	30	--
3	Entrepreneurship for Small Business	4	70	--	30	--
4	Export Import Producing Business	4	70	--	30	--

Banking & Insurance Management (Group H)

1	Risk Management	4	70	--	30	--
2	Insurance Laws	4	70	--	30	--
3	Banking Laws	4	70	--	30	--
4	Claims Management	4	70	--	30	--

TOUR AND HOSPITALITY MANAGEMENT (GROUP I)

1	Tourism & Travel Trade	4	70	--	30	--
2	Hotel Management	4	70	--	30	--
3	Tourism Marketing & Event Mgt.	4	70	--	30	--
4	Tour Organisation & Travel Mgt.	4	70	--	30	--

UU. Th- The theory marks of the concerned paper to be examined by the University.

UU L/P- The laboratory / practical marks of the concerned paper to be examined by the University through External Examine.

Int.Th. - The theory marks of the concerned paper to be examined Internally through Assignments/ Assessment.

Int.L/P - The laboratory / practical marks of the concerned paper to be examined Internally through Assignments/ Assessments.

5 - Year Integrated MBA Programme

DETAILED SYLLABUS

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)
- 2.Management – Robbins & Coulter (Pearson)
- 3.Principles of Management – Stoner & Freeman
- 4.Principles of Management – Chandra Bose (PHI)

2 English-I

- Unit-1** Introduction to Communication: Difference between Verbal and Non-Verbal Communication. Importance of Non-Verbal Communication in Verbal Settings.
- Unit-2.** Comprehension. Essential of Reading & Writing Comprehension.
- Unit-3.** Writing a Paragraph. Identifying a Topic Sentence. Cohesion and Coherence. Use of Linkers and other devices.
- Unit-4** Public Speaking, How to become a good speaker.
- Unit-5** Doing things with words: To ask for information, help, permission to Instruct, command, request, accept, refuse, prohibit, persuade, promise.

References

1. John Sealy, Oxford Guide to Writing and Speaking , OUP.

3 Business Mathematics.

- Unit -1** Profit and Loss, Partnership.
- Unit -2** Simple Interest, Compound Interest.
- Unit -3** Logarithms, Invoicing.
- Unit -4** Set and Set Operations, Functions.

Unit -5 Limit, Continuity.

4 **Psychology.**

Unit – I **Psychology:** It's nature, scope and methods.

Biological Bases of Behaviour: Neurons, Nervous system. It's basic structure and function, The brain, Lateralization of the cerebral centre.

Unit – II **Sensation, Perception and Learning.**

Sensation : The raw material of understanding, Sensory threshold, Sensory adaptation, Vision, Hearing, Perception: The focus of attention, Perception: Some organising principles and illusions.

Learning

Classical conditioning, Operant conditioning, Observational learning

Unit – III **Memory and Thinking**

Human memory: The information processing approach, Episodic and Semantic, Short - term memory, Long term memory, Forgetting from long - term memory, Basic elements and intelligence of thoughts concepts, propositions, images.

Unit -IV

Motivation and Emotion: Motivation: The activation and Persistence of behaviour, Emotion : Their nature, expansion and impact

The nature and measurement of human intelligence

Human intelligence: The role of heredity and the role of environment

Unit - V

Social Thought : How We Think About Others

Attribution : Understanding the causes of other's behaviour

Social cognition : How we process social information

Attitudes : Evaluations of the social world

Prejudice and discrimination

Social Behaviour

Social influence : Changes other behaviour, conformity, compliance, obedience

Attraction and love : Interpersonal attraction, prosocial behaviour.

References

1.Barron - Introduction to Psychology

2.Morgan & King - Introduction to Psychology. Robert A.

3.Alkinson & Alkinson - Introduction to Psychology- 5th Edition.

5 **Computer Fundamental**

Unit - 1

Introduction to Computer, Characteristics of Computer, Function of Computer, Application of Computer, Generation of Computer, Classification of Computer.

Unit - 2

Basic Computer Organisation, Types of memory, central processing unit and its component, ROM, RAM.

Unit - 3

Number System: Positional and Non-Positional Number System. Binary Number System, Decimal Number System, Octal and Hexadecimal Number System, Conversion of one number system to other number system.

Unit - 4

Hardware and Software, Types of Software, Relation between Hardware and Software, Computer Virus and Antivirus tools, GIGO.

Unit - 5

MS-DOS (Internal and External Command and File Handling), Internet.

References

- 1.Introduction to Computer Science. ITL Edu - Pearson
- 2.Fundamentals of Computer by P. K. Sinha.

IInd Semester

6

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)
- 4.Bhattacharya & Dearden : Accounting for Management: Text and Cases (Vani)
- 5.Jawaharlal & Srivastav: Financial Accounting (S.Chand)
- 6.Ashok Banerjee : Financial Accounting: A Managerial Emphasis(Excel Books)

7

Fundamental Of Economics

Unit-1

Introduction to Economics, Basic Concept & Utility Analysis. The analysis of Consumer Behaviour & Consumer Equilibrium: The Demand and Supply Analysis, Elasticity of Demand, Demand Estimation and Managerial Decision.

Unit-2

Production and Market Analysis: Production Function, Laws of returns, Cost Analysis-Short Run and Long Run. Pricing under Perfect Competition. Monopolistic Competition, Monopoly.

Unit-3

Theory of Distribution – Rent, Interest, Wage and Profit..

Unit-4

National Income and Macroeconomic Factors: National Income Accounting. Consumption Function and Investment Function, Demand and Supply of Money, Business and Policy Implications.

Unit-5

Economic Environment: The Basic of Money, Banking and Credit Control, the Basic of Balance of Payment and International Trade, Foreign Exchange and Control.

Reference:

1. Fundamental of Economics, Mehta & Kapoor – HPH
2. Gupta S.B.Monetary Economics, Sultan Chand.

8

Business Organisation

Unit - 1

Concepts in Business: Definition of Business, Purpose and mission, Objectives, Strategies, Policies, Procedures, Program and Budgets of Business. Structure of Business, Classification of Business & Industries. Commerce- Meaning and Functions.

Unit - 2

Social Responsibility of Business, Features, & Issues, Factors Considering for Study Business, Market Assessment, Product, Raw Material, Manpower etc.

Unit - 3

Formation of Business Enterprises, Pvt. Sector, Meaning, Characteristic, Sole Proprietorship, Partnership, Companies, Co-Operatives, Societies and Trusts.

Unit - 4

Indian Partnership Act: Types of Partners, Roles and Responsibilities of Partners, Profit sharing and other issues in partnership.

Unit - 5

Indian Companies Act: Memorandum and Articles of Association, Registration and Commencement of Business, Roles and Responsibilities of Chairman, Managing Director, Secretary and Board of Directors, Issues in Corporate Governance.

References

1.B.O. & Mgt. by Tulsian & Vishal Panday (Pearson Edu).

9 Business Statistics

Unit – 1 Measures of central tendency, Measures of dispersion.

Unit – 2 Introduction to sampling, Random sampling, Types of Sample: Simple Random Sampling , Stratified Random Sampling, Systematic Sampling, Cluster Sampling, Sampling Distributions, Standard Error, Sampling from normal Population.

Unit – 3 Testing of Hypothesis, Definition

Unit – 4 Small Sample tests: Definition (t-test, F-test, z-test).

Unit – 5 Large Sample tests: Definition (Chi- square test, ANOVA)

References

- 1.Chandran, Jit S., Statistics for Business & Economics, Vikas
- 2.Statistics of Management - Levin and Rubin, Prentice Hall of India.
- 3.Fundamentals of statistics (Vol. I & II) - Goon, Gupta, Dasgupta, World Press Pvt. Ltd.
- 4.A first course in statistics with applications - A.K. P.C. Swain, Kalyani Publishers
- 5.Quantitative Methods, Saha & Chakrabarty, TMH

10 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, Output 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, IITL Education Solutions Limited, PEARSON Education.
- 4.Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

IIIrd Semester

11 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).
- 6.

12 Cost Accounting

Unit 1 Overview of cost Accounting Concepts and Practices. Cost Accounting and Financial Accounting, Cost Accounting and Management, Classification of Costs, Cost Centre and Cost Unit.

Unit – 2 Introduction to Management Accounting Scope of Management Accounting, Objects, and Functions and Limitations of Management Accounting, Tools and Techniques of Management Accounting.

Unit – 3 Job and Contract costing, Process Costing, Cost Control, Budgetary Control, Standard Costing, Variance Analysis.

Unit – 4 Decision Making, Marginal Costing and Cost - Volume Profit Analysis.

Unit – 5 Financial Statement Analysis, Ratio Analysis, Liquidity Ratios, Leverage Ratios, Turn - Over

Ratios, Profitability Ratios.

13 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
5. John Gould, Jr , Edward P, Lazear - Microeconomic Theory, Richerd D Irwin, Inc , Publication
6. Robert S Pindyck, Daniel L Rubinfeld - Microeconomics, Prentice Hall of India Publication

14 English-II

Unit 1

Correct the Errors :Nouns, Verbs, Adjectives, Adverbs, Tenses, Articles, Prepositions, Punctuation, Capitalization, Abbreviations, Spellings etc. Here the candidate is expected to correct the errors in the sentences by making changes as required.

Unit-2.

Sounds of English:

Vowels and Consonants, Stress and Intonation. Rising and Falling, Communication in day-to-day situations.

Unit-3

Communicative Grammar

- Time, Tense and Aspect.
- Verbs of states and events.
- Statements, Questions, Responses.
- Moods, Emotions and Attitude.

Unit-4

Oral Communication

Organizing a meeting :The Chair-person's Job, Preparing an Agenda, Introducing a Guest, Proposing a vote of thanks, Public Speaking, Writing the Minutes, Interpersonal Effectiveness ; Useful expressions in everyday life situations, Introductions, Greetings, Thanks, Apologies, Regret, Saying Good-bye, Suggestions, Invitations, Good wishes, Requests, Asking Permission, Speaking on the Telephone .

Unit-5.

Group Discussion.

References

1. Geoffery Leech and Jan Svartvik, A communicative Grammar of English, Longman

15 Web Fundamental

Unit-1

Introduction to HTML , Starting with HTML , Adding Images to a web page, Creating Hyperlinks for text and Images , Forms and Tables , Image Maps , Frames , Style Sheets

Unit-2

Introduction to DHTML , Dynamic HTML Object Model , Cascading Style Sheets , Working with Layers , Dynamically Changing Text and Style , Dynamic HTML Events, Dynamic Changing Content.

Unit-3

Frontpage-98 , Web and Web-Pages , Formatting Web Pages , Graphics , Adding Dynamic Content , Automating Sites , Personal Web Server .

Unit-4

Introduction to Visual Interdev , Creating a simple Webpage Using Visual Interdev, ActiveX Controls and Design-Time Controls, Database integration, Managing Your Web Sites , Debugging with VID.

Unit-5

Lab on HTML, DHTML, FRONTPAGE-98, VISUAL INTERDEV

REFERENCE BOOKS:

- 1.HTML Unleashed [B P B]
- 2.DHTML Unleashed [B P B]
- 3.Learning Micro-Soft Front-Page'98 [B P B]
- 4.Mastering Visual Interdev [B P B]

IVth Semester**16 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

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

17 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

MRTTP 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)

18

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
- 3.Mercantile Law – S.S. Gulsan
- 4.Business and Corporate Law – Gyna, PPS (S.Chand).

19

Indian Ethos & Value

Unit-1

Personal growth and lessons from ancient Indian educational system, Human values, Need for values, Human values in managerial education, reliance of values for managers, spiritual values in management.

Unit-2

Attitude governing ethical behaviour, relationship between ethics and professional manager.

Unit-3

Model of management in the Indian socio political environment, work Ethos.

Unit-4

Indian inside into TQM, Need for values in global changing environment.

Unit-5

Problems relating to stress in corporate life, proper stress management techniques and practices.

20 Management Accounting

Unit-1

Management Accounting -Concepts, Objectives, Function, Role Of Management Accountant, Management Accounting, Tools And Techniques, Costs.

Unit-2

Funds Flow Statement and Cash Flow Statement - Their Preparation and Managerial Uses.

Unit-3

Financial Statement Analysis -Meaning & Objective Of Financial Statement, Techniques Of Financial Statement Analysis, Trend, , Comparative & Ratio Analysis.

Unit-4

Management Reporting, Essentials, Reporting To Various Levels Of Management, Forms Of Reporting, Principles And Contents Of Reporting System, Process Of Report Writing .

Unit-5

Strategic Management Accounting, Techniques Of Strategic Management Accounting, Activity Based Management, Management Control System, Structure, Function, Process.

References

Management Accounting, R.K. Sharma & Shashi K. Gupta, Kalyani Publishers.

Vth Semester

21 Indian Economics & Macro Economics

Unit – 1 An overview of macro economics - macro economic issues, key macro economics variables. Goals of Macro economic policy and policy instruments.

Unit – 2 National Income and Accounting system - Economic Activity : A circular flow. The circular flow of Income. Methods of measuring national income. Practical problems in measuring India's national income . National Income and welfare.

Unit – 3 Macroeconomic equilibrium in the classical and Keynesian model. Consumption, saving and investment - Determinants of consumption and saving - Consumption function. Determinants of Autonomous investment. The investment function. Aggregate demand - aggregate supply framework, IS-LM model.

Unit – 4 Money Demand and supply functions - Demand for money, supply of money, Inflation - demand pull and cost push. Balance of payment disequilibrium in BOP and measures to solve. Business cycle - Phases, causes, consequences and measures to solve the problems.

Unit – 5 Macroeconomic Policy - Fiscal policy and stabilization, Fiscal policy and economic growth. Instruments of monetary policy, economic growth and development.

References

1. Shappiro, Edward - Macroeconomics, TMH
2. Gupta, G.S. - Macroeconomics, TMH
3. Dwivedi, D.N. - Macroeconomics, TMH
4. Gupta, S.B. - Monetary Economics, S. Chand.

22 Operation Research

Unit - 1

Linear programming, Simplex methods, revised simplex method, duality in LPP.

Unit - 2

Post optimality analysis in LPP, Parameter LPP, Linear fractional programming.

Unit - 3

Transportation problem, Assignment problem, sequencing.

Unit -4

Games and strategies, Integer programming and decision analysis.

Unit -5

Multi-objective decision - making, interactive and non-interactive methods.

References

1. Operations Research by Anand Sharma HPH
2. Operations Research, by Kalyani, Vikash Publication.
3. Swarup, Gupta and Mohan - Operation Research, Sultan Chand & Sons, ND, 2001.
4. J.K. Sharma, Quantitative techniques, Macmillan, Delhi
5. Vohra, Quantitative Techniques in Management, TMH.

23

Written & Oral Communication

Unit -1

Introduction: Spoken VS Written Communication, Basic Skills of Writing, High Order Writing Skills.

Verbal/Non-Verbal Communication & factors affecting each..

Unit –2

Precision: Summarizing, Précis Writing, Paragraph.

Report Writing

Unit -3

Letters - Formal/Informal,.

Applications and Business Letters.

Unit –4

Resume/Bio-data/CV.

Note Taking/Note-Making

Unit –5

Writing Advertisements, Language of Advertisement.

Writing Dissertations and Academic Articles.

Creative Writing.

References:

1. John Sealy, Oxford Guide to Writing and Speaking , OUP

24

Contemporary Indian Society & Culture

Unit-1

Indian society, origin and composition, formation of caste and tribes, major religion, little tradition and great traditions, conflict and threats, to unity, approaches to social integration.

Unit-2

Process of socio-cultural changes in India; impact of changes in different periods of culture; impact of western culture and modernisation; changes due to liberalisation and globalisation.

Unit-3

Roots of Indian culture, concept of Bharat Barsa, religion, faith and belief, social systems, characteristics of Indian Culture,

Unit-4

Cultural Expansion; Overseas Trade and Commerce and its impact on Southeast Asia.

External impact on Indian Culture;

Unit-5

Growth of nationalism in India; Phases of freedom movement in India Moderate, Extremist and Gandhian.

Freedom struggle and the role of Mahatma Gandhi, Jawaharlal Nehru,

References

Indian Society and Culture. Mandakini Das, Soma Chand, Kalindi Jena: Kalyani Publisher

25 **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; Discriminant Analysis; Factor Analysis, ANOVA.

Unit-5: Interpretation & Report Writing ; Importance & Techniques of Interpretation ; Significance of Report Writing ; Steps in Writing Report ; Lay-out 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

Vth Semester

26 **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
5. Personnel Management:- Arun Monappa and Mirza S. Saiyadain Tata McGraw Hill Publishing Company Ltd; N. Delhi
6. A case Study approach to Human Resources Mgt – Sorab Sudri: HPH

27 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 debt, 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. Banerjee: Financial policy and Management Accounting (PHI)
2. Prasanna Chandra - Financial Management, TMH
3. James C Vanhorne - Financial Management & Policy
4. Weston & Brigham - Managerial Finance (Rine Hart Winston Holt)
5. Brigham - fundamentals of Financial Management, C B S International
6. Sahoo, P K - financial Management, Pen Point Communication
7. I M Pandey - Financial Management, Vikash
8. Khan & Jain - financial Management, Tata McGraw - Hill
9. Viswanathan, S R , corporate Finance, Response
10. Chandra Bose: Financial Management (PHI)

28 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.Sherlekar, S.A. Marketing Management, HIMALAYA.
- 2.Philip Kotler - Marketing Management, 12th Edn , PHI
- 3.Rajan Saxena - Marketing Management, Tata - McGraw Hill
- 4.Ramaswarny & Namakumari - Marketing Management, McMillan

29 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.Bedi - Production Operations Management, McGraw Oxford
- 2.Chary S N - Production Operations Management, Tata - McGraw - Hill
- 3.Mayer R R - Production Operations Management, McGraw - Hill
- 4.Riggs J L - Production Systems, John Wiley & Sons
- 5.Buffa & Sarin - Modern Production/Operations Management , John Wiley & Sons
- 6.Aswathappa & Shridhara Bhatt - Production Operations Management, Himalaya.

30 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)
- 4.Murdick & Ross - Information System for Modern Management
- 5.C S Parker - Management Information System - Strategy and Action
- 6.Rajaraman: Analysis of Design of Information System (PHI).

31 Summer Training Report

Vllth Semester

32 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.
- 5.Business and Management Chronicle- Jan,2006.
- 6.KAUL – Business Communication (PHI)

33 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. Patryck 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.

34 Industrial Law

Unit-1 Principles and development of Labour Legislations, Constitution and Labour Legislation in India, Impact of ILO on Labour Legislation in India, Social Justice, Natural Justice and Distributive Justice.

Unit-2 Protective and Regulative Labour Legislations, Factories Act, 1948 (with Orissa Rules), Orissa shops and commercial Establishment Act, 1956, Contract Labour (Regulation and Abolition) Act 1970 (with Orissa Rules, 1975)

Unit-3 Legislation Concerning Wages & Bonus, Payment of wages Act, 1936, Minimum Wages Act, 1948, Equal Remuneration Act, 1976, Payment of Bonus Act, 1965

Unit-4 Legislation Concerning Industrial Relations, Industrial Disputes Act, 1947 (with Orissa Rules), Indian Trade Unions Act, 1926 (with Orissa Rules), Industrial Employment (Standing Orders) Act, 1946 (with Orissa Rules)

Unit-5 Legislations Concerning Social Security, Workmen's Compensation Act, 1923, Employees' state Insurance Act, 1948, Employees' Provident Fund Act, 1952, Maternity Benefit Act, 1961, Payment of Gratuity Act, 1972.

REFERENCE BOOKS :

1. Act concreded Bare Acts- Prakashan Kendra & Allahabad Law Series
2. Industrial & Labour Laws- S. N. Mishra
3. Labour Laws - Shrivastav
4. Labour Laws - P. L. Mallik- Eastern Book.

35 Business and Company Law

Unit – I Indian Contract Act - essential elements of contract, offer and acceptance, consideration, capacities of parties, free consent legality of objects, contingent contract, discharge of contract.

Unit - II Special Contract Act - Quasi-contracts, indemnity and guarantee, bailment and pledge, contract of agency.

Unit - III Sales of Goods Act - introduction, conditions and warranties, transfer of ownership of property in goods, performance of the contract of sale, remedial measures.

Unit - IV Indian Partnership Act - nature of partnership, formation of partnership, relation of partners to one another, relation of partners to third parties, reconstitution of a firm, dissolution of a firm.

Unit - V Negotiable Instruments Act - negotiable instruments - parties, negotiation presentation, dishonour, crossing and borrowing of cheques.

References

1. Mercantile Law - N. D. Kapoor, Sultan Chand.
2. Business Law - Tulsian, TMH.
3. Business Law - P. R. Chandha, Galgotia.
4. Business Law - Maheswari, Himalaya Publishing House.

36 **E-Business**

- Unit – 1** From business to e-business. Starting our site, Building the object model.
- Unit – 2** Presenting our online store. Structure the online store. Building the product catalogue. The shopping basket.
- Unit – 3** The checkout, Order processing. Secure Communications. Searching.
- Unit – 4** Hosting and deployment, Privacy, Customer service, Creating an online community.
- Unit – 5** Up-sell, Cross-sell and Recommendations, Integration with other systems, Marketing your site.

References

- 1.Mathew Reynolds - Beginning E-Commerce, Shroff Publishers and Distributors Pvt. Ltd.
- 2.Ravi Kalakola and Andrew B. Whinston - Frontiers of Electronic Commerce, Addison Wisely.
- 3.Samantha Shurely - E-Business with Net-Commerce, Prentice Hall PTR.
- 4.Jason R. Rich - The Unofficial Guide to Starting and E-Commerce Business, IDG Books.

VIIIth Semester

37 **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
- 4.Indirect Tax – V K Saren – Kalyani Publisher.

38 **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
5. Economic Environment of International Business, Vernon, Raymond and Wells, Luis T

39

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
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

40

Management Support System

Unit-1

Overview of CBIS Applications; Decision Making Concepts - A Need for Decision Support; Decision Modelling Exercises;

Unit-2

Role of Decision Support Systems in Business; Modeling in Decision Support; Spread Sheet Software Systems as OSS Tool Development of Planning Models in Various Functional Areas

Unit-3

Introduction to Integrated Financial Planning System for Financial Modeling. Group Decision Support Systems; Use of DSS Technology for Marketing, Finance, Production and HRM

Unit-4

Modeling of Multi-objective and Analytic Hierarchy Process. Artificial Intelligence; Need and Applica-

tion. AI Based Systems; Fuzzy Knowledge in Rule-Based Systems;

Unit-5

Expert System Shells: Working on an Expert System Shell; Development of a Expert System Model for a Functional Area. PROLOG - A Tool for AI Programming. Executive Information Systems and their Applications.

References

1. Bratko, Ivan. Prolog: Programming for Artificial Intelligence, 2nd ed. California, Addison - Wesley, 1990.
2. Davis, Michael E. Decision Support, Englewood cliffs, Nw Jersy, Prentice Hall Inc. 1988,
3. Jayashankar, R. Decision Support Systems, New Delhi, Tata McGraw Hill, 1989.
4. Patterson, Dan W. Introduction to Artificial Intelligence and Expert Systems. englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
5. Rolph, Paul. How to choose and Use an Executive Information System, New Delhi, Viva Books.
6. Sprague, Ralph H. Decision Support for Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
7. Turban. E. Decision Support & Expert Systems, 2nd ed., New York, MacMillian, 1990.

41 Business Policy and 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 and applications (PHI)
3. Russel Ackoff : Democratic Corporation.
4. Ansoff, Corporate Strategic, Polican.

Specialization Group

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
- 6.Dale, B Total Quality and Human Resources ; An Executive Guide, Oxford, Blackwell 1992
- 7.Greenhaus, J H Carrer Management, New York, Dryden, 1987
- 8.Mabey C and Salama, G Strategic Human Resource Management, Oxford, Blackwell, 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)

5 Management of Change and Strategic Issues

- Unit-1** Concept of Change – Relevance for Organisation Nature, Forces & Types of Changes, 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)

6 Compensation and Reward Management

- Unit- 1** Concept of wage and salary, Minimum, Living and fair wages, Components of wages, Designing pay range along with increment structure.
- Unit- 2** The reward system: Compensation and non compensation dimensions. Determining.the rates of pay,
- Unit- 3** Wage Policy in India, Wage differential, Theories of Wages, Wages Fund Theory and Marginal

productivity Theory.

Unit-4

Incentives, Meaning and types, Benefits, Meaning , Types, F. benefits, Services, meaning and types, Executive salary management.

Unit-5

Laws Related to Wages and Salary : Payment of Wages Act - 1936, Minimum wages Act- 1948, Bonus Act - 1965, Equal Remuneration Act -1976.

Books Recommended

- 1.Personnel - Dale S. Beach
- 2.P.M. and IR - Dale Yoder
- 3.Wages in India - K.N. Subramanian
- 4.HR and PM - William B. Werther and Kaith Davis

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 Finance: 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, Wiley
4. Shape Alexander Ballen - Investment, Eastern Economy Ed
5. Jordan and Fisher - Security Analysis and Portfolio Management, Prentice-Hall
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

5 Mergers and Acquisition

Unit - 1

Introduction, Stages (5-S) of M & A, Historical Development of M&A, Different perspectives of M&A.

Unit - 2

Defining success of M&A, Sources and limits of value creation in -horizontal mergers, Consolidating fragmented industries, Vertical mergers, Conglomerate acquisitions (Introduction).

Unit - 3

Cross Border Acquisition, Leverage buyouts, Acquisition Decisions, and management acquisition decisions.

Unit - 4

Sources of value in acquisitions, PER model
Business Combinations, Types

Unit - 5

Post-acquisition integration and organisational learning, audit,
Meeting the challenges of mergers and acquisitions

References

- 1.S. Sudarsanam ,Creating Value from Mergers and Acquisitions (Pearson)
- 2.S. Shivaramu, Corporate Growth through Mergers & Acquisition, Response.
- 3.S. Ramanarayan, Mergers et.al, TMH.

6 Corporate Tax Planning

Unit - 1

Tax planning concept, tax planning in different organizations, Concept of capital and revenue, income, receipt and expenditure; computation of income for corporate form of organizations, deductions and reliefs, rebates, exemptions, recent development.

Unit - 2

Business expenditure and tax planning, Depreciation and tax planning, Capital gains and tax planning.

Unit - 3

Tax planning for new industries, export oriented units, holding company and subsidiary company, new projects in infrastructure like power, telecom, incentives for new project.

Unit - 4

Tax Planning for foreign companies, foreign collaborations, foreign technicians, Amalgamation, Mergers.

Unit - 5

Administration - Income Tax Authorities, Assessment, Procedures, Tax payment, interest penalties, MAT, search and seizure, Appeals and Remission.

References

- 1.R. N. Lakhotia & S. Lakhotia - Corporate Tax Planning, Vision Books.
- 2.R. N. Lakhotia - Tax Planning for Non-Resident Indians, Vision Books.
- 3.R. N. Lakhotia - Dictionary of Business Expenditure, Vision Books.
- 4.V. K. Singhanian - Direct Taxes, Planning and Management, Taxmann's Publication.

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 Western, 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
- 5.Hawkins, D I etc Consumer Behaviour, Implications for Marketing Strategy, Texas, Business, 1995
- 6.Mowen, John C Consumer Behaviour, New York, MacMillan, 1993
- 7.Schiffman L G and Kanuk, L L Consumer Behaviour, New Delhi, Prentice Hall of India, 1994 (7th Edn)
- 8.Kardes-Consumer Behaviour and Managerial Decision Making (2nd) PHI

2 Advertising and Promotion Management

Unit-1: Advertising and the marketing process, Media planning and selection, Campaign planning and launching.

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

Understand 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. Cowley, Don, Understanding Brands London, Kogan Page, 1991
4. Czemiswski, Richard D & Michael W Maloney Creating Brand Royalty AMACOMNY, 1999
5. Kapferer, J N Strategic Brand Management, New York, Free Press, 1992
6. S.A.Chunawalla. “Product Management”. HPH.

5 Marketing Research

Unit-1

Marketing Research (MR): Its Nature and Scope, Use of Research in Marketing, MR Agencies in India, MR and Marketing, MR Process, Problem Identification and Defining Objectives.

Unit-2

Research Design: Meaning and Importance, Types of Research Designs- Exploratory, Descriptive, Casual, Experimental, Case Studies, Designing a Research.

Unit-3

Measurement and Scaling Techniques- meaning and Importance of Scales, Developing the Scale, testing and Description of Different Types of Scales.
Obtaining and Organising Data- Sources of Data, Methods of Collection of Data, Questionnaire Design.

Unit-4

Sampling - Methods, Procedures and Importance, Determination of Sample Size.
Data Processing and Data Analysis- Editing, Coding, Classification, Presentation and Inference Drawing.

Unit-5

Data Analysis : Univariate and Multivariate, Parametric and Non-parametric Test, Chi-square Tests, T-Tests, Z-Tests, ANOVA, Multivariate Analysis- Multiple Regression, Factor Analysis, Clustering, Multidimensional Scaling, Conjoint Analysis and their Application.

Suggested Readings:

1. Paul E. Green and Tull :- Research for Marketing Decisions- PHI, New Delhi.
2. C. R. Kothari- Research Methodology.
3. Ramanuj Majundar- Marketing Research-Wiley Eastern Ltd.

6 Marketing Services

Unit-1

Marketing of Services - Concepts and Issues - Conceptual Framework - Services Marketing : Basic Issues - Designing Service Strategy - The Case of Dosa King.

Unit-2

Marketing of Financial Services : The Indian Scene - Branding and Advertising of Financial Services - Consumer Banking. - Credit Card in India.

Unit-3

Marketing of Hospitality Services : Concepts & Issues : Marketing of Hospitality and Tourism Services - Management and Marketing of Tourism in India- Hospitality Marketing : A Special Case in Services Marketing.

Unit-4

Marketing of Health Services : Health Services : The Indian Scene - Marketing of Family Planning - Marketing of Cardiac Care - Marketing of Health Services

Unit-5

Marketing of Education and Professional services : Marketing of Educational Services - Professional Education : Marketing of Services - Marketing of Professional support Services : Implications for Advertising Agencies - Indmark - The Trademark Research Group (A). Marketing of Logistics- Marketing approach in India - Is the Consumer Always Right?

REFERENCE BOOKS:

1. The Essence of Services Marketing : Christopher Love Lock ;
2. Marketing of Service : Ravi Shankar (Ed) ;
3. Marketing of Services : The Indian Experience : JHA , S.M.
4. Services Marketing ; Adrian Palmer
5. Services Marketing : Principles and Practice ; Kotas R., 1985,
6. Marketing Orientation in the Hotel and Catering Industry, Hawkings, Shafer & Roverstood (ed) ,

Information System Management (Group D)

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 an 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

5 Data Structure

Unit-1

Review of Mathematics – Exponents, Logarithms, Series, Modular Arithmetic, The P word, Introduction to recursion; Algorithm analysis Background, Model, What to analyse, Running, time calculations

Unit2

List, stacks, queues and trees-Abstracts data types, List ADT, stack ADT, queue ADT, Preliminaries about trees, Binary trees, AVL trees, Splay trees, tree traversals, B trees.

Unit-3

Hashing queues and sorting.

Unit-4

Disjoint set ADT, Graph Algorithms and Algorithms design techniques.

Unit-5

Amortised analysis and advanced Data structure and implementations.

Reference

- 1.Weiss, Mark Allen, Data Structure and Algorithms analysis in C, Adison Wesley (Pears & Education), Karlifornia.
- 2.Loomis, Data Management and File Structures, Prentice Hall, New Jersey.
- 3.Silberschatz, Korth & Sudarsahan , Database Suptum Concepts, Mc Graw Hill.

6 Object Oriented Programming

Unit-1

Principles of Object-Oriented Programming, Structure of C++ Programme.

Unit-2

Tokens, Expressions and Control Structures, Function in C++ Class and Objects.

Unit-3

Constructors and Destructors, Operator Overloading and Type Conversions, Inheritance.

Unit-4

Pointers, Virtual Functions and Polymorphism, Managing Console I/O Operators, Working with Files.

Unit-5

Object Oriented System Development.

References

- 1.E. Balaguruswami – Object Oriented Programming with C++, Tata McGrawHill Publishing Company, New Delhi.
- 2.Rabidran (C++).

International Business Management (Group E)

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, international capital asset pricing, international diversification.
International Tax Management:Corporate taxes, Value Added Tax (VAT), Withholding Taxes, duties and 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.Cheronilum, 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.

5 Finance of International Trade

- Unit-1:** Foreign Exchange markets & Mechanisms of Functioning of the market.
- Unit-2:** Methods of International Trade Settlements.
- Unit-3:** Documentary Collections and Regulations.
- Unit-4:** Documentary Credits and Regulations, Types of Documentary Credits and Regulation.
- Unit-5:** Short, Medium and Long Term Finance for Experts.

References:

- 1.Couden / Hyde / Watson, Financing International Trade, AITBS.
- 2.D.C. Gardner, Documentary Credit, MacMillan.

6 World Class Management

- Unit-I** World Class Manufacturing Environment and Competitive Challenges, Strategic Planning Decisions in Manufacturing Management, Technology Management- Mechanisation and Automation in Design and manufacturing, Facility Layout and Automated Material Handling System, CAD / CAM, Choice of Technology, International Operation Management, Productivity Management, Measurement, Evaluation, Planning and Implementation in Manufacturing and Service Organisations.
- Unit-II** Aggregate Planning and Master Production Scheduling, MRP-I & MRP-II Software in Use, Imple-

mentation Problems / Indian Experience, Just-In-Time System : JIT Manufacturing System, Kanban, JIT Purchase Source Development, Buyer- Seller Relationship, Supply Chain Management.

Unit-III

Management of Quality of Products and Services, Total Quality Management (TQM)- Philosophy, Principles and Tools, Quality Analysis and Control- Statistical Quality Control (SQC)- Process Quality Control and Acceptance Sampling, Inspection, Quality Circles, Quality Management Systems and ISO 9000 Standards.

Unit-IV

Maintenance Management Systems - Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, Condition Monitoring System, Failure Analysis, Reliability and Maintainability, Total System Effectiveness.

Unit-V

Role of IT in World Class Manufacturing, Flexibility Manufacturing System (FMS), Group Technology, Cellular Manufacturing System, Six Sigma

Books Recommended

- 1.Schonberger, Richard, J- Japanese Manufacturing Techniques - NY. Free Press.
- 2.M. P. Groover- CAD / CAM- PHI.
- 3.Chase, Aquilano, Jacobs- Production and Operation Management-TMH.
- 4.Chitale and Narang- Just in Time Management for World Class Manufacturing- Ajanta Publications.
- 5.Buffa and Miller- Production Inventory Planning and Control- D. Irwin.

Production & Operation Management (Group F)

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 KJ 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 Maintenance (TPM), quality audits, Performance evaluation of TQM.

References:

- 1.Mamndal SK. Total Quality Management, Vikas
- 2.Mukherjee : Total Quality Management (PHI)
- 3.Kulneet Suri, Total Quality Management, Principles and Practices, Tools and Techniques- S K Kataria and Sons
- 4.K C Arora- ISO 9000 to OHAS 18001- S K Kataria and Sons
- 5.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
- 5.Ansari A and Modarress B - JIT Purchasing , New York, Free Press
- 6.Baily P etc/ - Purchasing Principals and Management- London Pitman

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.

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.C.S.V.Murthy (HPH)

5 Logistic Management

Unit-1 Logistic Management- Objectives, Scope and Functions, Physical Distribution System Framework, Role of Logistics in Supply Chain.

Unit-2 Order Processing- Components, Order Cycle, Order Matching, Computer based Order Management Process, Facility Location Decisions, Relative Importance of Location Factors, Quantitative and Qualitative Techniques / Models for Facility Location , Ware Housing and Network Design.

Unit-3 Facility Layout and Materials Handling- Basic Types of Facilities Layout, Layout Factors and Design Procedures, Flow and Activity Analysis, Computerised Layout Planning, Material Handling- Scope, Objectives and Principles, Material Handling Systems and Equipments, Selection and Design of Handling Systems, Evaluation of Material Handling Performance.

Unit-4 Transportation Problem- Transportation Functions, OR Models / Techniques on Transportation and Transshipment Problems, Vehicle Scheduling and Different Problems of Physical Distribution.

Unit-5 Logistic Management and its Links with Inventory Control and Other Areas, Inventory Management and Control, Functions of Inventory, Classification of Inventory Systems, Selective Inventory Management, Inventory Models- Deterministic and Probabilistic, Inventory Problems with Planned Backlogging and Quantity Discounts, Recent Development in Inventory Management, MRP-I

Recommended Books:

- 1.James C.J. and Wood Donald F : Contemporary Logistics, NY, Mac Millan.
- 2.Ballav, Ronald H, Business Logistic Management- NY, PHI
- 3.Christopher M, Logistics and Supply Chain Management- Strategies for Reducing Costs and Improving Services, London, Pitsman.
- 4.Chase, Aquilano, Jacobs : Production and Operations Management- TMH.

Project Management

Unit - 1

Basic Concept: Concept of a Project; categories of project; project life cycle phases; Role and responsibility of project managers; project organization; team building; contract: tendering and selection in Contractors.

Unit - 2

Project Formulation: Feasibility Report - areas of study; project selection models non-numeric and numeric preparation of cost estimates; Time estimation; Project evaluation under high uncertainty-preliminary ideas.

Unit - 3

Project Planning and Scheduling: Design of project management systems; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual: project scheduling; bar charts, Line of Balance (LOB) and Network Techniques (PERT/CPM) Resource allocation.

Unit - 4

Project Monitoring & Control: Planning monitoring control Design of monitoring system; computerized PMIS (Project Management Information System). Coordination; procedure, meetings, control, scope/progress control, performance control schedule control, cost control.

Unit - 5

Project Performance: Performance Indicators; The project audit; project audit life cycle, Responsibilities of evaluator/auditor, project termination, varieties of project termination, the termination process.

References

1. Meredit & Mantel - Project Management : A Managerial Approach, John Wiley
2. S.Choudhury - Project Management, Tata McGraw-Hill.
4. H. A. Levine - Project Management, Using Micro Computer, Tat McGraw-Hill
5. P. Chandra - Project Appraisal, Tata McGraw-Hill
6. Schewalbe, Information Technology & project management, Vikas.

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
- 4.Peter Drucker - Management : Tasks, Responsibilities and Practices
- 5.Peter Drucker - Process of Management.

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
- 4.Peter Drucker - Management : Tasks, Responsibilities and Practices
- 5.Peter Drucker - Process of Management.

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, Ultrapreneurship.

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 Stabilisation 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.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, Containerisation, Types of Containers, Packaging, Labelling and Export Marketing, Export Promotion and Import Substitution.

1

Risk Management

Unit-1

Definition of Risk, Why Risk Management? Risk identification- Why does risk arise and what to do with this?

Unit-2

Various Kinds of Risks- Financial Risks and Non-Financial Risks, Process of Risk Management, Identification, Quantification, Mitigation or Control, Monitoring and Reviewing

Unit3

Credit Risk- Transaction Risk, Portfolio Risk

Unit-4

Market Risk- Interest Rate Risk, Liquidity Risk, Forex Risk

Unit-5

Operating Risk Systematic Risk, Risk based Supervision of Banks, Objectives, Process.

Reference:

1.Risk Management in Indian Banks –Prof. Dr.K.M.Bhattacharya (HPH)

2

Insurance Laws

Unit-1

Legal Framework of Insurance Business.

Insurance Sector Reforms. Legal Framework, Laws Carry Insurance, Important sections of Insurance. Contracts.

Unit-2

Insurance Act-1938, LIC Act 1956, General Insurance Business-1972. IRDA Act-1999

Unit-3

Motor Vehicle Act-1939 &1938, Marine Insurance Act.1963.

Unit-4

Liability Laws& Insurance;

Workman Compensation Act-1923, Public Liability Insurance Act.-1999.

Unit-5

Indian Stamp Act.-189

Consumer Protection Act-1986

Employee State Insurance Act- 1985

Lok Adalat.

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 Cuiseire, 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, Promo-

tion 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

Organisational 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