

BHARATHIAR UNIVERSITY.COIMBATORE-641 046

B.B.M - Marketing Management

(For the students admitted during the academic year 2010-2011 and onwards)

SCHEME OF EXAMINATION – CBCS Pattern

| Part | Study Components | Course Title | Ins. Hrs / Week | Examinations | | | | Credits |
|------|--|--------------|-----------------|--------------|-----|-------|-------------|---------|
| | | | | Dur. Hrs. | CIA | Marks | Total Marks | |
| | SEMESTER –I | | | | | | | |
| I | Language-I | | 6 | 3 | 25 | 75 | 100 | 4 |
| II | English-I | | 6 | 3 | 25 | 75 | 100 | 4 |
| III | Core I – Management Process | | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Core II – Financial Accounting | | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Allied Paper I – Mathematics for Management-I | | 6 | 3 | 25 | 75 | 100 | 4 |
| IV | Environmental Studies # | | 2 | - | - | 50 | 50 | 2 |
| | SEMESTER –II | | | | | | | |
| I | Language-II | | 6 | 3 | 25 | 75 | 100 | 4 |
| II | English-II | | 6 | 3 | 25 | 75 | 100 | 4 |
| III | Core III – Organisational Behaviour | | 5 | 3 | 20 | 55 | 75 | 3 |
| III | Core IV – Economics for Executives | | 6 | 3 | 25 | 75 | 100 | 4 |
| III | Allied Paper II – Mathematics for Management-II | | 5 | 3 | 25 | 75 | 100 | 4 |
| IV | Value Education – Human Rights # | | 2 | - | - | 50 | 50 | 2 |
| | SEMESTER –III | | | | | | | |
| III | Core V – Business Communication | | 5 | 3 | 20 | 55 | 75 | 3 |
| III | Core VI – Production and Material Management | | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Core VII – Marketing Management | | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Core VIII – Management Information System | | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Allied : III - Taxation Law and Practice | | 5 | 3 | 25 | 75 | 100 | 4 |
| IV | Skill based Subject-1 : Retail Environment | | 3 | 3 | 20 | 55 | 75 | 3 |
| IV | Tamil @ /Advanced Tamil # (or) Non-major elective-I : Yoga for Human Excellence # / Women’s Rights # Constitution of India # | | 2 | - | 50 | 50 | 50 | 2 |
| | SEMESTER –IV | | | | | | | |
| III | Core IX - Human Resource Management | | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Core X – Financial Management | | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Core XI – New Product Development | | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Core XII –PC Software (Ms Office) – Theory | | 2 | 3 | 10 | 40 | 50 | 2 |
| III | Core XIII–PC Software (Ms Office) – Practical | | 3 | 3 | 20 | 30 | 50 | 2 |
| III | Allied : IV – Business Law | | 5 | 3 | 25 | 75 | 100 | 4 |
| IV | Skill based Subject-2 : Consumer Behaviour | | 3 | 3 | 20 | 55 | 75 | 3 |
| IV | Tamil @ / Advanced Tamil # (or) Non-major elective-II : General Awareness # | | 2 | - | 50 | 50 | 50 | 2 |

| SEMESTER –V | | | | | | | |
|---------------------|---|---|---|----|----|-------------|------------|
| III | Core XIV – Cost & Management Accounting | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Core XV – Marketing Research | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Core XVI – Advertising and Sales Promotion | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Core XVII – Services Marketing | 5 | 3 | 25 | 75 | 100 | 4 |
| III | Elective –I : | 5 | 3 | 25 | 75 | 100 | 4 |
| IV | Skill based Subject –3 : Merchandising Management | 3 | 3 | 20 | 55 | 75 | 3 |
| SEMESTER –VI | | | | | | | |
| III | Core XIX – Entrepreneurship and Project Management | 6 | 3 | 25 | 75 | 100 | 4 |
| III | Core XX - Electronic Marketing | 6 | 3 | 25 | 75 | 100 | 4 |
| III | Core XXI – International Business | 6 | 3 | 25 | 75 | 100 | 4 |
| III | Elective –II : | 6 | 3 | 25 | 75 | 100 | 4 |
| III | Elective –III : | 2 | 3 | 25 | 75 | 100 | 4 |
| IV | Skill based Subject –4 : Customer Relationship Management | 4 | 3 | 20 | 55 | 75 | 3 |
| V | Extension Activities @ | - | - | - | - | 50 | 2 |
| TOTAL | | - | - | - | - | 3500 | 140 |

\$ Includes 25% / 40% continuous internal assessment marks for theory and practical papers respectively.

@ No University Examinations. Only Continuous Internal Assessment (CIA)

No Continuous Internal Assessment (CIA). Only University Examinations.

| List of Elective papers (Colleges can choose any one of the paper as electives) | | |
|--|----------|--------------------------------------|
| Elective – I | A | Insurance Principles and Practice |
| | B | Modern Office Management |
| | C | Logistics and Sales Mangement |
| Elective – II | A | Strategic Management |
| | B | Industrial Relations and Labour Laws |
| | C | Tourism Planning and Development |
| Elective - III | A | Investment Management |
| | B | Human Resource Development |
| | C | Brand Management |

SEMESTER - I **MANAGEMENT PROCESS**

Goal: To enable the students to learn principles, concepts and functions of management.

Objective: On successful completion of this course, the students should have understood

- ✓ The nature and types of business organizations
- ✓ Principles & functions of Management
- ✓ Process of decision making
- ✓ Modern trends in management process.

UNIT -I

Business - meaning -business and profession, requirements of a successful business- Organisation - meaning - importance of business organisation. Forms of business Organisation-Sole traders, partnership, Joint Hindu family firm - Joint Stock Companies - Cooperative Organisations - Public Utilities and Public Enterprises.

UNIT –II

Nature and Scope of Management process – Definitions of Management – Management: a science or an art? - Scientific Management - Managerial functions and roles – The evolution of Management Theory.

UNIT –III

Planning: meaning and purpose of planning - steps in planning - types of planning. Objectives and Policies - Decision making: Process of Decision making - types of Decisions.

UNIT -IV

Organising: Types of organisation - Organisational structure - span of control - use of staff units and committees. Delegation: Delegation and centralisation - Line and Staff relationship. Staffing: Sources of recruitment - Selection process - training.

UNIT - V

Directing: Nature and purpose of Directing. Controlling: Need for co-ordination - meaning and importance of controls - control process - Budgetary and non-Budgetary controls - Modern trends in Management Process - case studies.

REFERENCE BOOKS

1. Business Organisation - Bhushan Y.K.
2. Principles of Management – L.M. Prasad
3. Business Management – Dinkar Pagare
4. Principles of Business organisation and Management – P.N. REDDY

FINANCIAL ACCOUNTING

Goal: To enable the students to acquire knowledge of Accounting principles and practice

Objective: On successful completion of this course, the students should have understood

- ✓ The basic accounting concepts
- ✓ Double entry book keeping system and various books of accounts
- ✓ Preparation of final accounts, etc.

UNIT - I

Basic Accounting concepts - Kinds of Accounts – Financial Accounting vs. Cost Accounting - Financial Accounting vs. Management Accounting -Double Entry Book Keeping – Rules of Double Entry System – Preparation of Journal and Ledger Accounts- problems - Subsidiary books - cash book – types of cash book - problems - purchase book - sales book - sales return and purchase return books.

UNIT - II

Trial balance - Errors – types of errors - Rectification of errors – problems - Bank reconciliation statement – problems.

UNIT - III

Manufacturing - Trading - Profit & Loss Account - Balance sheet. – Problems with simple adjustments.

UNIT - IV

Accounting for non-trading institutions-Income & Expenditure Account- Receipts and Payment Accounts and Balance sheet - Accounting for depreciation – methods of depreciation – problems (straight line method and written down value method only)

UNIT - V

Preparation of accounts from incomplete records.

(Theory and problems may be in the ratio of 20% and 80% respectively)

REFERENCE BOOKS

1. Grewal, T.S. : Double Entry Book Keeping
2. Jain and Narang : Advanced Accountancy
3. Shukla and Grewal : Advanced Accountancy
4. Gupta and Radhaswamy : Advanced Accountancy
5. Gupta R.L. : Advanced Accountancy

MATHEMATICS FOR MANAGEMENT- I

Goal: To enable the students to acquire knowledge of mathematics & statistics and their use in business decision making.

Objective: On successful completion of this course, the students should have understood

- ✓ Set operations, matrix and Mathematics of Finance
- ✓ Statistical tools and their applications

UNIT - I

Sets and set operation - Venn Diagrams - Elements of Co-ordinate system. Matrices, Fundamental ideas about matrices and their operational rules – Matrix multiplication - Inversion of square matrices of not more than 3rd order- solving system of simultaneous liner equations.

UNIT-II

Mathematics of Finance and series simple and compound interest - Arithmetic progression - Geometric progression (Simple problems only).

UNIT-III

Meaning and Definitions of Statistics - Scope and Limitations. Statistical enquiries - Scope of the problem - Methods to be employed types of enquiries - Presentation of data by Diagrammatic and Graphical Method - Formation of Frequency Distribution.

UNIT-IV

Measures of Central tendency - Arithmetic Mean, Median, Mode, Geometric and Harmonic mean, Measures of variation and standard, mean and quartile deviations - Skew ness and Kurtoses Lorenx curve, Simple Correlation - Scatter diagram - Karl Pearson's Co-efficient of correlation – Rank correlation - Regression lines.

UNIT-V

Analysis of Time Series: Methods of Measuring - Trend and Seasonal variations - Index number - Unweighted indices - Consumers price and cost of living indices.

* Questions in theory and problems carry 30% and 70% marks respectively

REFERENCE BOOKS

1. Sundaresan and Jayaseelan - An Introduction to Business Mathematics and Statistical Methods
2. Gupta S.P. - Statistical Methods
3. Navaneethan P. - Business Mathematics
4. Statistics - R.S.N. Pillai, Mrs. Bhagavathi
5. P.R. Vittal - Business Mathematics and Statistics

ORGANISATIONAL BEHAVIOUR

Goal: To enable the students to acquire knowledge of organisational behaviour

Objective: On successful completion of this course, the students should have understood Personality, Perception, Motivation, Job-satisfaction, morale, Group dynamics, Leadership traits, Counselling and guidance, etc.

UNIT - I

Importance and scope of organisational psychology – Individual differences - Intelligence tests - Measurement of intelligence - Personality tests - nature, types and uses.

UNIT - II

Perception - Factors affecting perception - Motivation - theories - financial and non-financial motivation - techniques of motivation - Transactional Analysis - Brain storming.

UNIT - III

Job satisfaction - meaning - factors - theories - Management of job satisfaction - Morale - importance - Employee attitude and behaviour and their significance to employee productivity - job enrichment - job enlargement.

UNIT – IV

Hawthorne Experiment - importance - Group Dynamics - Cohesiveness – Co-operation - competition - conflict - Types of Conflict – Resolution of conflict - Sociometry - Group norms - Role - Status – supervision style - Training for supervisions.

UNIT - V

Leadership - types - theories – Trait, Managerial Grid, Fiedler's contingency - Organisational climate - organisational effectiveness – organisational development - counselling and guidance - Importance of counsellor - types of counselling - merits of counselling.

REFERENCE BOOKS

1. Keith Davis - Human Behaviour at Work
2. Ghos - Industrial Psychology
3. Fred Luthans - Organisational Behaviour
4. L.M. Prasad - Organisational Behaviour
5. Hippo - Organisational Behaviour

ECONOMICS FOR EXECUTIVES

Goal: To enable the students to learn principles and concepts of Business Economics

Objective: On successful completion of this course, the students should have understood

- ✓ The objectives of business firms
- ✓ Factors of production and BEP Analysis
- ✓ Types of competitions and price administration
- ✓ Government measures to control monopoly

UNIT - I

Objectives of business firms - Profit Maximisation - Social responsibilities - Demand analysis - Law of Demand - Elasticity of demand.

UNIT - II

Production function - Factors of production - Laws of diminishing returns and Law of variable proportions - Economics of Scale – Cost and Revenue Curves - Break - even- point analysis.

UNIT - III

Market structure and prices - Pricing under perfect Competition - Pricing under Monopoly - Price discrimination - Pricing under Monopolistic competition - Oligopoly.

UNIT - IV

Pricing under factors of production; wages - Marginal productivity theory - Interest - Keynes's Liquidity preference theory – Theories of Profit - Dynamic theory of Profit - Risk Theory - Uncertainty theory.

UNIT - V

Government and Business - Performance of public enterprises in India - Price policy in public utilities, Government measures to control Monopoly in India - MRTP Act.

REFERENCE BOOKS

1. Sankaran - Business Economics
2. Markar Et al - Business Economics
3. Sundaram K.P & Sundaram E - Business Economics

MATHEMATICS FOR MANAGEMENT- II

Goal: To enable the students to learn the techniques of Operation Research and their applications in business management.

Objective: On successful completion of this course, the students should have understood

- ✓ Operations Research models
- ✓ Game theory, Queuing theory, PERT, CPM, etc.

UNIT - I

Introduction to Operations Research - Meaning - Scope – Models - Limitation.
Linear Programming - Formulation – Application in Management decision making
(Graphical method only)

UNIT - II

Transportation (Non- degenerate only) - Assignment problems - Simple Problems only

UNIT - III

Game Theory:- Queuing theory - Graphical Solution – $m \times 2$ and $2 \times n$ type. Solving game by Dominance property - fundamentals - Simple problems only. Replacement problem – Replacement of equipment that deteriorates gradually (value of money does not change with time)

UNIT - IV

CPM - Principles - Construction of Network for projects – Types of Floats – Slack- crash programme.

UNIT -V

PERT - Time scale analysis - critical path - probability of completion of project - Advantages and Limitations.

Note: Theory and problem shall be distributed at 20% and 80% respectively.

REFERENCE BOOKS

1. Kanti Swarup, Gupta R.K. - Operations Research
2. P.R. Vittal - Operations Research
3. Gupta S.P. - Statistical Methods.

BUSINESS COMMUNICATION

Goal: To enable the students to learn the nuances of good communication.

Objective: on successful completion of this course, the students should have understood

- ✓ Methods of communication
- ✓ Types of communication and Barriers of communication.

UNIT-I

Essential and Importance of Business Communication. Methods of Communication – Types – Barriers.

UNIT – II

Communication through letters – Layout of letters business enquiries – Offers and Quotations – Orders – Execution of Orders – Cancellation of Orders – Claims – Adjustments and settlement of accounts – Letters of complaints – Collection letters – Status enquiries – Bank correspondence – Tenders – Letter to the editor.

UNIT – III

Correspondence of company secretary with share holders and directors – Agenda – Minutes – Preparation.

UNIT – IV

Communication through reports: Essentials – Importance – Contents - Reports by individuals – Committees – Annual report – Application for appointment – reference and appointment orders.

UNIT - V

Internal communication: Short speeches – Memo – Circulars – Notices – Explanations to superiors – Precise writing – Communication media – Merits of various devices – Intercom, Telex and Telephone – Fax – Internet.

Books for Reference:

1. **Rajendra Pal Korahill**, “Essentials of Business Communication”, Sultan Chand & Sons, New Delhi, 2006.
2. **Ramesh, MS, & C. C Pattanshetti**, “Business Communication”, R.Chand&Co, New Delhi, 2003.
3. **Rodriquez M V**, “Effective Business Communication Concept” Vikas Publishing Company ,2003.

PRODUCTION AND MATERIALS MANAGEMENT

Goal: To enable the students to acquire knowledge of production processes and Materials Management

Objective: On successful completion of this course, the students should have understood

- ✓ Principles, functions and process of Production Management
- ✓ Effective management of materials

UNIT-I

Production Management - Functions - Scope - Plant location - Factors - Site location - Plant layout - Principles - Process - Product layout for Production Planning and control - Principles - Information flow - Routing - Scheduling - Despatching - Control.

UNIT-II

Materials Handling - Importance - Principles - Criteria for selection of material handling equipments. Maintenance - Types - Breakdown - Preventive - Routine - Methods study - Time study - definition - Motion study - Principles – work measurement.

UNIT-III

Organisation of Materials Management - Fundamental Principles - Structure - Integrated materials management - Purchasing – procedure - principles - import substitution and import purchase procedure - Vendor rating - Vendor development .

UNIT-IV

Function of Inventory - Importance - Tools - ABC, VED, FSN Analysis - EOQ - Reorder point - Safety Stock - Lead time Analysis Store keeping - Objectives - Functions - Store keeper - Duties - Responsibilities - Location of store - Stores Ledger - Bin card.

UNIT-V

Quality control - Types of Inspection - Centralised and Decentralised. TQM: Meaning - Objectives - elements - Benefits - Bench marking: Meaning - objectives - advantages - ISO: Features - Advantages - Procedure for obtaining ISO.

TEXT BOOKS:

1. Banga and Sharma : Production Management
2. O.P. Khanna : Industrial Engineering and Management
3. M.V. Varma : Materials Management

MARKETING MANAGEMENT

Goal: To enable the students to acquire knowledge of principles of marketing management

Objective: On successful completion of this course, the students should have understood

- ✓ Principles of marketing management, market segmentation
- ✓ Product life cycle, pricing, branding,.....

UNIT - I

Definition of Marketing - Marketing Management- Marketing concept - meaning
Importance of marketing in developing countries - Functions of Marketing - Marketing environment: various environmental factors affecting the marketing function.

UNIT - II

Buyer Behaviour - Buying motives - explanation of motivation – Market Segmentation of different bases - Marketing strategy - Market Structure - Definition and types of channel - Channel selection & problems.

UNIT - III

The Product-Marketing characteristics -consumer goods-industrial goods- Production policy - Product Life Cycle (PLC) - Product mix - modification & elimination - packing - Developing new Products- strategies.

UNIT - IV

Pricing: Meaning to Buyer & Seller - pricing policies – Objective factors influencing pricing decisions - Competitors action to price changes - multiproduct pricing. Physical Distribution - Management of physical distribution - marketing risks.

UNIT - V

Branding Decisions: Brand-Brand Image, Brand Identity-Brand Personality -Positioning and leveraging the brands-Brands Equity.

REFERENCE BOOKS:

1. Philip Kotler - Marketing Management
2. Rajan Nair - Marketing Management
3. Cundiff and Still - Fundamentals of modern marketing

MANAGEMENT INFORMATION SYSTEM

Goal: To enable the students to acquire knowledge of MIS

Objective: On successful completion of this course, the students should have understood

- ✓ Computer based information system
- ✓ MIS support for the functions of management

UNIT I

Introduction to Information Systems - definition - features - steps in implementation of MIS - need for information-information system for decision making- MIS as competitive advantages – MIS structures.

UNIT II

MIS - Strategic information system - MIS support for planning - organising - controlling - MIS for specific functions - personnel, finance, marketing inventory production Data Base Management System Models - hierarchical -network - relational - modular.

UNIT III

Computer Hardware - Description of electronic computers – CPU operations - Classification of computers - main - mini - workstations - micro computers - Super computers - personal computers. Computer Software - types of software - data representation in computers - Introduction to client-server.

UNIT IV

Input devices - mouse - touch screens - MICR - OCR - keyboard - pen based Input - digital scanners - voice input devices - sensors. Output devices - impact printers - non-impact printers - video display terminals - plotters - voice output devices. Secondary storage devices - magnetic disk, floppy, magnetic tape, optical disk storage - CDROM

UNIT V

Telecommunication revolution - Introduction to Email, internet, intranet and teleconferencing, www architecture, Introduction to E-Commerce, models B_B, B_C, and EDI, EDI applications in business, electronic payment cash, smart cards, and credit cards.

REFERENCES

Management Information System - Murdick and Ross

Management Information System- A contemporary perspective - Kenneth Laudon &
Jane Laudon

Management Information System - Gordon B Davis

Management Information System - James O brien

Computer applications in business - Subramanian K

TAXATION – LAW AND PRACTICE

Goal: To enable the students to acquire knowledge of principles of Taxation

Objective: On successful completion of this course, the students should have understood

- ✓ Principles of Direct and Indirect Taxes
- ✓ Calculation of Tax, Tax Authorities, Procedures,...

UNIT – I

General Principles of Taxation, Distinction between direct and Indirect taxes, tax evasion – avoidance – causes - remedies.

UNIT – II

Direct Taxes : Income Tax Act 1961 – important definitions – basis of charge – residential status – Income exempted from income tax – heads of income – computations of income under salary and house property .(problem be included).

UNIT – III

Computation of income under profits and gains of business - profession - capital gains – income from other sources - Deductions in the computation of total income - income tax Authorities and their power.(problems be included).

UNIT – IV

Indirect taxes – selected provisions of VAT– with regard to registration of dealers - procedure and effects of registration -mode of charging VAT – exemption from VAT – authorities and their powers.

UNIT – V

Role of Excise duties in the total revenue – objectives of excise duty in the total revenue – objectives of excise duty – exempted form duty – customs duties – Levy of import and export duty – distinction between advalorem and specific duties – exemption

Note: Theory and problems shall be distributed at 60% & 40% respectively.

BOOKS RECOMMENDED

1. Bhagavathi Prasad - Income Tax Law & Practice
2. Mehrotra - Income Tax Law & Practice
3. Gour & Narang - Income Tax Law & Practice
4. Dingare pagare - Income Tax Law & Practice
5. Dingare Pagare - Business Taxation
6. Balasubramanian - Business Taxation

Skill Based Subject-1 : RETAIL ENVIRONMENT

Subject Description : This course presents the basics of retailing, trends in retailing, evolution of retailing and global retail markets.

Goals: To enable the students to learn the basics in retailing, evolution and trends in retailing.

Objectives: On successful completion of the course the students should have:

understood the features of retailing

learnt the theories of retail development

learnt retail development in India and global retail markets

Contents:-

UNIT I

Retail: Meaning – Functions and special characteristics of a Retailer – Reasons for studying. Retailing – Marketing-Retailer Equation – Marketing concepts applied to retailing – Retailing as a career – Trends in Retailing.

UNIT II

Retail Model and Theories of Retail Development – Life cycle and phase in growth of retail markets – Business models in retail – other Retail models.

UNIT III

Strategic Planning in Retailing: Situation Analysis – Objectives – Need for identifying consumer needs – Overall strategy, feedback and control – consumer decision-making process.

UNIT IV

Retail in India: Evolution and Size of retail in India – Drivers of retail change in India – Foreign Direct Investment in retail – Challenges to retail developments in India.

UNIT V

Global retail markets: Strategic planning process for global retailing – Challenges facing global retailers – Challenges and Threats in global retailing – Factors affecting the success of a global retailing strategy

REFERENCE BOOKS:

Swapna Pradhan – Retailing Management – Text and Cases, Tata McGraw Hill – 2nd edition, 2004

Barry Berman and Joel R Evans – Retailing Management – A Strategic Approach, Prentice Hall of India, 8th Edition, 2002.

James R. Ogden, Denise Ogden – Integrated, Retail Management – Biztantra 2005

Gibson G Vedamani – Retail Management – Functional Principles and Practice, Jaico Publishing House, Second edition, 2004.

SEMESTER - IV

HUMAN RESOURCE MANAGEMENT

Goal: To enable the students to acquire knowledge of Human Resource Management

Objective: On successful completion of this course, the students should have understood

- ✓ Functions of HR/Personnel Department
- ✓ Manpower planning, performance appraisal,...
- ✓ Salary administration, Labour Welfare, Industrial Relations,...

UNIT - I

Personnel Management - meaning, nature, scope and objective – Functions of Personnel Department - The Role of Personnel manager - Organisation of personnel department - Personnel Policies and Procedures.

UNIT - II

Manpower planning - Job description - Job analysis - Role analysis - Job specification - Recruitment and Selection - Training and Development.

UNIT - III

Performance appraisal - Job evaluation and merit rating - Promotion - Transfer and demotion - Human relations - approaches to good human relations - Punishment.

UNIT - IV

Wages and Salary administration - Incentive system - Labour welfare and Social Security - Safety, health and Security - retirement benefits to employees.

UNIT - V

Industrial relations - Trade unionism - Grievance handling – collective bargaining and worker's participation in management.

REFERENCE BOOKS:

1. Tripathy - Personnel Management and Industrial Relations
2. Bhagoiwal - Personnel Management and Industrial Relations
3. Memoria - Personnel Management and Industrial Relations
4. VSP. Rao - Human Resource Management

FINANCIAL MANAGEMENT

Goal: To enable the students to acquire knowledge of Financial Management

Objective: On successful completion of this course, the students should have understood

- ✓ Finance Functions, Cost of capital, Capital structure,...
- ✓ Capital Budgeting, Working capital management,...

UNIT - I (Theory only)

Finance Functions: Meaning - Definition and scope of finance functions - Objectives of Financial management - profit maximization and wealth maximisation. Sources of Finance - Short term - Bank sources – Long term - Shares - debentures, preferred stock - debt.

UNIT - II (Problem & Theory questions)

Financing Decision: Cost of Capital - Cost of Specific Sources of capital - Equity - preferred stock debt - reserves - weighted average cost of capital, Operating Leverage and Financial Leverage.

UNIT - III (Theory only)

Capital Structure - Factors influencing capital structure – optimal capital structure - Dividend and Dividend policy: Meaning, classification - sources available for dividends - Dividend policy general, determinants of dividend policy.

UNIT - IV (Theory only)

Working capital management: Working capital management - concepts - importance - Determinants of Working capital. Cash Management: Motives for holding cash - Objectives and Strategies of cash management. Receivables Management: Objectives - Cost of Credit Extension, benefits - credit policies - credit terms - collection policies.

UNIT - V (Problems & theory questions)

Capital budgeting-meaning-objectives-preparation of various types capital budgeting.

(Theory carries 80 Marks, Problems carry 20 Marks)

REFERENCE BOOKS

1. P.V. Kulkarni - Financial Management
2. Khan and Jain - Financial Management - A Conceptual Approach
3. I. M. Pandey - Financial Management
4. S.N. Maheswari - Management Accounting

NEW PRODUCT DEVELOPMENT

Objective

To prosper firms must develop new products and service innovations. In this course several practical concept development methods.

UNIT I

New product developers-Users or manufacturers, Generation of Ideas for breakthroughs, Finding out what users want.

UNIT II

Improvement to existing products, Marketing Research process for Idea generation, Brain storming and Creativity training.

UNIT III

Advertisements to sustain New products, Finding solutions to consumer needs, word-of-mouth as critical aspect to sustainability of new products.

UNIT IV

Innovation communities, First movers, Laggards.

UNIT V

Demographic, Cultural, economic analysis for new product development.

REFERENCES:

1. Von Hippel, Eric- The sources of Innovation, Oxford University Press, 1988.
2. Gordon, William- The development of Creative Capacity, Collier Books, 1961.
3. Thomke, Stefan, and Eric Von Hippel,- Customers as Innovators: A new way to create value-Harvard Business Review(April 2005),74-81, Reprint no. R 0304 F.

IV-Semester PC SOFTWARE (MS OFFICE) - Theory

Unit-I

Windows 2000- working with windows – moving formation within windows arranging Icons- Saving Window settings. MS Office Basics – Creating document – entering text-Selecting text- giving instructions- Using tool bars- Menu commands- Keyboards shortcuts- Saving files- Opening documents – Manipulating Windows – simple Editing- Printing Files.

Unit-II

Word Basics – Using Auto text – Using Auto Correct Word editing technique- finding and replacing text – Checking spelling – using templates- formatting – Formatting with styles creating tables.

Unit-III

Excel Basics- entering data- Selecting Ranges- Editing entries – formatting entries- Simple Calculation- naming cells and Ranges- Data display- printing worksheets –copying entries between workbooks – Moving sheets between workbook-deleting sheets- Creating graphs.

Unit-IV

Power Point basics- Working in outline view- using a design template- Merging presentations in Slider sorter view applying templates – Adding graphs- adding organization Charts.

Unit-V

Access Basics- Creating a table- entering and adding records- Changing a structure- working with records – Creating forms – establishable relationship using queries to extract information.

Text Books

1. Office 2000 Complete Reference by stepher L.Nelson.
2. PC Software for window made simplex by R.K Taxali – Tata McGraw Hill Publishers Pvt. Ltd.,
3. Quick Course in Micro soft Office Joyce Cox, Polly urban –Galgottia Publications.
4. PC Software for Office- Automation by T.Karthikeyan and Dr. C. Muthu-Sultan Chand and Company.

IV – SEMESTER
PC Software (MS Office)
PROGRAMMING LABORATORY
List of Practicals

MS-Word

1. Type the text, check spelling and grammar bullets and numbering list items, align the text to left, right justify and centre.
2. Prepare a job application letter enclosing your Bio-Data
3. Perform Mail Merger Operation and Preparing labels.
4. Prepare the document in newspaper column layout.

MS – EXCEL

5. Worksheet Using Formulas.
6. Working Manipulation for electricity bill preparation.
7. Drawing graphs to illustrate class performance
8. An excel worksheet contains monthly sales details of five companies.

MS ACCESS

9. Simple commands perform sorting on name, place and pin code of students database and address printing using label format.
10. Pay rolls processing and prepare report
11. Inventory control.
12. Screen designing for data entry.

MS POWER POINT

13. Prepare a PowerPoint presentation with at least three slides for department Inaugural function.
14. Draw an organization chart with minimum three hierarchical levels.
15. Design an advertisement campaign with minimum three slides.
16. Insert an excel chart into a power point slide.

BUSINESS LAW

Goal: To enable the students to acquire knowledge of legal aspects of business

Objective: On successful completion of this course, the students should have understood

- ✓ Law of contract, Law of sale of goods
- ✓ Law of Agency, Negotiable Instruments Act,....

UNIT - I LAW OF CONTRACT

Contracts - Essentials of Contract - Agreements - Void - voidable and illegal contracts - Express and implied Contracts - Executed and Executory Contracts - Absolute and contingent contracts - Offer - Legal rules as to offer as to offer and lapse of offer - Acceptance - and rules as to acceptance - to create legal relation - Capacity of parties to create contract - Consideration - Legal rules as to Consideration - Stranger to a Contract and exceptions - Contract without consideration - Consent - Coercion - undue influence – misrepresentation - fraud - mistake of law and mistake of fact.

UNIT II

Legality of Object - Unlawful and illegal agreements - Effects of illegality - Wagering Agreements - Agreement opposed to public policy - Agreements in Restraint of trade - Exceptions – void agreements - Restitution - Quasi-contracts - Discharge of contract - Breach of contract - Remedies for breach of Contract.

UNIT - III LAW OF SALE OF GOODS

Formation of contract of sale - Sale and agreement to sell – Hire purchase agreement - Sale and bailment - Capacity to buy and sell - Subject matter of contract of sale - Effect of destruction of goods - Documents of title to goods - conditions and warranties - Rules of Caveat - Emptor - Exceptions - Transfer of property - Goods sent on approval - FOB, CIF, FOR and Ex-ship contracts of sale - Sale by non - owners - right of lien - termination of lien - right of resale - right of stoppage in transit - Unpaid Vendor's rights.

UNIT - IV

Creation of agency - Classification of agents - relations of principal and agent - delegation of authority - relation of principal with third parties - personal liability of agent - Termination of agency.

UNIT V

Negotiable Instruments Act 1881-Negotiable Instruments-Characteristics-cheque-Essentials requirements-Endorsements-kinds-crossing-types-Demand draft-Bills of Exchange.

REFERENCE

1. N.D. Kapoor - Elements of Mercantile Law
2. Shukla M.C. - A Manual of Mercantile Law
3. Venkatesan - Hand Book of Mercantile Law
4. Pandia R. H. - Mercantile La
5. K.P.Kandasami - Banking Law & Practice

IV – SEMESTER

Skill Based Subject-2 : CONSUMER BEHAVIOUR

Subject Description: This course presents the basics of consumer behaviour

Goals: To enable the students to learn the basics of consumer behaviour

Objectives: On successful completion of the course the students should have:

Understood consumer motivation and perception

Learnt consumer learning and attitude

Learnt consumer decision making

UNIT-I

Introduction - Consumer Behaviour — definition - scope of consumer behaviour — Discipline of consumer behaviour — Customer Value Satisfaction — Retention — Marketing ethics.

UNIT –II

Consumer research — Paradigms — The process of consumer research - consumer motivation — dynamics — types — measurement of motives — consumer perception

UNIT – III

Consumer Learning — Behavioural learning theories — Measures of consumer learning — Consumer attitude — formation — Strategies for attitude change

UNIT – IV

Social class Consumer Behaviour — Life style Profiles of consumer classes — Cross Cultural Customers Behaviour Strategies.

UNIT-V

Consumer Decision Making — Opinion Leadership — Dynamics — Types of consumer decision making — A Model of Consumer Decision Making

REFERENCE BOOKS:

Leon G. Schiffman and Leslie Lazar Kanuk, Consumer Behaviour, Prentice — Hall of India, Sixth Edition, 1998.

Paul Green Berg-Customer Relationship Management -Tata Mc Graw Hill , 2002

Barry Berman and Joel R Evans — Retail Management — A Strategic Approach-Prentice Hall of India, Tenth Edition, 2006

Gibson G Vedamani — Retail Management — Functional Principles and Practice, Jaico Publishing House, Second Edition, 2004

SEMESTER - V

COST AND MANAGEMENT ACCOUNTING

Goal: To enable the students to acquire knowledge of Accounting for managerial decisions

Objective: On successful completion of this course, the students should have understood

- ✓ Cost sheet, Material issues, Labour cost...
- ✓ Financial statement analysis, Budgeting,...

UNIT I (Theory questions only)

Meaning-definition-scope-objectives-function-merits and demerits of Cost and Management Accounting-distinction between cost, management and financial accounting - Elements of cost-cost concepts and costs classification.

UNIT II (Problems and theory questions)

Preparation of cost sheet-stores control- ECQ-maximum, minimum, reordering levels-pricing of materials issues-FIFO,LIFO,AVERAGE COST, STANDARD PRICE-methods -labour cost-remuneration and incentives.

UNIT III (Problems only)

Financial statement Analysis - preparation of comparative and common size statements - analysis and interpretation. Ratio analysis - classification of ratios-liquidity, profitability, solvency – inter firm comparison.

UNIT IV (Problems only)

Fund flow analysis-cash flow analysis (problems only)

UNIT V (Problems and theory questions)

Standard costing-variance analysis-material and labour variances Marginal Costing-cost volume profit analysis. Budgeting and preparation of various budgets.

(Theory carries 20 marks and problems carry 80 marks)

REFERENCE BOOKS:

1. Jain and Narang - Costing
2. Nigam and Sharma - Cost accounting
3. RK Sharna & K. Gupta - Management Accounting
4. S.N.Maheswari - Management Accounting

MARKETING RESEARCH

UNIT -I

Marketing Research: Meaning, nature and role of marketing research; Organization of marketing research; Marketing research process: Problem identification and definition; Determination of information needs; Developing research proposal.

UNIT -II

Research Design: Types of research Design – Exploratory, descriptive and conclusive researches; Secondary and primary data: Sources of secondary data; Primary data collection instruments – Questionnaire designing and testing; Schedule; Observation methods; Scaling techniques and attitude measurement; Online data sources and research.

UNIT -III

Sample Design: Defining the universe and sampling unit; Sampling frame; Probability and non-probability sampling methods; Sample size determination, Data collection and survey errors.

UNIT -IV

Data Analysis and Interpretation: Data editing and coding; Tabulation and graphic representation; Statistical data analysis including estimation, hypothesis testing, advanced data analysis techniques; Report preparation and presentation.

UNIT -V

Application of Marketing Research : Product research; Advertising research; Market and sales analysis; Marketing research in India; Ethical issues related to marketing research.

TEXT BOOKS:

1. Boyd, Harper W. Jr., Westfall, Ralph and Stasch, Stanley, Marketing Research: Text and Cases, Richard D.Irwin Inc., Homewood, Illinois.
2. Sharma S.S., Marketing Research.

ADVERTISING AND SALES PROMOTION

Goal: To enable the students to acquire knowledge of sales promotional measures

Objective: On successful completion of this course, the students should have understood

- ✓ Advertising, Ad media, Ad agencies,
- ✓ Sales force management, promotional strategies...

UNIT - I

Advertising: Meaning-importance-objectives-media-forms of media-press Newspaper trade journal-Magazines-out door advertising-poster-banners - neon signs, publicity literature booklets, folders, house organs-direct mail advertising-cinema and theatre programme-radio and television advertising-exhibition-trade fair-transportation advertising.

UNIT II

Advertising agencies-advertising budget-advertising appeals - advertising organisation-social effects of advertising-advertising copy - objectives-essentials - types-elements of copy writing: Headlines, body copy - illustration-catch phrases and slogans-identification marks.

UNIT III

Advertising layout- functions-design of layout-typography printing process-lithography-printing plates and reproduction paper, and cloth- size of advertising-repeat advertising-advertising campaign- steps in campaign planning.

UNIT IV

Sales force Management-Importance-sales force decision-sales force size-recruitment & selection-training-methods-motivating salesman Controlling - compensation & incentives-fixing sales territories-quota - Evaluation.

UNIT V

Sales promotion: Meaning-methods-promotional strategy-marketing communication and persuasion-promotional instruments: advertising -techniques of sale promotion-consumer and dealers promotion. After sales service-packing – guarantee - Personal selling-Objectives - Salesmanship-Process of personal selling-types of salesman.

REFERENCE BOOKS:

1. Bolen J.H. Advertising
2. Sontakk C.N. Advertising and Sales Management
3. Davar S.K. Salesmanship and advertising
4. Neelamegam, Sales Forecasting key to Integrated Management.

SERVICES MARKETING

Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the service operations of a firm.

Unit I: Introduction: Difference between product and services marketing; Characteristics of services.

Service marketing system: Service quality; Understanding customer expectations and zone of tolerance; Targeting and positioning of service.

Unit II: Services marketing mix: Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions.

Unit III: Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.

Unit IV: Marketing the Financial Services: Deciding the service Quality, Understanding the customer expectation, segmenting, targeting, and positioning of Financial Services, Devising Financial Services Marketing Mix Strategies with special reference to Credit Cards, Home Loans, Insurance and Banking.

Unit V: Services in global perspective: International marketing of services; Recent trends; Principal driving force in global marketing of services; key decisions in global marketing; Services strategy and organising for global marketing.

Suggesting Readings

1. Lovelock-Services Marketing: People, Technology and Strategy (Pearson Education, 5th edition) 2001.
2. Rampal and Gupta-Services Marketing- Sultan Chand.
3. Bhattacharjee-Services Marketing-Excel publishers.
4. Zeithaml-Services Marketing (Tata McGraw-Hill, 3rd edition) 1999.
5. Rama Mohana Raok – Services Marketing(Pearson Education).
6. Govind Apte-Services Marketing(Oxford Univ.Press)

V –SEMESTER

Skill Based Subject-3 : MERCHANDISING MANAGEMENT

Subject Description: This course presents the basics of merchandising

Goals: To enable the students to learn the basics of merchandising management

Objectives: On successful completion of the course the students should have:

Understood merchandising planning

Learnt merchandise buying

Learnt visual merchandising

UNIT-I

Merchandising — meaning — concept — factors affecting merchandising function — merchandise manager functions — merchandise mix — components of merchandise management — merchandise strategies

UNIT –II

Merchandise Planning — steps involved — merchandise control — assortment planning — merchandising stages

UNIT – III

Merchandise buying — types — sources of supply — identifying and contracting - evaluating sources- branding strategies — category management

UNIT –IV

Merchandise performance — retail pricing — merchandise allocation — analyzing merchandise performance — methods.

UNIT-V

Visual Merchandising — types of display — display planning — methods of display — Window and interior display — space management — planning layout

REFERENCE BOOKS:

Chetan Bajaj and Ranjith — Retail Management — Oxford University Press, Second Edition, 2005

Gillespie Hecht and Lebowitz — Retail Business Management, Mc Graw Hill Book Company, Third Edition, 2002

James ROgden, Denise T.Ogden - Integrated Retail Management, Wiley Pvt Ltd, 2005

Gibson G Vedamani — Retail Management — Functional Principles and Practice, Jaico Publishing House, Second Edition, 2004

SEMESTER - VI

ENTREPRENEURSHIP AND PROJECT MANAGEMENT

Goal: To enable the students to acquire knowledge of Entrepreneurship

Objective: On successful completion of this course, the students should have understood

- ✓ EDP, Project management
- ✓ Institutional support to entrepreneurial development

UNIT I

Meaning of Entrepreneurship - characteristics, functions and types of entrepreneurship - Intrapreneur - Role of entrepreneurship in economic development.

UNIT II

Factors affecting entrepreneur growth - economic – non-economic. Entrepreneurship development programmes - need - objectives – course contents - phases - evaluation. Institutional support to entrepreneurs.

UNIT III

Project Management: Meaning of project - concepts - categories - project life cycle phases - characteristics of a project – project manager - role and responsibilities of project manager.

UNIT IV

Project identification - selection - project formulation – contents of a project report - planning commission guidelines for formulating a project - specimen of a project report.

UNIT V

Source of finance for a project - Institutional finance supporting projects project evaluation - objectives - types - methods.

TEXT BOOK

1. Entrepreneurial Development: S.S.Khanka
2. Entrepreneurial Development: C.B.Gupta & N.P. Srinivasan
3. Project Management : S.Choudhury
4. Project Management : Denis Lock

E-MARKETING (Electronic Marketing)

UNIT I

What is e-marketing, how does it relates to e-business .internet, e-marketing past, present. And future, strategic e-marketing, from strategy to electronic strategy, from business . Models to electronics models-e-business models, performance metrics.

UNIT II

The e-marketing plan, e-marketing planning, creation of e-marketing plan, A seven step E-marketing plans, e-marketing environment, global marketing, overview of global marketing issues, country and market opportunity analysis, technological readiness influences marketing, wireless internet access software policy, ethical and legal issues, privacy, digital property.

UNIT III

E-marketing environment, marketing knowledge, marketing knowledge management Other Technology enabled approaches, real space approaches, marketing databases And data warehouses, knowledge management metrics, the Hanover story, inside The internet exchange process.

UNIT IV

Segmentation and targeting overview, three markets, market segmentation bases. Differentiation dimensions, differentiation strategies, bases and strategies for positioning.

UNIT V

E-marketing Management; Product, Many Products Capitalize on Internet Properties, Product Benefits, E-marketing Enhanced Product Development, price, The Internet Changes Pricing Strategies, Buyer and Seller Perspectives, Pricing Strategies, The Internet for Distribution, Distribution Channel Overview, Types of Intermediaries, Channel Management and Power, Classifying Online Channel Members, Distribution Channel Metrics.

BOOK:

E-Marketing
Judy Strauss
Adel El-Ansary
Raymond Frost.

Prentice-Hall of India
New Delhi 110001
2006.

Subject Title: INTERNATIONAL BUSINESS

Goal: To enable the students to acquire knowledge of International Business

Objective: On successful completion of this course, the students should have understood

- ∞ The Changing Nature of International Business
- ∞ Culture and competitive Advantage.
- ∞ Foreign Direct Investment, etc.,...

UNIT-I

Introduction and Overview: Introduction – The Globalization of the World Economy – The Changing Nature of International Business – Differences in International Business. National Differences in Political Economy: Introduction – Political Systems – economic Systems – Legal Systems – The Determinants of Economic Development – States in Transition.

UNIT-II

Differences in Culture: Introduction – Social Structure – Religion – Language – Education – Culture and the Workplace – Culture change – Cross – Culture Literacy – Culture and competitive Advantage.

UNIT-III

International trade Theory: Introduction – An Overview of Trade Theory – Mercantilism – Absolute Advantage – Comparative Advantage – Heckscher – Ohlin Theory – The New Trade Theory – National Competitive Advantage – Porter's Diamond. The Revised Case for Free Trade – Development of the World – Trading System – WTO & Development of World trade – Regional grouping of countries and its impact.

UNIT-IV

Foreign Direct Investment: Introduction – Foreign Direct Investment in the World Economy – Horizontal Foreign Direct Investment – Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.

UNIT-V

Mode of Entry and Strategic Alliances: Introduction – Entry Modes – Selecting and Entry Mode – Strategic Alliances – Making Alliances Work. Exporting, Importing and Counter trade: Introduction – The Promise and Pitfalls of Exporting – Improving Export Performance – Export and Import Financing – Export Assistance – Counter trade.

REFERENCE

Hill C.W. International Business: Competing in the Global market place, Irwin – McGraw Hill, 1999.

Philop.R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn. Shivaraman, International Business, Macmillan India.

Francis Cherunilam, International Business, Wheeler Publications.

Charle W.L. Hill, International Business, Irwin – McGraw Hill, 1998.

Skill Based Subject-4 : CUSTOMER RELATIONSHIP MANAGEMENT

Subject Description: This course presents the basics of Customer Relationship Management

Goals: To enable the students to learn the basics of Customer Relationship Management

Objectives: On successful completion of the course the students should have:

Understood Relationship Marketing

Learnt Sales Force Automation

Learnt Database Marketing

UNIT – I

Overview of Relationship marketing – Basis of building relationship – Types of relationship marketing – customer life cycle

UNIT – II

CRM – Overview and evolution of the concept – CRM and Relationship marketing – CRM strategy – importance of customer divisibility in CRM

UNIT – III

Sales Force Automation – contact management – concept – Enterprise Marketing Management – core beliefs – CRM in India

UNIT – IV

Value Chain – concept – Integration Business Management – Benchmarks and Metrics – culture change – alignment with customer eco system – Vendor selection

UNIT – V

Database Marketing – Prospect database – Data warehouse and Data Mining – analysis of customer relationship technologies – Best practices in marketing Technology – Indian scenario.

REFERENCE BOOKS:

S. Shajahan – Relationship Marketing – Mc Graw Hill, 1997

Paul Green Berg – CRM – Tata Mc Graw Hill, 2002

Philip Kotler, Marketing Management, Prentice Hall, 2005

Barry Berman and Joel R Evans – Retail Management – A Strategic Approach- Prentice Hall of India, Tenth Edition, 2006

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|--------------|---|-----------------------------------|
| Elective – I | A | Insurance Principles and Practice |
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Goal: To enable the students to acquire knowledge of Insurance Business

Objective: On successful completion of this course, the students should have understood

☞ Principles of Insurance

☞ Life Insurance and General Insurance business in India

UNIT-I

Defining Risk and Uncertainty - Classification of risk - Sources of risk - External and Internal Insurance - Meaning, nature and significance essential requirements and principles of risk insurance; reinsurance; privatisation of insurance business in India; Insurance Regulatory Development Authority – Recent Developments in the Insurance sector.

UNIT-II

Life Insurance - Law relating to life Insurance; General Principles of Life Insurance Contract; Proposal and policy; assignment and nomination; title and claims; concept of trust in life policy; LIC - Role and functions.

UNIT-III

General Insurance - Law relating to general insurance; different types of general insurance; general insurance Vs life insurance; nature of fire insurance ; various types of fire policy ; subrogation; double insurance; contribution; proximate cause; claims of recovery. Accident and Motor Insurance - Nature, disclosure, terms and conditions claims and recovery; third party insurance; Compulsory motor vehicle insurance; accident insurance.

UNIT-IV

Deposit and Credit Insurance - Nature, terms and Conditions, claim, recovery etc., public liability insurance; emergency risk insurance structure and power, function of General Insurance Corporation of India; Deposit Insurance and credit Guarantee Corporation.

UNIT-V

Marine Insurance - Law relating to marine insurance ; scope and nature; types of policy; insurable interest; disclosure and representation; insured perils; proximity cause; voyage; warranties; measurement; subrogation; contribution; under insurance.

TEXT BOOKS

1. M.N.Mishra : Insurance Principles and Practices
2. Kothari & Bahl : Principles and Practices of Insurance
3. G.S.Panda : Principles and Practices of Insurance
4. N.D.Kapoor : Elements of Business Law
5. P.Periyasamy : Principles and Practices of Insurance

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| Elective – I | B | Modern Office Management |
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Unit –I Office Management and organization

Basic concepts of office – Importance – Functions – size of the office – office management – relations with other departments – scientific office management – office manager - principles of office organization – types / systems of organization – charts – centralization Vs. decentralization.

Unit- II Office Environment & Communication

Office location – characteristics / Qualities of office building – Environment – Physical – hazards in office safety – security – secrecy – communication – meaning – essential features – classification – barriers to communication.

Unit –III : office correspondence & Record management

Centralized Vs Departmental correspondence – departmental typing and typing pools – classification of records – principles of record keeping – filing – methods.

Unit –IV : Office systems & Procedures

Systems – procedure – Advantages – Characteristics of sound office system & procedures – work simplification – principles – kinds of reports.

Unit –V Office Personnel relations

Personnel management – definitions – functions –office committees- employee morale – productivity – Employee welfare – grievances – work measurement – control of office work.

Reference Books:

1. Modern office management – Dr. I.M.SAHAI –Sathiya Bhawan Agra
2. Office organization And Management – S.P Arora – Vikas publishing House Pvt Ltd.

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| Elective – I | C | Logistics and Sales Management |
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UNIT I:

Introduction to Logistics and competitive Strategy- Definition and Scope of Logistics- Functions &

Objectives- Customer Value Chain- Service Phases and attributes-Value added logistics services- Role of logistics in Competitive strategy.

UNIT II:

Warehousing and Materials Handling- Warehousing Functions- Types-Site Selection-Decision Model- Layout Design- Costing- Virtual Warehouse. Material Handling equipment and Systems- Role of Material Handling in Logistics. Material Storage Systems- principles-benefits-methods. Automated Material Handling.

UNIT III:

Transportation System- Evolution, Infrastructure and Networks. Freight Management-Route Planning-Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies.

Packaging as Unitization. Consumer and Industrial Packaging.

UNIT IV:

Current Trends- Logistics Information Systems- Need, Characteristics and Design. E-Logistics- Structure and Operation. Logistics Resource Management. Automatic Identification Technologies.

Warehouse Simulation. Reverse Logistics- Scope, design and as a competitive tool. Global Logistics- Operational and Strategies Issues. Strategies logistics Planning.

UNIT V:

Sales management- Meaning and objectives of sales management, responsibilities of sales manager; role of sales manager as leader of sale force, sales management and marketing management relationship Salesmanship. Meaning, scope, importance and limitations; Management of Sales. An introduction to retailing system, retailing definition, structure, retailing mix, retail store location, flow, retail pricing Objectives of sales forecasting; methods and procedures of sales forecasting.

References:

- 1) Slope Vinod V, Logistics Management- The Supply Chain Imperative, Pearson Education, Indian Reprint 2004.
- 2) Ailawadi C Sathish & Rakesh Singh, Logistics Management, Prentice Hall India, 2005.
- 3) Coyle et al., Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
- 4) Sales Management Decision, policy by R Still nd Cundif.
- 5) Salesmanship by Upatric, CA.
- 6) Bowersox Donald J, Logistical Management- The Integrated Supply Chain Process Tata Mc Graw Hill, 2000.

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| Elective – II | A | Strategic Management |
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UNIT I

Introduction-concept of Strategy – Need – Dimensions - Strategic Planning - Process- Benefits – McKinsey’s 7S Model – Strategic vision – Corporate Mission – Objectives – Goals – Social Responsibility – Business ethics – Linking Strategies with ethics – Social audit.

UNIT II

Environmental analysis – Need – Scanning – Approaches – Forecasting – Techniques. Internal Analysis – Need – SWOT analysis – Value Chain – Functional Analysis – Grid approach – Criteria for evaluating internal capabilities.

UNIT III

Strategic Decision framework – Developing alternatives – Strategy Options – Diversification strategies – Retrenchment Strategy – Factors influencing strategy – generic strategy – cultural context of strategy – comparing alternatives – BCG Model.

UNIT IV

Implementation – Role of top management – Process – Matching Structure of strategy – Resource allocation – Planning and Controlling system. Evaluation – Criteria – Quantitative and Qualitative factors – Feedback and Information – Industry attractiveness – Application of 9 Cell Matrix.

UNIT V

Core Competencies – Building core competencies – Building Strategic Supportive Corporate Culture Strategic advantage – Managing Strategic Change – Strategic Change Process – Diagnosing change need.

TEXT BOOK:

PK Ghosh, Strategic Planning and Management, Sultan Chand & Sons, 2000.

REFERENCE BOOK:

VS Ramaswamy & S.Namakumari, Strategic Planning – Formulation of Corporate Strategy, Macmillan Business Books, 2001

John A Pearce, Richard B Robinson, Strategic Management, AITBS Educational Books, 2000

Micheal E Porter, Competitive Strategy, Prentice Hall, 2004.

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| Elective – II | B | Industrial Relations and Labour Laws |
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Objectives:

On successful completion of this course, the students should have understood

- Legislations relating to Industrial Disputes and Labour welfare

UNIT I

Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.

UNIT II

Collective Bargaining: - Concept - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management.

UNIT III

Factories Act 1948 - The Workman's Compensation Act, 1923.

UNIT IV

The Industrial Disputes Act 1947 - The Trade Union Act, 1926.

UNIT V

The Payment of Wages Act,1936 - The Employee's State Insurance Act, 1948

REFERENCES:

1. Personnel Management & Industrial Relation -P.C.Tripathi
2. Dynamics of Personnel Management - C.B.Mamoria
3. Human Resource Management - N.G.Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P.SubbaraoHimalaya.
5. N.D. Kapoor - Mercandile Law - Sultanchand & Sons
6. R.Venkatapathy & Assissi Menachery - Industrial Relations & Labour Legislation
- Aditya Publishers.

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| Elective – II | C | Tourism Planning and Development |
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Objective: The module will expose the students about the Tourism policy of India and of a few tourism states of the country.

Unit-I: Introduction: Concept of Policy, Formulating tourism policy, Role of government, public and private sectors, Role of international multinational, state and local tourism organizations in carrying out tourism policies.

Unit-II: Tourism Policy: Investment opportunities and government policy for investment in hotel/tourism industry. Sources of funding.

Unit-III: Understanding Tourism Planning: Conceptual meaning of Tourism Planning Evolution of Tourism Planning, General Concepts of Planning, Levels and Types of Tourism Planning, Background Approach and planning scale. Public and Private sectors role in Tourism Development. Analysis of an individual Tourism Project(development of the Buddhist circuit).

Unit-IV: International Agreements: Chicago Convention, Warsaw Convention, Open Sky Policy, Bermuda Convention, Euro Agreement, Schengen Agreement.

Unit-V: Tourism Marketing: Service characteristics of tourism. Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism. Services: Marketing of Airlines, Hotel, Resort, Travel Agencies and other tourism related services- Challenges and strategies.

Suggested Readings:

- ☞ New Inskip, Edward, tourism Planning: An Integrated and Sustainable Development Approach (1991) VNR, New York.
- ☞ Ashworth, G.J. (2000), The Tourist Historic City. Retrospect and Prospect of Managing the Heritage City, Pergamon, Oxford.
- ☞ Dept. of Tourism, GOI Investment Opportunities in Tourism (Brochure).
- ☞ Sharma, J.K. (2000), Tourism Development. Design for ecological sustainability, Kaniska Publication, New Delhi.
- Maclean, Hunter: Marketing Management (Tourism in your business).

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| Elective – III | A | Investment Management |
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Goal: To enable the students to acquire knowledge of Investment management

Objective: On successful completion of this course, the students should have understood

∞ Investment avenues

∞ Security analysis,...

UNIT I

Concept of investment-important - alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate-gold & silver.

UNIT II

Investment in shares and debentures-comparison with other forms of investment-primary market: role of NIM mechanics of floating new issues secondary market: functionmechanics

of security trading-OTCEI-NSE futures & options.

UNIT III

Risk-kinds-measures of risk-returns. Valuation of securities - valuation of bondsvaluation preference and equality shares.

UNIT IV

Security analysis-fundamental analysis: economic, industry and company analysisitechnical

analysis: Dow theory-types of shares -important share patterns.

UNIT V

Efficient Market theory. Random Walk Theory-weak form-semi strong form .Portfolio Analysis: Markowitz theory-optimum portfolio.

REFERENCE BOOKS:

1. Preethi Singh Investment Management
2. Bhalla G.S. Investment Management
3. Francis Investment Management
4. Dr.Avadhani Stock Market Analysis.

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| Elective – III | B | HRD (Human Resource Development) |
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Goal: To enable the students to learn the principles and practices of developing human resources.

UNIT I:

HRD - Meaning, scope, importance, difference between traditional personnel management and HRD. Role Analysis and HRD-Key performance areas, Critical Attributes, Role Effectiveness, Role analysis methods.

UNIT II:

Performance appraisals and performance development - objectives of performance appraisal - The past and the future; Basic considerations in performance appraisal; Development oriented appraisal system. Interpersonal Feedback and performance counseling

UNIT III:

Potential Appraisal and Development. Career planning and Development.

UNIT IV:

Training - conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria.

UNIT V:

Organization Effectiveness - Organisation Culture, HRD climate; Organization Development - characteristics, HRD - OD interface. HRD experiences in India - Emerging trends and perspectives.

REFERENCES:

1. Pareek Udai and T.V.Rao, Designing and Managing Human Resource Systems, Oxford & IBH.
2. Rao T.V.performance Appraisal: Theory and Practice.AIMA-Vikas.
3. ILO: An Introductory course in Teaching and Training Methods for Management Development. Sterling Publishers.
4. Rao T.V.et.al.(ed) Alternative Approaches and Strategies of HRD Rewat Publications.
5. Silvera D.M. - Human Resource Development - the Indian Experience New India Publications.
6. Rao VSP, Human Resource Development, Response Books, 2001.
7. Kandula S.R, Strategic Human Resource Development, PHI, 2001.

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| Elective – III | C | Brand Management |
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UNIT I :

Brand-history of branding-importance of branding-strategic brand management process-brand image-branding challenges and opportunities.

UNIT II :

Brand positioning-brand equity-sources-building a strong brand-brand building implications-identifying brand positioning-positioning guidelines-defining brand values-internal branding.

UNIT III:

Planning and implementing brand marketing-choosing brand elements-criteria-options and tactics for brand elements-new perspective on marketing-co-branding-guidelines-licensing guidelines.

UNIT IV:

Measuring and interpreting brand performance-brand value chain-brand tracking studies-establishing effective brand equity management systems-capturing market performance-comparative methods.

UNIT V:

Implementing brand strategies-brand product matrix-breadth and depth of branding strategy-brand hierarchy-designing a long term brand strategy-brand extensions-advantages and disadvantages-reinforcing brands-adjusting brand portfolios.

TEXT BOOKS:

Kelvin Lane Keller-Strategic Brand Management-Prentice Hall India, 2003.

REFERENCE BOOKS:

Jean Noel Kapferer-Strategic Brand Management, Prentice Hall, 2004.

Micheal Moon And Dova Millison-Building Brand Loyalty In the Internet Age, Tat McGraw Hill, 2000.

Ajay Kumar-Brand Management Text and Cases-India Book Distributors, 2000.
