

**BHARATHIAR UNIVERSITY, COIMBATORE-641 046**

**M.B.A – Industry Integrated with Diploma in Entrepreneur Development**  
(for the affiliated college students admitted during the academic year 2008-09 & onwards)

**SCHEME OF EXAMINATIONS : CBCS Pattern**

Study Components	Course Title	Ins. hrs / week	Examinations				Credits
			Dur Hrs	CIA	Marks	Total	
<b>SEMESTER – I</b>							
	Management Principles and Practice	4½	3	25	75	100	3
	Organisational Behaviour	4½	3	25	75	100	3
	Managerial Economics	4½	3	25	75	100	3
	Financial and Management Accounting	4½	3	25	75	100	3
	Quantitative Methods for Management	4½	3	25	75	100	3
	Executive Communication	4½	3	25	75	100	3
	Computer Application in Management	3	3	-	-	-	-
	<b>Elective/Diploma-I : Entrepreneur Development</b>	3	3	25	75	100	3
<b>SEMESTER –II</b>							
	Operations Management	4½	3	25	75	100	3
	Marketing Management	4½	3	25	75	100	3
	Financial Management	4½	3	25	75	100	3
	Human Resource Management	4½	3	25	75	100	3
	Quantitative Techniques	4½	3	25	75	100	3
	Research Methods for Management	4½	3	25	75	100	3
	Computer Applications in Management* – Practical	2	3	40	60	100	3
	a). Management Practical *	-	-	-	-	-	-
	b). Comprehensive Viva-Voce (Internal) #	-	-	-	-	-	-
	<b>Elective/Diploma: II: Entrepreneurship &amp; Innovations</b>	3	3	25	75	100	3
<b>SMESTER – III</b>							
	Business Environment & Ethics	4½	3	25	75	100	3
	Management Information System	4½	3	25	75	100	3
	Quality Management systems	4½	3	25	75	100	3
	Financial Management	4½	3	25	75	100	3
	Industrial and Services Marketing	4½	3	25	75	100	3
	Industrial Relations Management	4½	3	25	75	100	3
	Summer Placement Project Report & Viva-Voce	-	-	20	80	100	3
	<b>Elective/Diploma-III : Legal Aspects of Business</b>	3	3	25	75	100	3
<b>SEMESTER – IV</b>							
	Strategic Management : Indian Global Contex	4½	3	25	75	100	3
	International Business	4½	3	25	75	100	3
	Consumer behaviour	4½	3	25	75	100	3
	Supply Chain Management	4½	3	25	75	100	3
	Strategic Management	4½	3	25	75	100	3
	Application Based Project Work & Viva-voce	4½	3	25	75	100	3
	a. Management Practice (*)	-	-	-	-	-	-
	b. Comprehensive Viva-Voce (Internal)*	-	-	-	-	-	-
	<b>Elective/Diploma-IV : Business Plan</b>	3	3	25	75	100	3
<b>TOTAL</b>		-	-	-	-	<b>3000</b>	<b>90</b>

- \* The Course will be taught during III and IV Semesters.
- \*\*\* Application based project work would be guided by one or two (in the case of inter functional) teachers, the evaluation should be experts who have not less than 5 years of experience in the respective fields of specialization.
- # The Comprehensive Viva-Voce is to be internally evaluated / conducted by the colleges/ institutes themselves and be awarded the grades. No external examiners.

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*Note : 4 ½ hrs of contact session include 3hrs of mandatory contact hours and 1 ½ hrs of optional / tutorial sessions.*

## SYLLABI

### 1.1 MANAGEMENT PRINCIPLES AND PRACTICE

#### **Subject Description :**

This course presents the Principles of Management, emphasizing managerial functions, explaining internal management of organizations and behavioural concepts as applied to practical management problems.

#### **Goals:**

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

#### **Objectives:**

On successful completion of the course the students should have:

Understood management functions and principles.

Learnt the scientific decision making process and problem solving techniques.

Learnt the modern trends in management process.

#### **Unit I**

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

#### **Unit II**

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

#### **Unit III**

The Nature of Organizing and Entrepreneurship - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

#### **Unit IV**

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

#### **Unit V**

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

#### **References :**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
6. Helliregarl, Management, Thomson Learning, 2002.
7. Robbins.S.P., Fundamentals of Management, Pearson, 2003.

## 1.2 ORGANISATIONAL BEHAVIOUR

### **Subject Description :**

Organizational Behaviour brings out the personality and behavioural science, its influence on organizational behaviour by understanding the concepts of organizational change, politics and behaviour.

### **Goals:**

To enable the students to learn the basics of individual behaviour and an organizational behaviour.

### **Objectives:**

On successful completion of the course the students should have:

Understood personality traits and its influence on organization.

How personality traits can be molded to suit the organization.

To learn the modern trends, theories and concepts in organizational behaviour

### **Unit I**

Organisational Behaviour : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

### **Unit II**

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work

attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception.

Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

### **Unit III**

Stress - Nature, sources, Effects, influence of personality, managing stress.

Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation.

Foundations of group behaviour : linking teams and groups, Stages of development Influences on team effectiveness, team decision making. Issues in Managing teams.

### **Unit IV**

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management.

Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

### **Unit V**

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

### **References :**

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellinegal Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Umasekaran, Organisational Behaviour.
6. Helliregal.et.al, Organisational Behaviour, Thomson Learning.
7. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
8. Harris & Hartman, Organisational Behaviour, Jaico, 2003.

### 1.3 MANAGERIAL ECONOMICS

**Subject Description :**

Managerial economics emphasize on the influence on micro and macro economics on managerial decision making, explaining the supply, demand and cost functions, its relative impact on the economy and the company correlating to profit and investment analysis.

**Goals:**

To enable the students to learn the application of the economic principles and policies on managerial decision making.

**Objectives:**

On successful completion of the course the students should have:

Understood the economic principles and policies on managerial decision making.

Learn demand, supply, cost and profit concepts and functions along with its applications.

To learn profit policies, planning and problem solving techniques.

To learn inflation, deflation and balance of payment on national income.

**UNIT I :** Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

**UNIT II :** Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

**UNIT III :** Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

**UNIT IV:** Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

**UNIT V :** National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

**References :**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

### 1.4. FINANCIAL AND MANAGEMENT ACCOUNTING

**Subject Description :**

Financial and Management Accounting emphasize on accounting concepts and application of accounting principles and managerial decision making. The content of this paper takes care of financial accounting, management accounting and cost accounting.

**Goals :**

To enable the students to learn the basic functions, principles, concepts and application of accounting in management.

**Objectives :**

On successful completion of the course the students should have:

Understood the financial accounting along with the preparation of final accounts.

Understood the concepts and application of management accounting along with the preparation.

To learn the cost accounting concepts and applications.

### **UNIT I**

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method, Sinking fund method.

### **UNIT II**

Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common - Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis.

### **UNIT III**

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

### **UNIT IV**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

### **UNIT V**

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

### **References:**

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty

Questions : 80% of the questions shall be problems  
20% of the questions shall be theory based.

## **1.5 QUANTITATIVE METHODS FOR MANAGEMENT**

### **AIM**

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

### **UNIT I**

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – optimisation concepts – use of differentiation for optimization of business problem

### **UNIT II**

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

### **UNIT III**

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to business.

#### **UNIT IV**

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

#### **UNIT V**

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

#### **References :**

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson  
“Business Statistics: A First Course” , Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5<sup>th</sup> edition, Irwin McGraw-Hill.

Questions : 80% of the questions shall be problems  
20% of the questions shall be theory based.

## **1.6 EXECUTIVE COMMUNICATION**

#### **Subject Description :**

Executive Communication emphasizing the development of both soft hard skill for smooth managerial functioning.

#### **Goals:**

To enable the students to develop written and oral communication skills in students and groom them as effective management professionals.

#### **Objectives:**

On successful completion of the course the students should have:

Understand the preparation and development of business letters and reports.

To learn about meetings and group discussions.

To learn the modern trends in communication and application for effective managerial functioning.

**UNIT I:** Communication - Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication.

**UNIT II:** Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters, enquiries, customers complaints, collection letters - sales promotion letters.

**UNIT III:** Report writing - Structure of reports - long & short reports - formal & informal reports - writing research reports technical reports - norms for including exhibits & appendices.

**UNIT IV:** Non-verbal communication - personal appearance posture - body language - use of charts, diagrams & tables - visual & audio visual aids for communication - Dyadic communication:- face to face communication - telephonic conversation.

**UNIT V:** Conducting Meetings: Procedure - preparing Agenda, minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion: Drafting speech.

#### **References :**

1. WOOLCOTT & UNWIN - Mastering Business Communication, McMillan.
2. RAISHER: Business Communication - AITBS
3. KRISHNAMOHAN & MEERA BANNERJEE - Developing Communication Skills, Mc Millan
4. Lesikar and Flatley – Basic Business Communications Skills for empowering the Internet Generation, 10<sup>th</sup> Edition, TMH, 2005

5. Kitty O Locker and Stephen Kyo Kaczmarek – Business Communication Building Critical skills, 3<sup>rd</sup> Edition, TMH, 2007
6. Anderson & Others: Assignment & Thesis writing.
7. Rajendra Paul and Koralahalli - Business Communication.
8. Lesikar and Flatley, Basic Business Communication, TMH Publications, New Delhi, 2002.

## 1.7 COMPUTER APPLICATIONS IN MANAGEMENT

**Course Number** :

**Aim** : To introduce the concepts of information technology and their application in management decision making.

**Components of a Computer** - Hardware & Software - Operating systems - Directories and File properties.

**MS OFFICE** - Introduction to WORD, POWERPOINT and EXCEL.

**WORD** - Creating a new document with templates & Wizard - Creating own document - Opening/modifying a saved document - converting files to and from other document formats - Using keyboard short-cuts & mouse - Adding symbols & pictures to documents - headers and footers - Finding and replacing text - spell check and Grammar check - Formating text - paragraph formats - adjusting margins, line space - character space - Changing front type, size - Bullets and numbering - Tables - Adding, editing, deleting tables - Working within tables - Adding, deleting, modifying rows and columns - merging & splitting cells.

**EXCEL** - Working with worksheets - cells - Entering, editing, moving, copying, cutting, pasting, transforming data - Inserting and deleting of cells, rows & columns - Working with multiple worksheets - switching between worksheets - moving, copying, inserting & deleting worksheets - Using formulas for quick Calculations - Working & entering a Formula - Formatting a worksheet - Creating and editing charts - elements of an EXCEL chart - Selecting data to a chart - Types of chart - chart wizard - Formatting chart elements - Editing a chart - Printing charts.

**POWERPOINT** - Creating new presentations - Auto content wizard - Using template - Blank presentation - Opening existing presentations - Adding, editing, deleting, copying, hiding slides - Presentations - Applying new design - Adding graphics - Using headers and footers - Animating text - Special effects to create transition slides - Controlling the transition speed - Adding sounds to slides - Using action buttons.

**TALLY** - Introduction and Installation, Required Hardware, Preparation for installation of Tally software, installation. Working in Tally : Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.

**Practicals** : Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics.

**References** :

OFFICE 2000 complete - BPB

Windows 98 complete – BPB

Windows 98 6in1 by JANE CALABRIA and DOROTHY BURKE - PHI  
using Microsoft OFFICE 2000 by ED, BOTT - PH



## D.1 PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : ENTREPRENEUR DEVELOPMENT

### Subject Description :

This course presents the concepts, characteristics and role of entrepreneur and the basics of project finance and issues related to setting small business.

### Goals :

To enable the students to develop the achievement motivation and to develop entrepreneurial competency.

### Objectives:

On successful completion of the course the students will be able to understand

1. the concept, characteristics and role of entrepreneur
2. the need for developing rural entrepreneurship
3. the impact of government actions in entrepreneurship development.
4. the factor that motivate the people go for their own business.
5. the opportunities available for adapting for entrepreneurs career

### Contents

#### UNIT I

Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial - environment.

#### UNIT II

Evolution of entrepreneurs - entrepreneurial promotion: Training and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisations is promoting entrepreneurs - Forms of business for - entrepreneurs.

#### UNIT III

Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.

#### UNIT IV

**Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans.**

Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance

#### UNIT V

Setting small scale industries - location of enterprise - steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

### REFERENCE

1. Vasanth Desai *"Dynamics of Entrepreneurial Development and Management"* Himalaya Publishing House.
2. N.P.Srinivasan & G.P. Gupta *"Entrepreneurial Development"* Sultanchand & Sons.
3. P.Saravanavelu *"Entrepreneurship Development"* Eskapee publications.
4. S.S.Khanka *"Entrepreneurial Development"* S.Chand & Company Ltd.,
5. Satish Taneja, *Entrepreneur Development ; New Venture Creation*

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

## 2.1 OPERATIONS MANAGEMENT

**AIM :** To focuses on key analytical methods and provide practical insight for operations management.

**UNIT I :** Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

**UNIT II :** Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

**UNIT III :** Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

**UNIT IV :** Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

**UNIT V :** Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – **Quality assurance – Six Sigma concept.**

### References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems ) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, "Operations Management: Process and value Chains", 7<sup>th</sup> Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, " Operations Management: Strategy and Analysis", Addison Wesley.
9. Chase, Aquilano & Jacobs "Production and Operations Management",Tata McGraw Hill.

Questions : 40% of the questions shall be problems  
60% of the questions shall be theory based.

## 2.2 MARKETING MANAGEMENT

### Subject Description :

To enable the students to understand the market and marketing concepts, functions and systems by emphasizing on strategies and global market.

### Goals:

To enable the students to learn the basic functions, principles and concepts of marketing for effective managerial function.

### Objectives:

On successful completion of the course the students should have:

Understand the marketing concepts and tasks in the global economy.

To learn the buyer behaviour and factors influencing the buyer behaviour.

To understand the marketing communication process and mix along with the marketing channels.

### **Unit I**

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

### **Unit II**

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

### **Unit III**

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

### **Unit IV**

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

### **Unit V**

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

### **References :**

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12<sup>th</sup> Edition, 2006.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.
4. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11<sup>th</sup> Edition, 2007.
5. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
6. Case and Simulations in Marketing - Ramphal and Gupta - Goltatia, Delhi.
7. Case Studies in Marketing - R.Srinivasan - PHI.
8. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13<sup>th</sup> Edition, New Delhi, 2007.
9. Marketing Management – S.Jayachandran - TMH, 2003.

## **2.3 FINANCIAL MANAGEMENT**

### **Subject Description :**

Financial Management emphasizes the functions of financial management explaining the investment, finance, dividend and working capital function along with the practical management problems.

### **Goals:**

To enable the students to learn the basic functions, principles and concepts of finance in management.

### **Objectives:**

On successful completion of the course the students should have:

To learn the various functions of financial management along with the application.

To learn capital budgeting and cost of capital.

To understand capital structure, dividend policy and working capital management.

### **UNIT I**

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

### **UNIT II**

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

### **UNIT III**

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

### **UNIT IV**

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Divided Policy - Dividend Policy and share valuation - CAPM.

### **UNIT V**

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

### **References :**

1. Richard A.Brealey, Stevart C.Myers, "Principles of Corporate Finance" McGraw Hill, New York.
2. James C.Van Horns, "Financial Management & Policy" Prentice Hall of India (P) Ltd., New Delhi.
3. John J.Hampton, "Financial Decision Making – Concepts, Problems and Cases" Prentice Hall of India (P) Ltd., New Delhi (1994).
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. B J Camsey, Engene F.Brigham, "Introduction to Financial Management", The Gryden Press.
6. I.M.Pandey, "Financial Management", Vikash Publishing, New Delhi.

## **2.4 HUMAN RESOURCE MANAGEMENT**

### **Unit I : Human Resource Function**

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

### **Unit II : Recruitment & Placement**

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

### **Unit III : Training & Development**

Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers : Career planning and development - Managing promotions and transfers.

### **Unit IV : Compensation & Managing Quality**

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

### **Unit V : Labour relations and employee security**

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

### **References:**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. H.John Bernardin & Joyee E.A.Russel, Human Resource Management - An experiential approach, 4<sup>th</sup> Edition, McGraw-Hill International Edition., 2007
3. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
4. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.
5. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

## **2.5. QUANTITATIVE TECHNIQUES**

### **AIM**

To enable the students to learn the techniques of operation Research and resources Management and their application in business management.

### **UNIT I**

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –Dual of linear programming problem – Economic interpretation

### **UNIT II**

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model

### **UNIT III**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

#### **UNIT IV**

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model

#### **UNIT V**

Simulation – types of simulation – Monte Carlo simulation – simulation problems.  
Decision Theory – Pay off tables – decision criteria – decision trees.

#### **References :**

1. Operations Research – An Introduction – Hamdy A Tata
2. Operations Research – Kanti Swarup, Gupta And Man Mohan
3. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
4. Operations Research – R. Panneerselvam, 2<sup>nd</sup> Edition, PHI, 2007
5. Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8<sup>th</sup> Edition, TMH, 2003
6. Hamdy A Taha, "An Introduction to Operations Research, Prentice Hall, Sixth edition, 2000
7. Ronald L. Rardin, "Optimization in Operations Research", Pearson Education
8. J. K. Sharma, " Operations Research: Theory and Applications", Macmillan , 1997
9. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, " Quantitative Techniques for Managerial Decision", Second Edition, Prentice Hall of India

Questions : 80% of the questions shall be problems  
20% of the questions shall be theory based.

## **2.6 RESEARCH METHODS FOR MANAGEMENT**

#### **Subject Description :**

Research Methods of Management emphasizing on the methodology of research and its application in managerial decision making, explaining hypothesis, meaning and types, sampling design along with the various parametric and non-parametric test.

#### **Goals:**

To familiarize the students with methodology of research and its application in managerial decision making.

#### **Objectives:**

On successful completion of the course the students should have:

To understand scope and significance of research in business decisions.

To study and understand sampling techniques along with hypothesis.

To understand various scaling techniques and parametric and non-parametric test.

#### **UNIT I**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

#### **UNIT II**

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

#### **UNIT III**

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

#### **UNIT IV**

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

## UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

### References:

1. Rao K.V. Research methods for management and commerce - sterling
2. Zigmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill, 2007
5. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4<sup>th</sup> Edition, 2004
6. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
7. Anderson etal - Assignment and Thesis writing.
8. Uma Sekaran, Research Methods for Business, Wiley Publications.

**Note :** 20% of the questions shall be problems  
80% of the questions shall be theory based.

## 2.7 Computer Applications in Management (Only Practical Examination)

### D.2. PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : ENTREPRENEURSHIP AND INNOVATIONS

#### **Subject Description**

The course presents the various aspects of entrepreneurship, invention and importance of innovation in business management and expansion.

#### **Goals**

To enable the students to learn the various aspects of innovation and methods of Fostering Innovation

#### **Objectives**

On successful completion of the course the students will be able to understand

1. the importance of innovation in business
2. the process of planning innovation
3. the role of innovation in marketing.
4. the various tools in technological innovation.

Contents

#### **UNIT I**

Innovation in business – the big picture –The IQ – Innovation Quotient – Stepping off the cliff – Establishing environments for creativity - Cycling worlds – Creating the climate – Taking risks, failing and being OK.

#### **UNIT II**

Working in an environment for creativity – The death of the chairperson – Listening: for ideas and to the meeting in your head – Speaking for easy listening – Questioning... the wisdom? – The destructive nature of questions – Hiding ideas behind questions – Discounting and revenge cycles – itemized response

#### **UNIT III**

The Creative Problem – solving Structure - Planning - Task analysis – Springboards – Speculative thinking exercise – Imaging, metaphor, analogy and excursion – Journey into

absurdity – Selection of springboards – Idea development – Developmental thinking exercise – Next steps – Learning from actual experience.

#### **UNIT IV**

Invention and Innovation – The Breakthrough Dilemmas – Invention : Seeing Differently – Innovation: The Long Road – Fostering Invention – Mentoring and Apprenticeship – Fostering Innovation – Innovative Research Groups – Obstacles to Radical Innovation – Cultures of Innovation – Innovation at the Crossroads.

#### **UNIT V**

Innovation and the Market – Assessing the Risk - The Innovation Process – Where Are We Now ? – The Diagnosis – The Consultation Group – Selecting a Strategy – Preparing the Organisation – Setting up the Investment.

Evaluating the Costs of the Project – Evaluating the Impact of the Project - Innovation is a State of Mind – Technology Watch – Acquiring Technological Innovation – Intellectual Property – Partnership

#### **REFERENCE**

1. Bellon Whittington "Competing through Innovation" , Prentice
2. Peter F. Drucker, Innovation and Entrepreneurship
3. Michael H. Morris, Donald F. Kuratko, and Jeffery G Covin, Corporate Entrepreneurship & Innovation
4. Robin Lowe and Sue Marriott, Enterprise: Entrepreneurship and Innovation: Concepts, Contexts and Commercialization
5. John Bessant and Joe Tidd, Innovation and Entrepreneurship

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

### **3.1 BUSINESS ENVIRONMENT AND ETHICS**

#### **Subject Description :**

Business Environment Ethics emphasizing on emerging trends in social, political, ethical and legal aspects affecting business decisions explaining the business environment concepts in significance along with the fiscal policy.

#### **Goals:**

To enable the students to learn the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

#### **Objectives:**

On successful completion of the course the students should have:

Understand the concepts in significance of business environment along with the social responsibility.

To learn organizational ethic theories and sources.

To understand the fiscal policy and legal environment of business.

To understand global management issues.

#### **UNIT I**

Business environment - The concept and significance - constituents of business environment - Business and society, Business & ethics - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

#### **UNIT II**

Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards,



compensation issues, ethical leadership for improved Corporate governance and better business education.

### **UNIT III**

Global management Issues MNCs Politics and Environment  
Multi national corporations and Government relationship, Business in Politics, Managing environmental quality, Ethics & Profit in Business.

### **UNIT IV**

Fiscal Policy - Central finances and New fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms - Expenditure Tax - Public debts & deficit financing.

### **UNIT V**

Legal environment of business - Monopolies Restrictive Trade Practices Act. Foreign Exchange Management Act-1 Securities and Exchange Board of India Act - Customs & Central Excise Act - Central & State Sales Tax - Consumer Protection Act Patents Act - Competition Law.

### **References :**

1. Adhikari M - Economic Environment of management
2. Francis Cherunilam - Business Environment
3. Pruti S. - Economic & Managerial Environment in India
4. Shaikh Saleem – Business Environment, Pearson Education, 2006
5. Davis & Keith William C. Frederik - Business and society
6. Amarchand D - Government and Business
7. Mankard - Business Economics, Mac Millan.
8. A.N.Agarwal - Indian Economy - Wishwa Prakashan
9. Steiner & Steiner - Business Government and Society, McGraw Hill, 2003.
10. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave, 2001.

## **3.2 MANAGEMENT INFORMATION SYSTEM**

### ***Unit I***

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

### ***Unit II***

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

### ***Unit III***

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

### ***Unit IV***

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

### ***Unit V***

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology.

### **TEXT BOOKS**

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999.
2. Effy Oz, "Management Information Systems", Vikas Publishing House, Third Edition, 2002.
3. Kenneth C Laudon and Jane P Laudon, "Management Information System", 9<sup>th</sup> Edition, PHI, New Delhi, 2006.
4. Waman S Jawadekar , "Management Information System Text and cases", Third Editions, Tata McGraw-Hill ,2007.
5. R.Srinivasan, "Strategic Management", II<sup>nd</sup> edition, Prentice Hall of India, New Delhi.
6. M.Senthil, "Management Information System", 2003.

## **3.3. QUALITY MANAGEMENT SYSTEMS**

### **UNIT – I**

Quality – meaning and importance; Principles of quality gurus; Quality improvement techniques – pareto diagrams, cause-effect diagrams, scatter diagrams and run charts; Statistical concepts – definitions, measures of central tendency, measure of dispersion, concepts of population and samples and normal curves; Costs of quality; Process variation – Basic forms and Taguchi's view of variation.

### **UNIT – II**

Statistical process control charts – p chart, np chart, X-bar chart, R chart, S chart and c chart; Process capability index; Acceptance sampling – single sample plan, sequential sampling plan, producer and consumer risk, operating characteristic curve and double sampling plan; Design of experiments – Two level experiments, orthogonal array, grand mean effect, effect of the factors, repetition error effect, determining significant factors and optimum results.

### **UNIT - III**

Quality loss function; Taguchi loss functions; Types of quality loss function; Robust design process; Parameter design process; Parameter optimization experiment; Experimental approaches – one-factor-at a time experiment, full and fractional factorial experiment; Analysis of mean (ANOM) and Analysis of variance (ANOVA); Failure mode and effect analysis.

### **UNIT – IV**

Reliability – definition and concepts; Product life characteristic curve – bath tub curve; Reliability function; Reliability engineering; Total quality management – principles and practices; Customer satisfaction; Total employee involvement; Total production maintenance; Quality assurance; Quality circle; Quality audit – world class standards.

### **UNIT – V**

Quality standards; ISO 9000 : 2000 – concepts, various procedures / clauses, certification requirements, implementation of ISO 9000 in Indian business environment; IS 14000 – concepts and importance; Six sigma; Service quality measurements – SERVQUAL and national and international standards.

### **REFERENCES:**

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, 4<sup>th</sup> edition
2. Donna C.S. Summers, Quality, Prentice-Hall, 2006, 4<sup>th</sup> Edition
3. Dale H. Besterfield, et.a. Total Quality Management, Prentice Hall, 2003.

## **3.4. FINANCIAL MANAGEMENT**

### **Subject Description :**

Financial Management emphasizes the functions of financial management explaining the investment, finance, dividend and working capital function along with the practical management problems.

### **Goals:**

To enable the students to learn the basic functions, principles and concepts of finance in management.

### **Objectives:**

On successful completion of the course the students should have: To learn the various functions of financial management along with the application. To learn capital budgeting and cost of capital. To understand capital structure, dividend policy and working capital management.

#### **UNIT I**

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

#### **UNIT II**

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

#### **UNIT III**

Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

#### **UNIT IV**

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Divided Policy - Dividend Policy and share valuation - CAPM.

#### **UNIT V**

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

#### **References :**

- 1.Richard A.Brealey, Stevart C.Myers, "Principles of Corporate Finance" McGraw Hill, New York.
- 2.James C.Van Horns, "Financial Management & Policy" Prentice Hall of India (P) Ltd., New Delhi.
- 3.John J.Hampton, "Financial Decision Making – Concepts, Problems and Cases" Prentice Hall of India (P) Ltd., New Delhi (1994).
- 4.Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
- 5.B J Camsey, Engene F.Brigham, "Introduction to Financial Management", The Gryden Press.
- 6.I.M.Pandey, "Financial Management", Vikash Publishing, New Delhi.

### **3.5. INDUSTRIAL AND SERVICES MARKETING**

**Objective:** To develop understanding and skill about concepts, methods and strategies of services management and identify the business terms and concepts that are significant within the field of Industrial Marketing

#### **UNIT I: INTRODUCTION TO SERVICES MARKETING**

Services economy - evolution and growth of service sector - nature and scope of services - characteristics - classification - service market potential - expanded marketing mix for services - service quality - introduction to gaps model and SERVQUAL dimensions.

#### **UNIT II: FOCUS ON CUSTOMERS**

Assessing service marketing opportunities - customer expectations and perceptions of services - customer behaviour specific to usage of services - service markets segmentation - market targeting and selection.

### **UNIT III: SERVICE DESIGN**

Levels of service product - Service life cycle - new service development - service blueprinting - physical evidence and service scape - competitive differentiation of services - service positioning strategies - developing positioning maps - pricing of services - methods and specific issues. Service delivery - People in services - service process - distributing service direct distribution, channel functions, channels selection, impact of information technology - designing communications mix for promoting services - building service customer relationships and service recovery - role of internal marketing in service delivery.

### **UNIT IV: MARKETING STRATEGIES FOR DIFFERENT SERVICES**

Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

### **UNIT V: Industrial Selling**

Nature and characteristic of industrial goods; procedures in buying industrial goods; role of service in industrial selling Sales Policies and Procedures -Terms and conditions of sale; handling complaints

#### **References:**

1. Kenneth E Clow, et. al "Services Marketing Operation Management and Strategy" Biztantra, New Delhi, 2004.
2. Christropher H.Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.
3. Halen Woodroffe, "Services Marketing", McMillan Publishing Co, New Delhi 2003.
4. Nimit Chowdhary and Monika Choudhary, "Text book of Marketing of Services", the Indian experience, MacMillan Publishing Co, New Delhi, 2005.
5. Christian Gronroos, "Services Management and Marketing a 'CRM Approach", John Wiley and sons England 2001.
6. Bhattacharjee, "Services Management, An Indian Respective" Jaico Publishing House, Chennai, 2005.

## **3.6. INDUSTRIAL RELATIONS MANAGEMENT**

### **OBJECTIVE**

To sensitize students to issues of Industrial Relations.

### **UNIT I**

Industrial Relations – an overview: Meaning & Objectives, Importance, Approaches to IR- Unitary, Pluralistic, Marxist – Development of IR System in India, Labour – management Relations: Trade Unionism – Industrial Conflicts.

### **UNIT II**

Trade Unions: Meaning, Justification, Theories of TU, Types of TU, Trade Union Movement in India, Problems of Trade Unions, Functions of Trade Unions, Measures to strengthen Trade Unions, Trade Union Act-Registration & Recognition-Issues arising there off- Inter-union rivalry-Role of State and Politics of Mobilization – Judicial Activism, Labour aristocracy and Segmentation of Labour Markets-Issues arising – Contract Labour and contract labour abolition act, Organized Unions vs Unorganized unions and labour – splintering of unions – Central Trade Unions – Unionism in Emergent sectors.

### **UNIT III**

Industrial Disputes – Definition, Causes of Industrial Disputes, Types of Industrial Disputes, Prevention of Industrial Disputes, Settlement of Industrial Disputes, Industrial Disputes Act: Conditions to Strike & Lockouts, Lay-off, retrenchment & Closure, Rights of Union Representatives and Protections thereof, Conciliation, Adjudication, Laws relating to standing orders – Misconduct and Disciplinary Procedures, Model Standing Orders, Grievance Handling – Meaning, Need and Procedure, Payment of Wages Act, Bonus – Rules and Regulations, Provident Fund Regulations, Factories Act, Hospitals and Institutions Bill, ESMA, Maternity Benefits Act, Recent Amendments in Various Acts, Judicial Interpretations.

### **UNIT IV**

Collective Bargaining – Definition, Importance, Prerequisites of Collective Bargaining – Union Bargaining Process – Types of Bargaining – Collective bargaining in India, Joint Consultative Machineries, Workers Participation In Management, Worker Ownership as Turnaround Management, ESOP, Profit Sharing, Quality of Work-life and Quality Circles, Worker Empowerment. Negotiations – Process, Strategies and Tactics, Theories, Models, Steps.

### **UNIT V**

Strategic Management of Industrial Relations – Alternative Strategies in Labour Management Relations – Labour Laws in the Context of Structural Changes – Labour laws in the context of structural change – Industrial relations in Turnaround Management – Globalization, Liberalization, Mergers, Acquisitions, New Manufacturing reforms and their implications for labour force, ILO, AFL-CIO, International Co-ordination amongst unions as response to Internationalization and Global Markets.

### **REFERENCE BOOKS**

1. Jerome joseph, Industrial Relations: Towards a theory of Negotiated Connectedness, Response Books.
2. C.S. Venkataratnam, Globalization and Labor-management Relations, Sage Publications, New Delhi.
3. Bruce.E.Kaufman, The Global Evolution of Industrial Relations: Events, Ideas and the IIRA, Academic foundations, New Delhi, 2006.
4. Nikolai Rocovsky and Emily Sims, Corporate Successes Through People: Making International Labor standards Work for you, Academic Foundation, New Delhi, 2006.
5. P.C. Tripathi, Personal Management and Industrial Relations, Sultan Chand & Sons, New Delhi, 1978 (Reprint – 2004).
6. E.H. Mcgrath, S.J. Industrial Disputes, Prentice Hall of India, New Delhi, 1985.
7. Dr.R.Venkatapathy and Assissi Menachery, Industrial Relations and Labour Legislations, Adithya Publishers, Coimbatore.
8. Gerard. I. Nierenberg, The Art of Negotiating, 1981.
9. Burawoy.M., Manufacturing Consent: Changes in the Labor Process under Monoply Capitalism, Chicago University Press, Chicago.
10. Samir Amin, Unequal Development, Monthly Review Press, New York, 1976.  
Richard Hyman, Understanding European Trade Unionism: Between Market, Class and Society, Sage Publications, 2001.

### **3.7 SUMMER PLACEMENT PROJECT REPORT & VIVA VOCE**

### **D.3 PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : LEGAL ASPECTS OF BUSINESS**

#### **Subject Description** :

This course presents the various types of business organisations and the various legal formalities to be followed to start an organisation.

#### **Goals :**

To enable the students to learn the various kinds of business organisation and the method of promoting them.

#### **Objectives**

On successful completion of the course the students will be able to understand

1. the various types of business organisations
2. the merits and demerits of various form of organisation
3. the various legal formalities in starting an organisation
4. the procedure for establishing a company.

#### **Contents**

##### **UNIT I**

Nature And Scope Of Business-Concept of Business-Branches of Business-Business System-Business organization as a system-systems approach applied in an organization-Objectives of modern business-Essentials of a successful business-Forms of Business Organisations- Forms of private and public sector enterprises-Rationality of public enterprises-Objectives of public enterprises-Management of state enterprises-Forms of state enterprises-Department undertaking-Government company-Public corporation-Features, merits and demerits.- Planning- Advantages and limitations of planning – organization structure- Line, functional, staff organisations-Line and staff conflicts-projects, committee organization-Management consultancy

##### **UNIT II**

Law Relating To Partnership: Growth of Law of Partnership-Customs and usage of trade as origin; partnership law under the different schools-Hindu Law of partnership, Jews Law, Roman Law, French Law, English Law, American Law and Indian Law.-Indian Partnership Act,1932 – Introduction-Applications to provisions of Act IX of 1872 (Indian Contract Act,1872)-Outline of the Act. Definition of Partnership-Mode of creating partnership-Deed of Partnership-Firm name-Property of the firm-Tenancy right-Position of minor-Position of alien enemy-Insolvent-Married and un married woman-Hindu Undivided Family-A foreigner, Convict, Corporation in partnership-Types of Partnership-Partnership at will and Particular partnership, Classification of partnership on the basis of liabilities-Limited liability partnership and unlimited liability partnership-and Partner by holding out of estoppels.

##### **UNIT III**

Partnership and Other Association-Partnership and H.U.F-Partnership and co-ownership-Partnership and club or non-trading association-Partnership and Joint Stock Company. Rights, Duties, Liabilities and Authorities of Partners-Mutual rights and duties-Rights and authorities-Liabilities-Rights of transferee of a partner's interest-Rights of a partner-Duties of partners-mandatory and duties subject to agreement-Authorities of partners-Limitation of implied authorities-Reconstruction-Liability of a retiring partner-Liability of insolvent partner-Effect of change in constitution of the firm on guarantee given-Rights of outgoing partner-Agreement in restraint of trade.

##### **UNIT IV**

Registration of Firm-Mode of registration-Application for registration-Signature-Verification-Fees-Certificate of registration-Registrar of firm-Rectification of mistake-Amendment of register by order of court-Penalty for furnishing false particulars-Inspection-Copy and rules of evidence regarding register and filed documents-Effects of non-registration of firm-Dissolution of Firm – Types of dissolution-Compulsory dissolution - voluntary dissolution under supervision of court and without the supervision of court-Rights- duties-and liabilities after dissolution of firm-Mode of giving public notice.

## **UNIT V**

Company Law – Nature of Company-Kinds of Companies-Formation of Company-Memorandum of Association-Articles of Association-Prospectus-Membership in a Company-Share Capital-Shares-Borrowing Powers-Management and Administration-Meetings and Proceedings-Accounts and Auditors-Prevention of Oppression and Mismanagement-Compromises, Arrangements and Reconstructions-Winding up.

Indemnity And Guarantee-Bailment And Pledge-Contract Of Agency-Sale Of Goods – Formation of Contract – Conditions and Warranties –Transfer of Property – Performance of Contract – Rights of an Unpaid Seller-Negotiable Instruments – Negotiable Instruments – Notes, Bills and Cheques-Parties to a Negotiable Instrument – Negotiation-Presenment of a Negotiable Instrument-Dishnour of a Negotiable Instrument-Discharge of a Negotiable Instrument-Rules of Evidence.

## **REFERENCE :**

1. SS Gulshan, Business Law, Excel Books, 3<sup>rd</sup> Edition, 2006
2. Y.K.Bhusan, Business organisation and management
3. R.K.Sharma and Sashi K. Gupta, Business organisations.
4. S.C.Khuchal, Business Law
5. N.D.Kapoor, Business Law

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

## **4.1 STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT**

**Objectives** : Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

Teaching and Examination: Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

### **Unit I**

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchal levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

### **Unit II**

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

### **Unit III**

#### **Strategy Formation**

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, non-profit organisations and large multi product and multiple market organisations.

### **Unit IV**

#### **Tools of Strategy Planning and evaluation :**

Competitive cost dynamics - experience curve - BCG approach - cash flow implication -IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

#### **Strategy implication & Control :**

Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalisation - Future of Strategic Management.

### **References :**

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, "Strategic Management: Formulation, Implementation and Control", 9<sup>th</sup> Edition, TMH, 2007
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
9. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.



## 4.2 INTERNATIONAL BUSINESS

### **UNIT - I**

Introduction and Overview

Introduction and Overview : Introduction - The Globalization of the World Economy - The Changing Nature of International Business - Differences in International Business.

### **UNIT - II**

Country Factors

National Differences in Political Economy : Introduction - Political Systems - Economic Systems - Legal Systems - The Determinants of Economic Development - States in Transition.

Differences in Culture : Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change - Cross-Cultural Literacy - Culture and competitive Advantage.

### **UNIT - III**

The Global Trade and Investment Environment

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.

The Global Monetary System

The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

### **UNIT - V**

The Strategy and Structure of International Business

The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice. 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.

### **References :**

1. Hill.C.W., International Business : Competing in the Global market place, Irwin-McGraw Hill, 1999.
2. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
3. Shivaramu, International Business, Macmillan India.
4. Francis Cherunilam, International Business, Wheeler Publications.
5. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

## 4.3 CONSUMER BEHAVIOUR

### **UNIT - I**

Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation and Consumer Behaviour. Learning - nature, conditions relevant to high and low involvement strategies, characteristics and types of learning, Brand loyalty, Brand equity & leverage. Perception - Process, interpretation, Perception and marketing strategy. Perceptual process and buying behaviour. Perception - Elements, Just notice able difference - its application to Consumer Behaviour, Perceptual organization and defense, consumer imagery.

### **UNIT - II**

Motivation - Nature, motivational strategies, theories and their relevance, marketing strategies based on motivational conflict. Personality - Psycho-analytical neo-Freudian and social approaches to personality understanding consumer diversity, Brand personality, Self and self image.

### **UNIT - III**

Attitude formation & change - Tricomponent and structural models of attitudes, sources of attitude formation, strategies of attitude change, cognitive dissonance, attribution, self perception theories, Foot in the door phenomenon. Groups - types, Celebarities, Family, Socialization of family members, Function of family, Family decision-making and consumption - related roles, Family life cycle.

### **UNIT - IV**

Culture- Nature - Characteristics - Measurement, Sub-cultures – Nationality, age, geographic, Regional and Sex, Subcultural interaction. Cross culture : International perspective cross cultural consumer analysis, Multinational strategies, Cross – cultural psychographic segmentation marketing mistakes – undertaking differences.

### **UNIT - V**

Opinion leadership & process, Dynamics, motivation and opinion leadership, Measurement and corporate strategy of opinion leadership. Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process.

### **References :**

1. Kurder, Consumer Behaviour, PHI/Pearson.
2. Schiffman.L.G. & Kanak.L.L., Consumer Behaviour, PHI/Pearson.
3. Loudon.D, Consumer Behaviour, Concepts & Applications, Albert Biutta, McGraw Hill.
4. Ingel, Roger & Blackwell, Consumer Behaviour.

## **4.4 SUPPLY CHAIN MANAGEMENT**

### **Aim**

To familiarize the students with the concepts of supplies pertaining to purchase, storage and issue of materials and stock maintenance of finished goods.

### **UNIT – I**

Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM. SCM current scenario – Value chain management and customer relations management.

### **UNIT – II**

Customer focus in SCM – Demand planning, Purchase planning – Make or Buy decision – Indigenous and global sourcing Development and Management of suppliers – Legal aspects of Buying – Cost management – Negotiating for purchasing / sub contracting – Purchase insurance – Evaluation of Purchase performance (performance indices). Inventory management – Financial impact of inventory.

### **UNIT – III**

Manufacturing Scheduling – Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system design and decision. Ware housing and store keeping – Strategies of ware housing and store keeping – Space management.

### **UNIT – IV**

Logistics management – Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – Logistics and customer service.

### **UNIT – V**

Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence. Best practices in Supply Chain Management – Organizational issues to implement SCM.

## REFERENCE

1. Supply Chain Management – For Global Competitiveness – B.S. Sahay – Macmillan India Limited, 1999.
2. 2.Supply Chain Management: Strategy planning and operations – Sunil Chopra and Peter Meindal, 3<sup>rd</sup> Edition, PHI, 2007
3. 3.Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies – Simchi-Levi, Kaminsky and Simchi-Levi, 2<sup>nd</sup> Edition, TMH, 2007
4. 4.Robert B.Handfield & Ernest L.Nichols.JR., Introduction to Supply Chain Management, Prentice Hall of India, New Delhi.

## 4.5 STRATEGIC MANAGEMENT

**Objectives** : Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

Teaching and Examination: Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

### **Unit I**

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchal levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

### **Unit II**

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

### **Unit III**

#### **Strategy Formation**

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, non-profit organisations and large multi product and multiple market organisations.

### **Unit IV**

#### **Tools of Strategy Planning and evaluation :**

Competitive cost dynamics - experience curve - BCG approach - cash flow implication -IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

#### **Strategy implication & Control :**

Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalisation - Future of Strategic Management.

## D.4 P.G. DIPLOMA IN ENTREPRENEUR DEVELOPMENT : BUSINESS PLAN

### **Subject Description**

The course presents the various aspects of a business plan and its preparation.

### **Goals**

To enable the students to prepare a good business plan.

### **Objectives**

On successful completion of the course the students will be able to understand

1. the importance of business plan.
2. the various components of business plan.
3. to prepare the business plan for starting a business.

### **Contents**

#### **UNIT I**

Business Plan : The Meaning - The 'Why' of Business Plan - Basic Parameters - Basic parameters : Timing of Decisions Undertaken - Project Parameters :The Common Considerations - Factor of successful business - capital management - eligibility to attract motivates- financial control - Anticipating change and adaptability.

#### **UNIT II**

Business Plan process - Sources of Information - Internet , government sources and statistics - offline research resources- Library -SBDC's - Trade and industries association - sources of market research - evaluating data - Benefits of Market Study - Coverage of Market Study - Information Sources - Market Demand : A Five Dimensional Concept

#### **UNIT III**

Business Plan Components - The Executive Summary - Company Description - Industry Analysis & Trends - Target Market - Competition - Strategic Position & Risk Assessment - Marketing Plan & Sales Strategy - operations - Technology Plan - management & Organization - Community Involvement & Social Responsibility - Development, Milestones & Exit Plan - The Financials.

#### **UNIT IV**

Exploratory -cum-Desk Research (EDR) - Field Interviews : An Essential Skill - Field Interviews : useful Tips - Product / Service and EDR /DMR - Detailed Market Research (DMR) - Other Methods - Analysis of Information - Need for Judgments - Soft Drink Illustration - Errors and Precautions - Manufacturing Process - Sources of Technical Know-how - Reassurance on Manufacturing Process - Plant and Machinery - Supplier Identification - Interaction with Suppliers - Supplier Selection - Tips on Supplier - transaction.

#### **UNIT V**

The Lay - out - Built-up Area - Raw materials - Packing - Land Requirement - Utilities - Manpower - Search for Location : Reasons - Selection Criteria-Information Sources - Location / Site Selection - Purpose of Financial viability - Financial viability : Meaning - Project Cost - Avoid Differences with Loaning Agency - Working Capital and Working Capital Margin - Assessment of Working Capital Requirement - Working Capital Assistance. Capacity Utilization and Income, Expenditure, Profit Estimate - Viability Test - profitability - Cash Flow Estimate - Risk Analysis - Financial Viability : A Recapitulation - Implementation schedule.

### **REFERENCE**

1. Rhonda Abrams "The Successful business Plan Secrets & Strategies" Prentice
2. Rhonda Abrams " The business Plan in a day " Prentice
3. Business plan Preparation -Entrepreneurship Development Institute of India
4. Arthur R. DeThomas Ph.D. and Lin Gensing-Pophal, Writing a Convincing Business Plan
5. Mike P. McKeever, How to Write a Business Plan

**Equipments/Softwares and other teaching aids and tools:** Computer, LCD Projector, OHP, PowerPoint slides

**Preferable Method of Teaching:** Lectures and Case Study

**Suggested components for evaluation for internal:** Internal Test, Assignment and Seminar

**Suggested contact hours required for teaching:** 45 Hours

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