

**BHARATHIAR UNIVERSITY,COIMBATORE-641 046**

**M.B.A – Entrepreneurship Management with Diploma in  
International Management (CBCS Pattern)**

(for the affiliated college students admitted during the academic year 2008-09 & onwards)

**SCHEME OF EXAMINATIONS**

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 : Promotion Management</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: Export Management</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
	Entrepreneurial Finance	4½	3	25	75	100	3
	Entrepreneurship Development	4½	3	25	75	100	3
	Project management	4½	3	25	75	100	3
	Information Technology and E-Commerce	4½	3	25	75	100	3
	Summer Placement Project Report & Viva-Voce	-	3	20	80	100	3
	<b>Elective/Diploma-III : Consumer Behaviour</b>	3	3	25	75	100	3
<b>SEMESTER – IV</b>							
	Strategic Management : Indian Global Context	4½	3	25	75	100	3
	International Business	4½	3	25	75	100	3
	Technology Innovation and Sustainable Enterprise	4½	3	25	75	100	3
	Business Plan and Ethics	4½	3	25	75	100	3
	Managing Diversity	4½	3	25	75	100	3
	Project Work	4½	3	25	75	100	3
	a. Management Practice (*)	-	-	-	-	-	-

Study Components	Course Title	Ins. hrs / week	Examinations				Credits
			Dur.Hrs	CIA	Marks	Total	
	b. Comprehensive Viva-Voce (Internal)*	-	-	-	-	-	-
	<b>Elective/Diploma-IV : Rural Marketing</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.

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

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**SYLLABI**

1.1 MANAGEMENT PRINCIPLES AND PRACTICE

**Course Number** :

**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 Entrepreneuring - 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*

**Course Number :**

**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*

**Course Number :**

#### **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*

**Course Number :**

**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

**Course Number** :

**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, Poisson 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*

**Course Number** :

**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 - Formatting 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 INTERNATIONAL MANAGEMENT : PROMOTION MANAGEMENT**

**UNIT I : PROMOTION MIX & PERSONAL SELLING:** Promotion Mix Tools, Steps in Communication process, Factors in deciding promotion mix.

Personal selling - Sales force Design - objectives, strategy six, structure and compension. Principles of Personal Selling - Salesmanship, steps in selling process, Negotiation - Models, Strategy & Tactics, Customer Relationship Management. Evaluation of personal selling.

**UNIT II : ADVERTISING MANAGEMENT:**

Meaning, Objectives, Importance, Classification of advertisement, Economic and Social Effects of Advertising, Organisation of Advertising Department, Advertising Agency Management, Campaign Planning, Advertising Budget.

**UNIT III : ADVERTISING MEDIA MANAGEMENT:**

Types - Print, Radio, TV, Cinema Outdoor and other forms - Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling.

**UNIT IV : ADVERTISING CREATIVITY:**

Advertising Copywriting for Print and Broadcast Media - Principles, Styles, Advertising Visualization and Design, Production of Print, Broadcast and other Advertisements, Evaluation of Advertising.

**UNIT V : SALES PROMOTION AND PUBLIC RELATIONS**

SALES PROMOTION :

Objectives, Tools, Planning, Implementation and Control, Evaluation of Sales Promotion.

PUBLIC RELATIONS :

Objectives, Tools, Media and Message, Evaluation of Public Relations.

**UNIT VI** Case Analysis

**References :**

1. Promotion Management - John.J.Burnett - AITBS.
2. Advertising - Theory & Practice - Vernon Fryburger - AITBS.
3. Advertising Excellence - Bovee & Thill - Mc Graw Hill International.
4. Advertising and Promotion: An Integrated Marketing Communications Perspective – George E Belch and Michael E Belch, 6<sup>th</sup> Edition, TMH, 2006
5. Sales Promotion - Tony Dakin.
6. Sales Promotion - Julian Cummins.
7. Successful Sales Promotion - Pran Chowdhry .et.al. - MacMillan
8. Sales Management - Cundiff, Stil & Govani – PHI/Pearson.
9. Practical Public Relations - Sam Black - Universal Book.
10. Managing Public Relations - Gruning and Hunt - CBS College Publisng.

## 2.1 OPERATIONS MANAGEMENT

**Course Number** :

**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

**Course Number** :

**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 - Golgatia, 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

**Course Number** :

**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

### **Course Number :**

#### **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

**Course Number** :

### **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**

**Course Number** :

**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 INTERNATIONAL MANAGEMENT : EXPORT MANAGEMENT**

**AIM :** To help students acquire familiarity of the knowledge and process of export and import trade.

**UNIT I :** Export - meaning - scope - functions - Role of export in economic development - Planning for export - market analysis:- market intelligence and market Research - market selection and entry strategies for export.

**UNIT II :** Legal aspects of export trade:- International law: Private Law - Transport contracts - Payment and credit - settlement of disputes - Indian Laws: EXIM policy - Law relating to packaging - pricing - Advertising - distribution.

**UNIT III :** Export financing: methods and sources of export finance - Terms of payment for export - Letter of credit - Institutional aid for export financing: RBI, EXIM Bank, ECGC - commercial banks. Export pricing: Factors influencing export price - Forms of pricing - pricing approaches - Transfer pricing - Dumping - International price quotation - Incoterms.

**UNIT IV:** India's export performance - Problems in export trade- Export promotion - Need - Export promotion in India:- Institutional support for export promotion - Export promotion incentives -EPZ & FTZ, 100% EOU, Export houses, Trading houses - Star Trading houses - Project and consultancy export -

**UNIT V:** Export Procedure and documentation: Export order execution - Product preparation - quality control and Pre-shipment inspection - Packaging - freight forwarders - Cargo insurance - customs clearances - Documentation Procedure and clearing Export bills. Import Procedure:- Import licensing - Replenishment license - Advance import license - Pass book scheme - Import of capital goods.

### **References :**

1. TAS Balagopal - Export management - Himalaya
2. Varshney & Battacharya - International Marketing Sultanchand & sons
3. Francis chernmilam - International Trade and Export management - Himalaya
4. B.S Rathor - Export Management - Himalaya.
5. S. Shivaramu - Export Marketing - Himalaya

## **3.1 BUSINESS ENVIRONMENT AND ETHICS**

**Course Number :**

### **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**

**Course Number** :

**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. ENTREPRENEURIAL FINANCE**

**OBJECTIVE :** To explain how financing for entrepreneurship is done.

**UNIT I – Project planning & Project Appraisal:**

Concepts Capital Expenditures - Importance and difficulties - Phases of Capital budgeting Levels of Capital budgeting - Estimation of Project Cash flows -Expenditures - Time value of money. Pay back period - NPV of inflows - IRR concepts -Cost of acquiring capital - Planning of portfolio. Risk Analysis - Economic Risk -Industry Risk - Company Risk - Financial Risk.

**UNIT II - Sources of Finance:**

Various sources of Finance available: Long term sources -Equity Shares, Preference Shares and debentures- Kinds Private Placements- IPO-SEBI- FDI- Institutional Finance - Banks - IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India - Merchant Banks in India - NBFC's in India - their way of financing in India for small and medium business.

**UNIT III - Short Term Sources:**

Short term sources: Short term sources - banks and financial Institutions that give short term finance - Bills Discounting - Factoring - Working Capital - Concepts - Importance -Cash Management - Inventory Management - Receivables Management - Sources of Working Capital.

**UNIT IV - Venture Capital, Hire Purchase And Leasing:**

Venture capital - Meaning - origin - Importance - Venture capital in India - Benefits. Hire Purchase - Concept - Evaluation of Hire Purchase Proposals - Leasing - Overview -Tax aspects - Lease Accounting - Evaluation of Leasing Proposals.

**UNIT V - Preparing the Financing Plan**

General considerations-Construction Financing- Long term financing- Withholding Tax Considerations- Estimating the Borrowing capacity of a project- Loan repayment

Parameters- Borrowing Capacity-, Assuming full Draw down Immediately prior to project Completion & Periodic Loan Draw downs- applications to Hypothetical High Speed rail Project- Annual Coverage Tests.

**REFERENCE BOOKS:**

- 1 . Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
2. Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
3. Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
4. Financial Markets - Gordon & Natarajan. (BPB Publications).
5. Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)
6. Project Financing- Asset based Finacial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

### **3.4. ENTREPRENEURSHIP DEVELOPMENT**

**OBJECTIVE :** To explain development of entrepreneurs.

**UNIT I**

Entrepreneur - meaning- importance-Qualities, nature, types, traits, culture, similarities and economic

and differences between Entrepreneur and Intrapreneur. Entrepreneurship 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 organizations in promoting Entrepreneurs-Forms of business for Entrepreneurs.

## **UNIT III**

Creating and starting the venture - Steps for starting a small industry - selection of types of organization - International entrepreneurship opportunities.

## **UNIT IV**

Managing, growing and ending the new venture - Preparing for the new venture launch -early management decisions Managing early growth of the new venture- new venture expansion strategies and issues - Going public - ending the venture.

## **UNIT V**

Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Women Entrepreneurs Reasons for low / no women Entrepreneurs their Role, Problems and Prospects

### **Reference Books**

- R1. Vasanth Desai " Dynamics of Entrepreneurial Development and Management Himalaya Publishing House.
- R2. N.P.Srinivasan & G.P.Gupta," Entrepreneurial Development ", Sultanchand & Sons.
- R3. P.Saravanavelu "Entrepreneurship Development ", Eskapee Publications.
- R4. Satish Taneja, Entrepreneur Development ", New Venture Creation.
- R5. Robert D.Hisrich, Michael P.Peters, " Entrepreneurship Development, Tata McGraw Hill edition.

## **3.5. PROJECT MANAGEMENT**

**OBJECTIVE :** To explain project management for entrepreneurs

### **UNIT I**

Project management – Concept of a Project – Categories of Project - Project life cycle- Definition of project management - The project as a conversion Process - project environment - complexity of projects - the relationship between project Management and line management - current issues in project management- system approach to project management - Roles and responsibilities of project manager.

## **UNIT II**

Project planning - project planning as a value adding activity - process of project planning - managing the planning process - communicating project plans - dealing with increased complexity through net work diagrams - Analyzing the network- Critical Path Analysis - Activity on Nodes diagramming- Dealing with the uncertainty Programme Evaluation and Review Technique- Computerized Project Management - planning with standards.

## **UNIT III**

Project financing and development banks - Development banking and western world - debt Equity ratio-Equity and Preference Share Capital- Internal Generation of Funds- Leasing Financing - Public sector bonds-Debentures- Assistance from International financial- Short Ten Rupee Funds for Working capital- All India Development Corporation- Specialized Institution - Investment Institution - means of financing - project financing package - procuring funds.

## **UNIT IV**

Project implementation - stages - Bottlenecks in project implementation -Guidelines for effective implementation - Management techniques for project management - project monitoring - essentials - roles - tools and techniques Project management performance performance indicators performance improvement - project management environment - management reporting - report designing - project evaluation - project review.

## **UNIT V**

Project feasibility study- Market Feasibility- Technical Feasibility-Financial FeasibilityEconomic Feasibility-Critical Success factors- Demand forecasting techniques.

### **Reference Books:**

1. Project Management - Harvey Maylor - Macmillan India Ltd.
2. Project Management - S. Choudhury - Tata McGraw Hill publishing
3. Project Management Principles & Techniques - B.B. Goel- Deep & Deep publications Pvt Ltd.
4. Project Planning, Analysis, Selection, implementation and Review – Prasanna Chandra - Tata McGraw Hill Publishing Company Ltd
5. Project Management A systems Approach to Planning Scheduling and Controlling- Harold Kerzner, CBs Publishers & Distributors, New Delhi.
6. Project Manag ement Strategic Financial Planning Evaluation and ControlBhavesh M Patel- Vikas Publishing Hiuse Pvt Ltd.,Delhi
7. Total Project Management-P.K Joy-Macmillian India Ltd.

### 3.6. INFORMATION TECHNOLOGY AND E-COMMERCE

**OBJECTIVE :** To explain use of Information technology and e-commerce for entrepreneur.

#### **UNIT - I**

Computer & Internet: Desktop computers, Block diagram of a computer, Input and output devices, memory and storage devices, different ports and its uses, Different type of printers. Software: OS, Windows OS, Application software. Networking, different LAN and WAN connections, connecting to a network, testing connection, Internet, IP address, Hypertext, Uniform Resource Locator, Web Browsers, IP Address, Domain Name, Internet Services Providers, Internet Security, Internet Requirements, Web Search Engine, Net Surfing, Internet Services.

#### **UNIT - II**

Windows XP: Windows concepts, Features, Windows Structure, Desktop, Taskbar, Start Menu, My Computer, Recycle Bin, Windows Accessories- Calculator, Notepad, Paint, WordPad, Character Map, Windows Explorer, Entertainment

#### **UNIT - III**

**Word Processing; MS Word:** Advanced Features of MS Word, Find & Replace, Using Thesaurus, Using Auto- Multiple Functions, Mail Merge, Handling Graphics, Tables & Charts, Converting a word document into various formats like- Text, Rich Text format, Word perfect, HTML,PDF etc.

**Worksheet- MS-Excel:** Working with single and multiple workbook, working with formulae & cell referencing, Auto sum, Copying formulae, Absolute & relative addressing, Worksheet with ranges, formatting of worksheet, Previewing & Printing worksheet, Graphs and charts, Database, Creating and Using macros, Multiple worksheets- concepts, creating and using. Power Point : reordering and hiding slides, slide show and editing custom slide. Resizing a text box Text box properties, Delete a text box, Bulleted lists, Numbered lists, Adding notes, Video and Audio, Adding text Editing options, Formatting text, Replace fonts, Line spacing Change case Spelling check, Color schemes , Adding clip art, Adding an image from a file Editing graphic, AutoShapes, WordArt, Backgrounds, Action buttons Slide animation, Animation preview Slide transitions Slide show options Slide master Header and footer Slide numbers Date and time Database Basics: Databases, Records - Fields, data types, Database Types Library Catalogues



#### **UNIT IV**

##### **E-Commerce**

What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management

**Electronic Payment Systems:** Overview of the Electronic payment Technology -Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

#### **UNIT V**

**E-security:** Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption -**Web based Business:** Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.

#### **Reference Books**

1. Professional Office Procedure by Susan H Cooperman, Prentice Hall
2. Information Technology: Principles, Practices and Opportunities by James A Senn, Prentice Hall
3. Enterprise Resource Planning - Richard Hammer - 1998
4. Management Information System - James O'Brien
5. Frontiers Of Electronic Commerce - Ravi Kalkota - 1998
6. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce - A Managerial Perspective", Addison - Wesley, 200 1.
7. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Addition - Wesley, 2000.

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

**D.3 PG DIPLOMA IN INTERNATIONAL MANAGEMENT : 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 noticeable 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, Celebrities, 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.

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

**Course Number** :

**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 - Hierarchical 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**

**Course Number** :

### **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. TECHNOLOGY INNOVATION AND SUSTAINABLE ENTERPRISE**

OBJECTIVE : To explain technology Innovation and Enterprise resource planning for sustainable enterprise

**UNIT I:**

Innovation: - Need - Objectives of innovation - Technology innovation - its importance - Knowledge Management- need - Business strategies related to knowledge management - Knowledge Management Approaches-Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT- Organizational culture for Knowledge Management - Future of Knowledge Management

**UNIT II:**

Technology Transfer and Joint Ventures -Policy, Procedure & Practices-India's Technology base and Capabilities-Preference of Indian Technology-major Constraints and problems-Operational constraints-Problems in Indian Business Environment Problems in Finalization of Agreement-Major Problems in Technology transfer Collaboration Agreements, R& D, Import Substitution, Scaling, Diagrams- Patterns and Intellectual Property rights.

**UNIT III:**

Web Marketing- Meaning- Benefits of Web Marketing-Myths and Facts in Web Marketing-Web Psychology: Understanding the Internet mind- The Internet and the Law: Copyright, Censorship, Privacy, Jurisdiction- Do's and Don'ts on Web.

**UNIT IV:**

Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing Attracting Customers- Web Advertising - E-Mail Marketing-Instant market research -Securities Issues.

**UNIT V:**

Enterprise Resource Planning: The E- Business backbone -Meaning- ERP decision Enterprise Architecture Planning- ERP Implementation- The Future of ERP Applications- Procurement-e-Business Blueprint Planning.

**Reference Books**

- 1 . Knowledge Management for Competitive advantage-Harish chandra Chaudharaty, Excel Books Publications, New Delhi

2. Technology Transfer and Joint Ventures Abroad-R.R.Azad, Deep& deep Publications, New Delhi
3. Web Advertising and marketingthomas J Kuegler,Jr. #rd Edition-Prentice- Hall of India, New Delhi
4. e-Business Roadmap for Success- Dr.ravi Kalakota- Perason Education
5. "Frontiers of Electronic Commerce", Ravi Kalakota, Andrew B. Whinston, Addition -Wesley, 2000

#### 4.4. BUSINESS PLAN AND ETHICS

**OBJECTIVE :** To explain relevance of Ethics while taking business decisions.

##### **UNIT - I**

Business Plan - Meaning- The why of business plan - Basic parameters - Timing of decision undertaken Project parameters - the common considerations - Factors of successful business -capital management- 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 associations - sources of market research - evaluating data- benefits of market study -coverage of market study - information sources.

##### **UNIT - III**

Business plan components - The Executive summary - company description - Industry analysis and trends - Target market - Competition - strategic position and risk assessment - Marketing plan and sales strategy - operations - Technology plan -management and organization

##### **UNIT - IV**

Business ethics - Definition and importance. Benefits of business ethics. Emerging ethical issues in business. Ethics as a dimension of social responsibility.

##### **UNIT - V**

The ethical decision making process - understanding ethical decision making and corporate governance. Individual factors, organizational factors. Implementing and auditing ethics programs. Business ethics in a global economy.

##### **Reference books:**

1. Business ethics - Ethical decision making and cases. O.C.Ferrelljohn Paul 23.
2. Fraedrich, Linda Ferrell.6<sup>th</sup> edition, Published by Biztantra.
3. Business ethics - William H. Shaw 4h edition Published by Thomsopn Wadsworth
4. Rhonda Abrams " The Successful business Plan Secret \$ Strategies " prentice
5. Rhonda Abrams " The business plan in a day " Prentice.
6. Business plan preparation - Entrepreneurship Development Institute of India

## 4.5. MANAGING DIVERSITY

**OBJECTIVE :** To explain the diversity in Business Environment.

### UNIT -1

Business - Concepts and Significance - Entry of Multinationals - New Changes in Business - Innovation of new products - Technological changes – Competition in Business - Social Responsibility of Business.

### UNIT - II

Cultural concept - Cultural change - Culture and Workplace - Cross culture - Culture and Competition - Differences in culture - Cultural theories - Impact of Culture on Business -Managing Cultural impacts and changes.

### UNIT - III

Nature of Competition - Heckscher Ohlin Theory - The new Trade Theory - National Competitive Advantage - Porter's Diamond - Impact of Competition - Managing Competition - Updating of new technology. Era of Globalization - Significance - Strategy and the firm - Profiting from Global Expansion - Pressures for cost reductions and Local responsiveness - Strategic Choice - Entry mode - Liberalization of Indian economy - Export and Import acts - Managing global entry-

### UNIT - IV

Strategic Responses to changing environment-Portfolio Related, Process Related and Structure Related- Aligning HR Strategy-strategic Changes- Planned Changes - drawbacks- Unplanned Change- Steps in Planned Change -Changes and Amendments in Labors Laws- International Trade Unions and Business Associations

### UNIT - V

Legal acts in India - Industrial Developmental Regulation Act (IDRA) - New Industrial Policy - New Economic Policy - Abolition of MRTP Act and introduction of Competitive Act - Consumer Protection Act - Imposing of MODVAT in India. Political Environment -Political uncertainty - Impact of Politics on Business- GATT -WTO-TRIPS-TRIMS-Consumer movements, Right to information

### Reference Books:

1. Business Environment - Francis Cherunilam. (Himalaya Publishers)
2. Business Environment - Aswathappa. (Himalaya Publishers)
3. International Business - Francis Cherunilarn. (Prentice Hall of India).
4. International Business: Competing in the Global Market Place - Hill. C. W. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
5. Indian Economy - A. N. Agarwal. (Wishwa Prakashan).

**D.4 P.G. DIPLOMA IN INTERNATIONAL MANAGEMENT : RURAL MARKETING**

**UNIT I**

Rural Economy - Policy interventions, reforms Diagnosis challenges to Indian Marketer.

**UNIT - II**

Rural Marketing - introduction, nature and attractiveness, rural vs urban Marketing.

**UNIT - III**

Selecting and Attracting markets - introduction Segmentation – Concept, degree, guidelines and bases, Targeting and Positioning.

**UNIT - IV**

Product Strategy - Introduction, Classification, Significance, Scope. Product Mix, Competitive product strategies. Pricing strategy – Introduction, Concepts, Significance, Objectives policy.

**UNIT - V**

Promotion Strategy - introduction, exploring, Target audience, Designing, Comparison Distribution strategy - introduction, channels old, new, pragmatic, approaches covering strategy.

**References :**

1. Krishnamacharyalu & Lalitha, Rural Marketing, Pearson Education, 2002.
2. Ramkishen, New Perspectives on Rural Marketing, Jaico Books, 2002.
3. Gopaldaswamy, Rural Marketing, Wheeler Publishing.