

Annamalai  **University**
Annamalainagar

FACULTY OF ARTS
DEPARTMENT OF BUSINESS ADMINISTRATION

MBA (Dual Specialisation)
MBA (Human Resource Management)
MBA (Financial Management)
MBA (Marketing Management)
MBA (International Business Management)
MBA (Hospitality Management)
(Choice Based Credit System)
(FULL-TIME)

(2016 - 2017)

HAND BOOK

ANNAMALAI UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
MASTER OF BUSINESS ADMINISTRATION (MBA)
(CHOICE BASED CREDIT SYSTEM)
(2016–2017)

REGULATIONS

For M.B.A. (Dual Specialisation), M.B.A. (Human Resource Management), M.B.A. (Financial Management), M.B.A. (Marketing Management), M.B.A. (International Business Management), M.B.A. (Hospitality Management)

MASTER'S PROGRAMME

A Master's Programme consists of a number of courses. Master's Programme consists of a set of compulsory courses (Core Courses) and some optional courses (specialisation and elective courses).

Core courses are basic courses required for each programme. The number and distribution of credits for core courses will be decided by the respective faculties.

Elective courses will be suggested by the respective departments. Elective courses may be distributed in all four semesters.

A course is divided into FIVE units to enable the students to achieve modular and progressive learning.

SEMESTERS

An academic year is divided into two semesters, odd semester and even semester. The normal semester periods are:

Odd Semester: July to November (90 Working days)

Even Semester: December to April (90 Working days)

CREDITS

The term credit is used to describe the quantum of syllabus for various programmes in terms of weightage and hours of study. It indicates differential weightage given according to the contents and duration of the courses in the curriculum design.

The minimum credit requirement for a two year Master's Programme shall be 90.

COURSES

Each course may consist of lectures/ cases discussion / tutorials/ laboratory work / seminars/ assignment / project work/ practical training/ report/ viva voce etc.

COURSE WEIGHT

Core and Elective courses may carry different weights. For example, a course carrying one credit for lectures will have instruction of one period per week during the semester, if three hours of lecture is necessary in each week for that course, the 2 credits will be the weightage.

Thus normally, in each of the courses, credits will be assigned on the basis of the lectures / tutorials / laboratory work / field and industrial visits and other forms of learning in a 15 week schedule.

One credit for each lecture period per week

One credit for each tutorial per week

One credit for every three periods of laboratory or practical work per week

One credit for 3 contact hours of project work in a week

One credit for every two period seminar

Two credits for project work / dissertation.

Two credits for tour and industrial visits

ELIGIBILITY FOR ADMISSION

A candidate who has passed the Bachelor's Degree in any subject including the Professional Courses of this University or an examination of any other University accepted by the Syndicate as equivalent thereto.

GRADING SYSTEM

The term grading system indicates a 10 point scale of evaluation of the performance of students in terms of marks, grade points, letter grade and class.

DURATION

The duration for completion of a two year Master's Programme in any subject is of four semesters.

STRUCTURE OF THE PROGRAMME

The Master's Programme consists of:

- **Core courses which are compulsory for all the students**
- **Specialisation or Elective courses which students can choose amongst from courses approved within the department or in other departments of the faculty and other faculties.**
- **The CBCS elective subjects will be allotted after counseling by a committee of the Head of the Departments under the chairmanship of the Dean.**
- **Dissertation / Project Work / Practical Training / Field work, which can be done in an organization (Government, Industry, Firm, Public Enterprise etc.) approved by the concerned department.**
- **Student can take any two specializations (Dual Specialization) and should continue with the same from 2nd Semester to 4th Semester.**

ATTENDANCE

Every teaching faculty handling a course shall be responsible for the maintenance of attendance register for candidates who have registered for the course.

The instructor of the course must intimate the Head of the Department at least Seven Calendar days before the last instruction day in the semester about the particulars of all students who have secured an attendance of less than 80%.

A candidate who has attendance less than 80% shall not be permitted to sit for the End-Semester examination in the course in which the short fall exists. Based on the percentage of attendance reported for every student, internal marks is awarded for each course as given below.

Attendance %	Marks
90 and more	5
80-89	4
70-79	3

EXAMINATION

There will be two sessional assessments and one End-Semester examination during each semester.

Sessional Test-I will be held during sixth week for the syllabi covered till then.

Sessional Test-I will be combination of a variety of tools such as class test, assignment, and paper presentation that would be suitable to the course. This requires an element of openness. The students are to be informed in advance about the nature of assessment and the procedures. However the tests are compulsory. Test I may be for one hour duration. The pattern of question paper will be decided by the respective Faculty. Sessional Test-I will carry 20% of marks out of the session marks 25.

Sessional Test-II will be held during eleventh week for the syllabi covered between seventh and eleventh weeks.

Sessional Test-II will be conducted with a variety of assessment tools. It will also have an element of openness. The students are to be informed in advance about the nature of assessment and the procedures. However the tests are compulsory. Test II may be for two hour duration. The pattern of question paper will be decided by the respective faculty. Sessional Test II carries 20% of marks out of the session marks 25.

There will be one end semester examination of 3 hours duration in each course.

The End Semester Examination will cover full syllabus of the course for 75% of marks.

EVALUATION

Evaluation will be done on a continuous basis. Evaluation may be by objective type questions, Quiz, Short Answers, Essays or a combination of these, but at the End Semester Examination, it has to be a written examination.

The performance of a student in each course is evaluated in terms of Percentage of marks (PM) with a provision for conversion to Grade Point (GP). The sum total performance in each semester will be rated by GPA while the continuous performance from the 2nd Semester onwards will be marked by (OGPA).

MARKS AND GRADING

A Student cannot repeat the assessment of Sessional Test I and Sessional Test II. However, if for any compulsive reason, the students could not attend the test, the prerogative of arranging a special test lies with the teacher in consultation with the Head of the Departments.

A minimum of 50% marks in each course is prescribed for a pass. A student has to secure 50% minimum in the End Semester Examination.

If a candidate who has not secured a minimum of 50% of marks in a course shall be deemed to have failed in that course.

The Student can repeat the End Semester Examination when it is offered next in the subsequent odd / even semester till the regulations are in force.

A candidate who has secured a minimum of 50 marks in all the courses prescribed in the programme and earned a minimum of 90 credits will be considered to have passed the Master's Programme.

GRADING

A ten point rating scale is used for the evaluation of the performance of the student to provide letter grade for each course and overall grade for the Master's Programme.

Marks	Grade Point	Letter Grade	Class
90 and more	10	S	Exemplary
85-89	9.0	D	Distinction
80-84	8.5	D	Distinction
75-79	8.0	D	Distinction
70-74	7.5	A	First Class
65-69	7.0	A	First Class
60-64	6.5	A	First Class
55-59	6.0	B	Second Class
50-54	5.5	C	Second Class
49 or Less	-	F	Fail

The Successful candidates are classified as follows.

First Class-60 % Marks and above in overall percentage of Marks (OPM).

Second Class-50-59% Marks in overall percentage of marks.

Candidates who obtain 75% and above but below 90% of marks (OPM) shall be deemed to have passed the examination in Distinction provided he/she passes all the courses prescribed for the programme at the first appearance.

Candidates who obtain 90% and above (OPM) shall be deemed to have passed the examination in FIRST CLASS Exemplary provided he/she passes all the courses prescribed for the programme at first appearance.

For the Internal Assessment Evaluation, the break up marks shall be as follows:

Test	—	10 Marks
Assignment/ Seminar/ Case Study/ Role Play/ Viva Voce / Short Answers	—	10 Marks
Attendance	—	5 Marks
Total	—	25 Marks
The award of marks shall be as below:		
Faculty of Arts, Indian Language and Education		3700 Marks

COURSE-WISE LETTER GRADES

The percentage of marks obtained by a candidate in a course will be indicated in a letter grade.

A student is considered to have completed a course successfully and earned the credits if he/she secures an overall letter grade other than F. A letter grade F in any course implies a failure in that course. A course successfully completed cannot be repeated for the purpose of improving the Grade Point.

The F grade once awarded stays in the grade of the student and is not deleted even when he/she completes the course successfully later. The Grade acquired later by the student will be indicated in the grade sheet of the odd/even semester in which the candidate has appeared for clearance of the arrears.

A student who secures F grade in any course which is listed as a core course has to repeat it compulsorily when the course is offered next. If it is an elective course, the student has the option to repeat it when it is offered next or to choose a new elective if he/she so desires in order to get a successful grade.

When new elective is chosen in the place of failed elective, the failed elective will be indicated as dropped in the subsequent grade card.

If a student secures F grade in the Project Work/Field Work/Practical Work/Dissertation, either he/she shall improve it and resubmit it if it involves only rewriting incorporating the clarifications of the evaluators or he/she can re-register and carry out the same in the subsequent semesters for evaluation.

GENERAL

In-plant training is being offered for elective students in organizations. The students get the opportunity to interact with the officials in the company environment in their chosen field.

Major project in a company for 45 days by students is compulsory. The project develops research bent of mind among them. The students can select any topic in functional areas. The faculty acts as internal guide. Computer Laboratory consists more than 100 computers. Each student is served with one PC to enable research and academic activities.

Department Library is equipped with 5000 volumes and a number of journals and back volumes. Laboratory and Computer wing function from 10.00 AM to 8.00 PM.

- **Placements in Leading Organizations**
- **Project Placements in Companies**
- **Computer Training**
- **Use of Internet and Computers**
- **Use of Electronic Gadgets in Classrooms**
- **Case Study Workshops and Consultancy Training**
- **Arranging Man-meet Programmes**
- **Short and Long Industrial Tours**
- **Specialization Training in Industries**

- **Nominating students in Inter College and University Management Development Programmes**
- **Entrepreneurial Training Programmes**
- **Executive Sports arranged annually**
- **Guest Lectures from Industries**
- **Back Volumes–Journals and Magazines**

ACTIVITIES AS A PART OF MBA PROGRAMME

- **Organizing and participating programmes in other institutions.**
- **Students Manmeet and Newsletter.**
- **Leaders Lecture Programme Series.**
- **Guest Lectures.**
- **Marketing Simulation games and exercises.**
- **Industrial Visits.**
- **Personality and Management Development Programmes.**
- **Conferences, Colloquiums, Workshops, Seminars and Symposium.**
- **Placement training and campus placement.**
- **Management Meets.**
- **Communication Development and Entrepreneur Development Programmes.**
- **Entrepreneurship Summit.**
- **SME projects and summer projects.**
- **Project Contest.**
- **Student's Shoppe realtime exercise**

**SCHEME OF EXAMINATIONS
M.B.A. (DUAL SPECIALIZATION)**

Semester	Course No.	Course Code	Course Title	Course Type	Credit	University Exam Marks	Internal Marks	Total Marks
I	1.	MBAC 101	1. Management Process	Core	2	75	25	100
I	2.	MBAC 102	2. Managerial Economics	Core	2	75	25	100
I	3.	MBAC 103	3. Organizational Behaviour	Core	2	75	25	100
I	4.	MBAC 104	4. Accounting for Managers	Core	2	75	25	100
I	5.	MBAE 105	5. Management Process (CBCS Elective)	Elective	4	75	25	100
I	6.	MBAC 106	6. Computer Applications in Management	Core	2	75	25	100
I	7.	MBAC 107	7. Project Entrepreneurship and Small Business Management	Core	2	75	25	100
I	8.	MBAC 108	8. Research Methodology	Core	2	75	25	100
I	9.	MBAC 109	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		20	675	225	900
II	10	MBAC 201	1. Financial Management	Core	2	75	25	100
II	11.	MBAC 202	2. Marketing Management	Core	2	75	25	100
II	12.	MBAC 203	3. Human Resource Management	Core	2	75	25	100
II	13.	MBAC 204	4. Production and Materials Management	Core	2	75	25	100
II	14.	MBAE 205	5. Marketing Management (CBCS Elective)	Elective	4	75	25	100
II	15.	MBAC 206	6. Decision Support System and Management Information System	Core	2	75	25	100
II	16.	MBAD 207	7. (1) Finance: Accounting Software – Practical (2) Marketing: Marketing Research and Consumer Behaviour (3) Human Resource: Industrial Relations and Labour Welfare Management (4) Production: Production Planning and Control (5) Systems: System Analysis and Software Development (6) International Trade: Export – Import Procedures, Documentation and Logistics	Core	3	75	25	100
II	17.	MBAD 208	8. (1) Finance: Accounting Software – Practical (2) Marketing: Marketing Research and Consumer Behaviour (3) Human Resource: Industrial Relations and Labour Welfare Management (4) Production: Production Planning and Control (5) Systems: System Analysis and Software Development (6) International Trade: Export – Import Procedures, Documentation and Logistics	Core	3	75	25	100

II	18.	MBAC 209	9. Lab for Statistical Packages on Business Decision	Core	2	75	25	100
II	19.	MBAC 210	10. Project and Viva-voce (Exposure to Small and Medium Enterprises)	Core	2	75	25	100
			Total		24	750	250	1000
III	20.	MBAC 301	1. Operations Research	Core	2	75	25	100
III	21.	MBAC 302	2. Case Study and Analysis	Core	2	75	25	100
III	22.	MBAC 303	3. Business Legislations	Core	2	75	25	100
III	23.	MBAC 304	4. International Business and Export Management	Core	2	75	25	100
III	24.	MBAE 305	5. Training and Development (CBCS Elective)	Elective	4	75	25	100
III	25.	SOSC 306	6. Soft Skills	Core	3	75	25	100
III	26.	MBAD 307	7. (1)Finance: Investment Security and Portfolio Management (2) Marketing: Sales and Distribution Management (3) Human Resource: Legal Framework Governing Human Relations (4) Production: Total Quality Management (5) Systems: Data Base Management (6) International Trade: Foreign Trade Policy	Core	3	75	25	100
III	27.	MBAD 308	8. (1)Finance: Investment Security and Portfolio Management (2) Marketing: Sales and Distribution Management (3) Human Resource: Legal Framework Governing Human Relations (4) Production: Total Quality Management (5) Systems: Data Base Management (6) International Trade: Foreign Trade Policy	Core	3	75	25	100
III	28.	MBAC 309	9. Project and Viva- voce (Industrial Visits and Subjects)	Core	3	75	25	100
			Total		24	675	225	900
IV	29.	MBAC 401	1. Retailing and Rural Marketing	Core	2	75	25	100
IV	30.	MBAC 402	2. Business Policy and Strategic Management	Core	2	75	25	100
IV	31.	MBAC 403	3. Logistics and Supply Chain Management	Core	2	75	25	100
IV	32.	MBAC 404	4. Indian Ethos and Values	Core	2	75	25	100
IV	33.	MBAE 405	5. Entrepreneurship Management (CBCS Elective)	Elective	4	75	25	100
IV	34.	MBAC 406	6. Behavioral Science Experiments and Testing- Practical	Core	2	75	25	100

IV	35.	MBAD 407	7. (1) Finance: Management of Financial Services (2) Marketing: Advertising and Sales Promotion (3) Human Resource: Management of Training and Development (4) Production: Business Process and Re-Engineering (5) Systems: E-Commerce (6) International Trade: International Marketing Management	Core	3	75	25	100
IV	36.	MBAD 408	7. (1) Finance: Management of Financial Services (2) Marketing: Advertising and Sales Promotion (3) Human Resource: Management of Training and Development (4) Production: Business Process and Re-Engineering (5) Systems: E-Commerce (6) International Trade: International Marketing Management	Core	3	75	25	100
IV	37.	MBAC 409	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		22	675	225	900
			Grand Total		90	2775	925	3700

Note : An Elective Course has to be chosen by a student as per his / her choice. Elective Courses offered by various Departments for the Two Year PG Programmes from Semester I to Semester IV are enclosed.

ANNAMALAI UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
M.B.A. (HUMAN RESOURCE MANAGEMENT) – TWO YEAR PG PROGRAMME

Semester	Course No.	Course Code	Course Title	Course Type	Credit	University Exam Marks	Internal Marks	Total Marks
I	1.	MBAC 101	1. Management Process	Core	2	75	25	100
I	2.	MBAC 102	2. Managerial Economics	Core	2	75	25	100
I	3.	MBAC 103	3. Organizational Behaviour	Core	2	75	25	100
I	4.	MBAC 104	4. Accounting for Managers	Core	2	75	25	100
I	5.		5. Elective Course	Elective	4	75	25	100
I	6.	MBAC 106	6. Computer Applications in Management	Core	2	75	25	100
I	7.	MBAC 107	7. Project Entrepreneurship and Small Business Management	Core	2	75	25	100
I	8.	MBAC 108	8. Research Methodology	Core	2	75	25	100
I	9.	MBAC 109	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		20	675	225	900
II	10	MBAC 201	1. Financial Management	Core	2	75	25	100
II	11.	MBAC 202	2. Marketing Management	Core	2	75	25	100
II	12.	MBAC 203	3. Human Resource Management	Core	2	75	25	100
II	13.	MBAC 204	4. Production and Materials Management	Core	2	75	25	100
II	14.		5. Elective Course	Elective	4	75	25	100
II	15.	MBAC 206	6. Decision Support System and Management Information System	Core	2	75	25	100
II	16.	MBAH 207	7. Industrial Relations and Labour Welfare Management	Core	3	75	25	100
II	17.	MBAH 208	8. Legal Framework Governing Human Relations	Core	3	75	25	100
II	18.	MBAC 209	9. Lab for Statistical Packages on Business Decision	Core	2	75	25	100
II	19.	MBAC 210	10. Project and Viva-voce (Exposure to Small and Medium Enterprises)	Core	2	75	25	100
			Total		24	750	250	1000
III	20.	MBAC 301	1. Operations Research	Core	2	75	25	100
III	21.	MBAC 302	2. Case Study and Analysis	Core	2	75	25	100
III	22.	MBAC 303	3. Business Legislations	Core	2	75	25	100
III	23.	MBAC 304	4. International Business and Export Management	Core	2	75	25	100
III	24.		5. Elective Course	Elective	4	75	25	100
III	25.	SOSC 306	6. Soft Skills	Core	3	75	25	100
III	26.	MBAH 307	7. Management of Training and Development	Core	3	75	25	100

III	27.	MBAH 308	8. Compensation Management	Core	3	75	25	100
III	28.	MBAC 309	9. Project and Viva- voce (Industrial Visits and Subjects)	Core	3	75	25	100
			Total		24	675	225	900
IV	29.	MBAC 401	1. Retailing and Rural Marketing	Core	2	75	25	100
IV	30.	MBAC 402	2. Business Policy and Strategic Management	Core	2	75	25	100
IV	31.	MBAC 403	3. Logistics and Supply Chain Management	Core	2	75	25	100
IV	32.	MBAC 404	4. Indian Ethos and Values	Core	2	75	25	100
IV	33.		5. Elective Course	Elective	4	75	25	100
IV	34.	MBAC 406	6. Behavioral Science Experiments and Testing-Practical	Core	2	75	25	100
IV	35.	MBAH 407	7. Organizational Change and Development	Core	3	75	25	100
IV	36.	MBAH 408	8. Performance Management	Core	3	75	25	100
IV	37.	MBAC 409	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		22	675	225	900
			Grand Total		90	2775	925	3700

Note : An Elective Course has to be chosen by a student as per his / her choice. Elective Courses offered by various Departments for the Two Year PG Programmes from Semester I to Semester IV are enclosed.

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ANNAMALAI UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
M.B.A. (FINANCIAL MANAGEMENT) – TWO YEAR PG PROGRAMME

Semester	Course No.	Course Code	Course Title	Course Type	Credit	University Exam Marks	Internal Marks	Total Marks
I	1.	MBAC 101	1. Management Process	Core	2	75	25	100
I	2.	MBAC 102	2. Managerial Economics	Core	2	75	25	100
I	3.	MBAC 103	3. Organizational Behaviour	Core	2	75	25	100
I	4.	MBAC 104	4. Accounting for Managers	Core	2	75	25	100
I	5.		5. Elective Course	Elective	4	75	25	100
I	6.	MBAC 106	6. Computer Applications in Management	Core	2	75	25	100
I	7.	MBAC 107	7. Project Entrepreneurship and Small Business Management	Core	2	75	25	100
I	8.	MBAC 108	8. Research Methodology	Core	2	75	25	100
I	9.	MBAC 109	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		20	675	225	900
II	10	MBAC 201	1. Financial Management	Core	2	75	25	100
II	11.	MBAC 202	2. Marketing Management	Core	2	75	25	100
II	12.	MBAC 203	3. Human Resource Management	Core	2	75	25	100
II	13.	MBAC 204	4. Production and Materials Management	Core	2	75	25	100
II	14.		5. Elective Course	Elective	4	75	25	100
II	15.	MBAC 206	6. Decision Support System and Management Information System	Core	2	75	25	100
II	16.	MBAF207	7. Accounting Software – Practical	Core	3	75	25	100
II	17.	MBAF 208	8. Management of Funds	Core	3	75	25	100
II	18.	MBAC 209	9. Lab for Statistical Packages on Business Decision	Core	2	75	25	100
II	19.	MBAC 210	10. Project and Viva-voce (Exposure to Small and Medium Enterprises)	Core	2	75	25	100
			Total		24	750	250	1000
III	20.	MBAC 301	1. Operations Research	Core	2	75	25	100
III	21.	MBAC 302	2. Case Study and Analysis	Core	2	75	25	100
III	22.	MBAC 303	3. Business Legislations	Core	2	75	25	100
III	23.	MBAC 304	4. International Business and Export Management	Core	2	75	25	100
III	24.		5. Elective Course	Elective	4	75	25	100
III	25.	SOSC 306	6. Soft Skills	Core	3	75	25	100

III	26.	MBAF 307	7. Investment, Security and Portfolio Management	Core	3	75	25	100
III	27.	MBAF 308	8. Banking and Insurance Management	Core	3	75	25	100
III	28.	MBAC 309	9. Project and Viva- voce (Industrial Visits and Subjects)	Core	3	75	25	100
			Total		24	675	225	900
IV	29.	MBAC 401	1. Retailing and Rural Marketing	Core	2	75	25	100
IV	30.	MBAC 402	2. Business Policy and Strategic Management	Core	2	75	25	100
IV	31.	MBAC 403	3. Logistics and Supply Chain Management	Core	2	75	25	100
IV	32.	MBAC 404	4. Indian Ethos and Values	Core	2	75	25	100
IV	33.		5. Elective Course	Elective	4	75	25	100
IV	34.	MBAC 406	6. Behavioral Science Experiments and Testing-Practical	Core	2	75	25	100
IV	35.	MBAF 407	7. Management of Financial Services	Core	3	75	25	100
IV	36.	MBAF 408	8. Capital Markets	Core	3	75	25	100
IV	37.	MBAC 409	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		22	675	225	900
			Grand Total		90	2775	925	3700

Note : An Elective Course has to be chosen by a student as per his / her choice. Elective Courses offered by various Departments for the Two Year PG Programmes from Semester I to Semester IV are enclosed.

ANNAMALAI UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
M.B.A. (MARKETING MANAGEMENT) – TWO YEAR PG PROGRAMME

Semester	Course No.	Course Code	Course Title	Course Type	Credit	University Exam Marks	Internal Marks	Total Marks
I	1.	MBAC 101	1. Management Process	Core	2	75	25	100
I	2.	MBAC 102	2. Managerial Economics	Core	2	75	25	100
I	3.	MBAC 103	3. Organizational Behaviour	Core	2	75	25	100
I	4.	MBAC 104	4. Accounting for Managers	Core	2	75	25	100
I	5.		5. Elective Course	Elective	4	75	25	100
I	6.	MBAC 106	6. Computer Applications in Management	Core	2	75	25	100
I	7.	MBAC 107	7. Project Entrepreneurship and Small Business Management	Core	2	75	25	100
I	8.	MBAC 108	8. Research Methodology	Core	2	75	25	100
I	9.	MBAC 109	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		20	675	225	900
II	10	MBAC 201	1. Financial Management	Core	2	75	25	100
II	11.	MBAC 202	2. Marketing Management	Core	2	75	25	100
II	12.	MBAC 203	3. Human Resource Management	Core	2	75	25	100
II	13.	MBAC 204	4. Production and Materials Management	Core	2	75	25	100
II	14.		5. Elective Course	Elective	4	75	25	100
II	15.	MBAC 206	6. Decision Support System and Management Information System	Core	2	75	25	100
II	16.	MBAM 207	7. Marketing Research and Consumer Behaviour	Core	3	75	25	100
II	17.	MBAM 208	8. Advertising and Sales Promotion	Core	3	75	25	100
II	18.	MBAC 209	9. Lab for Statistical Packages on Business Decision	Core	2	75	25	100
II	19.	MBAC 210	10. Project and Viva-voce (Exposure to Small and Medium Enterprises)	Core	2	75	25	100
			Total		24	750	250	1000
III	20.	MBAC 301	1. Operations Research	Core	2	75	25	100
III	21.	MBAC 302	2. Case Study and Analysis	Core	2	75	25	100
III	22.	MBAC 303	3. Business Legislations	Core	2	75	25	100
III	23.	MBAC 304	4. International Business and Export Management	Core	2	75	25	100
III	24.		5. Elective Course	Elective	4	75	25	100
III	25.	SOSC 306	6. Soft Skills	Core	3	75	25	100
III	26.	MBAM 307	7. Sales and Distribution Management	Core	3	75	25	100

III	27.	MBAM 308	8. Product and Services Marketing	Core	3	75	25	100
III	28.	MBAC 309	9. Project and Viva- voce (Industrial Visits and Subjects)	Core	3	75	25	100
			Total		24	675	225	900
IV	29.	MBAC 401	1. Retailing and Rural Marketing	Core	2	75	25	100
IV	30.	MBAC 402	2. Business Policy and Strategic Management	Core	2	75	25	100
IV	31.	MBAC 403	3. Logistics and Supply Chain Management	Core	2	75	25	100
IV	32.	MBAC 404	4. Indian Ethos and Values	Core	2	75	25	100
IV	33.		5. Elective Course	Elective	4	75	25	100
IV	34.	MBAC 406	6. Behavioral Science Experiments and Testing-Practical	Core	2	75	25	100
IV	35.	MBAM 407	7. International Marketing	Core	3	75	25	100
IV	36.	MBAM 408	8. Customer Relationship Management	Core	3	75	25	100
IV	37.	MBAC 409	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		22	675	225	900
			Grand Total		90	2775	925	3700

Note : An Elective Course has to be chosen by a student as per his / her choice. Elective Courses offered by various Departments for the Two Year PG Programmes from Semester I to Semester IV are enclosed.

ANNAMALAI UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
M.B.A. (INTERNATIONAL BUSINESS MANAGEMENT) – TWO YEAR PG PROGRAMME

Semester	Course No.	Course Code	Course Title	Course Type	Credit	University Exam Marks	Internal Marks	Total Marks
I	1.	MBAC 101	1. Management Process	Core	2	75	25	100
I	2.	MBAC 102	2. Managerial Economics	Core	2	75	25	100
I	3.	MBAC 103	3. Organizational Behaviour	Core	2	75	25	100
I	4.	MBAC 104	4. Accounting for Managers	Core	2	75	25	100
I	5.		5. Elective Course	Elective	4	75	25	100
I	6.	MBAC 106	6. Computer Applications in Management	Core	2	75	25	100
I	7.	MBAC 107	7. Project Entrepreneurship and Small Business Management	Core	2	75	25	100
I	8.	MBAC 108	8. Research Methodology	Core	2	75	25	100
I	9.	MBAC 109	9. Comprehensive Viva –voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		20	675	225	900
II	10	MBAC 201	1. Financial Management	Core	2	75	25	100
II	11.	MBAC 202	2. Marketing Management	Core	2	75	25	100
II	12.	MBAC 203	3. Human Resource Management	Core	2	75	25	100
II	13.	MBAC 204	4. Production and Materials Management	Core	2	75	25	100
II	14.		5. Elective Course	Elective	4	75	25	100
II	15.	MBAC 206	6. Decision Support System and Management Information System	Core	2	75	25	100
II	16.	MBAI 207	7. Export–Import Procedures, Documentation and Logistics	Core	3	75	25	100
II	17.	MBAI 208	8. International Economics	Core	3	75	25	100
II	18.	MBAC 209	9. Lab for Statistical Packages on Business Decision	Core	2	75	25	100
II	19.	MBAC 210	10. Project and Viva-voce (Exposure to Small and Medium Enterprises)	Core	2	75	25	100
			Total		24	750	250	1000
III	20.	MBAC 301	1. Operations Research	Core	2	75	25	100
III	21.	MBAC 302	2. Case Study and Analysis	Core	2	75	25	100
III	22.	MBAC 303	3. Business Legislations	Core	2	75	25	100
III	23.	MBAC 304	4. International Business and Export Management	Core	2	75	25	100
III	24.		5. Elective Course	Elective	4	75	25	100
III	25.	SOSC 306	6. Soft Skills	Core	3	75	25	100

III	26.	MBAI 307	7. Foreign Trade Policy	Core	3	75	25	100
III	27.	MBAI 308	8. Information Technology and E-Commerce	Core	3	75	25	100
III	28.	MBAC 309	9. Project and Viva- voce (Industrial Visits and Subjects)	Core	3	75	25	100
			Total		24	675	225	900
IV	29.	MBAC 401	1. Retailing and Rural Marketing	Core	2	75	25	100
IV	30.	MBAC 402	2. Business Policy and Strategic Management	Core	2	75	25	100
IV	31.	MBAC 403	3. Logistics and Supply Chain Management	Core	2	75	25	100
IV	32.	MBAC 404	4. Indian Ethos and Values	Core	2	75	25	100
IV	33.		5. Elective Course	Elective	4	75	25	100
IV	34.	MBAC 406	6. Behavioral Science Experiments and Testing-Practical	Core	2	75	25	100
IV	35.	MBAI 407	7. International Marketing Management	Core	3	75	25	100
IV	36.	MBAI 408	8. International Financial Management	Core	3	75	25	100
IV	37.	MBAC 409	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		22	675	225	900
			Grand Total		90	2775	925	3700

Note : An Elective Course has to be chosen by a student as per his / her choice. Elective Courses offered by various Departments for the Two Year PG Programmes from Semester I to Semester IV are enclosed.

ANNAMALAI UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
M.B.A. (HOSPITALITY MANAGEMENT) – TWO YEAR PG PROGRAMME

First Year: First Semester

Course Code	Course Name	Credits	Internal	External
101	Management Process	2	25	75
102	Organizational Behavior	2	25	75
103	Marketing Management	2	25	75
104	Human Resource Management	2	25	75
105	CBCS Elective	4	25	75
106	Tourism – Principles, Policies and Practices	2	25	75
107	Fundamentals of Hospitality Industry	2	25	75
108	Communication Skills and Public Relations	2	25	75
109	Comprehensive viva (Industrial visit)	2	25	75

First Year: Second Semester

Course Code	Course Name	Credits	Internal	External
201	Introduction to French as a Foreign Language	2	25	75
202	Financial Management	2	25	75
203	Services Marketing	3	25	75
204	Project, Entrepreneurship and Mgmt. of Small Business	3	25	75
205	CBCS Elective	4	25	75
206	Front Office and House Keeping Management	2	25	75
207	Food and Beverage Management	2	25	75
208	ICT for Hospitality	2	25	75
209	Accounting Software (Tally)	2	25	75
210	Interim Training Cum Viva (Travel Industry)	2	25	75

Second Year: Third Semester

Course Code	Course Name	Credits	Internal	External
301	Soft Skills for Hospitality	4	25	75
302	Event management	3	25	75
303	Travel Agency and Tour Operations	2	25	75
304	Legal aspects in Hospitality Management	2	25	75
305	CBCS Elective	4	25	75
306	Food Safety and Quality Management	3	25	75
307	Hotel Management	2	25	75
308	Lab for SPSS	2	25	75
309	Project Viva	2	25	75

Second Year: Fourth Semester

Course Code	Course Name	Credits	Internal	External
401	Hotel Operations	2	25	75
402	Indian Culture and Heritage	2	25	75
403	Customer Relationship and Services Management	3	25	75
404	Resort Planning and Development	3	25	75
405	CBCS Elective	4	25	75
406	Food and Beverage Control	2	25	75
407	Accommodation Management	2	25	75
408	Hospitality Strategic Management	2	25	75
409	Interim Training Cum Viva (Hotel Industry)	2	25	75

Note : An Elective Course has to be chosen by a student as per his / her choice. Elective Courses offered by various Departments for the Two Year PG Programmes from Semester I to Semester IV are enclosed.

SYLLABUS**FIRST YEAR : FIRST SEMESTER****MBAC 101 : MANAGEMENT PROCESS****Objective**

The Objective of this paper is to familiarize the student with basic management concepts and behavioural process in the organization

Teaching Methods

Lecture, Seminar, Role Play and Case Study.

Unit-I : Introduction

Evolution of Management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving. Understanding and managing group processes – Group decision making.

Unit-II : Planning

Distinction between operational and strategic planning – Types of plans – Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

Unit-III : Organising

Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization – Functional organization – Committee organization – Definition of Authority – Components of authority – Rational authority – Traditional authority – Charismatic authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization.

Unit-IV : Staffing and Directing

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training – The Direction Function – Leadership – Co-ordination – Need for co-ordination – Types of Co-ordination – Pooled, Sequential, Reciprocal and Interdependence – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination.

Unit-V : Supervising Control and MBO

Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Key Man – Man in the middle – Middle marginal man – Human relations specialist – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Importance of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – Process of MBO – Management by Exception.

References

- 1) **Bhushan, Y.K.**, *Fundamentals of Business Organization and Management*, Sultan Chand & Sons, New Delhi, 2013.
- 2) **Gupta, C.B.**, *Management Theory and Practice*, Sultan Chand & Sons, New Delhi, 2011.
- 3) **Heinz Wehrich, and Mark V. Cannice, Harold Koontz**, *Management*, (12th Edition) Tata McGraw Hill, New Delhi, 2008.
- 4) **Radha R Sharma**, *Change Management and Organizational Transformation*, 2nd Edition, McGraw Hill, New Delhi, 2012.
- 5) **Ramasamy. T.**, *Principles of Management*, Himalaya Publishing House, Mumbai, 2004.
- 6) **Samuel C. Certo and S. Trevis Certo**, *Modern Management*, PHI learning, New Delhi, 2008.
- 7) **Stoner J.**, *Management*, 6th Ed., New Delhi, Prentice Hall of India, 1996.
- 8) **Williams Chuck**, *MGMI*, Cengage Learning, New Delhi, 2013.

MBAC 102 : MANAGERIAL ECONOMICS

Objective

The Objective of this course is to enable the students with concepts and techniques used in micro and some aspects of macro economic theories to apply the subject knowledge in future planning and business decision. The subject will enable the students to understand functional management areas in planning and decision making. Micro economics related to firm theory and macro economics related to economic policy influencing business decision enable the students to acquire business skills.

Teaching Methods

Lecture and Case Method.

Unit-I : Basic Concepts

Nature and Scope of Managerial Economics – Economic theory and Managerial Economics – Demand Analysis and Forecasting – Demand determinants – Demand Distinctions – Demand Forecasting – Capital budgeting.

Unit-II : Cost Analysis

Cost concepts and classifications – Cost output relationship in the long run and short run – Economies (Internal and External) and Diseconomies of scale – Cost control and Cost reduction – Production function – Isoquants, Isocost curves and Least cost combination.

Unit-III : Pricing Decisions

Pure competition – Perfect competition – Policies and Practices – Pricing and output decisions under imperfect competition – Pricing Policies – Price discrimination – Methods of Pricing – Monopolistic Competition – Oligopoly.

Unit-IV : Profit Analysis

Profit theories – profit policy – Profit budget – Break even analysis – Break even chart – Theory of profit maximization.

Unit-V : Macro Economics and Business Decision

Business Cycle and Business Policies – Current Industrial Policy and Monetary Policy and Fiscal Policy – National Income and Methods of its Estimation - Large Scale Industries and Small Scale Enterprises – Financial Institutions – Inflation: Nature and Causes – Meaning: Effects and cost – Inflation: Anticipated and Unanticipated – Inflation: Measures to control inflation.

References

- 1) Ahuja, H.L., *Managerial Economics*, S. Chand & Company Ltd., New Delhi, 2007.
- 2) Joel Dean, *Managerial Economics*, PHI Learning Private Ltd., New Delhi, 2008.
- 3) Maheshwari, *Managerial Economics*, Sultan & Chand, New Delhi, 2003.
- 4) Mithani, D.M., *Managerial Economics*, Himalaya Publishing House, New Delhi, 2009.
- 5) Moti Paul S. Gupta, *Managerial Economics*, Tata McGraw Hill Pub., New Delhi, 2007.
- 6) Narayanan Nadar, E. and S. Vijayan, *Managerial Economics*, PHI Learning Private Ltd., New Delhi, 2009.
- 7) Petersen & Lewis, *Managerial Economics*, 4th edition, Prentice Hall of India (P) Ltd., New Delhi, 2003.

MBAC 103 : ORGANIZATIONAL BEHAVIOUR**Objective**

The aim of this course is to understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour and to an organization as a whole. At the end of the course the students will have the ability to understand concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.

Teaching Methods

Lectures, Case Studies, Business Games and Role Play.

Unit-I : Introduction and Individual Behaviour

Organization Behavior – Definition and Meaning – Models of Organizational Behavior – Hawthone Experiments – Personality Determinants – Type A/B personality – Theories of Personality – Values – Types of Values – Perception – Elements of Perception – Perceptual Errors – Learning – Theories of Learning – Learning Curve.

Unit-II : Work Attitude, Motivation and Job Satisfaction

Attitudes – The ABC Model – Work attitudes – Motivation – Process – Theories of Motivation – Job Satisfaction – Causes of Dissatisfaction EVLP framework.

Unit-III : Leadership and Counselling

Leadership – Leaders Vs Manager – Leadership theories – Leadership styles – Power – Sources of power – Conflict – Causes – Resolution strategies and Types of conflict – Interpersonal / Intra Group Conflict – Transactional Analysis – Johari Window – Counselling – Types of Counselling.

Unit-IV : Group Dynamics

Defining and Classifying Groups – Work group behaviour – Techniques for group decision making – Advantages and disadvantages of group decision making – Participation in decision making – Factors that influence group effectiveness – Empowerment and self managed teams.

Stress – Causes of stress – Stress reduction strategies.

Unit-V : Organisation Change and OD

Organization change – Meaning – Models of change – Resistance to change – Managing planned change organizational culture – Factors influencing Organizational Culture – Organizational Climate – Dimensions of Organizational Development – OD Cycle.

References

- 1) **Debra L. Nelson, James Campbell Quick, Preetam Khandelwal, *Organizational Behavior*, Cengage Learning, New Delhi, 2012.**
- 2) **Jarold Greenberg, Robert A Baron, *Organizational Behavior*, PHI Learning, New Delhi, 2010.**
- 3) **John Newstrom, Keith Davis, *Organizational Behavior – Human Behaviour at Work*, Tata McGraw Hill Publication, New Delhi, 2006.**
- 4) **Kavita Singh, *Organizational Behavior*, Pearson, New Delhi, 2012.**
- 5) **Margie Parikh, Rajen Gupta, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2010.**
- 6) **Ricky W. Griffin, Gregorej Moorhead, *Organizational Behavior*, Biztantra, New Delhi, 2009.**
- 7) **Stephen P. Robbins, Timothy Judge, *Organizational Behavior*, Phi Learning, New Delhi, 2007.**
- 8) **Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew J Manimalla, 01.Ling Siu, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2011.**

MBAC 104 : ACCOUNTING FOR MANAGERS**Objective**

The purpose of this course is to acquaint the students with the various concepts, techniques, methods, process of accounting data analysis and interpretation, decision making in the areas of Financial and Management Accounting.

Teaching Methods

Lectures and Balance sheet Analysis.

Students are to be examined on 60 percentage theory and 40 percentage on problem aspects.

Unit-I : Introduction to Management Accounting and Financial Accounting

Introduction – Principles – Concept – Accounting conventions – Management accounting – Its origin – Role – Function – Growth – Cost accounting – Financial accounting – Difference between various accounting – Financial Accounting – Journal – Ledger – Trail Balance – Trading – Profit and Loss account – Balance sheet.

Unit-II : Financial Statement Analysis, Ratio Analysis, Fund and Cash Flow Analysis

Analysis and interpretation of financial statements – Analysis of Comparative Balance sheet – Common size statement (simple problems) – Ratio Analysis – Nature – Classification – Limitations – Interpretations of Ratios – Funds flow analysis – Concept – Merits and Demerits – Cash flow analysis – Concept – Merits and Demerits (simple problems).

Unit-III : Marginal Costing, Budget and Budgetary Control

Marginal Costing – Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis – Budget and Budgetary control – Objectives – Type of budgets – Preparation of Sales, Cash, flexible and master budgets (simple problems).

Unit-IV : Capital Budgeting

Capital Budgeting – Methods of ranking Investment proposals – Payback method – Average Rate of Return method – Discounted Cash Flow Method – IRR method – NPV method – Excess present value method (simple problems).

Unit-V : Reporting

Reporting to management – Objectives of reports – Reports for different levels of management – Preparation of reports – Uses of Reports – General Principles of a good reporting.

References

- 1) **Bhattacharya. Ashishik**, *Financial Accounting for Business Managers*, Prentice Hall of India, 2003.
- 2) **Gunasekaran, E.**, *Accounting for Management*, Lakshmi Publication, Chennai, 2012.
- 3) **Khan. M.Y. and P.K. Jain**, *Management Accounting*, Tata McGraw Hill Pub., 2004.
- 4) **Maheswari, S.N.**, *Corporate Accounting for Managers*, Vikas Publishing House, New Delhi, 2004.
- 5) **Maheswari, S.N.**, *Financial and Cost Accounting*, Sultan Chand Pub., New Delhi, 2003.
- 6) **Pandikumar**, *Management Accounting*, Excel Books, New Delhi, 2008.
- 7) **Sharma. R.K. and Shashi. K. Gupta**, *Management Accounting*, Kalyani Publishers, 2004.
- 8) **Srinivasan, N.P. and M. Sakthivel Murugan**, *Accounting for Management*, S. Chand & Co., New Delhi, 2004.

MBAC 106 : COMPUTER APPLICATIONS IN MANAGEMENT**Objective**

The Objective of this course includes developing an appreciation of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

Teaching Methods

Lecture and Practicals in Computer Laboratory.

Unit-I : Computer Fundamentals

Organization of computers – Generations of computers – Types of computers – Input /Output devices – Storage devices – Software: Systems software, Application software – Overview of Linux, Unix, Windows, Freewares – Programming Languages/ Assembly Languages – Compiler – Interpreter.

Unit-II : Software Development applications

Software Development Process: File Design & Report Design – Data File Types/ Organization; Master, Transaction File. Application and uses of MS-Office: Word, Power Point, Excel, Access.

Unit-III : Data Processing Concepts

Basics of Data Processing – Modes of Data Processing – Data Hierarchy – Data Processing Systems – Management of Data Processing System in Business Organization – Application portfolio Development – Program Development Cycle – Flow Chart.

Unit-IV : Computer Networks

DATA Communications: Networking Concepts, Classification – LAN, MAN, WAN – Wireless LAN – Internet, Intranet, Extranet – Virtual Private Networks (VPN) – Peer-to-Peer, Client Server – Networking topologies – Virus – Meaning – Types – Anti-virus – Benefits – Detection and Elimination.

Unit-V : Implementing and Managing IT

IT strategic Alignment – Competitive Forces Model – Value Chain Model – Strategic Resources and Capabilities – IT Planning – Managing IS Department – Evaluating IT Investment: Benefits, Costs and Issues – IT Economics Strategies – Managerial Issues.

An Integrated Stepped Approach – Consulting Process – Proposal Development – Contract – Execution – Implementation – Planning – Closing and Collecting.

References

- 1) Alexis Leon and Matuews Leon, *Fundamentals of Information Technology*, Leon Tech World, New Delhi, 2008.
- 2) *IT Tools and Business Systems*, ISRD Group, ISBN: 9780071077712.
- 3) Kumar. K and S. Rajkumar, *Computer Applications in Business*, Tata McGraw Hill, New Delhi, 2009.
- 4) Peter Norton, *Introduction to Computer*, 6th Edition, Tata McGraw Hill, New Delhi, 2011.
- 5) Rajaram. V., *Introduction to Information Technology*, PHI, 2003.

- 6) **Ramesh Behl**, *Information Technology for Management*, **Tata McGraw Hill**, New Delhi, 2012.
- 7) **Ritendra Goel, D.N. Kakkar**, *Computer Applications in Management*, **New Age Publishing**, New Delhi, 2013.
- 8) **Sanjiva Shankar Dubey.**, *Management and IT Consultancy*, **McGraw Hill**, New Delhi, 2012.

MBAC 107 : PROJECT, ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT
Objective

The basic purpose of this course is to understand the frame work for planning, analyzing and evaluating the project and to prepare a ground where the students build the necessary competencies and to motivate for a career in Entrepreneurship.

Teaching Methods

Lectures and Case Study and Seminar.

Unit-I : Project Planning

Definition of project – Classifications of projects – Importance – Scope – Project Identification – Idea generation and Screening – Project selection and Planning – Project Formulation – Project life cycle – Project Organisation – Roles and Responsibilities of project manager – Managing project team.

Unit-II : Project Feasibility and Project Finance and Evaluation

Pre-feasibility study – Market and Demand analysis – Feasibility Study: Technical – Commercial – Environmental – Socio economic – Managerial and Financial analysis – Detailed Project Report – Resource Survey – Selection of plant location – Project contracts – Insurance for projects – Project Implementation.

Estimating project time and cost – Cost of capital – Source of finance – Cost control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost Benefit Analysis – Project Evaluation and Performance Review Techniques.

Unit-III : Introduction to Entrepreneur

Definition – Concept – Classification and types of entrepreneurs – Entrepreneurial Traits – Need and Important – Roles and Responsibilities of Entrepreneurs in Indian business context – Entrepreneurial Motivation – Entrepreneurial Development Programme: Role and objectives of the programme – Contents – Institutions aiding Entrepreneurs – Central and State level Institutions.

Unit-IV : Entrepreneurship Environment and Challenges

Entrepreneurship environment: Social – Cultural – Political – Natural – Geographic – Technological – Economic Environment and its impact on Entrepreneurship – Factors affecting entrepreneurial growth – Globalization and its challenges – Steps to face global challenges – Strategies for the development of women entrepreneurs.

Unit-V : Small Business Management

Small Enterprises – Definition – Classification – Characteristics – Ownership Structures – Steps involved in setting up a small business – Identifying and selecting a good Business opportunity – Market potential analysis – Marketing methods: Pricing and Distribution methods. Sickness in small Business: Concept – Magnitude – Causes and Consequences – Corrective Measures – Government Policy on Small Scale Enterprises – Growth Strategies in small industry: Expansion – Diversification – Joint Venture – Merger and Sub Contracting.

References

- 1) **Clifford F. Gray and Erik W. Larson, *Project Management*, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Gobalakrishnan, P. & V.E. Ramamoorthy, *Project Management*, MacMillan India Ltd, New Delhi, 2006.**
- 3) **Khanka, S.S., *Entrepreneurial Development*, S. Chand & Company, New Delhi, 2008.**
- 4) **Nagarajan, K., *Project Management*, New Age International Publishers, New Delhi, 2007.**
- 5) **Prasanna Chandra, *Projects*, Tata McGraw Hill, New Delhi, 2007.**
- 6) **Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, *Entrepreneurships*, Tata McGraw Hill, New Delhi, 2007.**
- 7) **Sonatakki, V.C., *Project Management*, Himalayas Publishing House, New Delhi, 2008.**
- 8) **Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, Himalayas Publishing House, New Delhi, 2008.**

MBAC 108 – RESEARCH METHODOLOGY**Objective**

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Teaching Methods

Group Discussions, Role play, Lectures, Seminar Presentations, Computer Aided Teaching.

Unit-I : Introduction to Research and Research Methodology

Research – Meaning – Types – Nature and scope of research – Problem formulation – Statement of research Objective – Value and cost of information – Importance of research in Management – Research process – Research design.

Unit-II : Data Collection

Methods of data collection – Observational and Survey methods – Field work plan – Administration of surveys – Training for field investigators – Sampling methods – Sample size.

Unit-III : Research Tools

Source of Data – Primary – Secondary data – Questionnaire Design; Attitude measurement techniques – Scaling Techniques.

Unit-IV : Application of Statistics in Research

Introduction to Statistics – Estimation of Population parameters – Point of Internal estimates of means and proportions – Correlation – Regression – Hypothesis testing – Chi-square test – T test – F test – Tabulation of data – Analysis of data – Advanced techniques – ANOVA – Discriminate Analysis – Factor analysis – Multidimensional Scaling – Cluster Analysis.

Unit-V : Report Preparation

Research Applications – Types of Report – Report preparations – Format – Languages – Tables – Pictures & Graphs – Bibliography Comments.

References

- 1) **Kothari, C.R., *Research Methodology*, New Age International (P) Ltd, New Delhi, 2004.**
- 2) **Arora, P.N. & S. Arora, *Statistics for Management*, S. Chand & Company Ltd., New Delhi, 2007.**
- 3) **Bhandarkar Wilkinson Laldas, *Methodology and Techniques of Social Research*, Himalaya Publishing House, Mumbai, 2004.**
- 4) **Donald R. Cooper and Pamela S. Schindler, *Tata McGraw Hill*, 9th Edition, New Delhi.**
- 5) **Dwiedi, R., *Research Methods in Behaviour Science*, Macmillan India Ltd., New Delhi, 2001.**
- 6) **Krisnasamy, O.R. and M. Ranganathan, *Methodology of Research in Social Science*, Himalaya Publishing House, Mumbai, 2005.**
- 7) **Panneerselvam, R., *Research Methodology*, Prentice Hall of India, New Delhi, 2008.**
- 8) **Vohra, N.D., *Business Statistics*, McGraw Hill, New Delhi, 2013.**

MBAC 109 : COMPREHENSIVE VIVA-VOCE (INDUSTRIAL VISITS AND SUBJECTS)

**FIRST YEAR : SECOND SEMESTER
MBAC 201 : FINANCIAL MANAGEMENT**

Objective

Finance is concerned with everything that takes place in the conduct of the business. Obviously this subject seeks to develop and acquaint the students with the various concepts, techniques, methods of planning, forecasting, effective utilisation of appraisal evaluations. This will develop and improve the decision making ability in the area of finance.

Teaching Methods

Lectures and Seminar Presentation.

Students are to be examined on theoretical aspects 80% and problem aspects 20%.

Unit-I : Introduction to Financial Management

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

Unit-II : Short – Term Financing

Sources of short term financing: Meaning of working capital – Net working capital – Financing mix approaches – Sources of working capital financing – Management of cash and marketable security: Importance of cash and liquidity – Cash balance deciding factors – Determination of cash cycle – Receivable management – Objectives – Formulation of Credit and collection policies - Inventory management – Objectives of Inventory – Determination of optimum level of inventory – Types of Inventory.

Unit-III : Long – Term Financing

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

Unit-IV : Dividend Policy Decision and Cost of Capital

Dividend policy decision: Dividend and Retained earnings – M.M. Model – Walters Model – Dividend practices – Factors affecting dividend policy – Dividend payout ratio – Stock dividend and Stock splits – Issue of bonus shares and its procedure.

Cost of Capital – Significance – Determining component of Cost of Capital – Weighted Average Cost of Capital – Flotation Costs.

Unit-V : Capital Structure and Leasing

Capital Structure – Features of an appropriate capital structure – Determinants of the capital structure – Modigliani-Miller Hypothesis under No taxes – MM Hypothesis under corporate taxes – Analysis of capital structure in practice (simple problems).

Leasing: Characteristics of leasing – Leasing as a source of finance – Types of Leasing – Leasing arrangements – Advantages and Disadvantages – Hire-Purchase – Meaning and Characteristics – Hire-purchase Vs Instalment payment – Fixation aspects.

References

- 1) **Prasanna Chandra**, *Financial Management: Theory and Practice*, **Tata McGraw Hill**, 2012.
- 2) **Chandra Prasanna**, *Financial Management – Theory and Practice*, **Tata McGraw Hill Publishing Co.**, 4th ed., **New Delhi**, 2007.
- 3) **Eugene F. Brigham & Joel F. Houston**, **Fundamentals of Financial Management**, **Cengage**, 2011.
- 4) **Hanif M, A Mukherjee**, *Financial Accounting, Volume III*, **Mc Graw Hill**, **New Delhi**, 2013.
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- 7) **Pandey, I.M.**, *Financial Management*, (9th Edition), **Vikas Publishing House**, 2009, **New Delhi**.
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- 9) **VanVan Horne. James C and Sanjat Dhamija**, *Financial Management and Policy*, **Pearson**, **New Delhi**, 2012.

MBAC 202 : MARKETING MANAGEMENT

Objective

To acclimatize the participants about the environment of market, consumer behavior and to develop the ability to design the best marketing strategy by analyzing the factors influencing the consumer decision.

Teaching Methods

Case Study, Role Play, Seminar, Group Discussion, Visit the company, Audio Video Visual, Inbasket exercise, Minor project and Meet the consumers.

Unit-I : Marketing and its Environment

Definition – Role of marketing – Concepts of marketing – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing, Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies.

Unit-II : Market Analysis and Segmentation

Market Analysis – Types of Markets – Marketing mix elements – Market Portfolio Planning – Demand forecasting methods – Survey – Buyer’s opinion – Composite Sales force opinion – Experts opinion – Market test method.

Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy.

Unit-III : Product and Pricing Strategies

Product – Classification of consumer goods and Industrial goods – Product lines – Product Life Cycle – New Product Development – Launching New Product – Product Innovation; Brand – Types; Packaging – Labeling Trade Marks – Copyrights – Patents. Pricing Strategy – Methods of Setting Price – Discounts and Allowance – Price of.

Unit-IV : Physical Distribution and Promotion

Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions- Advertising – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentatism – Global Marketing – Services Marketing.

Unit-V : Consumer Behaviour and CRM

Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process – Strategies – Family decision making – Stages in buying process – Dissonance behaviour. Customer Relationship Management.

References

- 1) **Carl Mc. Daniel, Charles W. Lamb and Joseph F. Hair, *MKTG, Cengage Learning, New Delhi, 2011.***
- 2) **Dhrav Grewal, Michael Lerg, *Marketing Management, Tata McGraw Hill, New Delhi, 2011.***
- 3) **Gupta, G.B. and N. Rajan Nair., *Marketing Management, Sultan Chand & Sons, New Delhi, 2011.***
- 4) **Joel R. Evans and Barry Berman, *Marketing Management, Cengage Learning, New Delhi, 2007.***
- 5) **Karen Webb, *Consumer Behaviour, 2nd Edition, Tata McGraw Hill, New Delhi, 2011.***
- 6) **Philipkotler, Kevinkeller, Abraham Koshy and Jha, *Marketing Management, 14th Edition, Pearson Education, New Delhi, 2012.***
- 7) **Philipkotler, Keller, *A Frame Work of Marketing Management, 5th Edition, Prentice Hall, 2011.***
- 8) **Ramaswamy, V.S. and S. Namakumari, *Marketing Management, Global Perspective Indian Context, Macmillan, New Delhi, 2009.***
- 9) **Russel S. Winer, *Marketing Management, Tata McGraw Hill, New Delhi, 2012.***

MBAC 203 : HUMAN RESOURCE MANAGEMENT**Objective**

The objective of the course is to enlighten the students with the challenges that organization face today like organization downsizing, workforce diversity, shortages of skilled workers and other concerns. It is the people who staff and manage organization. HRM involves the application of management functions and principles which are applied towards acquisition, development, retention and compensation of employees in organization.

Teaching Methods

Lecture Case Study, Roleplay, Management Games and Group Discussion.

Unit-I : Introduction

Human Resource Management – Importance – Challenges – Line and Staff aspect – HR management activities – Role of personnel manager – Images and qualities of HR manager – Integration of employee/management interests – Environment of Human Resource Management – External forces, Internal forces.

Unit-II : Job Analysis, Job Design and Human Resource Planning

Job analysis – Content, steps in job analysis, methods of collecting job data, potential problems with job analysis – Factors affecting job design – Job design approaches – Job specification – Human resource Planning – Importance – future personnel needs, creating talented personnel, foundations for personnel functions – Factors affecting HRP – HR supply/demand forecast – Recruitment – Factors affecting recruitment – Recruitment policy – Internal/External sources of recruitment – Methods of recruitment – Selection procedure – Orientation program.

Unit-III : Training and Performance Appraisal

Distinction between training, development education – Inputs in T&D – Skills, Development, Ethics, Attitudinal Changes, Decision making skills – Gaps in training – Principles of learning – Learning curve – Training process – Evaluation of the job and off the job training methods. Training techniques – Management Development – Factors of Appraisal – Traditional methods – Modern methods – MBO process – Appraisal techniques failure – Ethics of appraisal – Potential appraisal – Potential attributes – Career planning and development – Succession planning – Retention determinants – Organizational components and organizational career opportunities – Attrition.

Unit-IV : Promotion, Job Evaluation and Compensation

Promotion – Promotion policy – Types of Promotion – Basis of Promotion – Seniority – Merit – Ability – Transfers – Reasons, principles and types – Separation – Lay off, Resignation, Dismissal, Retrenchment, Voluntary retirement scheme – Job evaluation – Procedure, Advantages, Limitations – Job evaluation methods – Components of remuneration – Wages and salary, incentives, fringe benefits – Factors affecting employee remuneration – Minimum wage, fair wage and living wage – Executive remuneration.

Unit-V : Quality of work life and Participative Management

Scope and ways of participation – Staff council, joint council, collective bargaining, Job enlargement/enrichment, suggestion schemes and quality circle – Total quality management – Structure of participative management – Nature and benefits of participation – Managing diversity – Gender issues in equal employment – Quality of work life – Role of supervisor in QWL – Safety – Types of accidents – Safety programs – Work place health issues – Work place violence – Outsourcing HR activities.

References

- 1) **Aswathappa K., and Sadhna Dash, *International Human Resource Management*, 2nd Edition, Mc Graw Hill, New Delhi, 2013.**
- 2) **Aswathappa, K., *Human Resource Management*, McGraw Hill, 2013.**
- 3) **Cynthia D. Fischer, Lyle F Schoenfeldt, James B Shaw, *Human Resource Management*, Biztantra, New Delhi, 2004.**
- 4) **Gary Dessler, *Human Resource Management*, Pearson Education, New Delhi, 2011.**
- 5) **Gupta. C.B., *Human Resource Management*, Sultan Chand & Sons, New Delhi, 2011.**
- 6) **Luiz R. Gomez Mejia, David B. Balkin, Robert L. Cardy, *Managing Human Resource*, PHI Learning, New Delhi, 2009.**
- 7) **Mamoria, C.B. and S.V. Gankar, *Human Resource Management*, Himalaya Publishing House, Mumbai, 2006.**
- 8) **Rao, P.L., *Comprehensive Human Resource Management*, Excel Books, New Delhi, 2006.**

MBAC 204 : PRODUCTION AND MATERIALS MANAGEMENT

Objective

The key objective of this course is to acquaint students with the needed skills and knowledge for making effective and efficient purchase, Decision storage and flow of materials in manufacturing and service organizations; Cost-reduction techniques in Pre-Purchase and Post-Purchase systems.

Teaching Methods

Lecture and Case Study.

Unit-I : Production Function

Introduction – Production functions – Design of production system – Types of production – Types of process – Productivity – Ergonomics.

Plant Location – Factors influencing plant location – Multi Plant location – Foreign Location – Relocation – Plant location trends.

Unit-II : Plant Layout and Maintenance

Plant Layout – Types of layouts – Process layout – Product layout – Layout of service facilities – Office layout – Use of service facilities – Use of drawings, templates and models in layout physical facilities.

Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records.

Unit–III : Production Planning and Control

Production Planning and Control – Routing – scheduling – Despatching – Expediting – GANTT charts – Work study and Motion study and Method study analysis – Use of Computers in PPC – Design and Implementation of PPC System.

Unit–IV : Materials Management and Materials Management Information System

Materials Management – Objective of Materials management – Materials forecasting and planning – Inventory control – Fixed order size, P&Q Inventory System – Deterministic probabilistic models, Static inventory models – Spare parts management – Materials requirement planning – Aggregate inventory management – Implementation aspects of inventory systems – Materials accounting and budgeting evaluation of materials management performance. Information systems and computers in materials management.

Unit–V : Store and Purchase Function

Standardization, simplification, codification, stores layout, storage systems and equipment, stores preservation, stores procedures and Automation of warehouses – Materials handling equipments – Stores Account – Price – Cost analysis and Negotiation forward buying – Speculation and Commodity markets – Capital equipment buying, imports and customs – Clearance – Purchasing research.

Purchasing function – Purchasing policies and procedures, legal aspects of purchasing, tax considerations in purchasing, selections and sources of supply and make or buy decisions – Vendor evaluation and rating – vendor development.

References

- 1) **Adam, EE & Ebert, R., *Production and Operations Management*, PHI Learning, 6th ed., New Delhi, 1995.**
- 2) **Buffa, E.S., *Modern Production Management*, Engle Wood Cliff, New Jersey, Wiley, 1993.**
- 3) **Chary, S.N., *Production and Operations Management*, Tata McGraw Hill, New Delhi, 1999.**
- 4) **Dutta, A.K., *Integrated Materials Management*, New Delhi, PHI Learning, 2000.**
- 5) **Gopalakrishnan Sundaresan, *Materials Management*, PHI Learning, New Delhi, 2003.**
- 6) **Nair, N.K., *Purchasing and Materials Management*, Vikas Publishing House, New Delhi, 2005.**
- 7) **Paneer Selvam, R., *Production and Operations Management*, PHI Learning, 2007.**
- 8) **Shridhara Bhat, K., *Production and Materials Management*, Himalaya Publishing house, Mumbai, 2003.**

**MBAC 206 : DECISION SUPPORT SYSTEM AND MANAGEMENT
INFORMATION SYSTEM**

Objective

This course is designed to provide business students a real-world understanding of information systems and Decision Support System application in business. The course imparts a firm foundation and background needed in the field of information systems, based on which the students can study current Information System technologies. Also, the course gives students the right balance of conceptual background, technical information and real-world applications.

Unit-I : Basic MIS and DSS concepts

Management Information System: Definition; Concept; Frame Work. Elements of MIS: MIS Structure; Functional Components; Information Component; Human Component; System Component. Decision Support Systems: Definition; Types of problems-structured-semi-structured and unstructured problems; Sub Systems of DSS: Dialogue Management; Model Management and Data Management Sub systems.

Unit-II : Design and development of MIS and DSS

Designing Information System: System Development Life cycle (SDLC) approach: Requirement Analysis; Information gathering; Design and developing the IS; Implementation of IS in organizational settings. Rapid application Development: Application Systems; ERP applications. DSS development process-DSS evolution-GDSS application and design. Mathematical models in DSS.

Unit-III : Infrastructure for MIS and DSS

Hardware requirement for MIS and DSS: Communication Processors and Channels; Network Infrastructure for MIS and DSS- Different types of Computer networks- 4GL Technologies - Expert Systems: Artificial Intelligence; GIS applications in Business- Cloud Computing.

Unit-IV : MIS in Functional Components and System Security

Information systems applications on Functional domains of Business: Marketing Information system-HR Information System-Financial Information System-Accounting Information System-Production Information System - Information System applications in retailing- Information System applications in Supply Chain Management. Document Management Systems: Record Keeping systems - Information system Security and Control – Different layers of protection for IS application - Privacy and freedom of information system end users-Information privacy norms-Fair use doctrine.

Unit-V : IT infrastructure Management

Organising MIS function in the enterprise- structure of MIS team in the organization-Different strategies of IT infrastructure management; In-house development of MIS-Outsourcing MIS function; Hardware and Software updating-End user training and development-End user training need identification.

References

- 1) **Effy Oz.**, *Management Information Systems*, **Centage Learning India Pvt.Ltd.**, New Delhi.2009.
- 2) **Efrem G. Mallach.**, *Decision Support Systems and Data Warehouse Systems*, **10th Edition**,Tata McGraw-Hill ltd,**New Delhi 2011**
- 3) **Gelinas, Sutton, and Hunton**, *Accounting Information Systems with Acquiring, Developing and Implementing Guide*, **Sixth Edition**, **Thomson Learning International Student Edition**, **New Delhi, 2007.**
- 4) **Goyal, D.P.**, *Management Information Systems Managerial Perspectives*, **Macmillan**, **New Delhi, 2011.**
- 5) **James O Brien and George M Marakas.**, *Management Information Systems*, **10th Edition**,Tata McGraw-Hill ltd,**New Delhi 2011**
- 6) **Janakiraman and Sarukeshi**, *Decision Support Systems*, **12th Edition**, **Prentice Hall of India.**, **New Delhi, 2011.**
- 7) **Kennet C. Laundon, and Jane P.Laundon.**, *Management Information Systems- Managing Digital Firms*, **12th Edition**, **Prentice Hall of India.**, **New Delhi, 2011.**
- 8) **Rajesh Ray.**, *Enterprise Resource Planning Text & Cases*, **Sultan Chand & Sons**, **New Delhi, 2011.**
- 9) **Vicki L. Sauter**, *Decision Support Systems for Business Intelligence*, **Wiley**, **2nd Edition, 2011.**

A STUDENT CAN CHOOSE ANY TWO SPECIALIZATIONS FROM THE OPTIONS AND SHOULD CONTINUE WITH THE SAME SPECIALIZATIONS FROM SECOND SEMESTER TO FOURTH SEMESTER.

207 & 208 (DUAL SPECIALIZATION) – CHOOSE ANY TWO

1. FINANCE	Accounting Software – Practical
2. MARKETING	Marketing Research and Consumer Behaviour
3. HUMAN RESOURCE	Industrial Relations and Labour Welfare Management
4. PRODUCTION	Production Planning and Control
5. SYSTEMS	Systems Analysis and Software Development
6. INTERNATIONAL TRADE	Export – Import Procedures, Documentation and Logistics

MBAD 207/208 (1) ACCOUNTING SOFTWARE – PRACTICAL

Objective

The purpose of this course is to acquaint the students with the practical knowledge with the various techniques, methods, process of accounting data analysis with the application software Tally ERP 9.

Accounting Software

Tally ERP 9 is an application software that records and processes accounting transactions within functional modules such as accounts payable, accounts payable, accounts receivable, payroll and trial balance. It functions as an Accounting Information System. Tally is Financial and Inventory Management System. It is one of the acclaimed Accounting Software with larger user base.

Unit-I : Basics of Accounting

Types of accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping, Mode of Accounting, Financial Statements, Final Accounts – Preparation of Trial balance, Profit and Loss Account, Balance sheet.

Unit-II : Fundamentals of Tally.ERP 9

- **Getting Functional with tally.ERP 9**
- **Creation/ setting up of Company**
- **Features**
- **Configurations**
- **Setting up Account Heads.**

Unit-III : Inventory in Tally.ERP 9

- **Order Processing**
- **Reorder Levels**
- **Tracking Numbers**
- **Batch wise Details**
- **Additional Cost Details**
- **Bill of Materials**
- **Price List.**

Unit-IV : Value Added Tax (VAT)

- **Configuring VAT –Documents and Records**
- **Creating masters**
- **Entering Transactions**
- **Accounting for Return of Goods**
- **Rate Difference in Purchase / sales**
- **Accounting for Interstate transactions**
- **Exempt transactions under VAT**
- **VAT Reports**

Unit-V : Central Sales Tax (CST)

- **Basics of Central Sales Tax (CST)**
- **Enabling CST**
- **Recording Interstate Transactions**
- **Payment of CST**
- **CST Reports**

References

- 1) **Hanif M, A Mukherjee, *Financial Accounting, Volume III, McGraw Hill, New Delhi, 2013.***
- 2) **Nadhani, *Tally ERP 9, Training Guide, BPB Publisher, 2009.***
- 3) **Namrata Agarwal, *Tally 9, Dreamtech Press, New Delhi.***
- 4) ***Tally. ERP 9, In Simple Steps, Kogent Learning Inc Solutions, Dreamtech press, 2010.***
- 5) **Vikas Gupta, *Comdex Business Accounting with MS Excel 2010 and Tally. ERP 9 Course Kit, Dreamtech press.***
- 6) **Vishmi Priya Singh, *Learning Tally.ERP 9, New Asian Publisher.***

	Scheme of Examination	Marks
1.	Students will appear for practical exam in the lab for 3 hours to Solve the questions with the help of tally software and the marks will be awarded based on the output and viva performance	75
2.	Internal (Attendance, Assignment, Lab test)	25
		100

MBAD 207/208 (2) MARKETING RESEARCH AND CONSUMER BEHAVIOUR

Objective

This course focuses on the psychology and sociology of human behavior as it relates to consumer decision making and actions. Understanding what benefits consumers are seeking and how they make decisions, shop, buy and help marketers to develop and carry out more effective product, price, place and promotion actions. Motivation to buy is often driven by a desire to enjoy a certain quality of life. The study of decision making, shopping, buying and consuming is a scientific field of study designed to help marketers to make better decisions.

At the End of the Course

- **Students should be able to get an usable, managerial Understanding of consumer behaviour**
- **Students should be able to know the importance of store layout, POP materials, and store design**
- **Students should be able to understand pre and post purchase behaviour**

Teaching Methods

Lecture and Computer Laboratory exercise.

Unit-I : Market Research

Marketing research – Scope – Applications and Limitations – Marketing Research scenario in Indian Corporate sectors and other researchers. Research Process – Formulating research problem – Exploratory, Descriptive, Causal research design – Data source – Evaluating Secondary data – Designing a questionnaire – Methods of scale construction – Sampling design and Sample size.

Unit-II : Report Preparation / Presentation and Applications of Marketing Research

Interpretation – Report preparation – Report format – types of report – Principles of report writing – Graphs and Tables – Oral presentation – Ethics in marketing research – New product development and test marketing – Advertising Research – Consumer research – Product Research – Promotion Research – Sales analysis and forecasting.

Unit-III : Consumer Behaviour Introduction, Consumer motivation, Personality and Consumer perception

Consumer behaviour – Definition – Scope – Customer value – Customer satisfaction – Injurious consumption – Traditional marketing concept – Value and retention focused marketing – Models of Consumer Behaviour – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics.

Needs – Goals – Discovering purchase motives – Motivation research – Defence mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour – Self image – Forms of self image – How general personality influence consumer behaviour – Perception – Weber’s Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality – Perceptual mapping.

Unit–IV : Consumer Learning and Reference Group Appeal

Classical Conditioning – Instrumental Conditioning – Information Processing – Tricomponent attitude model – Multi attribute attitude model – Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.

Unit–V : Consumer Influence, Purchasing Process, Structure and Post Purchase Behaviour

Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process – Store location, Store design and Physical facilities – Store specific shopper profiles – In-store purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, Situation segmentation – Positive/Negative Post purchase behaviour – Complaint behaviour.

References

- 1) **Boyd, *Marketing Research*, Irwin, New Delhi, 2000.**
- 2) **Blackwell, Miniard, Engel, *Consumer Behavior*, Cengage Learning, New Delhi, 2012.**
- 3) **David L. Loudon, Albert J. Della Bitta, Tata McGraw Hill, New Delhi, 2007.**
- 4) **Del I. Hawkins, Roger J. Best, Kenneth A. Coney and Amit Mookerjee, *Consumer Behavior, Building Marketing Strategy*, 9/e, Tata McGraw Hill, New Delhi, 2007.**
- 5) **Jay D. Lindquist and M. Joseph Sirgy, *Shopper, Buyer and Consumer Behavior*, Biztantra, New Delhi, 2007.**
- 6) **Leon G. Schiffman, Kanuk Leslie Lazar, *Consumer Behavior*, PHI Learning, New Delhi, 2008.**
- 7) **Michael R. Soloman, *Consumer Behavior*, PHI Learning, New Delhi, 2009.**
- 8) **Rajendra Nargundkar, *Marketing Research*, Tata McGraw Hill, New Delhi, 2006.**
- 9) **Ramanuj Majumdar, *Consumer Behavior*, PHI Learning, New Delhi, 2010.**

MBAD 207/208 (3) INDUSTRIAL RELATIONS AND LABOUR WELFARE MANAGEMENT

Objective

To enable the students to understand the significance and applications of industrial relations and labour welfare management.

This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and micro levels.

Teaching Methods

Lecture and Case Study.

Unit-I : Introduction

Industrial Relations Perspectives: Approaches – Scope Concept and Significance – IR Systems – Structure of IR dept. – Role of IR Officer – Industrial Relations and the Emerging Socio Economic Scenario – Causes for poor IR.

Unit-II : Trade Unions and Discipline

Role, Types, Origin, Structure, Theory – Future of Trade Unions: Trade Union and the Employee: Trade Union and the Management – Code of Discipline and Code of Conduct – Grievance Management – Misconduct – Discipline Forms of indiscipline – Stages in disciplinary proceedings – Punishments.

Unit-III : Negotiation and Collective Bargaining

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements, Co-ownership: Productive Bargaining and Gain Sharing – Collective bargaining – Objectives – Process – Position in India – Collective Bargaining and Settlements including present status – ILO – Aims and Role in Promoting Industrial Peace.

Unit-IV: Labour Welfare

Meaning and Scope – Theories – Classifications, Concepts and Growth of Labour Welfare in India – Role, Responsibilities and Duties of Welfare Officer – Industrial Hygiene and safety.

Unit-V : NCL and Workers Participation Management

Objective of workers Education – Recommendations of National Commission on Labour – Forms – Levels of Participation – Evolution – Models – Objectives – Joint Management Council – Stages of Participative Management – Evaluation.

References

- 1) **Manoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing, Mumbai, 2012.**
- 2) **PC. Tripathi, *Personel Management & Industrial Relations*, Sultan Chand, New Delhi, 2009.**
- 3) **Punekar, S.D and Deodhar. S.B., Sarewathi Sankaran, *Labour Welfare, Trade Unionism and Industrial Relations*, Himalaya Publishing, Mumbai, 2012.**
- 4) **Ratnasen, *Industrial Relations in India*, New Delhi, Macmillan, 2007.**
- 5) **Singh, B.D., *Industrial Relations and Labour Laws*, Excel Books, New Delhi, 2008.**
- 6) **Venkatapathy, R., *Labour Welfare & Industrial Relations*, Mumbai, Himalaya Publication, 2003.**

MBAD 207/208 (4) PRODUCTION PLANNING AND CONTROL**Objective**

To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

Teaching Methods

Lecture and Case Study and Computer Aided Teaching.

Unit-I : Introduction to PPC

Concepts & functions of PPC for various types of production system – Inventory system – Integrated planning and physical distribution – Operations performance evaluation and reporting, design and implementation of PPC system.

Unit-II : Forecasting and Planning

Demand forecasting – Aggregate planning and master scheduling models – Planning and Scheduling for high volume standardised operations, Basic concepts in flow line design – Material requirement planning.

Unit-III : Scheduling and Safety Management

Planning and scheduling for intermittent systems, criteria for effectiveness in scheduling; flow shop scheduling decision rule, applications of computer – Statistical process control – Safety management.

Unit-IV : Group Technology

Group technology and cell system of production, Line of balance techniques, Project monitoring – Forecasting for inventory and Production control – Job shop planning.

Unit-V : Maintenance

Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records. Maintenance system, Maintenance planning and control, planned maintenance system: Material handling – Principles – Equipments.

References

- 1) **Amrine Harold, T.,** *Manufacturing Organization and Management, Engle Wood Cliffs, Prentice Hall Inc., New Jersey, 2002.*
- 2) **Buffa, E.S.,** *Modern Production Management, McGraw Hill, New York, 2002.*
- 3) **Chary, S.N.,** *Production and Operations Management, McGraw Hill, New Delhi, 2002.*
- 4) **Dolter, Donald, Kl. and Lee, Lomar,** *Purchasing and Materials Management, McGraw Hill, New York, 2001.*
- 5) **Linda Gonchels,** *The Prodcut Manager's Hand Book, 4th edition, Tata McGraw Hill, 2012.*
- 6) **Narasimhan, Mc Leavey & Billington,** *Production Planning & Inventory Control, Prentice Hall of India, New Delhi, 2003.*
- 7) **Prem Vrat, Sardana, G.D., and Sahay, G.D.,** *Productivity Measurement for Business Excellence, Narosa Publishing, New Delhi, 2009.*
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- 9) **Tarek Khalil., and Ravi Shankar.,** *Management of Technology 2nd Edition, McGraw Hill, New Delhi, 2013.*

MBAD 207/208 (5) SYSTEM ANALYSIS AND SOFTWARE DEVELOPMENT

Objective

The Objective of this course is to acquaint the students on systems concepts and its applications in designing computerized reports for an organization.

Teaching Methods

Case Analysis, Lecture System Development Projects and Computer lab and Computer Aided Teaching.

Unit-I : Basic Concepts of Systems

Systems Definitions – Systems classifications – open, closed: Deterministic and Probabilistic system: Stable system – Business organization as system – organization structure – Organization Objectives, process and information needs – System – Applications and Development Relationship Process.

Unit-II : Information System Life Cycle

Information System life cycle – System development stages – System Development Life Cycle – Model – JAD – Phase – User role in systems development process – Establishing a portfolio of information system application – Importance of Auditability, Maintainability and Recoverability in information systems.

Unit-III : Systems Planning

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

Unit-IV : Systems Analysis and Design

Systems analysis – Objectives, Nature and Importance of Analysis – Role and Requirement – Tools of analysis – Steps in analysis – Analysis of Organization structure and procedures – Design Objective – Design Alternatives – Output and Input Design – Specifications – Design Tools – Case Tools: Design forms, codes, terminal dialogues and user procedure – Data analysis processing requirements– Clerical and Computer – Selection of alternative.

Unit-V : System Implementation Concepts

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

References

- 1) Alan Dennis and Barbara Haley Wixom, *Systems Analysis and Design*, John Wiley & Sons, Inc., 2000.
- 2) Alan Pennier and Barbara Haley Wixom, *Systems Analysis and Design – An Applied Approach*, John Wiley, 2002.
- 3) Hawryszkiewicz, I.T., *Introduction to Systems Analysis and Design*, Prentice Hall, 2001.
- 4) Jeffrey A. Hetter and Joey F. George, *Modern Systems Analysis & Design*, New Delhi, Addison Wesley, 2001.

- 5) **John W. Satzinger, Robert B. Jackson and Stephen D. Burd**, *Systems Analysis and Design in a Changing World*, Thomson Learning, 2001.
- 6) **Kenneth C. Landon and Jane P. Landon**, *MIS, Managing Digital Firm*, New Delhi, Prentice Hall of India, 2001.
- 7) **Satya Sekhar, G.V.**, *MIS, Excel Publication*, New Delhi, 2003.
- 8) **Zwars**, *Foundation of Information Systems*, McGraw Hill, International ed., New Jersey, 2000.

MBAD 207/208 (6) EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS

Objective

The aim of this course is to acquaint students with knowledge of export-import procedures, documentation and to expose knowledge of world logistics.

Teaching Methods

Lecture, Group Discussion and Case Study and Field Trips.

Unit-I : Export Offer and Documents, Export Contract and Negotiation with Commercial Banks for Availing Export Finance and Methods of Export Finance from Commercial Banks

Export Order – Processing of Export Order – EXIM Documentation – International Business Contracts – Dispute – Methods of Financing Exports – Letter of Credit – Other Methods of Payment for Export – Packing and Post Shipment Finance – Other Long-term Methods of Payment – Discrepancies in Export Documents – Negotiations of Documents with Commercial Banks – Uniform custom and practices (UCP).

Unit-II : Insurance, Foreign Exchange Risk and Forwarding Agents

Business Risk – Cargo and Foreign Exchange Risk, Foreign Exchange – Cargo Insurance, ECGC – Foreign Exchange Regulations – Quality Control, Inspection and Procedures and Role of Clearing and Forwarding Agents.

Unit-III : Cargo Shipment, Custom Clearance, Export - Import Licences and Other Export Incentives

Shipment of Export Cargo, Excise and customs clearance of cargo, Custom Clearance of Import Cargo, Procedures for availing export incentives – Duty draw backs - Export licence – Import Licence and other export incentives from government of India and from Institutions.

Unit-IV : Shipping and Containerization

World Shipping, Structure, Liners, and Tramps, Conference System and Freight – Containerization – Container Corporation of India - Conferences on Sea Transport.

Unit-V : Air / Sea Transport and Freight

Indian Shipping, Concept of Dry Port, Air Transport, Freight rate structure - Export Procedures in Airport and Sea Port – Tariff and Non-tariff for exporters.

References

- 1) **Bhalla, V.K. and S. Ramu**, *International Business Environment and Management*, 5th ed., **Anmol Pub. (P) Ltd., New Delhi, 2001.**
- 2) **Francis Cherullinium**, *International Business*, **Wheeler Publication, New Delhi, 2010.**
- 3) **Francis Cherunilam**, *International Trade and Export Management*, **Himalaya Publishing House, Mumbai, 2010.**
- 4) *Government of India Handbook of Import – Export Procedures*, **Anupam Publishers, New Delhi, 2002.**
- 5) **Nair, S.K.**, *Contract Management*, **Vrinda Publication, New Delhi.**
- 6) *Paras Ram Export: What, Where and How*, **Anupam Pub., New Delhi, 1995.**
- 7) **TAS Balagopal**, *Export Management*, **Himalaya Publishing House, Mumbai, 2013.**

MBAC 209 : LAB FOR STATISTICAL PACKAGES ON BUSINESS DECISION

Objective

The objective of the Lab is to provide basic knowledge and experience in using statistical packages to make managerial decisions. The lab extends hand on experience in SPSS to carry out statistical analysis.

Unit-I : Introduction – Basic Research Process

Research methods – Data – Evaluation of measuring Instrument – Scale of measurement – Types of Questions – Sampling methods – Reliability and validity of Questionnaire – Filed Procedures.

Unit-II : Data Editor

Processing of Data – Coding – Variables and variables labels – Rules in Creating Variables Name – Variable Format – Value Labels – Recode Command – Missing Data – Creating and Editing a Data File.

Unit-III : Hypothesis Testing and Probability Values

Approaches to analyzes – Types of Analysis – Hypothesis Formulation – Hypothesis Testing – Checking of Data – Purification – Modification – Dependent and Independent Variable.

Unit-IV : Simple Tabulation and Cross Tabulation

Simple Tabulation – Frequencies – Percentage – Charts – Simple Tabulation for ranking type questions – Cross Tabulation – Calculating percentage in a cross tabulation – Cross tabulation of more than two variables – chi-square test for cross tabulation – Measures of the strength of association between variables.

Unit-V : ANOVA and Design of Experiments

Application – Methods – Variables – Completely randomized design in a one-way ANOVA – Factorial Design with two or more factors – Pair wise test – Independent t-test – Correlation – Regression – Interpretation of Result.

References

- 1) **Kothari, C.R., *Research Methodology*, New Age International Pvt. Ltd., Publishers, New Delhi, 2004.**
- 2) **Naresh Malhotra, *Marketing Research*, Pearson Publication, 7th Edition, 2012, New Delhi.**
- 3) **Vijay Gupta, *SPSS for Beginners*, VJ Books Inc., 1999.**
- 4) **Julie Pallant, *SPSS, Survival Manual: A step by step guide to Data Analysis Using SPSS*, 3rd Edition, McGraw Hill.**
- 5) **Vohra, N.D., *Business Statistics*, McGraw Hill, New Delhi, 2013.**

MBAC 210 : PROJECT AND VIVA-VOCE (EXPOSURE TO SMALL AND MEDIUM ENTERPRISES)

Objective

Students should make use of first semester holidays and other holidays to learn from small and medium business units and establishments.

Student should get versatile exposure in all specialization areas.

Guidelines

- 1) The duration of the program is 40 hours.
- 2) Though the students attend eight hours shift in the small business will be taken only three hours credit per day (So that students can have the touch with real business for longer time).
- 3) Students should learn in a Tiny/Village/Rural/ Industry (Eg. Poultry, Pottery, Nursery, Artisan, Agarbathi, Plantation, Fish processing, Bags, Micro finance, Pre-casting, NGO, Small and Medium Shops and the like).
- 4) Students can submit the report about one or more firms in each report.
- 5) Students should get the attendance from the firm(s) and attach the same in the report.
- 6) Students can choose a guide of their choice from regular department faculty.
- 7) Faculties have ceiling of equal distribution of wards which will be done by the concern committee. Each student must perform their Main Project, Case study base report-1, Case study base report-2. If any violation on this then the project will not be considered for evaluation during the period, the students must complete their work in the next period.
- 8) Students should submit a case study based projects/ report in the end of the said periods (First case study base report should submit at the end of second semester and the second report should submit at the end of fourth semester. The students should do the work under the guidance of one faculty member of MBA department.
- 9) These case study reports can be submitted by the students with the minimum of 100 pages of typed script and soft binding each one.
- 10) Each report should be evaluated under the central evaluation center and not by their guide.
- 11) Each case study based report can be awarded 100 marks inclusive of 25 marks as internal (Awarded by guide).

**SECOND YEAR : THIRD SEMESTER
MBAC 301 : OPERATIONS RESEARCH**

Objective

The Objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

Teaching Methods

Lecture.

Unit-I : Introduction

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

Unit-II : Linear Programming

Requirements of L.P. Applications – Graphical methods and Simplex method of solving optimization problems – Duality – Technical issues in Simplex method.

Special Purpose Algorithms

Transportation model – Balanced and Unbalanced problems – North-West Corner rule – Least Cost Method – Vogels Approximation method – MODI method – Assignment model – Hungarian model – Travelling Salesman Problem.

Unit-III : Inventory Models

Inventory costs – Cost of average inventory – Optimum Number of orders per year – Optimum days supply per order – Optimum rupee value per order – Assumptions – Applications of EOQ in Production process – Reorder point – Lead Time – Safety Stock.

Waiting Line Models – Definitions of waiting lines – Single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time) – Multiple channel Queue models (Poisson Distributed Arrivals and exponentially distributed Service Times) – Simulation of Queuing System.

Unit-IV : Game Theory

Two person Zero sum Games – Pure Strategy – Mixed Strategy – Dominance – Mix N Games – Graphical solution.

Network Models

PERT – CPM – PERT cost – Resource allocation – Float and slack – Other network models.

Unit-V : Replacement Models

Capital equipment replacement – Replacement of terms that fail completely – Individual Vs Group replacement.

Sequencing

Problems with 'n' jobs and 2 machines problems with 'n' jobs and 3 machines.

References

- 1) Budnik, Frank S. Dennis MgKaney and Richard Mojena, *Principles of Operations Research*, All India Traveller Bookseller, New Delhi, 1995.
- 2) Gould, F.C. etc., *Introduction to Management Science*, Englewood Chiffs, Prentice Hall Inc., New Jersey, 1993.
- 3) Kapoor, V.K., *Operations Research*, Sultan Chand & Sons, New Delhi, 2011.
- 4) Panneerselvam, *Operations Research*, Prentice Hall of India, New Delhi, 2003.

- 5) **Paul Loomba N.**, *Management A Quantitative Perspective*, **Collier Macmillan Publishing Co., New York, 1990.**
- 6) **Richard I. Levin and Charles A. Krikpatrick**, *Quantitative Approaches to Management*, **6th Edition, McGraw Hill Kogakuha Ltd., Tokyo, 1998.**
- 7) **Sharma, J.K.**, *Operation Research: Theory & Application*, **Macmillan India Ltd., New Delhi, 2001.**
- 8) **Taha**, *Operations Research – An Introduction*, **Prentice Hall of India, New Delhi, 2003.**

MBAC 302 : CASE STUDY AND ANALYSIS

Objective

The Objective of this course includes developing an appreciation of different cases and analysis in all possible directions. This will give exposure about the industry among the students and build up the experience of knowing the business organizations in depth.

Teaching Methods

Lecture/Discussion, Executive and Invited Lectures, Group Discussion, Seminar/Presentation and Video Cases.

Unit-I : Case Study Fundamentals

Case Based Learning – Role – Expectations – Classroom Discussions – Participation – Fundamentals – Arguments – Types of Cases – Methods – Groups – Preparations – Techniques – Problem Identification – Case Study Data Banks.

Unit-II : Case Development and Analysis Techniques

Developing Cases – Lead Generation – Documentation – Approval – Finalization – Key Process Areas – Clearance – Class room Preparation – Lead Questions – Approaches on Problem Identification, Solving, Approach – Questions – Assumptions – Concluding the Case.

Unit-III : Case Study Steps

Titling – Introduction – Synopsis – Case Premisses – Problem Identification – Central Issue – Analysis – Alternatives/Strategies Development – Feasibility Study (SWOT) – Selection of Best Alternatives/Strategy – Action Planning – Recommendation/Suggestion – Predicted Outcome – Conclusion.

Unit-IV: Cases in Management

Cases related to Finance – Marketing – Human Resource – Organization Behaviour – Production – Materials – International Business – Business Policy – Systems – Entrepreneurship.

Unit-V : Contemporary Cases

Current Cases of Indian Business and Industry – International Business and MNC.

References

- 1) **Amita Mital.**, *Cases in Strategic Management, Volume II*, **McGraw Hill**, New Delhi, 2013.
- 2) **Anu SinghLather, and Meenakshi Handa**, *Cases in Management*, **Wisdom Publications**, Delhi, 2009.
- 3) **Edd Applegate and Art Johnsen.**, *Cases in Advertising & Marketing Management*, **Pinnacle**, New Delhi, 2010.
- 4) **Madhavi. C.**, *Knowledge Era – Business Cases*, **Scitech Publications (India) Pvt. Ltd.**, 2006.
- 5) **Marianne M. Jennings**, *Cases in Business Ethics*, **Cengage Learning**, New Delhi, 2008.
- 6) **Mark Asher, Eric Chung**, *Vault Guide to the Case Interview*, **New Age International (P) Ltd.**, New Delhi, 2006.
- 7) **Natarajan. B., and Nagarajan. S.K.**, *Developing Analytical Skills: Case Studies in Management*, **Shroff Publishers and Distributors Ltd.**, Mumbai, 2008.
- 8) **Nikhilesh Dholakia, Rakesh Khurana, Labdhi Bhandari, Abhinandan K Jain.**, *Marketing Management: Cases and Concepts*, **Macmilan India Ltd.**, New Delhi, 2007.

MBAC 303 : BUSINESS LEGISLATIONS

Objective

The course is designed to assist the students in understanding basic laws affecting operations of a business enterprise.

Teaching Methods

Lectures and Case Analysis.

Unit-I : Contract

Law – Definition – Sources – A brief Study on the Indian Contract Act, 1872: Essentials of a Valid Contract, Void Agreements – Performance of Contracts, Breach of Contracts and its Remedies – Discharge – Quasi- Contracts.

Unit-II : Agency and Bailment

Law of Agency, Agent and Principal, Creation of agency, Classification, Relation of Principal at agent, Termination of agency – Bailment – Classification – Duties and Rights of Bailor and Bailee, Law relating to lien – Finder of Goods – Termination of Bailment – Pledge: Rights and Duties of Pawnor and Pawnee – Pledge by non-owner.

Unit-III : Sales and Insurance Laws

The Sale of Goods Act, 1930: Formation of a Contract – Rights of an Unpaid Seller – Condition and Warranties, performance, Sale by Auction – Law of Insurance – Life, Fire, Marine and miscellaneous.

Unit-IV : Negotiable Instruments, Partnership and Other Laws

The Negotiable Instruments Act, 1881, Nature and Types. Negotiation and Assignment – Holder in due course – Dishonour and Discharge of a Negotiable Instrument - Partnership Act – Law of Arbitration – Consumer Protection Act and Cyber Laws.

Unit-V : Corporate Secretarial Practices

The Indian Company Law – Nature, Kinds, Formation of company, Memorandum of Association, Articles of Association, Prospectus, Membership in a company, Share capital, Borrowing Powers, Debentures and Changes, Company Mgt., Meetings and Proceedings, Accounts and Auditors, Prevention of Oppression and Mismanagement, Compromises, Arrangements and Reconstructions, Winding up.

References

- 1) **Gogna P.P.S., *Business and Industrial Laws*, S. Chand, New Delhi, 2010.**
- 2) **Gulshan, S.S. & G.K. Kapoor, *Business Law*, New Age International (P) Ltd., New Delhi, 1995.**
- 3) **Kapoor, N.D., *Element of Mercantile Law*, Sultan & Chand, New Delhi, 2012.**
- 4) **Saravanavel, P. and S. Sumathi, *Legal aspects of Business*, Himalaya Publishing House, Mumbai, 2012.**
- 5) **Tulsian, *Business Law Questions and Answers*, Tata McGraw Hill, New Delhi, 2005.**

MBAC 304 : INTERNATIONAL BUSINESS AND EXPORT MANAGEMENT**Objective**

To enable students about Internationalisation and Globalisation of Business, the subject poses challenges to executives in Indian industries. Global perspective is needed to manage Indian business. Knowledge about the subject keeps the young management students mentally prepared to accept international assignments. Students can formulate strategies for overseas markets and they get orientation on export import procedures and foreign exchange including banking transaction.

Teaching Methods

Lecture and Case Method.

Unit-I : Theories of International Trade and Nature of International Business and BOT/BOP

International Trade – Theories for basis of international trade (The comparative cost theory, opportunity cost theory, Heckschey ohlin theory) – Concepts of terms of trade – Balance of Payment – Balance of Payment disequilibrium and correction – International Orientation and Environment.

Unit-II : Export Procedure and Export Documents and Tariff

Offer and receipt of confirmed orders – production clearance of the products – Excise duty rebate – shipment – Negotiation of documents – Export incentives – Bill of Lading, commercial invoice – Certificate of Origin and other export documents – Trade barrier – Tariffs – Classification, impacts – Non tariff barriers – Quantitative restrictions – Tariffs Vs Quota.

Unit-III : International Finance and Foreign Exchange Market

Foreign exchange market – functions – methods of effecting international payments – Swap and forward exchange – Determination of Exchange rate – Exchange Control – Methods, Objectives – Exchange rate classifications – Foreign Direct Investment and Foreign Institutional Investments – Euro Dollar and Euro Currency – WTO.

Unit-IV : Export Marketing and Pricing

Export marketing, Export pricing, costing and packaging factors influencing pricing – Structure of export price – Quotation – Export Contract – F.O.R – F.A.S. – F.O.B. – C&F – CIF – INCO Terms – FRANCO – Pricing Strategies – Impact of incentives on pricing – Labelling, packaging and marking of export consignments.

Unit-V : Export and Import Finance

Export Finance – Payment by documentary credit – Letter of Credit – Parties, types – Advance payment – Cash against documents – Documents on Acceptance – Consignment basis – Preshipment Credit and Post shipment Credit – Scrutiny of Export Import Documents - Discrepancies in export documents - Need for export credit insurance – comprehensive and specific policies – Export credit and guarantee corporation – Risks covered and not covered – Import Finance – Export and Import Licence – Types.

References

- 1) **Ashwathappa. K., *International Business*, 3rd edition, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Balagopal. T.A.S., *Export Management*, Himalaya Publishing House, Mumbai, 2011.**
- 3) **Cherunilam, Francis., *International Trade and Export Management*, Himalaya Publishing House, Mumbai, 2010.**
- 4) **Francis Cherunilam, *International Business*, Wheeler Publishing, 2000.**
- 5) **James H. Taggart and Michael C. McDermott, *The Essence of International Business*, Prentice Hall of India, New Delhi, 2003.**
- 6) **Kapoor. D.C., *Export Management*, Vikas Publishing, New Delhi, 2009.**
- 7) **Nair, S.K., *Contract Management*, Vrinda Publications, New Delhi, 2008.**
- 8) **Natarajan, B. and S.K. Nagarajan, *Developing Analytical Skills – Cases in Management*, 1st edition, Shroff Publishers, Mumbai, 2007.**
- 9) **TAS Balagopal, *Export Management*, Himalaya Publishing House, Mumbai, 2013.**

SOSC 306 : SOFT SKILLS**Objective**

To enable students to better understand themselves and the importance of soft skills in order to meet the professional expertise and its competitiveness with necessary skills and prepare them for their employability.

Teaching Methods

Small, Medium and Long games, Role Play, Case Study and Group Discussion.

Unit 1: Soft Skill and Personality Development

Soft skills – Meaning and Importance, Self concept - Self awareness, Self development, Know Thyself – Power of positive attitude – Etiquette and Manners

Listening – Types of Listening – Effective Listening – Barriers to Listening – Assertive communication

Unit 2: Communication Skills

Oral communication – Forms – Types of speeches - Public Speaking – Presentation – Elements of effective presentation – Use of visual aids in presentation Written communication – Strategies of writing – Business letters – form, structure & formats – Types of business letters – Memos – Agenda & Minutes

Non-verbal communication – Body language – Proxemics

Unit 3: Interpersonal Skills

Interpersonal skills – Relationship development and maintenance – Transactional Analysis Conflict resolution skills – levels of conflict – handling conflict - Persuasion – Empathy – Managing emotions – Negotiation – types, stages & skills – Counselling skills

Unit 4: Employability Skills

Goal setting – Career planning – Corporate skills – Group discussion – Interview skills – Types of Interview - Interview body language - E-mail writing – Job application – cover letter - Resume preparation

Unit 5: Work Skills

Decision making skills – Problem solving – Emotional Intelligence – Team building skills – team spirit – Time management – Stress management – resolving techniques.

References:

1. Ghosh. B.N (2012), *Managing Soft Skills for Personality Development*, Edited volume, Tata McGraw Hill Education Pvt Ltd., New Delhi.
2. Krishna Mohan and Meera Banerji (2009), *Developing Communication Skills*, 2nd Edition, MacMillan Publishers India Ltd., New Delhi.
3. Neera Jain and Shoma Mukherji (2012), *Effective Business Communication*, Tata McGraw Hill Education Pvt Ltd., New Delhi.
4. Rao. M.S (2011), *Soft Skills - Enhancing Employability: Connecting Campus with Cororate*, I.K International Publishing House Pvt. Ltd., New Delhi.

5. Ashraf Rizwi. M (2010), **Effective Technical Communication**, Tata McGraw Hill Education Pvt Ltd., New Delhi.
6. Bretag Tracey, Crossman Joanna and Bordia Sarbari (2012), **Communication Skills**, Tata McGraw Hill Education Pvt Ltd., New Delhi.

307 & 308 (DUAL SPECIALIZATION)

1. FINANCE	Investment Security and Portfolio Management
2. MARKETING	Sales and Distribution Management
3. HUMAN RESOURCE	Legal Framework Governing Human Relations
4. PRODUCTION	Total Quality Management
5. SYSTEMS	Database Management
6. INTERNATIONAL TRADE	Foreign Trade Policy

MBAD 307/308 (1) INVESTMENT SECURITY AND PORTFOLIO MANAGEMENT

Objective

The Objective of this course is to impose knowledge to students regarding the theory and practice of security analysis and making investment decisions.

Teaching Methods

Lecture, Case Study and Seminar Presentation.

Unit-I : Nature, Scope of Investment Management and Listing of Securities

Investments – Concept and objectives – Nature of Investment – Scope for Investment – Types of Investors – The Investment process – Stages of Investment – Speculation – Types of Speculators – Distinction between Investment and Speculation – Gambling – Features of Gambling - Listing of Securities: Introduction – Advantages of Listing – Legal Requirements – Key provisions in listing agreement.

Brokerage Business: Introduction – Functions of a brokerage firm – Functional specialisation of members – Selecting a broker – Execution of orders – Types of transactions in a Stock Exchange – Mechanics of Share Trading – Carry forward Facility – Badla Transactions – Revised Carry Forward System (RCFS) – Brokerage Charges.

Unit-II : Common Stock Analysis

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

Industry Analysis: Classification of industries – Industry life cycle – Methods of analysis – Key characteristics of an industry analysis.

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

Financial Analysis: Introduction – Structure of a Balance sheet – Financial Ratios and their significance – Valuation of shares. (Simple Problems).

Unit–III : Technical Analysis and the Efficient Market Theory

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

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

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

Unit–IV : Portfolio Management

Introduction – Meanings – Objectives of portfolio – Traditional portfolio analysis – Diversification of portfolio – Portfolio selection – Portfolio revision Techniques – Advantages and Limitations.

Capital Asset Pricing Model – Security Market Line – Capital Market Line – SML Versus CML. (Simple problems)

Unit–V : Financial Derivatives Markets

Warrants: Definition – Considerations for shares issued through warrants – Gearing effect – Valuing warrants – Lapse of warrants – Futures markets – Hedging using index futures – futures versus options – synthetic futures – futures versus forward markets – strategies for futures markets.

Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps – Currency Coupon Swap – Basis Rate Swaps.

References

- 1) **Bhalla, V.K., *Financial Derivatives*, 1st ed., S. Chand & Company Ltd., New Delhi, 2001.**
- 2) **Bhalla, V.K., *Investment Management; Security analysis and Portfolio Management*, 14th Ed., S. Chand and Company, New Delhi, 2013.**
- 3) **Dhanesh Kharti., *Security Analysis and Portfolio Management*, Macmillan, New Delhi, 2011.**
- 4) **Nofsinger and R. John, *The Psychology of Investing*, Prentice Hall, New Delhi, 2005.**
- 5) **Prasana Chandra, *Investment Analysis and Portfolio Management*, 2nd Ed., Tata McGraw Hill Publishing Company Ltd, New Delhi, 2005.**
- 6) **Preeti Singh, *Investment Management*, 13th Ed., Mumbai, Himalaya Publishing House, Bombay, 2008.**
- 7) **Ranganathan, M. and R. Madhumathi, *Investment Analysis and Portfolio Management*, 1st Ed., Pearson Education (Singapore) Pvt. Ltd., New Delhi, 2005.**
- 8) **Trivoli and W. George, *Personal Portfolio Management*, Prentice Hall, New Delhi, 2000.**

MBAD 307/308 (2) SALES AND DISTRIBUTION MANAGEMENT**Objective**

The Purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy in organizing, managing sales force and marketing channels.

Teaching Methods

Field Visit, Sales games, Group discussions, Role Play and Lectures, Case Analysis, Simulation games, Audio-Visual and Computer aided Teaching.

Unit-I : Sales Management and Planning

Sales Management – Functions – Sales Objectives – Salesmanship – Duties and Responsibilities of Sales Manager – Sales Management Skills – Characteristics of Sales People – Sales Management Information Systems – Sales Planning – Personal Selling – AIDAS – Selling Process – Sales Negotiation – Types of Selling – Transactional Selling – Telephone Selling – Relationship Selling – Term Selling.

Unit-II : Sales Forecasting and Organization

Sales Forecasting – Basic Rules – Methods; Sales Budget – Methods – Sales Budget Process – Sales Force Organization – Structure – Fixation of Sales Force Size – Methods of Fixation; Sales territory – Designing Sales territory – Evaluation; Sales Quotas – Types – Sales Promotion Techniques.

Unit-III : Recruitment, Training and Control of Sales Force

Recruitment and Selection of Sales Force – Process – Sales Training – Sales Training Methods – Execution and Evaluation of the Sales Training Programme; Sales Force Motivation – Tools of Motivation ; Sales Force Compensation – Basic Types – Supervision of Sales People – Controlling of Sales Force – Sales Meeting and Sales Contests – Sales Audit – Sales Analysis – Sales Performance Evaluation.

Unit-IV : Distribution and Logistics

Definition – Need for Distribution Channel – Role of Distribution in Marketing – Marketing channel–Channel Classification – Vertical, Horizontal, Multichannel marketing system–Distribution Intensity – Selection of Right Channel – Channels for consumer & industrial products – Inventory Management – Packaging and Material Handling – Distribution cost analysis & Control.

Logistics – Scope – Functions – Focus area of Logistics – Cost of Service – Performance Measurement – Transportation – Modes of transport– Selection of the right transport mode.

Unit-V : Channel Intermediaries Retailing and Channel Design

Channel intermediaries – Role – Wholesaling – Functions – Classifications – Trends – Future of Wholesalers in India.

Retailing – Types of Retailers – Role of Retailers – Retail Strategies – Performance Measures – Aspects of Store Design – Franchising – e-tailing – Retailing in India.

Channel Design – Stages in channel planning – Non store Retailing and Electronic channels – Channel Information Systems – Purpose – Elements – Channel Performance Evaluation; Distributors – Selection – Motivation tools – Categorization – Performance evaluation.

References

- 1) **Francis Alapatt., *The Science of Selling*, Productivity & Quality Publishing Pvt. Ltd., Chennai, 2011.**
- 2) **Gupta Vaswas Das, *Sales Management in Indian Perspective*, Prentice Hall of India, New Delhi, 2005.**
- 3) **Kapoor, D.C., *Marketing & Sales Management*, S. Chand & Company Ltd, New Delhi, 2004.**
- 4) **Krishna K. Havaladar and Vasant M. Cavale, *Sales & Distribution Management*, Tata McGraw Hill, New Delhi, 2005.**
- 5) **Mark W. Johnston and Greg W. Marshall, *Sales Force Management*, Tata McGraw Hill, New Delhi, 2006.**
- 6) **Nair, N.G. and Latha Nair, *Sales & Distribution Management*, Himalaya Publishing House, Mumbai, 2003.**
- 7) **Rustom S. Davar, *Salesmanship & Publicity*, Vikas Publishing House, New Delhi, 2005.**
- 8) **Sahu, P.K. and K.C. Raul, *Salesmanship and Sales Management*, Vikas Publishing House, New Delhi, 2005.**

MBAD 307/308 (3) LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objective

Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. The course aims to provide an application of various labour laws and their implications for industrial relations and labour issues.

Teaching Methods

Lectures and Case Analysis.

Unit-I : Introduction to Labour Law

Scope – Principles, Emergence and Objective of Labour Laws and their Socio-economic Environment; Industrial Relations Laws – Apprentices Act, Contract Labour Act.

Unit-II : Trade Union & Disputes

Industrial Disputes Act – 1947, Trade Union Act – 1926.

Unit-III : Industrial Employment Act, Wages and Bonus Laws

Standing Orders; Laws Relating to Discharge – Misconduct – Disciplinary Action - The Law of Minimum Wages – Payment of Wages – Payment of Bonus.

Unit-IV : Social Security Laws

Laws Relating to Workmen’s Compensation – Employees State Insurance – Provident Fund – Gratuity – Maternity Relief.

Unit-V : Laws Relating to Working Conditions

The Laws Relating to Factories and Establishment – Mines Act – Plantation Act – Interpretations of Labour Laws – Their Working, and Implications for Management – Union – Workmen.

References

- 1) **Rajamohan. A., *Industrial Law*, United Publishers, Mangalore – 575 002, 2011.**
- 2) **Dheodar, Punekar & Sankaran, *Labour Welfare, Trade Unionism and Industrial Relation*, Himalaya Publication, Mumbai, 1994.**
- 3) **Kapoor. N.D., *Elements of Mercantile law*, Sultan Chand, New Delhi, 2009.**
- 4) **Mamoria, C.B. & Mamoria, S., *Dynamics of Industrial Relations in India*, Mumbai, Himalaya Publication, 1994.**

MBAD 307/308 (4) TOTAL QUALITY MANAGEMENT**Objective**

The Objectives of this course are to acquaint the students with the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems – ISO 9000 and other standards on their applicability in design manufacturing, quality control and services to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

Teaching Methods

Lecture, Industrial Visit, Computer aided Teaching and Case Study.

Unit-I : Basic Concepts and Origin of TQM

Basic concept of total quality (TQ), Evolution of Total Quality Mgt., cost of quality, Scope of TQM, Dimensions of Quality.

Unit-II : Statistical Quality Control and Process Capability

Conceptual approach to SQC, Acceptance sampling and Inspection plans, Statistical process control, Prevention through process improvement.

Process capability studies, Humanistic aspects of TQM, Management of quality circle and Z.D. Programmes, Kaizen.

Unit-III : Just in Time, Kanban

Q – 7 tools, Taguchi loss function, Functional linkage of quality with reliability and maintainability, Failure analysis, Just – in – time system, JIT manufacturing system, JIT Pull system, use of kanban, JIT purchase.

Unit-IV : Total Productive Maintenance

Optimum maintenance decisions, TPM, Process design and the work process. Management support mechanisms, Customer Retention.

Unit-V : ISO, Six Sigma

ISO – 9000 standards, Quality audits, TQM tools, Marketing aspects of total quality, Total quality of services, Total Quality – Safety – Six sigma – Quality Standard.

References

- 1) **Ansari, A. and B. Modarress, *JIT Purchasing*, Free Press, New York, 1990.**
- 2) **Gopal K. Kanji and Mike Asher, *100 Methods for Total Quality Management*, Sage Publication, New Delhi, 1996.**
- 3) **Grant, Ev. Gene L and Leavenworth, Richards, *Statistical Quality Control*, McGraw Hill, New York, 1991.**
- 4) **James R Erans, David A Collier, *Operation Management*, Cengage Learning, New Delhi, 2007.**
- 5) **Palpandi. A, U. Surya Rao, D. Jeyathilagan, *Total Quality Management*, Vrinda Publication, New Delhi, 2009.**
- 6) **Shridhara Bhat, K., *Total Quality Management*, Himalaya Publishing House, Mumbai, 2004.**
- 7) **Suresh Dalela & Saurabh, *ISO 9000 A Manual for Total Quality Management*, S. Chand & Company Ltd., New Delhi, 2004.**

MBAD 307/308 (5) DATABASE MANAGEMENT

Objective

This course has been designed to introduce the participants with the system to manage the data resources of an organization.

At the completion of this course, the participants should:

- **Understand the role of data and databases in information systems.**
- **Understand the database development activities**
- **Be familiar with the data modeling concepts (E-R diagrams) used in database design.**
- **Be able to create databases and pose complex SQL queries of relational databases.**
- **Develop appreciation of several DBMS's**

Be familiar with data management issues including data integrity and security.

Teaching Methods

Technical lecture for all units. Computer aided Teaching, Lab exposure for Unit III and IV.

Unit-I : Introduction to DBMS

Basic concepts of DBMS: Data, Record, File, Record types – Indexing and Hashing: Ordered Indexes, Internal External Dynamic Hashing – Types of DBMS: Advantages & Disadvantages – Database Development Life Cycle (DDLCL).

Unit-II : Introduction to RDBMS

Introduction: Relational data integrity, CODD's rules – Database Architecture and Data Modeling – ER Model – EER Model – Data Normalisation – Logical Access Maps (LAMS) – Database Action Diagram (DAD).

Unit-III : SQL

Relational Algebra and Relational Calculus – Characteristics and advantages of SQL – Data types – Types of SQL commands: DDL, DML, DQL, DCL, TCL – Operators: Arithmetic, Comparison, Logical, Set – Aggregate Functions.

Unit-IV : Transaction Management

Transaction: Concept, Properties – Serializability – Recoverability – Concurrency Control, Protocols, CRM, SCM, Recovery Systems, Recovery with Concurrent Transactions.

Unit-V : Advanced Concepts

Tables, Views, Indexes – Joins and Unions – DB Security – DB Integrity – DB System Architecture: Centralised, Client-Server, Server System, Parallel, Distributed, Network systems – Data Warehouse and Mining, Knowledge Discovery in DB (KDD).

References

- 1) **Abraham Silberschatz, Henry F. Korth, and S. Sundaram, *Database System Concepts*, McGraw Hill International Edition, 1996.**
- 2) **Alexis Leon and Mathews Leon, *Database Management System*, Vikas Publishing House Pvt. Ltd., New Delhi, 2000.**
- 3) **Date, C.J., *An Introduction to Database Systems*, Eighth Edition, Addison Wesley, New York, 2003.**
- 4) **Fred R. McFadden, Jeffrey A Hoffer and Mary B. Prescott, *Modern Database Management*, Addison Wesley, 2000.**
- 5) **Gerald V. Post, *Database Management Systems*, Tata McGraw Hill, New Delhi, 2002.**
- 6) **Jeffrey A. Hoffer, Mary B. Prescott and Fred R. Mcfadden, *Modern Database Management*, Prentice Hall, 6th edition, 2002.**
- 7) **Pannerselvam, R., *Database Management System*, Prentice Hall, New Delhi.**
- 8) **Raghu Ramakrishnan, and Johannesgerhrke., *Data Base Management Systems*, McGraw Hill International, New York, 2000.**

MBAD 307/308 (6) FOREIGN TRADE POLICY**Objective**

To acquaint the students with recent trends in India's Foreign trade and management and policy related issues in Foreign trade in the global context.

Teaching Methods

Lectures, Group Discussion, and Visiting MNC.

Unit-I :Trade Policy and Performance of India

Trade policy – National Growth – Stages of national growth – Trade patterns– Recent trends in world trade – leading players in the world – Major items traded - India's Foreign Trade –Commodity composition and destination –India's position in the world merchandise trade and services-Balance of Payments of India.

Unit-II : Tariffs

Barriers to free Trade – Tariffs and economic theory – Tariff systems – Tariff mitigation – Other non-tariff measures – TRIPS – Copyrights.

Unit-III : EXIM Policy

EXIM policy (latest amendment) – License procedures for Export and Import – DGFT – Licensing conditions- Import Policy and control - Export import licenses.

Unit-IV : EXIM Policy Promotions and Transfer of Technology

New initiatives –Export promotion –Marketing Assistance–Trade House Schemes – Export and Trading Houses – Star trading houses. –Foreign investment policy–policy framework for FDI in India - Technology transfer – Appropriate technology – international procurement of technology.

Unit-V : Institutions

Export Promotion councils - Commodity Boards – EXIM Bank -- ECGCI – Role of Government in India’s Foreign Trade–EOU - EPZ–SEZ – STP -EHTP in India.

References

- 1) **Balagopal TAS, Export Management, HPH, Bombay, 2000.**
- 2) **Dominick Salvatore, International Economics, Macmillan, New Delhi, 1998.**
- 3) **Francis Cherulinam, International Business, Wheeler Publishing, New Delhi, 2000.**
- 4) **Francis Cherunilam, International Economics, Tata McGraw Hill, Publishing Company Ltd., New Delhi, 2006.**
- 5) **Hodgetts and Luthans, International Management, Tata McGraw Hill Publication, New Delhi, 2002.**
- 6) **Nair, S.K., Contract Management, Vrinda Publications, New Delhi.**
- 7) **Velayudham, T.K., Foreign Trade, Wheeler publishing, New Delhi, 2000.**
- 8) **Vionano R. Erruna, et al., International Business Finance, Global Business Press, New Jersey, 2000.**
- 9) **India’s Trade statistics, published by CMIE and DGCIS.**
- 10) **RBI Annual Reports.**
- 11) **Annual Reports of Ministry of Commerce.**

MBAC309: PROJECT AND VIVA- VOCE (INDUSTRIAL VISITS AND SUBJECTS)**Project Training**

Summer project is an on-the-job training that inculcates practical knowledge and improves performance by giving an insight into business realities. As a part of the curriculum, the project is intended to input practical and conceptual knowledge to the students which is to be carried out for 45 days during May–June.

A committee is constituted for the overall Co-ordination of the students. The students undertake projects in various organizations all over the country. Faculty members also render their help in finding project placements. Students will be allotted faculty guides and they are advised to undertake projects based on their individual area of specialization. The topics are selected by consulting with their project guides and company guides.

MBA project will have 75 marks and viva will have 25 marks. It is resolved to abolish internal assessment mark for project work. The project dissertation will be evaluated for 75 marks (double valuation) and 38 marks is fixed as the minimum requirement for passing the project. If less than 38 marks scored by the candidate, he or she has to redo the project. The viva is for 25 marks and the minimum requirement is 12 marks. If a candidate has secured more than 12 and failed in the project, he has to once again carry over the project and reappear for the viva.

Project Related Activities

Project discussions for students with their guides have to be made once in a week.

Students can make use of the computer lab facilities for execution of their project work and for preparation of their report.

Frequent workshops and review meetings will be conducted with trainers and experts of various disciplines.

A formal interim – project presentation will be held before their juniors. This presentation acts as a good ground of experience on the part of the presenters while a good beginning of insight for the juniors.

A mock viva–voce will be held before appearing for their main project viva–voce examination to gain an experience.

Best Project Contest will be conducted every year to provide a platform to exhibit the skills they have acquired during the summer project training.

Students are encouraged to participate in the National Level Project contest held at various institutions.

Students are also encouraged to work towards publishing a paper along with the help of their faculty guide to add a real value to their project work.

SECOND YEAR : FOURTH SEMESTER

MBAC 401 : RETAILING AND RURAL MARKETING

Objective

The course focuses on the understanding of Retail management, the development of organized retail in India and the importance of rural market both as end market and procurement source.

Teaching Methods

Lectures and Case Study.

Unit-I : Retailing – Introduction and Strategy

Introduction to Retailing – Meaning and Definition – Retailing Characteristics – Functions – Principles – Retailing in India – Organized – Unorganized – Retailing Formats – General Merchandise Retailers – Food Retailers – Non Store Retailers - Retail Strategy – Meaning – Target Market and Retail Format – Building a sustainable competitive advantage – Growth Strategies – The strategic retail planning process.

Unit-II : Retail site Location

Importance of Location – Target Market and Store Location – Site Characteristics – Site Location and Analysis – Trading area Analysis – Density of Target Market – Environmental Issues.

Unit-III : Human Resource Management

Objectives of HRM in Retailing – Human Resource Functions in Retailing – Retail Organization Design – Motivating Retail Employees – Building Employee Commitment – Issue in Retail Human Resource Management.

Unit-IV : Merchandize Management

Presenting the merchandize – Merchandize Amendment Planning – Store display and ambience – Retail Signage – Types and characteristics – Components of retail store operations – Duties and responsibilities of store manager.

Unit-V : Rural Market

Evaluation of Rural Marketing – Nature and Characteristics of Rural Market – Needs and wants of rural customers – Rural market and product life cycle – Rural Marketing of FMCG in India – Commodity Marketing – Life Stock Products.

References

- 1) **Arif Sheikh and Kaneez Fatima, *Retail Management*, Himalaya Publishing House, Mumbai, 2008.**
- 2) **Balram Doga and Karminder Ghuman, *Rural Marketing*, Tata McGraw Hill, New Delhi, 2008**
- 3) **Barry Berman and Joel R. Evans, *Retail Management: A Strategic Approach*, 10th edition, PHI learning, New Delhi, 2008.**
- 4) **Bedi, R.V. & N.V. Bedi, *Rural Marketing*, Himalaya Publishing House, Mumbai, 2004.**
- 5) **James R. Ogden, Denise Togden, *International Retail Management*, Biztantra, New Delhi, 2009.**
- 6) **Michael Levy, Barton A. Weitz, and Ajay Pandit, *Retailing Management*, 6th Edition, Tata McGraw Hill, New Delhi, 2008.**
- 7) **Patrick M. Dunne and Robert F. Lusch, *Retail Management*, Cengage learning, Delhi, 2008.**
- 8) **Swapna Pradhan, *Retailing Management Text and Cases*, Tata McGraw Hill, New Delhi, 2006.**

MBAC 402 : BUSINESS POLICY AND STRATEGIC MANAGEMENT**Objective**

This course aims to develop the ability of the student in business environment and formulation of business strategies in the real life situation. A successful policy and strategy leads to sustainable development of organization in the competitive world.

Unit-I : Basic concepts of Business Policy

Business Policy: Meaning and definition – Importance – Scope – Need Essentials of An Effective Business Policy, Types and Classification of Policies – Organizational Direction: Vision – Mission – Objectives – Goals of business, Business Planning: Process – Benefits – Limitation.

Unit-II : Business Analysis

Business Portfolio Analysis: BCG matrix – GE matrix, Industry Analysis: Michael Porter’s Five force model – Strategic Competitive Advantage Analysis – Values Chain in Analysis – 7’ Frame work – SWOT analysis.

Unit-III : Basic concept of strategy

Evolution of Strategy – Strategic Management – Benefits – Strategy Vs Policy – Strategy Formulation – Strategic Planning – Strategic Management Process – Strategic Decision Making – Strategic Risks – Corporate Level Generic Strategies – Strategy Implementation: Functional Issues, Challenges of Strategy Implementation – Strategic Evaluation and Control Process – Monitoring Performance and Evaluating Deviations

Unit-IV : Business Development Strategies

Corporate Governance – Business Growth Strategies: Intensive – Integrative – Diversification Strategies, Functional Strategies: Marketing Strategies – Production Strategies – HR Strategies – Financial Strategies – Product Strategies, Business Process Re-engineering.

Unit-V : Business Vs Social

Corporate Social Responsibility – Social Audit: Benefits – Procedures, Ethical and Social Considerations in Strategy Development – Business Organization in Society – Social issues in Business - Strategic Management in Non-Profit Organization.

References

- 1) **Arthur A Thompson, *Crafting and Executing Strategy*, 13th edition TMH, 2006.**
- 2) **Azhar Kazmi, *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi, 2008.**
- 3) **C.B. Mamoria, Cathis Mamoria and P. Subba Rao, *Business Policy and Strategic Management*, Himalaya Publishing House, Mumbai, 2011.**
- 4) **Charles W.I. Hill. Jareth R. Jones, *An Integrated Approach to Strategic Management*, Cengage Learning, New Delhi, 2009.**
- 5) **Francis Cherunilam, *Strategic Management*, Himalaya Publishing House, Mumbai, 2008.**
- 6) **Fred R. David, *Strategic Management*, PHI Learning, New Delhi, 2009.**
- 7) **Ghosh, P.K., *Strategic Management Text & Cases*, Sultan Chand & Sons, New Delhi, 2012.**
- 8) **John A. Pearce, Richard Robinson and Amita Mital, *Strategic Management*, Tata McGraw Hill, New Delhi, 2012.**
- 9) **Thompson A., Margaret A Peteraf, John E Gamble, A J Strickland and A K Jain, *Crafting and Executing Strategy*, McGraw Hill, New Delhi, 2013.**

MBAC 403 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT**Objective**

The objective of this paper is to develop skills for formulation and solving problem of transportation and product distribution models.

Teaching Methods

Industrial Visit, Case Study and Lectures.

Unit-I : Logistics Design

Logistics Management – Definition – Meaning – Types. The work of Logistics – Network Design – Information – Transportation – Inventory – Warehousing – Material Handling and Packaging – Organizational Structures – Role of Government.

Unit-II : Logistics Network

Logistics Resources – Principles of Logistics Information – Logistics Information System Flow – Application of Information Technologies – Electronic Data Inter change – Barcode – Scanning.

Unit-III : Logistics Demand

Forecasting – The Nature of Demand – Forecast Components – Forecast Technique – Forecast Error – Transportation Infrastructure – Principle – Model Characteristics – Logistics Location Structure.

Unit-IV : Supply Chain Management Models and Strategy

Supply chain Management – Definition – Objectives – Applications – Types – Conceptual Models – Mathematical Models – Simulation Models – Formal Models – Implicit Business Models – Key issues in supply chain management.

Inventory Management – The effect of demand uncertainty managing inventory in the supply chain – Push and Pull systems – Dell’s supply chain strategy – Demand and cash flow in supply chain management.

Unit-V : Supply Chain Management Design

Channel design – The impact of internet on supply chain – E-Business – Integrated supply chain management (SCM) – Enterprise Resource Planning (ERP) – Supply chain management matrix – Modules of an ERP system – ERP support to SCM.

Note: Theories and concepts only will be taught to the students.

References

- 1) **Ailawadi, Rakesh Singh, *Logistics Management*, PHI Learning, 2006.**
- 2) **David Simchi-Levi, Philip Kaminsky and Edith Simchi-levi, *Designing and Managing the Supply Chain Concepts, Strategies and Case*, 2 edition, Tata McGraw Hill, 2006.**
- 3) **Donald J. Bolversox and Davis J. Closs, *Logistics Management: The Integrated Supply Chain Process*, Tata McGraw Hill, 2006.**
- 4) **Rahul V. Altekar, *Supply Chain Management, Concepts & Cases*, PHI Learning, 2006.**
- 5) **Sunil Chopra, Peter Meindl and Dharam rir Kalra, *Supply Chain Management*, Pearson, New Delhi, 2013.**

MBAC 404 : INDIAN ETHOS AND VALUES**Objective**

To acquaint the students on application of Indian Ethos and values and managerial decision making process. Mode of teaching is to train students in Yoga practices such as Asnas (yogic exercise), meditation(exercise for mind), Pranayama (exercise for breath), Introspection(practices for positive thinking) and so on, for managing stress in their managerial career.

Teaching Methods

Lectures, Guest lectures, case studies, Yoga, Spiritual Movies, Ethical Clippings, Group and Discussion.

Unit-I : Ethics and Religious Values

Value based management – Ethics – Definition – Meaning – Ethical Analysis in decision making – Cultural Values and Indian Management Ethos – Trans-cultural human values – Total quality mind for TQM – Models of values for organizational culture – Values for Indian managers – Guna Theory – Professional Ethics – Business ethics – Values and ethics from religions: Buddhism, Jainism, Sikhism, Judaism, Taoism, Christianity, Islam.

Unit-II : Indian Ethos for Business Excellence

Principles of Indian Ethos – Gita lessons for management – Kautilya's Arthashastra Principles – Karma Yoga – Nishkamy karma – Manu Dharma – Management lessons from Thirukkural – Divine managerial qualities.

Unit-III : Stress Management

Stress management – Types of Stress – Mechanism – Organizational Stressors – Various stress management techniques. Vethathiri Maharishis' views on Mind – Mind – Body – Conscious –relationship – Anger Management.

Unit-IV: Theories in Yoga

Mental health – Yoga – meaning – Patanjali yoga sutras – Detailed steps in Yoga and Mediation – Conditional and unconditional types. Different views on Meditation.

Unit-V : Yoga for Managerial Excellence

Emotional Quotient and yoga – Spiritual Quotient and yoga – Concept of self and Yoga – Mahatma Gandhi and Introspection – Thought analysis – Positive thinking – Trust – Holistic Creativity – Visualization techniques.

References

- 1) **Balachandran, et.al.,** *Ethics, Indian Ethos and Management*, **Shroff Publishers & Distributors Pvt. Ltd. Delhi, 2005.**
- 2) **Balaji and Raj Agrawal,** *Business Ethics: An Indian Perspective*, **Biztantra Publication, New Delhi, 2004.**
- 3) **Chakraborty,** *Management Effectiveness and Quality of Work Life Indian Insight*, **TMH, 2007.**
- 4) **Chakraborty,** *Work-Contribution from Indian Insight*, **TMH, 2006.**
- 5) **Khandelual,** *Indian Ethos and Values for Managers*, **Himalaya Publishing House.**
- 6) **Rita Agrawal,** *Stress in Life and at Work*, **Sage Publications India (P) Ltd., New Delhi, 2001.**

MBAC 406 : BEHAVIOURAL SCIENCE EXPERIMENTS AND TESTING – PRACTICAL

Candidates are required to perform all the experiments from the areas given below. Prepare a record and the same should be submitted at the time of practical examination duly signed by the course teacher and with a bonafide certificate from the Head of the Department.

Objective

The students should know:

- How to use the general principles and aim of psychology – to verify certain problems in experimental situations.
- The method of giving instruction to the subjects and to conduct the experiments.
- To collect the data, interpret them using suitable statistical techniques.

Teaching Methods

Lecture and oral presentations.

Unit-I : Creativity and Leadership

Creativity – Creative thinking – Divergent thinking – Stages in Creative thinking.

Leadership – Leadership Orientation – Task versus person orientation.

Unit-II : Decision Making and Assertiveness

Decision Making – Styles – Importance stages in decision making.

Assertiveness – Assertiveness in communication – Benefits of assertiveness – Submissive Communication – Assertive Communication – Aggressive Communication.

Unit-III : Ego States and Stress Coping

Transaction analysis – Parent ego – Adult ego – Child ego – Characteristics.

Stress coping – Eu stress – Distress – Coping strategies.

Unit-IV : Emotional Intelligence and Personality

Emotional Intelligence – Components of Emotional Intelligence – Influencing Emotions – Handling relationships.

Personality – Extraversion – Intraversion.

Unit-V : Adjustment and Values

Adjustment – Home adjustment – Health adjustment – Social adjustment – Emotional adjustment – Occupational adjustment.

Values – Value system – Values in different cultures.

Tests

Test will be conducted through practicals on the following aspects:

Emotional Quotient – Telephoning Skills – Creativity – Attitude Achievement – Motivation – Traits Personality – Stress – Money attitude – Tolerance of Change.

	Scheme of Examination	Marks
1.	Practical Examinations inclusive of answer papers and viva (output)	75
2.	Internal (Attendance, Assignment, Seminar)	25
		100

References

- 1) Khandwalla, P.N. **Fourth eye-Excellence through creativity.** New Delhi: Wheeler Publishing Co Ltd., 1994.
- 2) Schaefer, C.E. **Manual for the creativity attitude survey.** Jacksonville: Psychologists and Education, INC., 1971.
- 3) Robbins, S. P. **Organizational Behaviour (6th Edn.) Concepts, controversies and Applications.** New Delhi: Prentice Hall of India Pvt., Ltd 1995.
- 4) Turner, J.C., Haslam, S.A., Platow, M and Reicher, S.A. **New Psychology of Leadership.** OX: Psychology Press, 2008.
- 5) Rathus, S. A. "A 30 item Schedule for Assessing Assertive Behaviour" *Journal of Behaviour Therapy*, 4, 398-406, 1973.
- 6) Rathus, S. A. and Nevid, J. S. **Adjustment and Growth - The challenges of Life (5th Edn).** New York: Harcourt Brace College Publishers, 1992.
- 7) Carson, R. C. Butcher, J. N. and Mineka, S. **Abnormal Psychology and Modern Life (10th Edn.,)** New York : Longman, 1998.
- 8) Baron, A.R. and Byrne, D. *Social Psychology.* New Delhi: Prentice-Hall of India, 1988.
- 9) Brehm, S.S. and Kassin, M.S. *Social Psychology.* Boston: Houghton Mifflin Co, 1990.
- 10) Atwater, E. *Psychology of Adjustment (2nd Ed.)* Englewood Clifts, New Jersey: Prentice Hall Inc., 1983.
- 11) Wolman, B. *Dictionary of Behavioural Sciences (2nd Ed.)* New York: Academic Press, 1989.

407 & 408 (DUAL SPECIALIZATION)

1. FINANCE	Management of Financial Services
2. MARKETING	Advertising and Sales Promotion
3. HUMAN RESOURCE	Management of Training and Development
4. PRODUCTION	Business Process and Re-Engineering
5. SYSTEMS	E-Commerce
6. INTERNATIONAL TRADE	International Marketing Management

MBAD 407/408 (1) MANAGEMENT OF FINANCIAL SERVICES

Objective

The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

Teaching Methods

Lectures, Case Study and Seminar Presentation.

Unit-I : Indian Financial System

Introduction – Structure of the Indian Financial System – Recent Developments – Financial services – Concept – Objectives – Importance – characteristics – Types of Financial Services – Regulatory Framework – Problems in Financial services sector.

Unit-II : Merchant Banking and Consumer Finance

Definition – Need for Merchant Banks – Functions – Role – Recent Developments and Challenges ahead – Categories of Merchant Bankers – Merchant Bankers' Code of Conduct – SEBI Guidelines.

Consumer Finance: Definition – Types – Credit Cards, Debit cards – Mechanics of Consumer Financing – Sources – Modes.

Unit-III : Mutual Funds Concept and Regulations

Introduction – Types – Advantages and Disadvantages – Mechanics of Mutual Fund Operations – Asset Management Company (AMC) – Net Asset Value (NAV) – SEBI's New Regulations to Mutual Funds (1999).

Unit-IV : Capital Market, Money Market and Factoring Services

Capital Market: Meaning – Functions – Importance – Players in Capital Market – Primary and secondary Capital Market. Money Market: Definition – Features – Money Market Instruments – Capital Market versus Money Market etc., NSE – OTCEI.

Factoring Services: Introduction – Mechanics of Factoring – Types – Advantages and disadvantages – Players in factoring services – Factoring Vs Bills Discounting – RBI Guidelines for factoring – Constrains of Factoring Services in India – Forfeiting.

Unit-V : Venture Capital and Credit Rating

Venture Capital: Concept – Features – Forms of Venture Capital – Phases – Functions – Advantages – Venture Capital Institutions.

Credit Rating: Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols.

References

- 1) Avadhani, V.A., *Marketing of Financial Services of Markets*, 3rd Edition, Himalaya Publishing House, Mumbai, 2007.
- 2) Bhalla, V.K., *Management of Financial Services*, Anmol, New Delhi 2001.
- 3) Cornett and Saunders, *Financial Markets and Institutions*, 3rd Edition, Tata McGraw Hill, New Delhi, 2007.
- 4) Gordan, E. and K. Natarajan, *Emerging Scenario of Financial Services*, Himalaya Publishing House, 1997.
- 5) Khan, M.Y., *Financial Services*, 4th Edition, Tata McGraw Hill, New Delhi, 2007.

- 6) **Saha, T.R. and A. Mondal**, *Indian Financial System & Financial Market Operation*, **New Central Book Agency (P) Ltd., 2004.**
- 7) **Sasidharan and Mathews**, *Financial Services and System*, **1st Edition**, **Tata McGraw Hill, New Delhi, 2008.**
- 8) **Siddhartha Sankar Saha**, *Indian Financial Systems and Markets*, **McGraw Hill, New Delhi, 2013.**

MBAD 407/408 (2) ADVERTISING AND SALES PROMOTION

Objective

The objective of the course is to enlighten the students the importance of advertising and promotion. Advertising has evolved into a vital communication system for both consumers and businesses. The ability of advertising and other promotional methods to deliver carefully prepared messages to target audience has given them a major role in marketing programs. Companies rely on advertising and promotion to help them market products and services. The primary focus of the subject will be on one element of the marketing mix: the promotion variable.

Teaching Methods

Lectures, Advertising workshop, Creativity development exercises, Print Ad creation, Cases and Sales Promotion games.

Unit-I : Advertising Fundamentals and Classification

Advertising – Concepts, objectives – Role of advertising in modern Business – Advertisement layout – components of layout – Economic aspects of Advertising – Evolution of IMC – Marketing Communication mix – High control message – Low control message – Strength and weakness of major IMC tools.

Types and Classification of Ads – Advertising appeals: Humor, slice of life, Testimonials, Demonstrations, Problem solution, Talking heads, Characters, News, emotions – Persuasion matrix – Risks of using celebrity – Advertisement based on demand influence level – Advertisement based on audience – Advertisement based on timing of response – Advertisement based on geographic coverage.

Unit-II : Psychological Principles and Ethical aspects of Advertising

Behavioral effects of advertising: Sensory level, Cognitive level, Personal and sociological level – Communication models: AIDA model, Hierarchy effect model – Innovation adoption model, Information processing Model, Operational model – DAGMAR philosophy – Unique selling proposition.

Ethics in advertising – Advertising and Children – Advertising and cultural values – Advertising Standards Council of India.

Unit-III : Media selection, Creativity and Advertising Agencies

Types of media: print, broadcast, outdoor, transit, internet and other media – Media plan – Media mix – Media Scheduling – Advertising budget – Methods of determining advertising appropriation – Computers in media planning.

Creative process: Preparation, incubation, elimination, verification – Jingles – Thematic classification – Creative strategy evaluation – Copy writing – Advertisement evaluation: Pre-testing – Concept testing, Theme Testing, Copy Research – Post testing – Advertisement agencies – types – functions – Selecting an agency – Client agency relationship – Agency compensation – Advertisement as a career.

Unit–IV : Sales Promotion

Sales Promotion – Objectives – Promotional mix – Consumer oriented sales promotion techniques: Sampling, couponing, Premiums, Contests and sweepstakes, Refunds and Rebates, Bonus Packs, Price – off deals, Event marketing, – Trade oriented sales Promotion: Trade allowances – Display aesthetics – Types of Displays – Managing displays – Point of purchase materials – Trade shows – Cooperative advertising – Salesman trade promotion: Sales force contest – Evaluation of Sales Promotion – Coordinating sales promotion and advertisement.

Unit–V : Public Relations and Corporate Advertising

Public relations – Integrating PR into the promotional mix – Establishing a PR plan – Advantages and disadvantages of PR – Measuring the effectiveness of PR – Publicity – The power of publicity – Control and dissemination of publicity – Objectives, types of corporate advertising.

References

- 1) **Agarwal, P.K., *Advertising, Sales Promotion and CRM*, Pragati Prakashan, Meerut, 2006.**
- 2) **Arens, *Contemporary Advertising*, Tata McGraw Hill, New Delhi, 2007.**
- 3) **Chunawalla, S.A., *Fundamentals of Advertising*, Himalaya Publishing House, Mumbai, 2004.**
- 4) **George E. Belch and Michael A. Belch, *Advertising & Promotion*, Tata McGraw Hill, New Delhi, 2005.**
- 5) **Ogilvy, David, *Ogilvy on Advertising*, Crown Publishers, New York, 1985.**
- 6) **Rajeev Batra, John G. Myers and David A. Aaker, *Advertisement Management*, PHI Learning, New Delhi, 2008.**
- 7) **Sangeetha Sharma and Raguvir Singh, *Advertising Planning and Implementation*, PHI Learning, New Delhi, 2008.**

MBAD 407/408 (3) MANAGEMENT OF TRAINING AND DEVELOPMENT**Objective**

The Purpose of this paper is to provide an in–depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

Teaching Methods

Lectures and Case Study.

Unit–I : Introduction

Concepts of Training and Development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Roles, Responsibilities and Challenges to Training Managers.

Unit–II : Training Techniques

Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

Unit-III : Career – Planning

Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.

Unit-IV : MDP and Training Institutions

Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme – Need for Training in India – Government – Policy on Training – Training institutes in India.

Unit-V : MDP Institutions

Management Development Institute: – Management development programmes in public sector and private sector organizations – Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

References

- 1) **Rao, PL.,** *HRD through In-House Training*, **Vikas Publishing House (P) Ltd., New Delhi, 1998.**
- 2) **Raymond A Noe, and Amitabh Deo Kodwani.,** *Employee Training and Development*, **5th Edition, Mc Graw Hill, New Delhi, 2012.**
- 3) **Raymond A. Noe, Amitabh Deokodwani,** *Employee Training & Development*, **Tata McGraw Hill, New Delhi, 2012.**
- 4) **Reid, M.A.,** *Training Interventions: Managing Employee Development*, **IPM, 3rd ed., London, 1992.**
- 5) **Rolf Lynton and Udai Pareek,** *Training for Development*, **Sage Publications India (P) Ltd., New Delhi, 1990.**

MBAD 407/408 (4) BUSINESS PROCESS AND RE-ENGINEERING**Objective**

Re-engineering is one of the methodologies for providing sustainable competitive advantages. It is a problem solving technique, although the primary class of problems that Re-engineering is structured to solve is operational.

Teaching Methods

Lectures and Case Study.

Unit-I : Introduction

Introduction – Definition – Automation – Cost Benefit Analysis – Time Scale – Suitability.

Unit-II : Project

Phases in Re-engineering – BPR Implementation – Project Characteristics – Project Life Cycle – Network Analysis – PERT/CPM.

Unit-III

Crashing – 3 R's of Re-engineering – Cross Functional team – Work Process Dimension – Quality and Re-engineering – CPI Versus Process Re-engineering.

Unit-IV : TQM

TQM & Re-engineering – Simulation – Re-engineering Software – Break through improvements – Job Redesign – Break Point.

Unit-V : Network

Holonic Concept – Holonic networks – Vertical network – Horizontal Network – Regional Network – Out of Necessity Networks – Self Promoted Networks – BPR Phases – BPR Opportunities Blue Print Business System – Perform the transformation – Pilot Project – Re-engineering in Service Industry.

References

- 1) **Alexis Leon, *ERP*, Tata McGraw Hill Publishing Company Ltd., New Delhi.**
- 2) **Anupindi, *Managing Business Process Flows*, Pearson Education Publications, New Delhi, 2008.**
- 3) **Balasubramanyan, K., S. Usha Priya and K. Hema, *Business Process Re-engineering*, GIGO Publication, Trichy, 2003.**
- 4) **Charles W. Zamzow, *Business Process Outsourcing*, 2010.**
- 5) **Henry J. Johnsson, *BPR Strategies for Market Dominance*, Wiley publishers, 2009.**
- 6) **John Hamptan, *Business Process Re-engineering*, Prentice Hall Publishing Ltd., New Delhi.**
- 7) **Senthil, M. and NM. Venkatesan, *Production Management*, 1st Edition, 2003.**
- 8) **Srinivasan, R., *Business Process Resourcing*, Tata McGraw Hill, 2011.**

MBAD 407/408 (5) E-COMMERCE**Objective**

E-Business has fully emerged as a kind of unassailable form of business transactions in recent times. This course is designed to introduce students to acquaint with the past, present and the future development of electronic commerce, and various IT research issues that are related to the development of electronic commerce. objectives towards this course is to.

Understand the basic E-Com business models and the associated technologies behind electronic systems.

Evaluate and synthesis the competitive advantage of internet enabled business models through Porter's framework.

Unit-I : Introduction to e-commerce

E-Commerce Frame work, Traditional Vs E-Business applications – Unique features of e-Commerce – e-Commerce: A Brief history- Major Categories of e-Commerce – B2C, B2B, C2B and C2C- e-Commerce Business Models- Firm Value Chains and Firm value Webs- Industry Value Chain-Business Strategy- Porters Model of Internet and Strategy.

Unit-II : Internet governance and technology details

Peer Networks -The Internet: Technology Background- The World Wide Web-The Internet and Web features- Web Hosting Services – Web servers, Domain Naming Systems (DNS) – types – POP, IMAP – Accredited Registrars, Country Coded and Top level domains, Internet Regulatory organizations.

Unit-III : Deploying e-commerce systems

Building and Managing e-Commerce Web Site-Choosing web server software-Choosing the hardware for an e-Commerce-e-Commerce site tools-Online security and payment systems- e-Payment systems-Online banking systems-electronic fund transfer- Mobile commerce – Web applications- e-Commerce in action.

Unit-IV : Consumers on Internet and E-commerce business models

Consumer Online: The Internet Audience Consumer Behavior-Basic Marketing concepts in e-Commerce-Internet Marketing Technologies-B2C and B2B E-Commerce Marketing and Branding Strategies-Understanding Ethical, Social and Political issues in e-Commerce-B2B Marketing.

Online Retailing and Services-Online Financial Service-Online Travel Service-Online Career Service-Online Content and publishing Industry-The Online Entertainment Industry-Search engines-Multimedia applications in Internet-Internet television and Telephony applications.

Unit-V : Internet and society

Social Networks and Online communities-Online Auctions-e-Commerce Portals-Trends in SCM and collaborative commerce-Net Marketplaces-Private Industrial Networks-Cyber Crime-Cyber patrols-Online system Vulnerability-Censoring Internet-Ethical and human rights perspectives.

References

- 1) **Bharath Bhaskar, *Electronic Commerce, 3rd Edition, Tata McGraw Hill, New Delhi, 2007.***
- 2) **Efrain Turbon, Jae Lee, David King and H. Michael Chung, *Electronic Commerce, A Managerial Perspective, Pearson Education Asia, 2001.***
- 3) **Gray Schneider, *Electronic Commerce, Thomson Course Technology, 7th Annual Edition, Noida, 2009.***
- 4) **Joseph, P.T., *Electronic Commerce: A Managerial Perspective, 3rd Edition, Prentice Hall of India Learning, New Delhi, 2008.***
- 5) **Kenneth C. Laudon and Carol Traver, *E-Commerce: Business, Technology, Society, 6th Edition, Pearson Education International, 2011.***
- 6) **Napier, Jdd, Rivers and Wagner, *Creating a Winning E-Business, Thomson Learning, 2000.***
- 7) **Pandey, U.S., Rahul Srivastava and Saurabh Shukla, *E-Commerce and Its Applications, 1st Edition, S. Chand, New Delhi, 2009.***
- 8) **Ward A. Hanson and Karthi Kalyanam, *Internet Marketing and Commerce, First Edition, Thomson Southwestern, New Delhi, 2007.***
- 9) **Paul Phillips, *E-Business Strategy, Sultan Chand & Sons, New Delhi, 2011.***

MBAD 407/408 (6) INTERNATIONAL MARKETING MANAGEMENT**Objective**

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Teaching Methods

Lecture and Case Study.

Unit-I : Challenges and Dynamic Environments of International Marketing and Trade

Global Perspective: Global - International Marketing - The International Marketing - Marketing Decision - Aspects of the Domestic and foreign environments - Developing Global awareness - Stages of International Marketing - Strategic Orientation - Domestic Market Extension - Multidomestic Market Orientation.

Trade Barriers – The Twentieth to the Twenty-first Century – Multinationals – Balance of Payments – Protectionism – Trade Barriers – Easing Trade Restrictions – Competitiveness Act – General Agreement of Tariffs and Trade (WTO) – The International Monetary Fund and World Bank – Protests against Global Institutions.

Unit-II : Cultural Dynamics in Assessing Global Markets

Global Perspective: Equities and eBay – Culture gets in the way – Culture’s Pervasive Impact – Definition and Origins and Culture – Elements of Culture – Cultural Values – Rituals – Symbols – Beliefs – Thought Processes – Cultural Knowledge – Factual versus Interpretive Knowledge – Cultural Sensitivity and Tolerance – Culture, Management Style, and Business Systems – The Impact of American Culture on Management Style – Management Styles around the World – Authority and Decision Making – Management Objectives and Aspirations – Communication Styles – Formality and Tempo – P-Time versus M-Time – Negotiations Emphasis – Gender Bias in International Business – Business Ethics – Corruption Defined – the Western Focus on Bribery – Ethically and Socially Responsible Decision – Culture’s Influence on Strategic Thinking.

Unit-III : The Political Environment

The Sovereignty of Nations - Political Risks of Global Business – Economic risks political and social activity – World of Politics – Global Perspective.

Emerging Markets: Marketing and Economic Development – Objectives of developing countries – Marketing a developing country – Developing countries and Emerging Markets – Strategic Implementation of Marketing.

Unit-IV : Global Marketing Management

Planning for Global Markets – Alternative Market Entry Strategies – Organizing for Global Competition – Products and Services for Consumers – Products and Culture – Analyzing Product Components for Adaptation – Marketing Consumer Services Globally – Brands in International Markets.

Geography and Global Markets – Climate and topography – Geography, Nature and Economic Growth – Social responsibility and Environmental Management.

Unit-V : Assessing Global Market Opportunities

Breadth and Scope of International Marketing Research – Problems of gathering Primary data – Research in the Internet.

Multinational Market Regions and Market Groups: Global Markets and Multinational – Market Groups – European Union – North America Free Trade Agreement – Asian – Pacific Rim – Regional Trading Groups and Emerging Markets.

International Marketing Channels: Channel of Distribution Structure – Import Oriented Distribution Structures – Channel Control – Modern Channel Structure – Distribution.

Implementing Global Marketing Strategies: Negotiation with International Customers, Partners and Regulation – The Pervasive impact an culture on Negotiation Behaviour – Negotiation terms and preliminaries – After Negotiation.

References

- 1) **Aswathappa, K.**, *International Business*, **Tata McGraw Hill Ltd.**, 2nd ed., 2006.
- 2) **Bhalla, V.K.**, *International Business Environment and Management*, **Anmol Publications Pvt. Ltd.**, 9th ed., **New Delhi**, 2007.
- 3) **Cateora and Philip**, *International Marketing*, **The Tata McGraw Hill Companies**, 13th ed., **New Delhi**, 2008.
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- 8) **Srinivasan, R.**, *International Marketing*, **Prentice Hall of India**, 3rd ed., **New Delhi**, 2002.

MBAC 409 : COMPREHENSIVE VIVA-VOCE (INDUSTRIAL VISITS AND SUBJECTS)



M.B.A. (Human Resource Management)
(Choice Based Credit System)

MBA (Human Resource Management) – An Overview

Human Resource is the most valuable resource of any organisation. Managing humans is at the heart of almost all the real-life management ‘problems’. What it takes to ‘manage’ humans? Why humans are a ‘resource’ and what makes them special? The purpose of this course is to bring out issues involved in the management of human resources (HRM), both from current theory as well as practice. The course will examine humans at work and discuss various aspects which are basic to human motivation at work and in fulfilling career aspirations within organisations. HRM involves various issues right from selection-placement to performance appraisal, salary-career management, and training, etc. of employees in organisations. The course also endeavours to discuss the basic issues involved in organising of employees as trade union – the origins, comparative institutional context and influence on HRM practices. Finally the course will bring the cutting edge issues with regard to HRM, like flexibility, automation, empowerment, Japanese practices, etc. The stress throughout would be on evolving a perspective for developing humans at work and in formal organisations.

This course aims to provide high quality graduate professional education to a cultural diverse body of motivated students and also provide a rich programme of complementary activities which introduce students to the application of theory in actual business situations as well as diverse career opportunities and cross cultural experiences. This course offers each student, the opportunity to learn various management skills and business experience. Students of M.B.A-HRM will gain knowledge about tackling the issues related with human resource management.

CAREERS:

HR Manager in Corporate Sector

The role of a HR manager in the corporate sector is to search, select & recruit suitable and qualified staff for his organization. It is also concerned with the development, motivation & training of the staff in order to maximize their satisfaction & minimize turnover.

Increasingly the role of the HRM has future been empowered by their involvement in Strategic issue revolving around organizational change, statutory compliance & industrial matters. Typically a bachelor's degree in Management allows entry into a junior cadre of HRM, or an MBA is usually the norm for entry into mid level/senior position into HR department of large organization.

HR Manager - Training & Development

There are some companies that specialized in T & D as a business. Their jobs are broadly to "Train the Trainer" or in the other words, train HR managers to in turn, train employees of their organization & equip them with certain skill sets. They often hold workshops on "behavioral skills" etc. They also facilitate highly specialized workshops on "how to price high end derivatives" in which case, they act as a link with specialized trainers. Most training firms employ people who have done their masters with either Management or Psychology or those who have pursued a diploma course in Psychology after their bachelors in the same.

HR Manager - Recruitment Consultation

The job market is a buzz right now. MNC's are setting up base in India. Many are shifting their back end operations to Indian Cities and every possible foreign bank is also setting foot here. Poaching is no longer a bad word and is, in fact, synonymous with hiring. Thus recruitment consultation is actually a very lucrative & fruitful field to join at this stage.

There are several recruitment consultants firms in India. In some, business responsibilities are split by industries & in others, they are split by functions. The general requirement to become a recruitment consultant is an MBA with specialization in HR.

HR Consultant

This is the upcoming field, where in organizations employ the services of HR consultants to either find solutions or help tide over issues relating to people in the organization. For instance, when two companies are merging to form a common entity, they often hire HR consultants to figure out a way to smoothly integrate the people & culture of the organizations. In the case of organizations that need to re-structure, HR consultant decides on those who need to be retained, fired or promoted. In public sector companies when voluntary retirement schemes are announced, HR consultants are hired to make the process smoother.

HR consultants are often employed by organizations for compensation, benefit analysis review. A bachelor's degree in Management or a specialized master's degree in HR would be good entry points at several levels of HR consulting.

Career Counselling

One of the most prominent facts of career counselling is the one that caters to the youth. This field includes the paid services of private organizations & also schools & colleges that provide career counselling to their students. To be eligible for this field, a PG diploma in counselling is required.

A related field is that of conducting behavioural test, which are carried out in order to analyze personality traits of individuals, through which the type of education & career profile that is best suited to them can be determined. This is a specialized field & requires a degree in clinical psychology. "Several schools & colleges hire counsellors to conduct behavioural test for students who are the verge of choosing a career stream. They conduct behavioural tests which help students ascertain their skills set & the field that would be ideal for them to join. An increasing number of institutions understand the advantage of catching children while they are young to detect any odd behavioural pattern by conducting this test.

Academics

If a person is interested in academics & is keen to take up HR, then a MBA with a specialization in HR is the best option. This followed by doctorate in the same field would make the candidate eligible to teach HR or OB at any institution.

HR is a fast developing field, which until a few decades ago, was considered the domain of women. However due to the variety of roles available to day & the increasing relevance of this field, finds more & more men & women pursuing HR as a viable career option.

FIRST YEAR : SECOND SEMESTER

MBAH 207 : INDUSTRIAL RELATIONS AND LABOUR WELFARE MANAGEMENT

Objective

To enable the students to understand the significance and applications of industrial relations and labour welfare management.

This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and micro levels.

Teaching Methods

Lecture and Case Study.

Unit-I : Introduction

Industrial Relations Perspectives: Approaches – Scope Concept and Significance – IR Systems – Structure of IR dept. – Role of IR Officer – Industrial Relations and the Emerging Socio Economic Scenario – Causes for poor IR.

Unit-II : Trade Unions and Discipline

Role, Types, Origin, Structure, Theory – Future of Trade Unions: Trade Union and the Employee: Trade Union and the Management – Code of Discipline and Code of Conduct – Grievance Management – Misconduct – Discipline Forms of indiscipline – Stages in disciplinary proceedings – Punishments.

Unit-III : Negotiation and Collective Bargaining

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements, Co-ownership: Productive Bargaining and Gain Sharing – Collective bargaining – Objectives – Process – Position in India – Collective Bargaining and Settlements including present status – ILO – Aims and Role in Promoting Industrial Peace.

Unit-IV: Labour Welfare

Meaning and Scope – Theories – Classifications, Concepts and Growth of Labour Welfare in India – Role, Responsibilities and Duties of Welfare Officer – Industrial Hygiene and safety.

Unit-V : NCL and Workers Participation Management

Objective of workers Education – Recommendations of National Commission on Labour – Forms – Levels of Participation – Evolution – Models – Objectives – Joint Management Council – Stages of Participative Management – Evaluation.

References

- 1) **Manoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing, Mumbai, 2012.**
- 2) **PC Tripathi, *Personel Management & Industrial Relations*, Sultan Chand, New Delhi, 2009.**
- 3) **Punekar, S.D and Deodhar. S.B., *Sarewathi Sankaran Labour Welfare, Trade Unionism and Industrial Relations*, Himalaya Publishing, Mumbai, 2012.**
- 4) **Ratnasen, *Industrial Relations in India*, New Delhi, Macmillan, 2007.**
- 5) **Singh, B.D., *Industrial Relations and Labour Laws*, Excel Books, New Delhi, 2008.**
- 6) **Venkatapathy, R., *Labour Welfare & Industrial Relations*, Mumbai, Himalaya Publication, 2003.**

MBAH 208 : LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objective

Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. The course aims to provide an application of various labour laws and their implications for industrial relations and labour issues.

Teaching Methods

Lectures and Case Analysis.

Unit-I : Introduction to Labour Law

Scope – Principles, Emergence and Objective of Labour Laws and their Socio-economic Environment; Industrial Relations Laws – Apprentices Act, Contract Labour Act.

Unit-II : Trade Union & Disputes

Industrial Disputes Act – 1947, Trade Union Act – 1926.

Unit-III : Industrial Employment Act, Wages and Bonus Laws

Standing Orders; Laws Relating to Discharge – Misconduct – Disciplinary Action - The Law of Minimum Wages – Payment of Wages – Payment of Bonus.

Unit-IV : Social Security Laws

Laws Relating to Workmen's Compensation – Employees State Insurance – Provident Fund – Gratuity – Maternity Relief.

Unit-V : Laws Relating to Working Conditions

The Laws Relating to Factories and Establishment – Mines Act – Plantation Act – Interpretations of Labour Laws – Their Working, and Implications for Management – Union – Workmen.

References

- 1) **Dheodar, Punekar & Sankaran, Labour Welfare, Trade Unionism and Industrial Relation, Himalaya Publication, Mumbai, 1994.**
- 2) **Ghaiye, B.R., Law and Procedure of Departmental Enquiry in Private and Public Sector, Eastern Law Company, Lucknow, 1994.**
- 3) **Malik, P.L., Handbook of Industrial Law, Eastern Book, Lucknow, 1995.**
- 4) **Mamoria, C.B. & Mamoria, S., Dynamics of Industrial Relations in India, Mumbai, Himalaya Publication, 1994.**
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- 7) **Seth, DD., Industrial Dispute Act, 1947. Vol. I & II, N.M. Tripathi, Mumbai, 1995.**
- 8) **Taxmann's Labour Law, Taxmann Allied Service (P) Ltd., New Delhi, 1992.**

SECOND YEAR : THIRD SEMESTER
MBAH 307 : MANAGEMENT OF TRAINING AND DEVELOPMENT

Objective

The Purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

Teaching Methods

Lectures and Case Study.

Unit-I : Introduction

Concepts of Training and Development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Roles, Responsibilities and Challenges to Training Managers.

Unit-II : Training Techniques

Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

Unit-III : Career – Planning

Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.

Unit-IV : MDP and Training Institutions

Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme – Need for Training in India – Government – Policy on Training – Training institutes in India.

Unit-V : MDP Institutions

Management Development Institute: – Management development programmes in public sector and private sector organizations – Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

References

- 1) **Janakiraman. B**, *Training and Development - Indian Text Edition*, Dreamtech Press, 2007.
- 2) **KVSS N. Rao**, *Training and Development, Creative Common Attribution*, 2012.
- 3) **Lynton, R. Pareek, U.**, *Training for Development*, Vistaar, 2nd ed., New Delhi, 1990.
- 4) **Raymond Andrew Noe**, *Employee Training & Development*, Tata McGraw Hill, International Ed., New Delhi, 1999.
- 5) **Robert Craig**, *The ASTD Training and Development Handbook: A Guide to Human Resource Development American Society for Training and Development*, USA.
- 6) **Rolf Lynton and Udai Pareek**, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.

MBAH 308 : COMPENSATION MANAGEMENT**Objectives**

Understanding of the compensation is important for the efficient decision making relating to management and wage administration. The course aims to provide an understanding application and interpretation for the wages and their implications for employee compensation.

Unit-I : Wage Determination

Issues in Wage Determination – Components of Wage Payment – Relevant Legislations Regarding Wages – Wage Determination at the enterprise Level.

Unit-II : Job Evaluation for Personnel

Choosing a Job Evaluation System – Problems in Implementing Job evaluation Programme at Company Level – Conditions for Successful Implementation of Job Evaluation Programme – Drawing up a Wage Payment Plan for a Proposed Plant.

Unit-III

Removing Wage Disparities – Reorganising the Wage Structure in a Company – Administration and Control – Preparation of Pay Roll and Wage Calculations – Wage Fixation through Adjudication, Wage Boards and Collective Bargaining – Implementing a Job Evaluation Scheme – Job Evaluation for Plant Personnel – Job evaluation for Engineering – Technical and Professional Personnel – Job Evaluation for Office Personnel – Job evaluation and Pay Plans for Sales Personnel

Unit-IV

Fundamentals and Relational for Wage Incentives – Incentive Plans – Individual and Group.

Group Incentives: Case Studies: (i) Bank Wiring Observation Room, (ii) British Coal Mine – Productivity Bargaining – Indian Situation.

Incentive for Supervisory and Managerial Personnel – Profit Sharing and Stock Ownership – Fringe Benefits.

Unit-V : Managerial Remuneration

Managerial Remuneration: Fundamentals – Managerial Remuneration: Situation in India.

Managerial Remuneration: Boothalingam and Sachar Committee – Managerial Remuneration in the Future.

References

- 1) **David W. Belcher**, *Wages and Salary Administration*, **Prentice Hall, New Delhi, 1962.**
- 2) **Elizabeth Lanham**, *Administration of Wage and Salaries*, **Harper & Row 2011.**
- 3) **Famulare**, *Handbook of Modern Personnel Administration*, **McGraw Hill, 1972.**
- 4) **Pramod Verma**, *Wage Determination Concepts and Cases*, **Wiley Eastern, 1980.**
- 5) **Richar I, Henderson**, *Compensation Management: Rewarding Performance in the Modern Organisation*, **Reston Publication Company, 1985.**
- 6) **Suri, G.K. Wage**, *Incentives: Theory and Practice. Shri Ram Centre of Industrial Relations and Human Resources*, **1973.**

SECOND YEAR : FOURTH SEMESTER
MBAH 407 : ORGANIZATIONAL CHANGE AND DEVELOPMENT

Objectives

This subject deals with people at work in any organization and how they may be motivated to work as a team in harmony. The subject is a combination of social science providing the current concept, theory and research findings.

Unit-I : Introduction

Organizational Change – Evolution, Concept and Importance – Process of Managing Organizational Change – Types of Changes – Individual Group and Organizational Change.

Unit-II : Change Methods

Dynamics of resistance to Change – Implementation of Change, Methods and Techniques of Overcoming Resistance to Change – Problems of Implementing Change – Readiness for change – Approaches to Planned Change – Phases of Organization Growth.

Unit-III : Organisational Development

Organizational Development – History of organization Development – Values – Assumptions – Beliefs in Organization Development – Theory and management of Organizational Development – Foundations of organizational Development – Managing of Organizational Development Process – Action Research and Organization Development.

Unit-IV : Organisational Development Interventions

Organization Developmental Interventions – Team Interventions – Inter Group and Third Party Peacemaking Interventions – Comprehensive Interventions – Structural Interventions – Training Experiences.

Unit-V : Contemporary Organisational Development

Key Considerations and Issues – Issues in Consultant – Client Relationships – Role of Human Resource in Organizational Development – System Ramifications – Power, Politics and Organizational Development – Research in Organizational Development – The Future and Organizational Development – Organizational Development in International Settings.

References

- 1) **Dey B.R., *Business Process Reengineering, Biztantra and Change Management*, New Delhi, 2012.**
- 2) **Gareth R. Jones, *Organization theory Design and Change*, Pearson Education, 2004.**
- 3) **Richard L. Draft, *Understanding the Theory & Design of Organization*, Cengage Learning Western, 2007.**
- 4) **Warker Burke, W., *Organization Change: Theory and Practice*, Sage Publication, 2010.**

MBAH 408 : PERFORMANCE MANAGEMENT**Unit-I : Introduction**

Quality Performance Management – Concept – Dimensions – Mechanics – Features of Facilitating Organizations for Performance – Organizational Dynamics and Employee Performance – A Multi Dimensional Analysis.

Unit-II : Management Techniques

Work Place and Its Improvement Through 5S – Modern Management Techniques and Management of Employee Performance – Team Building – Concept, Culture, Methods, Effectiveness & Empowerment, Problems – Potential and Perspectives.

Unit-III : Motivation and Performance Appraisal

Organizational Structure and Employee Motivation and Morale – Contemporary Thinking on Employment Practices (Tenure Employment) and Work Schedules (Flexitime) and the Related Performance Appraisal Systems; Quality Circle – Features – Process – Pre-requisites for their Efficiency.

Unit-IV : Problems and Rewards

The Potential Problems in Performance Management – Opposition to Evaluation – System Design and Operating Problems – Rater Problems – Eliminating Rater Errors – Avoiding Problems with Employees – Evaluating Techniques Failure – Ethics in Performance Evaluation – Feedback Interviews.

Industrial Restructuring – Reward System and Employee Productivity; Quality Standards and Employee Dimensions – Illustrations on HR Dimensions drawn from CMM.

Unit-V : Quality Performance

Quality Performance Management – Indian and Western Thought in an Market era - Integrated Studies Dealing with Methods, Techniques, and Processes.

References

- 1) **Appa Rao. C, *Performance Management*, Wiley India Pvt, Ltd., New Delhi-2, May 2013.**
- 2) **Memoria, CB., *Personnel Management*, HPH, Bombay, 2000.**
- 3) **Chakravarthy S.K., *Managerial Effectiveness and Quality of Work Life – Indian Insights*, Tata McGraw Hill Publishing Co. Ltd., 2000.**
- 4) **Gomez, L., *Managing Human Resource*, PHI Publication, New Delhi, 2000.**
- 5) **Peter F. Drucker, *Management*, Allied Publishers, 2000.**
- 6) **William G. Dyer: *Team Building – Issues and Alternatives*, Addition-Wesley Publishing Company, 2000.**



M.B.A. (Financial Management)
(Choice Based Credit System)

MBA (Financial Management) – An Overview

Within the content of the multinational firm, this course examines the development of policy, financing options for national and international business and making the standard financial management decisions. In this course, students will be expected to apply theory and tools of financial management to the formation of business decisions in the global environment. Through the help of this course students can apply key techniques of accounting and financial management.

CAREERS

A MBA finance program has numerous job opportunities and is believed to be the most effective tool for enhancing proficiency and market credibility. Most of the MBA finance professionals are recruited by investment banks, security firms, corporate and BPOs. The most widely recognized jobs falling under this category are financial managers, financial analysts, accounting managers, corporate controllers, chief financial officers, cash managers, investment bankers, finance officer, treasurers, management consultants, credit managers, investment sales associates, traders and investment banking associates

MBA - Finance Careers

Accounting or financial managers are the people responsible for overseeing and maintaining the financial strategy and history of a company. The accounting manager is focused more on financial reporting, while the financial manager is focused on strategy and money management. Finance has been one of the more popular choices for MBA focus or concentration.

A MBA finance can offer numerous possibilities and can be an effective tool to help with promotions in the professions discussed below. Most prospective jobs for finance MBAs fall within investment banks, corporations, and securities firms. Many finance MBA graduates also follow careers in the consulting industry.

Financial Managers or Financial Analysts

Financial analysts and managers use historical (accounting) data in their decision making, however the number one role of the financial manager is to oversee the production of financial analysis and reports to help the company with decision making, business development, strategic planning, and alliance management. Through the use of these reports, the financial analyst helps to shape the company's investment and business growth. Cash management strategies developed and implemented by the financial analyst help the company to grow efficiently and allow for maximum profitability in its investments.

Financial analysts and managers play an important part in mergers and global financing and expansion. Highly specialized knowledge in these areas is an important asset to the financial manager and his or her employer to maximize potential profit and reduce risk. Many companies utilize globally active consulting firms exclusively for these purposes.

Cash Managers

The Cash Manager is responsible for overseeing and controlling cash flow, both accounts receivable and accounts payable. He or she is also responsible for ensuring that the cash position of the company is sufficient to meet current and forecasted needs, or whether adjustments in investment quantity and type are necessary.

Risk and Insurance Managers

Business operation and transactions involve a certain amount of risk. Risk managers and insurance managers work to minimize the amount of loss a company incurs and the amount of risk it is exposed to.

Financial Consultants

Financial consultants work to help companies with a wide variety of problems and issues. Everything from profitability improvement to corporate restructuring to financial strategy. The MBA students going into this field should have either an expert understanding of a wide base of knowledge, or be highly skilled in two or more sub groups. The financial consultant will also help companies with cash management and emerging market analysis.

Investment Bankers

An investment banker will work together with corporations needing capital to grow and institutions or investors who have money available to invest. An MBA is an enormous asset in this field as the investment banker will be giving investment advice to his or her clients regarding raising capital. Most investment banks have a corporate finance division that assists clients in structuring financial instruments such as stocks or bonds to raise capital.

Investment Banking Associates

People graduating with MBA in finance often begin their career as an associate with an investment bank firm or investment firm. This is usually at least one level above the entry-level position as an analyst typically obtained by persons with only an undergraduate degree. Most analysts end up pursuing MBA degree after a couple of years in the industry in order to obtain promotions. Many people in the corporate finance side of investment banking will obtain a CFA (Chartered Financial Analyst) designation as a supplement to their MBA. The Association for Investment Management Research (AIMR) is the governing body for the CFA exam and designation.

The mergers and acquisitions departments of investment banks provide consulting services to companies in the process of merging or acquiring other companies or organizations. Organizations wishing to acquire, dispose of, or invest in real estate will deal with the real estate division of an investment bank. Equity research and consulting for private clients are also frequently chosen as career paths for MBAs with focus in investment banking.

Investment Sales Associates and Traders

While MBA skills and knowledge are not explicitly required in this field, they do come in as very valuable in enabling a person to understand the economic principles that drive the financial markets. Investment traders and sales associates assist corporate or institutional investors in the purchase and sale of securities such as stocks and bonds. The sales associate makes recommendations and helps with the analysis, while the trader actually executes the orders for the client.

Credit Managers and Specialists

The Credit manager is in charge of managing the credit a company may sanction to its clients or others. Credit managers formulate criteria for rating risk and credit, determine the maximum amount of credit to offer, and supervise past-due account collections.

FIRST YEAR : SECOND SEMESTER

MBAF 207 : ACCOUNTING SOFTWARE – PRACTICAL

Objective

The purpose of this course is to acquaint the students with the practical knowledge with the various techniques, methods, process of accounting data analysis with the application software Tally ERP 9.

Accounting Software

Tally ERP 9 is an application software that records and processes accounting transactions within functional modules such as accounts payable, accounts payable, accounts receivable, payroll and trial balance. It functions as an Accounting Information System. Tally is Financial and Inventory Management System. It is one of the acclaimed Accounting Software with larger user base.

Unit-I : Basics of Accounting

Types of accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping, Mode of Accounting, Financial Statements, Final Accounts – Preparation of Trial balance, Profit and Loss Account, Balance sheet.

Unit-II : Fundamentals of Tally.ERP 9

- Getting Functional with tally.ERP 9
- Creation/ setting up of Company
- Features
- Configurations
- Setting up Account Heads.

Unit-III : Inventory in Tally.ERP 9

- Order Processing
- Reorder Levels
- Tracking Numbers
- Batch wise Details
- Additional Cost Details
- Bill of Materials
- Price List.

Unit-IV : Value Added Tax (VAT)

- **Configuring VAT –Documents and Records**
- **Creating masters**
- **Entering Transactions**
- **Accounting for Return of Goods**
- **Rate Difference in Purchase / sales**
- **Accounting for Interstate transactions**
- **Exempt transactions under VAT**
- **VAT Reports**

Unit-V : Central Sales Tax (CST)

- **Basics of Central Sales Tax (CST)**
- **Enabling CST**
- **Recording Interstate Transactions**
- **Payment of CST**
- **CST Reports**

References

- 1) **Nadhani, Tally ERP 9, Training Guide, BPB Publisher, 2009.**
- 2) **Namrata Agarwal, Tally 9, Dreamtech Press, New Delhi.**
- 3) **Tally ERP 9, In Simple Steps, Kogent Learning Inc Solutions, Dreamtech Press, 2010.**
- 4) **Vikas Gupta, Comdex Business Accounting with MS Excel 2010 and Tally. ERP 9 Course Kit, Dreamtech Press.**
- 5) **Vishmi Priya Singh, Learning Tally. ERP 9, New Asian Publisher.**

	Scheme of Examination	Marks
1.	Students will appear for practical exam in the lab for 3 hours to Solve the questions with the help of tally software and the marks will be awarded based on the output and viva performance	75
2.	Internal (Attendance, Assignment, Lab test)	25
		100

FIRST YEAR : SECOND SEMESTER**MBAF 208 : MANAGEMENT OF FUNDS****Objective**

The main objective of this course is to help students to learn the various approaches of funds management and their role in the over all financial system.

Teaching Methods

Lectures, Case Study and Seminar Presentation.

Unit-I : Introduction

Meaning and importance of funds – Benefits of effective allocation of funds – Dangers of misallocation – Organization of Funds Management and its relationship with other functional areas of the enterprise – Role of financial systems as a barometer of business conditions.

Unit-II : Capital Structure

Capitalisation – Under capitalization and over capitalization – Assessment of funds required for investment in fixed assets. Current assets for new enterprises and existing enterprises – Optimum capital structure changes in pattern of capital structures – Implicit costs of free reserves and retained earnings – Implicit rates and yield – Debt. Service coverage – Acquisition of funds for specific allocation.

Unit-III : Types of Analysis for Investment

Financial Analysis, Planning and Control – Allocation of funds to most profitable opportunity – Development of profitable opportunities and evaluating them with the help of basic tools for measuring rate of return on investment as a criterion for allocating funds – Methods of incorporating risk – Risk adjusted rate of return (ROI) and certainty equivalent approach – Sensitivity analysis, profitability analysis and decision making – Capital rationing.

Unit-IV : Human Resource Accounting

Human Resources Accounting for effective use of manpower – Rewarding the managerial staff on the basis of rate of return in the division – Due point system to evaluate various divisions.

Unit-V : Institutions and Sources of Finance

Term Financing and Evaluation: Source of long-term financing – Equity, Preference shares, Debentures and Bonds, Mutual funds, Funds through adaptation of non-banking private companies Finance concepts in the large scale organizations – Term loan and financial institutions – Market for long term securities in India with specific reference to stock exchange.

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- 1) **James C. Van Horne, *Fundamentals of Financial Management*, Eleventh Edition, Prentice Hall of India (P) Ltd., New Delhi, (2010).**
- 2) **Khan & Jain, *Financial Management*, Tata McGraw Hill Publication, New Delhi, 2005.**
- 3) **Kuchhal, S.C., *Financial Management*, Chaitanya Publishing House, Allahabad, 2006.**
- 4) **Kulkarani. P.V., *Financial Management*, Himalaya Publishing House, Mumbai, 2007.**
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- 7) **Preeti Singh, *Fundamentals of Financial Management*, Published by Ane Books India, New Delhi, 2008.**
- 8) **Thomas, Susan (Ed.) *Fund Management in India*, Tata McGraw Hill, 2009.**

SECOND YEAR : THIRD SEMESTER**MBAF 307 : INVESTMENT SECURITY AND PORTFOLIO MANAGEMENT****Objective**

The Objective of this course is to impose knowledge to students regarding the theory and practice of security analysis and making investment decisions.

Teaching Methods

Lecture, Case Study and Seminar Presentation.

Unit-I : Nature, Scope of Investment Management and Listing of Securities

Investments – Concept and objectives – Nature of Investment – Scope for Investment – Types of Investors – The Investment process – Stages of Investment – Speculation – Types of Speculators – Distinction between Investment and Speculation – Gambling – Features of Gambling - Listing of Securities: Introduction – Advantages of Listing – Legal Requirements – Key provisions in listing agreement.

Brokerage Business: Introduction – Functions of a brokerage firm – Functional specialisation of members – Selecting a broker – Execution of orders – Types of transactions in a Stock Exchange – Mechanics of Share Trading – Carry forward Facility – Badla Transactions – Revised Carry Forward System (RCFS) – Brokerage Charges.

Unit-II : Common Stock Analysis

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

Industry Analysis: Classification of industries – Industry life cycle – Methods of analysis – Key characteristics of an industry analysis.

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

Financial Analysis: Introduction – Structure of a Balance sheet – Financial Ratios and their significance – Valuation of shares. (Simple Problems).

Unit-III : Technical Analysis and the Efficient Market Theory

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

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

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

Unit-IV : Portfolio Management

Introduction – Meanings – Objectives of portfolio – Traditional portfolio analysis – Diversification of portfolio – Portfolio selection – Portfolio revision Techniques – Advantages and Limitations.

Capital Asset Pricing Model – Security Market Line – Capital Market Line – SML Versus CML. (Simple problems)

Unit-V : Financial Derivatives Markets

Warrants: Definition – Considerations for shares issued through warrants – Gearing effect – Valuing warrants – Lapse of warrants – Futures markets – Hedging using index futures – futures versus options – synthetic futures – futures versus forward markets – strategies for futures markets.

Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps – Currency Coupon Swap – Basis Rate Swaps.

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- 3) **Nofsinger and R. John, *The Psychology of Investing*, Prentice Hall, 2005.**
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- 5) **Prasana Chandra, *Investment Analysis and Portfolio Management*, 2nd Ed., Tata McGraw Hill Publishing Company Ltd, New Delhi, 2005.**
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- 8) **Trivoli and W. George, *Personal Portfolio Management*, Prentice Hall, 2000.**

MBAF 308 : BANKING AND INSURANCE MANAGEMENT**Objective**

The main objective of this course is to help students to learn the various insurance and banking practices and their role in the over all financial sectors.

Teaching Methods

Lectures, Case Study and Seminar presentation.

Unit-I : Introduction

Evolution – Development of Banking in India – Meaning – Features of Banking – Classification of Banks – Banking System – Banks and Economic Development – Nationalisation of Banks – Achievements after Nationalisation.

Unit-II : Private Sector Banks

Private sector Banks in India – Importance of Private Sector Banks in India – Indigenous Bankers and Moneylenders – Function of Commercial Banks – Reserve Bank of India – Junction – Role – Monetary Packing.

Unit-III : Recent Trends in Indian Banking

Recent Trends in Indian Banking: Types of Financing – Repayment Method – Venture Capital – Factoring services – Banknet – Automated Teller Machines (ATM) – Phone Banking – Net Banking – Gold Deposit Scheme – Multi- Dimensional Developments.

Unit-IV : Insurance Concepts

Introduction to Insurance: Definition and nature of Insurance – Evolution – Role and Importance of Insurance – Insurance contract – Insurance Device- Professional Approach – The basic principles of Insurance.

Unit-V : Classifications and Legal Aspects of Insurance Business

Life Insurance – Nature – Classification of policies – selection of Risk – Calculation of premium – Surrender Value – Investment of funds – Marine Insurance: Nature- Marine Insurance Policies – Premium calculation – Marine losses – Payment of claims.

Fire Insurance: Nature – uses – Kinds of policies – Rate Fixation – Payment of claim –Re-insurance.

Legal and Financial Aspects of Insurance: Sources of Law – Tax Laws – Financial aspects of Insurance Business – IRDA Acts.

References

- 1) **Anand Ganguly, *Insurance Management*, New Age International (P) Ltd., 2009.**
- 2) **Balachandran, *Principles of Life Insurance*, Published by Insurance Institute of India, Mumbai.**
- 3) **Kiran, *Commercial Bank and Financial Management in the Financial Services Industry*, Fourth Edition, Macmillan Press, New Delhi 2001.**
- 4) **Majmudar, *Principles of Insurance*, Published by Insurance Institute of India, Mumbai, 2000.**
- 5) **Mishra, *Insurance Principles and Practice*, Published by S.Chand & Company Ltd., New Delhi, 2000.**
- 6) **Nirmala Prasad, *Banking and Financial System*, Published by Himalaya Publishing House, Mumbai, 2007.**
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SECOND YEAR : FOURTH SEMESTER**MBAF 407 : MANAGEMENT OF FINANCIAL SERVICES****Objective**

The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

Teaching Methods

Lectures, Case Study and Seminar Presentation.

Unit-I : Indian Financial System

Introduction – Structure of the Indian Financial System – Recent Developments – Financial services – Concept – Objectives – Importance – characteristics – Types of Financial Services – Regulatory Framework – Problems in Financial services sector.

Unit-II : Merchant Banking and Consumer Finance

Definition – Need for Merchant Banks – Functions – Role – Recent Developments and Challenges ahead – Categories of Merchant Bankers – Merchant Bankers' Code of Conduct – SEBI Guidelines.

Consumer Finance: Definition – Types – Credit Cards, Debit cards – Mechanics of Consumer Financing – Sources – Modes.

Unit-III : Mutual Funds Concept and Regulations

Introduction – Types – Advantages and Disadvantages – Mechanics of Mutual Fund Operations – Asset Management Company (AMC) – Net Asset Value (NAV) – SEBI's New Regulations to Mutual Funds (1999).

Unit-IV : Capital Market, Money Market and Factoring Services

Capital Market: Meaning – Functions – Importance – Players in Capital Market – Primary and secondary Capital Market. Money Market: Definition – Features – Money Market Instruments – Capital Market versus Money Market etc., NSE – OTCEI.

Factoring Services: Introduction – Mechanics of Factoring – Types – Advantages and disadvantages – Players in factoring services – Factoring Vs Bills Discounting – RBI Guidelines for factoring – Constrains of Factoring Services in India – Forfeiting.

Unit-V : Venture Capital and Credit Rating

Venture Capital: Concept – Features – Forms of Venture Capital – Phases – Functions – Advantages – Venture Capital Institutions.

Credit Rating: Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols.

References

- 1) **Avadhani, V.A.**, *Marketing of Financial Services of Markets*, **3rd Edition**, Himalaya Publishing House, Mumbai, 2007.
- 2) **Bhalla, V.K.**, *Management of Financial Services*, **Anmol**, New Delhi 2001.
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- 4) **Gordan, E. and K. Natrajan**, *Emerging Scenario of Financial Services*, **Himalaya Publishing House**, 1997.
- 5) **Khan, M.Y.**, *Financial Services*, **4th Edition**, **Tata McGraw Hill**, New Delhi, 2007.
- 6) **Saha, T.R. and A. Mondal**, *Indian Financial System & Financial Market Operation*, **New Central Book Agency (P) Ltd.**, 2004.
- 7) **Sasidharan and Mathews**, *Financial Services and System*, **1st Edition**, **Tata McGraw Hill**, New Delhi, 2008.

MBAF 408: CAPITAL MARKETS

Objective

The objective of this course is to impose knowledge to students regarding the theory and practice of knowledge with business strategies – equity markets.

Teaching Methods

Lectures, Case Study and Seminar presentation.

Unit-I : Introduction

Capital Market – Evolution, need for regulatory mechanism, establishment of SEBI, SEBI Act/Rules and Regulations Role of Intermediaries in the Capital Market.

Unit-II : Functions of Various Markets

Primary/Secondary markets, stock exchanges, National Stock Exchange, Bombay Stock Exchange, OTCE - Merchant Banking – Role and functions.

Unit-III : Capital Issues

Capital issues – Equity and debt instruments, pricing, insider trading; Management of pre- issue and post –issue activities including issue of prospectus/offer documents; Rights issue, bonus issue, private placements, Loan syndications, Euro Issues, ECBs and GDRs.

Unit-IV : New Issue Market

New Issue Market (NIM): NIM and Secondary Markets, Role of the NIM, Methods of Raising funds, Bought- Out Deals Vs Private Placements, Intermediaries in NIM, Bankers to an Issue, Brokers to an Issue.

Unit-V : Shares and Fixed Deposits

Capital Market Instruments: Meaning, Preference Shares, Equity Shares, Non-Voting Equity Shares, Convertible cumulative preference shares (CCPS) and Company fixed Deposits.

References

- 1) **Avadhani V.A**, *Capital Market Management*, **Himalaya Publishing House, 2007.**
- 2) **Bharat's** *Compendium on SEBI, Capital issues and Listing*, **2005.**
- 3) **Khan M.S, S.M. Faisal**, *Capital Market and Investment Management*, **Laxmi Publication, Pvt Ltd., New Delhi – 110002, First Edition, 2011.**
- 4) *Manual of Merchant Banking*, **2003.**
- 5) *Nabhi's Manual for Capital Issues, SEBI and Mutual Funds*, **Nabhi Publications, 2004.**
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M.B.A. (Marketing Management)
(Choice Based Credit System)

MBA (Marketing Management) – An Overview

The MBA marketing program combines general core curriculum with the advance career-specific, up-to-date marketing training that prepares students to address and resolve real-world marketing problems. The program also helps students develop the expertise required to lead an organization's marketing efforts by learning not only the traditional disciplines of alternate marketing channels, sales management, advertising and research; but also more current technology-driven marketing approaches. This programme of MBA in Marketing focuses knowledge that enables students to make informed, influential decisions that support the development goals of their organisation or business, through such modules as Market Research, Consumer Behaviour, and Services Marketing. This programme offers a comprehensive education and postgraduate qualification in all aspects of management, while enabling the students to customise your study to meet particular work and career needs.

M.B.A. Marketing Management enriches the students to become competent and specialist in the area of marketing concepts. This course deals with consumer behaviour, marketing research, advertisement and sales promotion activities, international marketing and branding. By studying this course students may lead their prospective companies especially marketing department in the right track. With the M.B.A. Marketing Programme, one can strengthen one's position in today's market place.

CAREERS:

Marketing Careers

There are an enormous amount of career opportunities and options for people with MBA in Marketing. The most common are corporate positions such as Marketing manager, Brand manager, Market research analyst, and New product manager. Persons with strong financial skills could seek a career in strategic or market related planning. Additional corporate positions such as sales manager, advertising manager, PR (public relations) director, and marketing communications manager are also common.

In marketing or advertising agencies, numerous opportunities exist in advertising, direct marketing, and communications specialization. Consulting firms also hire marketing MBAs as new market developers, strategists, and customer segmentation specialists.

Product management careers as well as brand management careers typically require that a candidate have an MBA, even at the entry level. However, some companies that focus intensively on sales, promote these positions internally from highly successful sales representatives.

Product and Brand Managers

The product manager is entirely responsible for the profitability and market growth of a product line. The product manager could be considered the CEO of a particular product. They typically coordinate and oversee a number of diverse divisions of a corporation to ensure the efficient and timely flow of a product to market. While some product managers have international responsibilities, most product management positions focus on product and market development domestically. Product managers will often see promotion to director or manager of a group of products or even to the position of VP of marketing.

New Product Development Specialists

Some companies have a position specifically targeted to managing new or developing product lines. The new product specialist is skilled at launching and marketing initial implementations of a product or marketing plan before giving the project to a product manager for ongoing maintenance.

Marketing Managers

The marketing manager's responsibilities are similar to those of the product manager, but are focused on servicing and managing an ongoing relationship with existing customers. The marketing manager utilizes skills in international marketing, customer satisfaction and retention, market strategy, and emerging technologies. This position can be highly demanding and require intensive knowledge of market research and customer management.

FIRST YEAR : SECOND SEMESTER

MBAM 207 : MARKETING RESEARCH AND CONSUMER BEHAVIOUR

Objective

This course focuses on the psychology and sociology of human behavior as it relates to consumer decision making and actions. Understanding what benefits consumers are seeking and how they make decisions, shop, buy and help marketers to develop and carry out more effective product, price, place and promotion actions. Motivation to buy is often driven by a desire to enjoy a certain quality of life. The study of decision making, shopping, buying and consuming is a scientific field of study designed to help marketers to make better decisions.

At the End of the Course

- Students should be able to get an usable, managerial Understanding of consumer behaviour
- Students should be able to know the importance of store layout, POP materials, and store design
- Students should be able to understand pre and post purchase behaviour

Teaching Methods

Lecture and Computer Laboratory exercise.

Unit-I : Market Research

Marketing research – Scope – Applications and Limitations – Marketing Research scenario in Indian Corporate sectors and other researchers. Research Process – Formulating research problem – Exploratory, Descriptive, Causal research design – Data source – Evaluating Secondary data – Designing a questionnaire – Methods of scale construction – Sampling design and Sample size.

Unit-II : Report Preparation / Presentation and Applications of Marketing Research

Interpretation – Report preparation – Report format – types of report – Principles of report writing – Graphs and Tables – Oral presentation – Ethics in marketing research – New product development and test marketing – Advertising Research – Consumer research – Product Research – Promotion Research – Sales analysis and forecasting.

Unit-III : Consumer Behaviour Introduction, Consumer motivation, Personality and Consumer perception

Consumer behaviour – Definition – Scope – Customer value – Customer satisfaction – Injurious consumption – Traditional marketing concept – Value and retention focused marketing – Models of Consumer Behaviour – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics.

Needs – Goals – Discovering purchase motives – Motivation research – Defence mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour – Self image – Forms of self image – How general personality influence consumer behaviour – Perception – Weber's Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality – Perceptual mapping.

Unit-IV : Consumer Learning and Reference Group Appeal

Classical Conditioning – Instrumental Conditioning – Information Processing – Tricomponent attitude model – Multi attribute attitude model – Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.

Unit-V : Consumer Influence, Purchasing Process, Structure and Post Purchase Behaviour

Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process – Store location, Store design and Physical facilities – Store specific shopper profiles – In-store purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, Situation segmentation – Positive/Negative Post purchase behaviour – Complaint behaviour.

References

- 1) **David L. Loudon, Albert J. Della Bitta, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Del I. Hawkins, Roger J. Best, Kenneth A. Coney and Amit Mookerjee, *Consumer Behavior, Building Marketing Strategy*, 9/e, Tata McGraw Hill, New Delhi, 2007.**
- 3) **Henry Assail, *Consumer Behavior*, Cengage, New Delhi, 2011.**

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- 6) Satish K. Batra and S.H.H. Kazmi, *Consumer Behavior*, Excel Books, New Delhi, 2008.
- 7) Vishal Agarwal, *Retail Store Operations*, Biztantra, New Delhi, 2012.
- 8) Wayne D. Hoyer, Deborah Macinnis, Das Gupta, *Consumer Behavior*, Biztantra, New Delhi, 2008.

MBAM 208 : ADVERTISING AND SALES PROMOTION

Objective

The objective of the course is to enlighten the students the importance of advertising and promotion. Advertising has evolved into a vital communication system for both consumers and businesses. The ability of advertising and other promotional methods to deliver carefully prepared messages to target audience has given them a major role in marketing programs. Companies rely on advertising and promotion to help them market products and services. The primary focus of the subject will be on one element of the marketing mix: the promotion variable.

Teaching Methods

Lectures, Advertising workshop, Creativity development exercises, Print Ad creation, Cases and Sales Promotion games.

Unit-I : Advertising Fundamentals and Classification

Advertising – Concepts, objectives – Role of advertising in modern Business – Advertisement layout – components of layout – Economic aspects of Advertising – Evolution of IMC – Marketing Communication mix – High control message – Low control message – Strength and weakness of major IMC tools.

Types and Classification of Ads – Advertising appeals: Humor, slice of life, Testimonials, Demonstrations, Problem solution, Talking heads, Characters, News, emotions – Persuasion matrix – Risks of using celebrity – Advertisement based on demand influence level – Advertisement based on audience – Advertisement based on timing of response – Advertisement based on geographic coverage.

Unit-II : Psychological Principles and Ethical aspects of Advertising

Behavioral effects of advertising: Sensory level, Cognitive level, Personal and sociological level – Communication models: AIDA model, Hierarchy effect model – Innovation adoption model, Information processing Model, Operational model – DAGMAR philosophy – Unique selling proposition.

Ethics in advertising – Advertising and Children – Advertising and cultural values – Advertising Standards Council of India.

Unit-III : Media selection, Creativity and Advertising Agencies

Types of media: print, broadcast, outdoor, transit, internet and other media – Media plan – Media mix – Media Scheduling – Advertising budget – Methods of determining advertising appropriation – Computers in media planning.

Creative process: Preparation, incubation, elimination, verification – Jingles – Thematic classification – Creative strategy evaluation – Copy writing – Advertisement evaluation: Pre-testing – Concept testing, Theme Testing, Copy Research – Post testing – Advertisement agencies – types – functions – Selecting an agency – Client agency relationship – Agency compensation – Advertisement as a career.

Unit-IV : Sales Promotion

Sales Promotion – Objectives – Promotional mix – Consumer oriented sales promotion techniques: Sampling, couponing, Premiums, Contests and sweepstakes, Refunds and Rebates, Bonus Packs, Price – off deals, Event marketing, – Trade oriented sales Promotion: Trade allowances – Display aesthetics – Types of Displays – Managing displays – Point of purchase materials – Trade shows – Cooperative advertising – Salesman trade promotion: Sales force contest – Evaluation of Sales Promotion – Coordinating sales promotion and advertisement.

Unit-V : Public Relations and Corporate Advertising

Public relations – Integrating PR into the promotional mix – Establishing a PR plan – Advantages and disadvantages of PR – Measuring the effectiveness of PR – Publicity – The power of publicity – Control and dissemination of publicity – Objectives, types of corporate advertising.

References

- 1) **Arens, *Contemporary Advertising*, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Chunawalla, S.A., *Fundamentals of Advertising*, Himalaya Publishing House, Mumbai, 2004.**
- 3) **George E. Belch and Michael A. Belch, *Advertising & Promotion*, Tata McGraw Hill, New Delhi, 2005.**
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- 7) **Sangeetha Sharma and Raguvir Singh, *Advertising Planning and Implementation*, PHI Learning, New Delhi, 2008.**

SECOND YEAR : THIRD SEMESTER

MBAM 307 : SALES AND DISTRIBUTION MANAGEMENT

Objective

The Purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy in organizing, managing sales force and marketing channels.

Teaching Methods

Field Visit, Sales games, Group discussions, Role Play and Lectures, Case Analysis, Simulation games, Audio-Visual and Computer aided Teaching.

Unit-I : Sales Management and Planning

Sales Management – Functions – Sales Objectives – Salesmanship – Duties and Responsibilities of Sales Manager – Sales Management Skills – Characteristics of Sales People – Sales Management Information Systems – Sales Planning – Personal Selling – AIDAS – Selling Process – Sales Negotiation – Types of Selling – Transactional Selling – Telephone Selling – Relationship Selling – Term Selling.

Unit-II : Sales Forecasting and Organization

Sales Forecasting – Basic Rules – Methods; Sales Budget – Methods – Sales Budget Process – Sales Force Organization – Structure – Fixation of Sales Force Size – Methods of Fixation; Sales territory – Designing Sales territory – Evaluation; Sales Quotas – Types – Sales Promotion Techniques.

Unit-III : Recruitment, Training and Control of Sales Force

Recruitment and Selection of Sales Force – Process – Sales Training – Sales Training Methods – Execution and Evaluation of the Sales Training Programme; Sales Force Motivation – Tools of Motivation ; Sales Force Compensation – Basic Types – Supervision of Sales People – Controlling of Sales Force – Sales Meeting and Sales Contests – Sales Audit – Sales Analysis – Sales Performance Evaluation.

Unit-IV : Distribution and Logistics

Definition – Need for Distribution Channel – Role of Distribution in Marketing – Marketing channel–Channel Classification – Vertical, Horizontal, Multichannel marketing system–Distribution Intensity – Selection of Right Channel – Channels for consumer & industrial products – Inventory Management – Packaging and Material Handling – Distribution cost analysis & Control.

Logistics – Scope – Functions – Focus area of Logistics – Cost of Service – Performance Measurement – Transportation – Modes of transport– Selection of the right transport mode.

Unit-V : Channel Intermediaries Retailing and Channel Design

Channel intermediaries – Role – Wholesaling – Functions – Classifications – Trends – Future of Wholesalers in India.

Retailing – Types of Retailers – Role of Retailers – Retail Strategies – Performance Measures – Aspects of Store Design – Franchising – e-tailing – Retailing in India.

Channel Design – Stages in channel planning – Non store Retailing and Electronic channels – Channel Information Systems – Purpose – Elements – Channel Performance Evaluation; Distributors – Selection – Motivation tools – Categorization – Performance evaluation.

References

- 1) **Kapoor, D.C., *Marketing & Sales Management*, S. Chand & Company Ltd, New Delhi, 2004.**
- 2) **Krishna K. Havaladar and Vasant M. Cavale, *Sales & Distribution Management*, Tata McGraw Hill, New Delhi, 2005.**
- 3) **Mark W. Johnston and Greg W. Marshall, *Sales Force Management*, Tata McGraw Hill, New Delhi, 2006.**

- 4) **Nair, N.G. and Latha Nair**, *Sales & Distribution Management*, **Himalaya Publishing House, Mumbai, 2003.**
- 5) **Rustom S. Davar**, *Salesmanship & Publicity*, **Vikas Publishing House, New Delhi, 2005.**
- 6) **Sahu, P.K. and K.C. Raul**, *Salesmanship and Sales Management*, **Vikas Publishing House, New Delhi, 2005.**
- 7) **Spiro, Stanton and Rich**, *Management of a Sales Force*, **Tata McGraw Hill, New Delhi, 2003.**

MBAM 308 : PRODUCT AND SERVICES MARKETING

Objectives

This course aims at marketing skills to the students on prominent product and services. Students will learn various prospective of product and service marketing through concepts and case implications.

Unit-I : Introduction

Product – Definition – Product Line – Product Mix – Product Mix Strategies – Product Positioning – Product Diversification.

New Product – Meaning – Product Manager – Importance of Test Marketing – Marketing Strategies and Product Life Cycle – Finance of New Product.

Unit-II : Branding

Branding – Definition – Brand Name – Brand Mark Vs Trade Mark – Brand Loyalty – Brand Equity – Brand Extension Strategies – Characteristics of a Good Brand – Family Brand Vs Individual Brand.

Unit-III : Packaging

Packaging – Definition and Importance – Packaging Strategies – Packaging and Labelling – Uses of Packaging – Developments in Packaging – Multiple Packaging – Product Obsolescence – Style and Fashion – Fashion Cycle – Services Marketing – Origin and Growth – Classification of Services – Marketing of Financial Services – The Indian Scene – Designing of Service Strategy.

Unit-IV : Banking and Tourism

Banking – Bank Vs. Customer – Customer Service – Government Regulations – Reserve Bank of India – Regulations – New Schemes – Commercial Banks – Rural Banks – Consumer Banking.

Tourism – Need for Tourism – Growth and Development of Tourism – Tourism and Culture – Tourism Marketing – Tourism Pricing – Tourism Promotion – Tourism and Government Administrative systems.

Unit-V : Hospital Services and Hotel Industry

Hospital Services – Supportive Services – Legal Controls on Hospitals – Consumerism and Hospital Services. Hospital Law – Medical Staff Organization – Health Care Resources – Health Care System – Marketing of Health Services.

Hotel Industry – Hotel Industry Vs. Tourism Industry – Supporting Services, Accommodation Management – Licences – Permission from Statutory Authorities – Problems and Prospects of Hotel Industry.

References

- 1) **Adrian Payne**, *Service Marketing*, **PHI**, New Delhi, 2000.
- 2) **Bhatia A.K.**, *Tourism Development*, **Sterling Publishers (P) Ltd.**, Bangalore, 2005.
- 3) **Kevin Lane Keller, Ambi MG Parmeswaran, Isaac Joseph**, *Strategic Brand Management*, **Pearson**, New Delhi, 2012.
- 4) **Merie Crawford, C.**, *New Product Management*, **Tata McGraw Hill**, 2005.
- 5) **Pragati Mohanty**, *Hotel Industry and Tourism in India*, **Ashish Publishing House**, New Delhi, 2005.
- 6) **Ramanuj Majundar**, *Product Management in India*, **Prentice Hall of India**, New Delhi, 2012.
- 7) **Subrato Sengupta**, *Brand Positioning Strategies for Competitive Advantage*, **Tata McGraw Hill**, 2000.
- 8) **Valeric Zeithaml**, *Services Marketing*, **Tata McGraw Hill**, 2000.

SECOND YEAR : FOURTH SEMESTER

MBAM 407 : INTERNATIONAL MARKETING

Objectives

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Unit-I : Meaning

International Marketing-Meaning –Globalisation of Business – India - An emerging market - Obstacles to Globalisation - Globalisation strategies – Global sourcing and production sourcing – Globalisation Vs Localisation- IBRI,IMF and UNCTAD.

Unit-II : Research and Strategies

International Business Intelligence – Research Agencies – Problems in International Research –International Marketing Information System marketing Research – Phases of a Research Project

Identification of markets- Market selection process – Market segment selection – Market entry strategies – Turnkey contracts – Management contracting – Counter trade – Concentrated marketing strategies – Marketing of joint ventures.

Unit-III : Product Policy

Product Policy – International product life cycle – Product strategies – Dumping – Pricing methods/Approach – Export price quotations and Inco terms – International Logistics – Components of logistics management – International payments.

Unit-IV : Pricing and Marketing

Pricing and distribution strategy - Marketing environment and promotion strategies - Communication Mix - Role of EPC - Trade fairs and exhibitions - International Marketing - Management of personal selling and sales force - Shipping & transportation - Negotiation of documents.

Unit-V : MNC

Multinational enterprises and organizations theories - Organizational structure of American, Japanese and European MNCs - Merger and acquisitions.

References

- 1) **Fayer Weather, *International Marketing*, Prentice Hall of India (P) Ltd., 2nd ed., New Delhi, 2002.**
- 2) **Francis Cherunilam, *International Business*, Wheeler Publishers, New Delhi, 2000.**
- 3) **Kumar, *International Marketing Research*, Prentice Hall of India (P) Ltd., New Delhi, 2002.**
- 4) **Nair, *Contract Management*, Vrindha Publications, New Delhi, 2005.**
- 5) **On Krist & Shaw, *International Marketing: Analysis and Strategy*, Prentice Hall of India (P) Ltd., New Delhi, 2002.**
- 6) **Philip Kotler, *Principles of Marketing*, Prentice Hall Gassy Armstrong, 11th ed, New Delhi, 2002.**
- 7) **Srinivasan, R., *International Marketing*, Prentice Hall of India, New Delhi, 2002.**

MBAM 408 : CUSTOMER RELATIONSHIP MANAGEMENT**Objective**

The basic objective of this course is to acquaint the students with the studying consumer behaviour needs and research, social science and buyer behaviour in the customer relationship management.

Unit-I : Introducing CRM in Marketing

CRM Concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

Unit-II : CRM in Practice

Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

Unit-III : Analytical CRM

Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Unit-IV : CRM Tools and Implementation

Defining success factors, preparing a business plan - requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches.

Unit-V : CRM Strategy and Development

Managing Customer Relationships: Conflict, complacency, Resetting the CRM strategy. Selling CRM .internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

References

- 1) **Jill Dyche**, *The CRM Handbook: A Business Guide to Customer Relationship Management*, Pearson, 2002, New Delhi - 17.
- 2) **John W. Gosney and Thomas P. Johnson**, *Customer Relationship Management Essentials*, PHI Learning Pvt. Ltd., 2010, New Delhi - 110 001.
- 3) **Stanley A. Brown**, *Customer Relationship Management*, John Wiley & Sons, Canada, Ltd., 2000.
- 4) **Shanmugasundaram**, *Customer Relationship Management*, PHI, 2010, New Delhi - 1.
- 5) **Shainesh, G., Jagadish N. Sheth**, *Customer Relationship Management, A Strategic Perspective*, MacMillan, 2006, Delhi - 33.



**M.B.A. (International Business Management)
(Choice Based Credit System)**

MBA (International Business Management) – An Overview

MBA in International Business aims to provide various tools and frameworks for preparing competitive strategies in response to increased internationalization. Particular attention is given to understand the international environment within which firms operate, and develop suitable management strategies. With an international business MBA, students can prove their capability and ability in this area, and can enjoy moving into an exciting, rewarding, and fast-paced career in global business management. MBA in International business makes students learn about the skills and knowledge required dealing with global business management, and with this degree students will open a whole new world of opportunities when it comes to their business career.

M.B.A – IBM by Department of Business Administration, Annamalai University is an intensive course of study that provides the students with the knowledge, skills and practical experience needed to pursue a career in international business. This programme is designed to equip the students with specialized knowledge and industry insights to either advancement of the career or to change professional direction. After the end of this course students will be enriched with contemporary global management theories and practices.

MBA in international business develops and increase the strategic and integrated views of organizations and management at individual, or at group level. The degree makes students aware of the functioning of the business environments at international level. Develop an advanced understanding of international, ethical and strategic concepts and current theories in the management of global businesses. Students are able to challenge convention by removing subject and functional boundaries, so as to make effective decisions in the absence of complete data.

Careers

The job profile of the people in the field of international business is to meet various government officials, business professionals, and financial agencies to discuss options for businesses in foreign market. They might have to travel to various countries to search information for clients on various business markets. Their task is to prepare reports, presentations, and entering into discussions with the clients related to various options for international business projects and plans.

Career Opportunities

The students graduating in the field of international business can have a wide range of career opportunities in the following:

- **Non-government Organizations**
- **National and International Government Agencies**
- **Travel and Leisure Industry**
- **Banking**

Students can work as:

- **International Marketing Manager**
- **International Trade Service Specialist**

- **Importer/Wholesaler**
- **Freight Forwarding Coordinator**
- **Import Agent**
- **Director of Import/Export Compliance**
- **Import/Export Supervisor**

FIRST YEAR : SECOND SEMESTER

MBAI 207 : EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS

Objective

The aim of this course is to acquaint students with knowledge of export-import procedures, documentation and to expose knowledge of world logistics.

Teaching Methods

Lecture, Group Discussion and Case Study and Field Trips.

Unit-I : Export Offer and Documents, Export Contract and Negotiation with Commercial Banks for Availing Export Finance and Methods of Export Finance from Commercial Banks

Export Order – Processing of Export Order – EXIM Documentation – International Business Contracts – Dispute – Methods of Financing Exports – Letter of Credit – Other Methods of Payment for Export – Packing and Post Shipment Finance – Other Long-term Methods of Payment – Discrepancies in Export Documents – Negotiations of Documents with Commercial Banks – Uniform custom and practices (UCP).

Unit-II : Insurance, Foreign Exchange Risk and Forwarding Agents

Business Risk – Cargo and Foreign Exchange Risk, Foreign Exchange – Cargo Insurance, ECGC – Foreign Exchange Regulations – Quality Control, Inspection and Procedures and Role of Clearing and Forwarding Agents.

Unit-III : Cargo Shipment, Custom Clearance, Export - Import Licences and Other Export Incentives

Shipment of Export Cargo, Excise and customs clearance of cargo, Custom Clearance of Import Cargo, Procedures for availing export incentives – Duty draw backs - Export licence – Import Licence and other export incentives from government of India and from Institutions.

Unit-IV : Shipping and Containerization

World Shipping, Structure, Liners, and Tramps, Conference System and Freight – Containerization – Container Corporation of India - Conferences on Sea Transport.

Unit-V : Air / Sea Transport and Freight

Indian Shipping, Concept of Dry Port, Air Transport, Freight rate structure - Export Procedures in Airport and Sea Port – Tariff and Non-tariff for exporters.

References

- 1) **Bhalla, V.K. and S. Ramu**, *International Business Environment and Management*, 5th ed., **Anmol Pub. (P) Ltd., New Delhi, 2001.**
- 2) **Francis Cherullinium**, *International Business*, **Wheeler Publication, New Delhi, 2000.**
- 3) **Francis Cherunilam**, *International Trade and Export Management*, **Himalaya Publishing House, Mumbai, 2002.**
- 4) *Government of India Handbook of Import-Export Procedures*, **Anupam Publishers, New Delhi, 2002.**
- 5) **Nair, S.K.**, *Contract Management*, **Vrinda Publication, New Delhi, 2005.**
- 6) **Paras Ram**, *Export: What, Where and How*, **Anupam Pub., New Delhi, 1995.**
- 7) **TAS Balagopal**, *Export Management*, **Himalaya Publishing House, Mumbai, 2013.**

MBAI 208 : INTERNATIONAL ECONOMICS

Objectives

The Objective of this course is to acquaint the students with concept and techniques used in economic theory and to enable them to apply this knowledge in business decision – making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Unit-I : Introduction to International Trade

Theory of International Trade-Inter – regional Vs. International trade – The Theory of comparative cost – Haberler's Theory of opportunity cost – The modern Theory of Factor Endowments: The H.O. theorem – The Leontief paradox – Economic Growth and International trade – International Financial Institutions and Trade Policies – International Monetary Fund (IMF) – The World Bank (IBRD).

Unit-II

Commercial Policy – Free Trade Vs. Protection – Tariffs – Import Quotas – International Economic Integration – Customs union – Free Trade : Merits and Demerits – Protection – Merits and Demerits – Balance of payments policy – Internal and External Balance – Foreign Trade Multiplier.

Unit-III : EXIM Policy

Exchange control and EXIM Policy – Exchange Control – Objectives, Methods, Merits, and Demerits – Recent EXIM Policy of India – Theories of Balance of payments – The Elasticity Approach, the Absorption Approach, and Monetary approach - The General Agreement on Tariffs and Trade (GATT) – UN Conference on Trade and Development (UNCTAD).

Unit-IV : Foreign Exchange

Foreign Exchange and Policy – Theories of Foreign Exchange Rate: The Mint Par Parity Theory: The purchasing power parity theory; -causes of changes in the exchange rate – Fixed Exchanges Rates – Flexible Exchange Rates – Globalization of Trade Policies.

Unit-V : Foreign Trade and Economic Development

International Economic Relations – Foreign Trade and Economic Development – Commercial policy and Economic Development – Terms of Trade and Economic Development – Foreign Aid in Economic Development – The Euro Dollar Market – International Liquidity – Private Foreign Investment and Multi-Nationals – Foreign Capital and Technology – Asian Development Bank (ADB) – WTO (World Trade Organization) – Liberalization.

References

- 1) **Ashwathappa. K., *International Business*, 3rd edition, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Balagopal. T.A.S., *Export Management*, Himalaya Publishing House, Mumbai, 2011.**
- 3) **Cherunilam, Francis, *International Trade and Export Management*, Himalaya Publishing House, Mumbai, 2010.**
- 4) **Francis Cherunilam, *International Business*, Wheeler Publishing, 2000.**
- 5) **George. Ball, *Global Companies, Engle Wood Cliffs*, Prentice Hall, New Delhi, 1994.**
- 6) **James H. Taggart and Michael C. McDermott, *The Essence of International Business*, Prentice Hall of India, New Delhi, 2003.**

**SECOND YEAR : THIRD SEMESTER
MBAI 307 : FOREIGN TRADE POLICY**

Objective

To acquaint the students with recent trends in India's Foreign trade and management and policy related issues in Foreign trade in the global context.

Teaching Methods

Lectures, Group Discussion, and Visiting MNC.

Unit-I :Trade Policy and Performance of India

Trade policy – National Growth – Stages of national growth – Trade patterns– Recent trends in world trade – leading players in the world – Major items traded - India's Foreign Trade –Commodity composition and destination –India's position in the world merchandise trade and services-Balance of Payments of India.

Unit-II : Tariffs

Barriers to free Trade – Tariffs and economic theory – Tariff systems – Tariff mitigation – Other non-tariff measures – TRIPS – Copyrights.

Unit-III : EXIM Policy

EXIM policy (latest amendment) – License procedures for Export and Import – DGFT – Licensing conditions- Import Policy and control - Export import licenses.

Unit-IV : EXIM Policy Promotions and Transfer of Technology

New initiatives –Export promotion –Marketing Assistance–Trade House Schemes – Export and Trading Houses – Star trading houses. –Foreign investment policy–policy framework for FDI in India - Technology transfer – Appropriate technology – international procurement of technology.

Unit-V : Institutions

Export Promotion councils - Commodity Boards – EXIM Bank -- ECGCI – Role of Government in India’s Foreign Trade–EOU - EPZ–SEZ – STP -EHTP in India.

References

- 1) **Dominick Salvatore, *International Economics*, Macmillan, New Delhi, 1998.**
- 2) **Francis Cherulinam, *International Business*, Wheeler Publishing, New Delhi, 2000**
- 3) **Francis Cherunilam, *International Economics*, Tata McGraw Hill, Publishing Company Ltd., New Delhi, 2006.**
- 4) **Hodgetts and Luthans, *International Management*, Tata McGraw Hill Publication, New Delhi, 2002.**
- 5) **Nair, S.K., *Contract Management*, Vrinda Publications, New Delhi, 2005.**
- 6) **Velayudham, T.K., *Foreign Trade*, Wheeler publishing, New Delhi, 2000.**
- 7) **Vionano R. Erruna, et al., *International Business Finance*, Global Business Press, New Jersey, 2000.**

MBAI 308 : INFORMATION TECHNOLOGY AND E-COMMERCE**Objectives**

To learn the methodology of doing business with internet. Also the course has been developed to introduce the concept of electronic market space and electronic commerce infrastructure.

Unit-I : Information Systems Applications

Basis of IT – Information age – Responses – Information system; Infrastructure and Architecture – IT support for organizations – Types of Information systems – Managing IT – Basic of computer hardware and software for IT infrastructure – Introduction to world wide web – Internet applications for commerce.

Unit-II : IT Applications

Applications of IT – Information system – GIS EDI. EDI application in Business – EDI & E-Commerce – Implementation and EFT-Extranets – Implementation – Data, Knowledge and decision support – Decision making and support systems – Data visualization technologies – Knowledge Management – Discovery and analysis – Business of Internet commercialization.

Unit-III : E-Commerce

E-Commerce – Definition – Business applications – Market research and customer support infrastructure, payments and other support-E-business-E-markets-E-payments-Enterprise application integration-EDP-CRM-B2B-B2C – Consumer Oriented E-Com-Network, infrastructure for E-Com.

Unit-IV : IS for Planning

IT for managers – Basic understanding of Information Technology – Computer database technology and telecommunication networks – Different categories of Information system – Roles in different management levels in organizations – Organizational and Managerial support systems – Planning, developing.

Unit-V : IT for Managers

Tools for Managers – Managing information system experience and Using Information technology for Management tasks – Updating knowledge day-to-day in business-Data warehousing-Data mining (DM) and knowledge data discovery- Document Management – Digital Libraries – DM techniques and data visualization.

References

- 1) **James O'Brien & George Marakas**, *Introduction to Information Systems*, Tata McGraw Hill, New Delhi, 2010.
- 2) **Joseph, P.T.**, *E-Commerce: An Indian Perspective*, **Prentice Hall of India**, 2010.
- 3) **Ramesh Behl**, *Information Technology for Management*, **Tata McGraw Hill**, New Delhi, 2012.
- 4) **Gray Schneider**, *Electronic Commerce*, **Thomson Course Technology**, 7th Annual Edition, Noida, 2009.
- 5) **Joseph, P.T.**, *Electronic Commerce: A Managerial Perspective*, **3rd Edition**, Prentice Hall of India Learning, New Delhi, 2008.
- 6) **Kenneth C. Laudon and Carol Traver**, *E-Commerce: Business, Technology, Society*, 6th Edition, **Pearson Education International**, 2011.
- 7) **Pandey, U.S., Rahul Srivastava and Saurabh Shukla**, *E-Commerce and Its Applications*, 1st Edition, **S. Chand**, New Delhi, 2009.
- 8) **Ward A. Hanson and Karthi Kalyanam**, *Internet Marketing and Commerce*, First Edition, **Thomson Southwestern**, New Delhi, 2007.

SECOND YEAR : FOURTH SEMESTER

MBAI 407 : INTERNATIONAL MARKETING MANAGEMENT

Objective

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Teaching Methods

Lecture and Case Study.

Unit-I : Challenges and Dynamic Environments of International Marketing and Trade

Global Perspective: Global – International Marketing – The International Marketing – Marketing Decision – Aspects of the Domestic and foreign environments – Developing Global awareness – Stages of International Marketing – Strategic Orientation – Domestic Market Extension – Multidomestic Market Orientation.

Trade Barriers – The Twentieth to the Twenty-first Century – Multinationals – Balance of Payments – Protectionism – Trade Barriers – Easing Trade Restrictions – Competitiveness Act – General Agreement of Tariffs and Trade (WTO) – The International Monetary Fund and World Bank – Protests against Global Institutions.

Unit-II : Cultural Dynamics in Assessing Global Markets

Global Perspective: Equities and eBay – Culture gets in the way – Culture's Pervasive Impact – Definition and Origins and Culture – Elements of Culture – Cultural Values – Rituals – Symbols – Beliefs – Thought Processes – Cultural Knowledge – Factual versus Interpretive Knowledge – Cultural Sensitivity and Tolerance – Culture, Management Style, and Business Systems – The Impact of American Culture on Management Style – Management Styles around the World – Authority and Decision Making – Management Objectives and Aspirations – Communication Styles – Formality and Tempo – P-Time versus M-Time – Negotiations Emphasis – Gender Bias in International Business – Business Ethics – Corruption Defined – the Western Focus on Bribery – Ethically and Socially Responsible Decision – Culture's Influence on Strategic Thinking.

Unit-III : The Political Environment

The Sovereignty of Nations - Political Risks of Global Business – Economic risks political and social activity – World of Politics – Global Perspective.

Emerging Markets: Marketing and Economic Development – Objectives of developing countries – Marketing a developing country – Developing countries and Emerging Markets – Strategic Implementation of Marketing.

Unit-IV : Global Marketing Management

Planning for Global Markets – Alternative Market Entry Strategies – Organizing for Global Competition – Products and Services for Consumers – Products and Culture – Analyzing Product Components for Adaptation – Marketing Consumer Services Globally – Brands in International Markets.

Geography and Global Markets – Climate and topography – Geography, Nature and Economic Growth – Social responsibility and Environmental Management.

Unit-V : Assessing Global Market Opportunities

Breadth and Scope of International Marketing Research – Problems of gathering Primary data – Research in the Internet.

Multinational Market Regions and Market Groups: Global Markets and Multinational – Market Groups – European Union – North America Free Trade Agreement – Asian – Pacific Rim – Regional Trading Groups and Emerging Markets.

International Marketing Channels: Channel of Distribution Structure – Import Oriented Distribution Structures – Channel Control – Modern Channel Structure – Distribution.

Implementing Global Marketing Strategies: Negotiation with International Customers, Partners and Regulation – The Pervasive impact an culture on Negotiation Behaviour – Negotiation terms and preliminaries – After Negotiation.

References

- 1) **Aswathappa, K., *International Business*, The Tata McGraw Hill Ltd., 2nd ed., 2006.**
- 2) **Bhalla, V.K., *International Business Environment and Management*, Anmol Publications Pvt. Ltd., 9th ed., New Delhi, 2007.**
- 3) **Cateora and Philip, *International Marketing*, The Tata McGraw Hill Companies, 13th ed., New Delhi, 2008.**
- 4) **Francis Cherunilam, *International Business*, Wheeler Publishers, New Delhi, 2000**
- 5) **Kumar, *International Marketing Research*, Prentice Hall of India (P) Ltd., New Delhi, 2012.**
- 6) **On Krist & Shaw, *International Marketing: Analysis and Strategy*, Prentice Hall of India (P) Ltd., New Delhi, 2002.**
- 7) **Philip Kotler, *Principles of Marketing*, 12th ed., Prentice Hall Gassey Armstrong, New Delhi, 2007.**
- 8) **Srinivasan, R., *Internattional Marketing*, Prentice Hall of India, 3^d ed., New Delhi, 2002.**

MBAI 408 : INTERNATIONAL FINANCIAL MANAGEMENT**Objective**

International finance is concerned with everything that takes place in the conduct of the business. Obviously this subject seeks to develop and acquaint the students with the various concepts, techniques, methods of planning, forecasting, effective utilization appraisals and to develop and increase the decision making ability in the area of international finance.

Teaching Methods

Lectures, Case Study and Seminar presentation.

Unit-I : Introduction

International Finance – Importance, Nature and Scope of IFM – IFM versus Domestic Financial Management – International Finance flows – Introduction – Sources – Consequences and remedial measures.

Unit-II : Foreign Exchange Markets

Foreign Exchange Markets – International Stock Exchanges – Distinctive Features – Major Participants – Spot market – Forward market – Market for currency futures – Currency futures market – Market for currency options – option pricing – Speculation with options - International Portfolio Investment – Concept of Optimal Portfolio: Benefits of international portfolio on investment.

Unit-III : International Investment

International Investment Decision – Foreign Direct Investment – Theories of FDI. Costs and Benefits of FDI, Country Risk Analysis – Mergers and Acquisition. International Capital Budgeting – Evaluation Criteria – Computation of Cash Flow – Cost of Capital – Adjusted Present Value Approach – Sensitivity Analysis.

Unit-IV : International working Capital Management

Management of Short term funds – International Working capital Management – Working capital Policy – Steps in Management of Cash and Near – Cash Assets – Management of Receivable – Management of Inventory.

Unit-V : Instruments and Risk Management

International Financial Market Instruments – International Equities – International Bonds – Short term and Medium term Instruments. Evaluation and Management of Risks – Meaning and forms of political Risk – Evaluation of Political Risk – Management of Political Risk - International Taxations – Bases of International tax system – Types of taxes.

References

- 1) **Abdullah, F.A., *Financial Management for the Multinational Firm*, Engle Word Cliffs, New Jersey, Prentice Hall Inc. 1987.**
- 2) **Apte, P.G., *International Financial Management*, 4th Edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2010.**
- 3) **Bhalla, *International Financial Management*, 2nd Edition, Anmol., 2001.**
- 4) **Madhu Vij, *International Financial Management*, 3rd Edition, Excel Books, 2010.**
- 5) **Maurice D. Levi, *International Finance*, 4th Edition, Routledge Publishers, 2005.**
- 6) **Milind Sathye, *International Financial Management*, 1st Edition, Wiley Student Edition, 2006.**

- 7) **Shapiro, Alan C.**, *Multinational Financial Management*, New Delhi, Prentice Hall of India, 1995.
- 8) **Vyuptakesh Sharan**, *International Financial Management*, 5th Edition, PHI Learning Private Limited, 2010.



Appendix II

MBAE 105 : MANAGEMENT PROCESS (CBCS ELECTIVE – I SEMESTER)

Objective

The Objective of this paper is to familiarize the student with basic management concepts and behavioural process in the organization.

Teaching Methods

Lecture, Seminar, Role Play and Case Study.

Unit-I : Introduction

Evolution of Management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving. Understanding and managing group processes – Group decision making.

Unit-II : Planning

Distinction between operational and strategic planning – Types of plans – Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

Unit-III : Organising

Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization – Functional organization – Committee organization – Definition of Authority – Components of authority – Rational authority – Traditional authority – Charismatic authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization.

Unit-IV : Staffing and Directing

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training – The Direction Function – Leadership – Co-ordination – Need for co-ordination – Types of Co-ordination – Pooled, Sequential, Reciprocal and Interdependence – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination.

Unit-V : Supervising Control and MBO

Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Key Man – Man in the middle – Middle marginal man – Human relations specialist – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Importance of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – Process of MBO – Management by Exception.

References

- 1) **Chand, J.S.**, *Management: Theory & Practices*, **Vikas Publication, New Delhi, 2001.**
- 2) **Harragan**, *Management Concepts and Practices*, **Mac Millan India Ltd., New Delhi, 2002.**
- 3) **Koontz, Weihrich and Aryasri**, *Principles of Management*, **Tata McGraw Hill, New Delhi, 2004.**
- 4) **Ramasamy, T.**, *Principles of Management*, **Himalaya Publishing House, Mumbai, 2004.**
- 5) **Robbins S.P.**, *Management*, **8th ed., Englewood Cliffs, Prentice Hall Inc., New Jersey, 2006.**
- 6) **Robins & Coulter**, *Management*, **7th edition, Prentice Hall of India (P) Ltd., New Delhi, 2003.**
- 7) **Sherlekar, S.A. and V.S. Sherlekar**, *Modern Business Organization & Management*, **Himalaya Publishing House, Mumbai, 2002.**

MBAE 205 : MARKETING MANAGEMENT (CBCS ELECTIVE – II SEMESTER)

Objective

To acclimatize the participants about the environment of market, consumer behavior and to develop the ability to design the best marketing strategy by analyzing the factors influencing the consumer decision.

Teaching Methods

Case Study, Role Play, Seminar, Group Discussion, Visit the company, Audio Video Visual, Inbasket exercise, Minor project and Meet the consumers.

Unit-I : Marketing and its Environment

Definition – Role of marketing – Concepts of marketing – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing, Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies.

Unit-II : Market Analysis and Segmentation

Market Analysis – Types of Markets – Marketing mix elements – Market Portfolio Planning – Demand forecasting methods – Survey – Buyer's opinion – Composite Sales force opinion – Experts opinion – Market test method.

Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy.

Unit-III : Product and Pricing Strategies

Product – Classification of consumer goods and Industrial goods – Product lines – Product Life Cycle – New Product Development – Launching New Product – Product Innovation; Brand – Types; Packaging – Labeling Trade Marks – Copyrights – Patents. Pricing Strategy – Methods of Setting Price – Discounts and Allowance – Price of.

Unit-IV : Physical Distribution and Promotion

Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions– Advertising – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentatism – Global Marketing – Services Marketing.

Unit-V : Consumer Behaviour and CRM

Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process – Strategies – Family decision making – Stages in buying process – Dissonance behaviour. Customer Relationship Management.

References

- 1) **Biplab S. Bose, *Marketing Management*, Humalaya Publishing, Mumbai, 2010.**
- 2) **Dawn Iacobucci, Avinash Kapoor, *Marketing Management*, Cengage Learning, New Delhi, 2011.**
- 3) **Meenakshi, Arunkumar, *Marketing Management*, Vikas Publishing House, New Delhi, 2012.**
- 4) **Philip Kotler, *Fundamentals of Marketing*, 3rd ed., Pearson Publishers, New Delhi, 2001.**
- 5) **Rajan Saxena, *Marketing Management*, Tata McGraw Hill, Third Edition, New Delhi, 2006.**
- 6) **RSN Pillai, Bagrati, *Modern Marketing*, S. Chand & Company, New Delhi, 2009.**

MBAE 305 : TRAINING AND DEVELOPMENT (CBCS ELECTIVE – III SEMESTER)**Objective**

The Purpose of this paper is to provide an in–depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

Teaching Methods

Lectures and Case Study.

Unit-I : Introduction

Concepts of Training and Development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Roles, Responsibilities and Challenges to Training Managers.

Unit-II : Training Techniques

Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

Unit-III : Career – Planning

Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.

Unit-IV : MDP and Training Institutions

Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme – Need for Training in India – Government – Policy on Training – Training institutes in India.

Unit-V : MDP Institutions

Management Development Institute: – Management development programmes in public sector and private sector organizations – Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

References

- 1) **Janakiraman. B**, *Training and Development - Indian Text Edition*, Dreamtech Press, 2007.
- 2) **KVSS N. Rao**, *Training and Development, Creative Common Attribution*, 2012.
- 3) **Lynton, R. Pareek, U.**, *Training for Development*, Vistaar, 2nd ed., New Delhi, 1990.
- 4) **Raymond Andrew Noe**, *Employee Training & Development*, Tata McGraw Hill, International Ed., New Delhi, 1999.
- 5) **Robert Craig**, *The ASTD Training and Development Handbook: A Guide to Human Resource Development American Society for Training and Development*, USA.
- 6) **Rolf Lynton and Udai Pareek**, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.

MBAE 405 : ENTREPRENEURSHIP MANAGEMENT (CBCS ELECTIVE – IV SEMESTER)**Objective**

The Objective of the course is to highlight the need for strong interaction between Government and Business in India, so that the resources are channelised to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government.

Unit-I : Entrepreneur

The Entrepreneur – Definition – Characteristics – Types – Development of Entrepreneur: Training and Development – State participation in financial institutions, Promotional agencies and NGOS.

Unit-II : Institution Interaction

Interaction between Government, Business and Different Chambers of Commerce and Industry in India – Industrial policy resolution – New Industrial policy of the government – Concentration of economic power – Role of multinationals – Foreign capital and Foreign collaborations.

Unit-III : Small Business

Check list for Organising and Operating small business – Entrepreneurs and Business executives – Personnel – Administration and Management development

Small scale industries – Definition – Classification of small scale industries – Government's policy with regard to small scale industries – Its significance in the Indian economy – Problems and possibilities of ancillary industries – Sickness in small scale Industries – Causes and Remedies – Government clearance for establishing a new enterprise.

Unit-IV : Finance for Entrepreneurs

Capital structure and working capital – Management – Role of banks and credit appraisal by banks – Appraisal of new project – Classification of advances – Institutional finance – Small scale industries – Incentives – Institution arrangement and encouragement of entrepreneurship.

Unit-V : Marketing in Small Business

Marketing methods – New product ideas and evaluation – Pricing policy and distribution channel – The public distribution system – Government control over price and distribution – Consumer protection act (CPA) and the role of voluntary organization in protecting consumer rights – Export problems of small scale units.

References

- 1) **Bhatia, B.S. and G.S. Batra, *Entrepreneurship and Small Business Management*, Deep & Deep Publication, New Delhi, 2003.**
- 2) **Kondaian and Chukka, *Entrepreneurship in the New Millennium: Challenges and Prospects*, Tata McGraw Hill, New Delhi, 2002.**
- 3) **Robert D. Hisrich and Micheal P. Peters, *Entrepreneurship*, 5th Edition, Tata McGraw Hill, New Delhi, 2000.**
- 4) **Sharma, D.D. and S.K. Dharmyia, *Entrepreneurial Development in India*, Chandigarh, Abhishek Publications, 2002.**
- 5) **Vasanth Desai, *Management of Small Business*, HPH, Bombay, 2010.**

**M.B.A. (Hospitality Management)
(Choice Based Credit System)**

MBA (Hospitality Management) – An Overview

MBA in Hospitality Management aims to provide various tools and frameworks for preparing competitive strategies in response to increased need of service industry. Particular attention is given to understand the Hotel, Travel and Tourism within which firms operate, and develop suitable management strategies. With Hospitality Management MBA, students can prove their capability and ability in this area, and can enjoy moving into an exciting, rewarding, and fast-paced career in global tourism industry. MBA in hospitality management makes students learn about the skills and knowledge required dealing with global travel, tourism and hotel management, and with this degree students will open a whole new world of opportunities when it comes to their business career.

M.B.A – Hospitality Management by Department of Business Administration, Annamalai University is an intensive course of study that provides the students with the knowledge, skills and practical experience needed to pursue a career in Hospitality Management. This programme is designed to equip the students with specialized knowledge and industry insights to either advancement of the career or to change professional direction. After the end of this course students will be enriched with contemporary global management theories and practices.

MBA in Hospitality Management develops and increase the strategic and integrated views of organizations and management at individual, or at group level. The degree makes students aware of the functioning of the hotel and tourism industry at international level. Develop an advanced understanding of international, ethical and strategic concepts and current theories in the management of tourism management. Students are able to challenge convention by removing subject and functional boundaries, so as to make effective decisions in the absence of complete data.

Careers

The job profile of the students of Hospitality Management is to meet various of positions in government, tourism industry, start-ups of motels, hotels, travel agents etc. Managerial positions is star hotels, tourism organizations in India and abroad. This task is to support and develop the organizations by serving better to clients.

Career Opportunities

The students graduating in the field of Hospitality Management can have a wide range of career opportunities in the following:

- **National and International Hotels**
- **Travel and Leisure Industry**
- **Tourism Industry**

Students can work as:

- **Bell Capitain**
- **Manager, Travels**
- **Manager, Front desk**
- **Customer Relationship Manager**
- **Head, Hospitality.**

Senior Administration

- **Front Office**

Manager Stores

- **Manager house keeping**
- **Manager food and Beverages**
- **Manager HR**
- **Business Development Manager**
- **Tourism Officer**
- **Quality Assurance Manager**

101 : MANAGEMENT PROCESS

Objective

The Objective of this paper is to familiarize the student with basic management concepts and behavioural process in the organization

Teaching Methods

Lecture, Seminar, Role Play and Case Study.

Unit-I : Introduction

Evolution of Management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving - Group decision making.

Unit-II : Planning

Distinction between operational and strategic planning – Types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

Unit-III : Organising

Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization – Functional organization – Committee organization – Definition of Authority – Components of authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization.

Unit-IV : Staffing and Directing

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training – The Direction Function – Leadership – Co-ordination – Need for co-ordination – Types of Co-ordination – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination.

Unit-V : Supervising Control and MBO

Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – Process of MBO – Management by Exception.

References

- 6) **Bhushan, Y.K., *Fundamentals of Business Organization and Management*, Sultan Chand & Sons, New Delhi, 2013.**
- 7) **Gupta, C.B., *Management Theory and Practice*, Sultan Chand & Sons, New Delhi, 2011.**
- 8) **Heinz Wehrich, and Mark V. Cannice, Harold Koontz, *Management*, (12th Edition) Tata McGraw Hill, New Delhi, 2008.**
- 9) **Radha R Sharma, *Change Management and Organizational Transformation*, 2nd Edition, McGraw Hill, New Delhi, 2012.**
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- 11) **Samuel C. Certo and S. Trevis Certo, *Modern Management*, PHI learning, New Delhi, 2008.**
- 12) **Stoner J., *Management*, 6th Ed., New Delhi, Prentice Hall of India, 1996.**
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102 : ORGANIZATIONAL BEHAVIOUR**Objective**

The aim of this course is to understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour and to an organization as a whole. At the end of the course the students will have the ability to understand concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.

Teaching Methods

Lectures, Case Studies, Business Games and Role Play.

Unit-I : Introduction and Individual Behaviour

Organization Behavior – Definition and Meaning – Models of Organizational Behavior – Hawthorne Experiments – Personality Determinants – Type A/B personality – Theories of Personality – Values – Types of Values – Perception – Elements of Perception – Perceptual Errors – Learning – Theories of Learning – Learning Curve.

Unit-II : Work Attitude, Motivation and Job Satisfaction

Attitudes – The ABC Model – Work attitudes – Motivation – Theories of Motivation – Job Satisfaction – factors – Causes of Dissatisfaction.

Unit-III : Leadership and Counselling

Leadership – Leaders Vs Manager – Leadership theories – Leadership styles – Power – Sources of power – Conflict – Causes – Resolution strategies and Types of conflict – Interpersonal / Intra Group Conflict – Transactional Analysis – Counselling – Types of Counselling.

Unit-IV : Group Dynamics

Defining and Classifying Groups – Work group behaviour – Techniques for group decision making – Advantages and disadvantages of group decision making – Participation in decision making – Factors that influence group effectiveness – Empowerment and self managed teams.

Stress – Causes of stress – Stress reduction strategies.

Unit-V : Organisation Change and OD

Organization change – Meaning – Models of change – Resistance to change – Managing planned change organizational culture – Factors influencing Organizational Culture – Organizational Climate – Dimensions of Organizational Development – OD Cycle.

References

- 1) Debra L. Nelson, James Campbell Quick, Preetam Khandelwal, *Organizational Behavior*, Cengage Learning, New Delhi, 2012.
- 2) Jarold Greenberg, Robert A Baron, *Organizational Behavior*, PHI Learning, New Delhi, 2010.
- 3) John Newstrom, Keith Davis, *Organizational Behavior – Human Behaviour at Work*, Tata McGraw Hill Publication, New Delhi, 2006.

- 4) **Kavita Singh**, *Organizational Behavior*, **Pearson, New Delhi, 2012.**
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- 6) **Ricky W. Griffin, Gregorej Moorhead**, *Organizational Behavior*, **Biztantra, New Delhi, 2009.**
- 7) **Stephen P. Robbins, Timothy Judge**, *Organizational Behavior*, **Phi Learning, New Delhi, 2007.**
- 8) **Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew J Manimalla, O1.Ling Siu**, *Organizational Behavior*, **Tata McGraw Hill, New Delhi, 2011.**

103 : MARKETING MANAGEMENT

Objective

To acclimatize the participants about the environment of market, consumer behavior and to develop the ability to design the best marketing strategy by analyzing the factors influencing the consumer decision.

Teaching Methods

Case Study, Role Play, Seminar, Group Discussion, Visit the company, Audio Video Visual, Inbasket exercise, Minor project and Meet the consumers.

Unit-I : Marketing and its Environment

Definition – Role of marketing – Concepts of marketing – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing, Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies.

Unit-II : Market Analysis and Segmentation

Market Analysis – Types of Markets – Marketing mix elements – Market Portfolio Planning – Demand forecasting methods – Survey – Buyer's opinion – Composite Sales force opinion – Experts opinion – Market test method.

Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy.

Unit-III : Product and Pricing Strategies

Product – Classification of consumer goods and Industrial goods – Product lines – Product Life Cycle – New Product Development – Launching New Product – Product Innovation; Brand – Types; Packaging – Labeling Trade Marks – Copyrights – Patents. Pricing Strategy – Methods of Setting Price – Discounts and Allowance – Price of.

Unit-IV : Physical Distribution and Promotion

Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions– Advertising – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentatism – Global Marketing – Services Marketing.

Unit-V : Consumer Behaviour and CRM

Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process – Strategies – Family decision making – Stages in buying process – Dissonance behaviour. Customer Relationship Management.

References

- 9) **Carl Mc. Daniel, Charles W. Lamb and Joseph F. Hair, *MKTG, Cengage Learning, New Delhi, 2011.***
- 10) **Dhrav Grewal, Michael Lerg, *Marketing Management, Tata McGraw Hill, New Delhi, 2011.***
- 11) **Gupta, G.B. and N. Rajan Nair., *Marketing Management, Sultan Chand & Sons, New Delhi, 2011.***
- 12) **Joel R. Evans and Barry Berman, *Marketing Management, Cengage Learning, New Delhi, 2007.***
- 13) **Karen Webb, *Consumer Behaviour, 2nd Edition, Tata McGraw Hill, New Delhi, 2011.***
- 14) **Philipkotler, Kevinkeller, Abraham Koshy and Jha, *Marketing Management, 14th Edition, Pearson Education, New Delhi, 2012.***
- 15) **Philipkotler, Keller, *A Frame Work of Marketing Management, 5th Edition, Prentice Hall, 2011.***
- 16) **Ramaswamy, V.S. and S. Namakumari, *Marketing Management, Global Perspective Indian Context, Macmillan, New Delhi, 2009.***
- 17) **Russel S. Winer, *Marketing Management, Tata McGraw Hill, New Delhi, 2012.***

104: HUMAN RESOURCE MANAGEMENT**Objective**

The objective of the course is to enlighten the students with the challenges that organization face today like organization downsizing, workforce diversity, shortages of skilled workers and other concerns. It is the people who staff and manage organization. HRM involves the application of management functions and principles which are applied towards acquisition, development, retention and compensation of employees in organization.

Teaching Methods

Lecture Case Study, Role-play, Management Games and Group Discussion.

Unit-I: Introduction

Human Resource Management – Importance – Challenges – Line and Staff aspect – HR management activities – Role of personnel manager – Images and qualities of HR manager – Integration of employee/management interests – Environment of Human Resource Management – External forces, Internal forces.

Unit-II : Job Analysis, Job Design and Human Resource Planning

Job analysis – Content, steps in job analysis, methods of collecting job data,– Job design approaches – Job specification – Human resource Planning – Importance – Factors affecting HRP – Recruitment – Factors affecting recruitment – Recruitment policy – Internal/External sources of recruitment – Methods of recruitment – Selection procedure – Orientation program.

Unit-III: Training and Performance Appraisal

Distinction between training, development education – Inputs in T&D – Skills, Development – Gaps in training – Training process – on the job and off the job training methods. Training techniques – Management Development – Factors of Appraisal – Traditional methods – Modern methods – MBO process – Appraisal techniques failure – Retention determinants.

Unit-IV : Promotion, Job Evaluation and Compensation

Promotion – Promotion policy – Types of Promotion – Basis of Promotion – Seniority – Merit – Ability – Transfers – Reasons, principles and types – Separation – Lay off, Resignation, Dismissal, Retrenchment, Voluntary retirement scheme – Job evaluation – Procedure, Advantages, Limitations – Job evaluation methods – Components of remuneration – Wages and salary, incentives, fringe benefits – Factors affecting employee remuneration – Minimum wage, fair wage and living wage – Executive remuneration.

Unit-V : Quality of work life and Participative Management

Scope and ways of participation – Staff council, joint council, collective bargaining, Job enlargement/enrichment, suggestion schemes and quality circle – Total quality management – Structure of participative management – Nature and benefits of participation – Quality of work life.

References

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- 20) **Cynthia D. Fischer, Lyle F Schoenfeldt, James B Shaw**, *Human Resource Management*, **Biztantra, New Delhi, 2004.**
- 21) **Gary Dessler**, *Human Resource Management*, **Pearson Education, New Delhi, 2011.**
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106: TOURISM PRINCIPLES, POLICIES AND PRACTICES

Objectives

To realize the potential of tourism industry in India; To understand the various elements of Tourism Management; and to familiarize with the Tourism policies in the national and international context.

Unit- I Tourism Overview

Tourism; Elements, Nature and Characteristics - Typology of Tourism - Classification of Tourists - Tourism network - Interdisciplinary approaches to tourism - Historical Development of Tourism - Major motivations and deterrents to travel.

Unit-II Tourism Emerging Areas

Tourism Industry; Structure and Components: Attractions - Accommodation - Activities - Transportation - F&B - Shopping - Entertainment - Infrastructure and Hospitality - Emerging areas of tourism - Rural, Eco, Medical, MICE, Literary, Indigenous, Wellness, Film, Golf, etc., - Ideals of Responsible Tourism - Alternate Tourism - Case Studies on International Tourism.

Unit-III Models

Tourism Impacts - Tourism Area Life Cycle (TALC) - Doxey's Index - Demonstration Effect - Push and Pull Theory - Tourism System - Mathieson and Wall Model & Leiper's Model - Stanley Plog's Model of Destination Preferences - Demand and Supply in tourism - Tourism regulations - Present trends in Domestic and Global tourism - MNC's in Tourism Industry.

Unit-IV Organisation

Tourism Organizations: Role and Functions of World Tourism Organization (WTO), Pacific Asia Travel Association(PATA) , World Tourism &Travel Council (WTTC) - Ministry of Tourism, Govt. of India, ITDC, Department of Tourism, Govt. of Puducherry, FHRAI, IHA, IATA, TAAI, IATO.

Unit-V Tourism Policies

Overview of Five Year Plans with special reference to Eleventh Five Year Plan for Tourism Development and Promotion, National Action Plan, National Tourism Policy - Code of conduct for safe and Sustainable Tourism for India.

References

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- 2) Bhatia A.K. (2001), *International Tourism Management*, Sterling Publishers, New Delhi.
- 3) Page J. Stephen & Brunt Paul (2007), *Tourism- A Modern Synthesis*, Thomson Publishers, London.
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- 8) Sunetra Roday,et al (2009),*Tourism Operations and Management*, Oxford University Press.

107: FUNDAMENTALS OF HOSPITALITY INDUSTRY**Objective**

The students shall be able to: Gain an overview about the hospitality and tourism industry. Identify the major areas of coverage of hospitality industry. Figure out the different types of hotels and restaurants. Realize the interrelationship between travel and tourism. Grasp the position of Entertainment and Recreation industries in Hospitality.

Unit-I: Introduction to Hospitality Industry

The Hospitality Industry – Origin and Growth – Tourism Industry – Importance of Tourism – Industries related to Tourism – Evolution and Growth of the Hotel – Evolution of Tourism – Factors Affecting Hospitality and Tourism Industry – Employment Opportunities in Hospitality.

Unit-II: Hotel Industry

Clarification of Hotels – Major Departments of a Hotel – Star Ratings of Hotels – Global Standards for Hotels – Managing Other Services – Speciality Resorts – Book Sellers – SPA – Beauty Clinics – Gymnasium.

Unit-III: Tourism Industry

Definition of Tourism – Features – Types of Tourists – Tourism Activities – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism – Relation of hospitality industry with Tourism

Unit-IV: Travel & Transport

History growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotels, airlines and transport agencies – Transport system – Different types of transport – Impact of Science and Technology.

Unit-V: Hospitality and Its Related Sectors

Theme Parks – Conventions – Cruising – Special events – recreation and leisure – Tourism and Hospitality in 21st century – Global gaming and Casino operations – Recent trends.

References:

- 1) Clayton W. Barrows, Tom Powers and Dennis Reynolds. (2012) Introduction to Management in the Hospitality industry. Tenth Edition. John Wiley and Sons, Inc.
- 2) Lockwood.A & Medlik.S, Tourism and Hospitality in the 21st Century, Elsevier, 2001
- 3) Lim Tau, Hema et al., Fundamentals of Hospitality and Tourism Management, e-Book – Open University Malasia, 2009.
- 4) Walker John R, Introduction to Hospitality, Prentice Hall of India, 2001
- 5) Jagmohan Negi, Hotels for Tourism Development, S. Chand, New Delhi.
- 6) Jatashankar R Tewari (2009), Hotel front office operations and Management, Oxford publication New Delhi.
- 7) Gray and Ligouri (2000), Hotel and Motel Management and Operations, PHI, New Delhi.
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- 9) John Cousins David Foskett & Cailein Gillespie (2002), Food and Beverage Management, Pearson Education, England.
- 10) Arthur & Gladwell, Hotel Assistant Manager (London communicate, Barril, Jenkins)

108: COMMUNICATION SKILLS AND PUBLIC RELATIONS

Objectives: To impart oral and written communication skills through experiential training; To gain comprehensive understanding of the important functions of Public Relations; and To acquaint with the etiquettes of business communication.

Unit- I Oral communication skills

Public speaking - Group presentations and discussions - Participation in meetings and interviews – Brainstorming - Designing and delivering presentations.

Unit - II Written Communication Skills

Preparing letters, reports and other executive communications - Methods of achieving effective communication - Measurement of impact of communication – Mass media – Media relations.

Unit- III Public Relation

Introduction to contemporary public relations — Organizational context of public relations – Social context of public relations – Communication and Public opinion – Principles of persuasion, adjustment and adaptation – PR in Tourism.

Unit -IV Business Communication

Understanding the foundations of business communication- Characteristics of effective business messages- Writing business proposals – Communication across cultures – Communication challenges in today’s work place.

Unit - V Language Laboratory

Practical exercises & discussions - Body language, Postures, Eye contact, Etiquettes, Voice culture, Scientific temper - Team building - Interpersonal effectiveness.

References

- 1. Kaul, Asha (2005), Effective Business Communication, PHI, New Delhi.**
- 2. Munter Mary (2002), Guide to Managerial Communication: Effective Writing & Speaking, PHI, New Delhi.**
- 3. Mandal S.K. (2007), Effective Communication and Public Speaking, Jaico, Mumbai.**
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- 5. Jenkins I.R. & Jif J.J. (1973), Planning the Advertising Campaign, Macmillan, New Delhi.**
- 6. Chunawalla S.A. (2001), Advertising Sales and Promotion Management, Himalaya, Mumbai.**

201 INTRODUCTION TO FOREIGN LANGUAGE**Objective**

To impart preliminary knowledge about the French language

Unit - I Introduction

Spelling with the French alphabet -Nationalities – Professions - Numbers 1-100 - Date and Time – Seasons – Meals – Cloths.

Unit - II Grammar

Indefinite and Definite articles - Verbs : avoir et être in present tense, travailler, habiter, s'appeler and venir in present tense; - Verbs in “ future proche” - Possessive adjectives - Negative form: Oui, Non, Si - Pronouns used after prepositions - Pronouns complements directs

Unit - III Communication

Greetings – presentation, introduction – Interrogation relating to everyday situations – Replying to simple questions – Describing a place – letter writing – Ordering food.

Unit - IV Terminologies In Hotel Industry

Restaurant Brigade - Hot Plate Language - Kitchen Brigade - Ingredients used in Kitchen - Culinary Terms in French – French gastronomy

Unit - V French Culture

Facts about France - French culture – Historical personalities – Geography

References

- 1) Ranjith, Mahitha & Singh, Monica. Apprenons le francais. Saraswathi House Pvt. Ltd. 2nd edition 2007
- 2) S. Bhattacharya. French for Hotel Management & Tourism Industry. Frank Brothers. 2010

202: FINANCIAL MANAGEMENT**Objective**

Finance is concerned with everything that takes place in the conduct of the business. Obviously this subject seeks to develop and acquaint the students with the various concepts, techniques, methods of planning, forecasting, effective utilisation of appraisal evaluations. This will develop and improve the decision making ability in the area of finance.

Teaching Methods

Lectures and Seminar Presentation.

Students are to be examined on theoretical aspects 80% and problem aspects 20%.

Unit-I : Introduction to Financial Management

Finance function: Meaning – Definition – Scope of Finance function – Goals of Financial Management – Profit maximisation and Wealth maximisation.

Unit-II : Short – Term Financing

Sources of short term financing: Meaning of working capital – Net working capital – Financing mix approaches – Sources of working capital financing – Importance of cash and liquidity – Determination of cash cycle – Receivable management – Objectives – Formulation of Credit and collection policies - Inventory management – Objectives of Inventory – Determination of optimum level of inventory – Types of Inventory.

Unit-III : Long – Term Financing

Sources of long term financing – Nature of long term financing – Common stock – Preferred stock – Repurchase of shares – Under writing of shares – Rights issue: Meaning – Procedure – Pricing – Underwriting of rights

Unit-IV : Dividend Policy Decision and Cost of Capital

Dividend policy decision: Dividend and Retained earnings – M.M. Model – Walters Model – Dividend practices – Factors affecting dividend policy – Dividend payout ratio – Stock dividend and Stock splits – Issue of bonus shares and its procedure.

Cost of Capital – Significance – Determining component of Cost of Capital – Weighted Average Cost of Capital.

Unit-V : Capital Structure and Leasing

Capital Structure – Features of an appropriate capital structure – Determinants of the capital structure – Modigliani-Miller Hypothesis – Analysis of capital structure in practice (simple problems).

Leasing: Characteristics of leasing – Types of Leasing – Advantages and Disadvantages – Hire-Purchase – Meaning and Characteristics – Hire-purchase Vs Instalment payment.

References

1. **Prasanna Chandra**, *Financial Management: Theory and Practice*, **Tata McGraw Hill**, 2012.
2. **Chandra Prasanna**, *Financial Management – Theory and Practice*, **Tata McGraw Hill Publishing Co.**, 4th ed., **New Delhi**, 2007.
3. **Eugene F. Brigham & Joel F. Houston**, **Fundamentals of Financial Management**, **Cengage**, 2011.
4. **Hanif M, A Mukherjee**, *Financial Accounting, Volume III*, **Mc Graw Hill**, **New Delhi**, 2013.
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6. **Kuchhal, S.C.,** *Financial Management*, Allahabad, Chaitanya Publishing House, 2004.
7. **Pandey, I.M.,** *Financial Management*, (9th Edition), Vikas Publishing House, 2009, New Delhi.
8. **Srivastava. R.M.,** *Financial Management*, Himalaya Publication House, Mumbai, 2010.
9. **VanVan Horne. James C and Sanjat Dhamija,** *Financial Management and Policy*, Pearson, New Delhi, 2012.

203: SERVICES MARKETING

Objective

To develop an understanding of the special context and techniques of the marketing of services that services play in the economy and its future, and to enrich the knowledge on advanced economies of the world are now dominated by services, and virtually all companies view service as critical to establishing and retaining competitive advantage regardless of the market of physical products, have a service element, or pure services.

Unit- I Introduction

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

Unit – II Service Marketing Opportunities

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

Unit – III Service Design And Development

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

Unit - IV Service Delivery And Promotion

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

Unit - V Service Strategies

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services.

References

- 1) Christopher H. Lovelock and Jochen Wirtz, *Services Marketing*, Pearson Education, New Delhi, 7th edition, 2011.
- 2) Hoffman, *Marketing of Services*, Cengage Learning, 1st Edition, 2008.
- 3) Kenneth E. Clow, et al, *Services Marketing Operation Management and Strategy*, Biztantra, 2nd Edition, New Delhi, 2004.
- 4) Halen Woodroffe, *Services Marketing*, McMillan, 2003.
- 5) Valarie Zeithaml et al, *Services Marketing*, 5th International Edition, Tata McGraw Hill, 2007.
- 6) Christian Gronroos, *Services Management and Marketing a CRM Approach*, John Wiley, 2001.
- 7) Gronroos, *Service Management and Marketing* –Wiley India.

204: PROJECT, ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Objective

The basic purpose of this course is to understand the frame work for planning, analyzing and evaluating the project and to prepare a ground where the students build the necessary competencies and to motivate for a career in Entrepreneurship.

Teaching Methods

Lectures and Case Study and Seminar.

Unit-I : Project Planning

Definition of project – Classifications of projects – Importance – Scope – Project Identification – Idea generation and Screening – Project selection and Planning – Project Formulation – Project life cycle – Project Organisation – Roles and Responsibilities of project manager – Managing project team.

Unit-II : Project Feasibility and Project Finance and Evaluation

Pre-feasibility study – Market and Demand analysis – Feasibility Study: Technical – Commercial – Environmental – Socio economic – Managerial and Financial analysis – Detailed Project Report – Resource Survey – Selection of plant location – Project contracts – Insurance for projects – Project Implementation.

Estimating project time and cost – Cost of capital – Source of finance – Cost control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost Benefit Analysis – Project Evaluation and Performance Review Techniques.

Unit-III : Introduction to Entrepreneur

Definition – Concept – Classification and types of entrepreneurs – Entrepreneurial Traits – Need and Important – Roles and Responsibilities of Entrepreneurs in Indian business context – Entrepreneurial Motivation – Entrepreneurial Development Programme: Contents – Institutions aiding Entrepreneurs – Central and State level Institutions.

Unit-IV : Entrepreneurship Environment and Challenges

Entrepreneurship environment: Social – Cultural – Political – Natural – Geographic – Technological – Economic Environment and its impact on Entrepreneurship – Factors affecting entrepreneurial growth – Globalization and its challenges – Steps to face global challenges – Strategies for the development of women entrepreneurs.

Unit-V : Small Business Management

Small Enterprises – Definition – Classification – Characteristics – Ownership Structures – Steps involved in setting up a small business – Identifying and selecting a good Business opportunity – Market potential analysis – Marketing methods: Pricing and Distribution methods. Sickness in small Business: Concept – Magnitude – Causes and Consequences – Corrective Measures – Government Policy on Small Scale Enterprises – Growth Strategies in small industry: Expansion – Diversification – Joint Venture – Merger and Sub Contracting.

References

- 26) Clifford F. Gray and Erik W. Larson, *Project Management*, Tata McGraw Hill, New Delhi, 2007.
- 27) Gobalakrishnan, P. & V.E. Ramamoorthy, *Project Management*, MacMillan India Ltd, New Delhi, 2006.
- 28) Khanka, S.S., *Entrepreneurial Development*, S. Chand & Company, New Delhi, 2008.
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- 32) Sonatakki, V.C., *Project Management*, Himalayas Publishing House, New Delhi, 2008.
- 33) Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, Himalayas Publishing House, New Delhi, 2008.

206: FRONT OFFICE AND HOUSEKEEPING MANAGEMENT**Objective**

To study the flow of activities and functions in today's lodging operation. To establish the importance of Front office and House Keeping and its role in the hospitality industry.

Unit - I Introduction

Hotel industry – Classification of Hotels and other types of Lodging – Hotel Tariff plans – Types of guest rooms and annex – Major departments of a hotel – Organization structure – Duties and responsibilities of Front office personnel – Interdepartment coordination.

Unit - II Front Office Operations

Sections and Layout- Room tariffs and calculation of rates - reservation - registration - Guest services - Check out and settlement - Front office accounting - Night auditing - safety and security.

Unit - III Front Office Management

Evaluating Hotel performance -Revenue per available room - Market share index - Evaluation of hotels by guests; - Yield management - forecasting - Room availability - Sales techniques - Budgetary control.

Unit- IV Housekeeping Operations

Importance of Housekeeping - Organizational structure - Layout - Coordination with other departments - Duties and responsibilities -Hotel guestrooms - contents and cleaning; - public areas - Housekeeping control desk

Unit V Housekeeping Management

Housekeeping expenses - controlling expenses - use of textiles - Linen and uniform room - Laundry - Equipment, agents and process; - Sewing room - ergonomics in housekeeping - pest control and waste disposal - changing trends in hospitality

References

1. Jatashankar R. Tewari. **Hotel Front Office Operations and Management. Oxford 2009**
2. G.Raghubalan and Smritee Raghubalan. **Hotel Housekeeping Operations and Managemen. Second Edition. Oxford 2007**
3. Anutosh Bhakta. **Professional Hotel Front Office Management. Tata McGraw Hill 2012**
4. Casado, M. **Housekeeping Management. John Wiley and Sons, Inc. 2000** 3. Ahmed Ismail. **Front Office Operations and Management. Cengage Learning. 2008**

207: FOOD AND BEVERAGE MANAGEMENT**Objective**

To study the empirical foundations and develop a professional orientation toward the practice of food and beverage management as it applies to business, culinary arts and hospitality.

Unit- I Kitchen Management

Job description - Hierarchy, Attitude and behavior; - Food premises - Kitchen planning - Basic Preparation and operations - Basic principles of food production - Equipments - Fuels - coordination with other departments.

Unit - II Menu

Types of menu - menu planning - Beverage menu - Menu designing - menu merchandising - menu balancing - wine and food pairing.

Unit- III Pre – Production

Purchasing procedure – price and quality performance – Purchase specification – Receiving – storing and issuing – stock taking – methods of storage.

Unit- IV Food And Beverage Production

Food production methods - Beverage production methods – F & B Service areas - Food and beverage service methods – Specializes services.

Unit - V Catering Management

Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management

References

- 1) Bernard Davis, Andrew Lockwood and Sally Stone. Food and Beverage Management. Third Edition. Elsevier. 1998
- 2) John A. Cousins, David Foskett, Caillein Gillespie. Food and Beverage Management. Prentice Hall. 2002
- 3) Parvinder S.Bali. Food Production Operations. Oxford. 2009
- 4) Denney G. Rutherford and Michael J. O'Fallon. Hotel and Management Operations. Fourth edition. John Wiley & Sons, Inc. 2007
- 5) Krishna Arora. Theory of Cooking. Frank Bros. & Co. 2010

208: INFORMATION AND COMMUNICATION TECHNOLOGY FOR HOSPITALITY**Objective**

To understand the importance of information in hospitality. To know the technologies used for effective business process

Unit - I Computing Essentials

Information and Communication Technology Infrastructure – Software, Hardware and Networking; Management Information Systems – Types, Evolution and Benefits; Database Management- Files, Records, and Fields, Database Management Systems; Multidimensional Databases.

Unit - II System Selection & Data Security Maintenance

Information Needs; Sales Literature; System Requirements; Request for Proposal; Contract Negotiations; Installation Factors; System Security and Data Privacy; Operational Precautions; Risk and Disaster Management; Manual Operations Plans.

Unit - III Property Management System

Property Management Systems - PMS Interfaces Issues, Call Accounting Systems, Categories of Locking Systems, Energy Management Systems and climate control ; Auxiliary Guest Services, Guest-Operated Devices, Fire alarm and security system; Reservation Systems - Electronic Distribution Channels; Intersell Agencies; Central Reservation Systems; Property-Level Reservation; Distribution of Revenues; Rooms Management Module – Room Status, Room and Rate Assignment, Guest Data, Housekeeping Functions, Generation of Reports; Guest Accounting Module – Types, Posting to Accounts, Front Office Audit, Account Settlement, System Update.

Unit - IV Restaurant Management System

Point-of-Sale Technology - POS Order Entry Units; POS Printers; Account Settlement; PCI Compliance; Managing Guest Accounts; POS Software; Automated Beverage Control Systems; Food and Beverage Management Applications - Recipe Management; Sales Analysis; Menu Management; Menu Item Pricing; Integrated Food Services Software; Sales and Catering Applications - Sales Office Automation; Revenue Management; Catering Software;

Accounting Applications - Accounts Receivable Module; Accounts Payable Module; Payroll Module; Inventory Module; Purchasing Module; Financial Reporting Module; Labour Scheduling Applications

Unit - V E-Commerce and Emerging Technologies

The growth of e-Commerce – Technologies and Benefits; e-Commerce business models; Electronic Distribution; Internet Marketing; Social Media and Social Networking; Emerging Trends – Long Tail, M-commerce, SoLoMo, Crowd sourcing, Data Mining, Cloud Computing; Open-Source; Role of e-Governance; e-Payment Systems; Recent and popular Apps.

References

- 1) Collins, G. R., & Cobanoglu, C. (2010). *Hospitality Information Technology: Learning How to Use It*. Kendall Hunt Publishing Company.
- 2) Tesone, D. V. (2005). *Hospitality Information Systems and E-Commerce* (1st ed.). Wiley.
- 3) Kasavana, M. L., & Institute, A. H. & L. E. (2012). *Managing Technology in the Hospitality Industry with Answer Sheet (EI)* (6th ed.). Educational Institute.
- 4) Nyheim, P., & Connolly, D. (2011). *Technology Strategies for the Hospitality Industry* (2nd ed.). Prentice Hall.
- 5) Zhou, Z. (2003). *E-Commerce and Information Technology in Hospitality and Tourism* (1st ed.). Delmar Cengage Learning.
- 6) Haag, S., Cummings, M., & McCubbrey, D. J. (2003). *Management Information Systems for the Information Age* (4th ed.). McGraw-Hill (Tx)
- 7) Turban, E., & King, D. (2011). *Electronic Commerce 2012: Managerial and Social Networks Perspectives* (7th ed.). Prentice Hall.

209 ACCOUNTING SOFTWARE – PRACTICAL**Objective**

The purpose of this course is to acquaint the students with the practical knowledge with the various techniques, methods, process of accounting data analysis with the application software Tally ERP 9.

Accounting Software

Tally ERP 9 is an application software that records and processes accounting transactions within functional modules such as accounts payable, accounts payable, accounts receivable, payroll and trial balance. It functions as an Accounting Information System. Tally is Financial and Inventory Management System. It is one of the acclaimed Accounting Software with larger user base.

Unit-I : Basics of Accounting

Types of accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping, Mode of Accounting, Financial Statements, Final Accounts – Preparation of Trial balance, Profit and Loss Account, Balance sheet.

Unit-II : Fundamentals of Tally.ERP 9

- Getting Functional with tally.ERP 9
- Creation/ setting up of Company
- Features
- Configurations
- Setting up Account Heads.

Unit-III : Inventory in Tally.ERP 9

- Order Processing
- Reorder Levels
- Tracking Numbers
- Batch wise Details
- Additional Cost Details
- Bill of Materials
- Price List.

Unit-IV : Value Added Tax (VAT)

- Configuring VAT –Documents and Records
- Creating masters
- Entering Transactions
- Accounting for Return of Goods
- Rate Difference in Purchase / sales
- Accounting for Interstate transactions
- Exempt transactions under VAT
- VAT Reports

Unit-V : Central Sales Tax (CST)

- **Basics of Central Sales Tax (CST)**
- **Enabling CST**
- **Recording Interstate Transactions**
- **Payment of CST**
- **CST Reports**

References

- 1) **Hanif M, A Mukherjee**, *Financial Accounting, Volume III*, McGraw Hill, New Delhi, 2013.
- 2) **Nadhani**, *Tally ERP 9, Training Guide*, BPB Publisher, 2009.
- 3) **Namrata Agarwal**, *Tally 9*, Dreamtech Press, New Delhi.
- 4) *Tally. ERP 9, In Simple Steps*, Kogent Learning Inc Solutions, Dreamtech press, 2010.
- 5) **Vikas Gupta**, *Comdex Business Accounting with MS Excel 2010 and Tally. ERP 9 Course Kit*, Dreamtech press.
- 6) **Vishmi Priya Singh**, *Learning Tally.ERP 9*, New Asian Publisher.

301 - SOFT SKILLS FOR HOSPITALITY**Objective**

To train students in soft skills in order to enable them to be professionally competent

Unit - I Soft skills and Personality Development

Soft Skills: Meaning and importance- Hard skills versus Soft skills – Self concept: Self awareness, Self development and Self realisation- Power of Positive attitude – Etiquette manners.

Listening: Types of Listening. Effective listening and Barriers to listening – Assertive communication.

Unit - II Communication Skills

Oral communication: Forms, Types of Speeches and Public speaking – Presentation: elements of effective presentation and use of visual aids in Presentation.

Written communication: Strategies of writing – Business letters: forms, structure and formats, - Types of Business letters – memos –agenda and minutes.

Non verbal communication: Body language and proxemics.

Unit - III Interpersonal Skills

Interpersonal skills: Relationship Development and Maintenance and Transactional analysis. Conflict resolution skills: levels of conflict and handling conflict – persuasion – empathy – managing emotions – negotiation: types, stages and skills – counselling skills.

Unit – IV Employability Skills

Goal setting – Career planning – Corporate skills – Group Discussions – Interview skills – types of interview – email writing – Job application – cover letter- Resume preparation.

Unit – V Professional Skills

Decision making Skills – Problem Solving – Emotional intelligence – Team building skills – Team spirit – Time management – Stress Management: Resolving Techniques.

References

- 1) Ghosh, B.N. **Managing Soft Skills for Personality Development (Ed).** New Delhi Tata McGraw Hill education Pvt. Limited. 2012.
- 2) Krishna Mohan and Meera Banerjee. **Developing communication Skills (2nd Edition),** New Delhi. Macmillan Publishers India Limited., 2009.
- 3) Neera Jain and Shoma mukherji, **Effective Business Communication.** New Delhi Tata McGraw Hill education Pvt. Limited. 2012.
- 4) Rao. M.S. **Soft Skills – Enhancing Employability: Connecting Campus with Corporate.** New Delhi. I.K International Publishing House Private Limited. 2012.
- 5) Ashraf Rizwi.M. **Effective Technical Communication.** New Delhi Tata McGraw Hill education Pvt. Limited. 2010.

302: EVENT MANAGEMENT**Objective**

To understand the process of planning, organizing and conducting variety of events successfully.

Unit - I Event

History and evolution, events industry, impact analysis, participants and spectators, balancing impacts, Handling Unethical Behavior,

Unit - II Event Marketing

Event planning , pricing and promotion; volunteer team building; sourcing and managing staff Special events-types , traditional, cultural, Riviera, galas, mega-events, trade shows, exhibitions, conferences and conventions, end-to-end tours, excursions, out-door events, social events, seasonal events, environmental impacts, marketing plan; lead-generation, management and follow up,

Unit - III Event Planning & Administration

Sponsorships, screening, budget and controls, fund-raising, negotiation and contracts; role of Government, Negotiation and contracts; Promotional Items, give-aways, Event planning, space management, use of web technology , Develop In-Office and On-Site Ethics and Business Etiquette Policies.

Unit- IV Event Logistics

Transportation; booth/space design, internal communications, public relations, networking, media handling, checklists, safety and precautions, Other considerations-entertainment, photo/video coverage, prizes and gifts, risk assessment, safety and security arrangements, Venue and supplier checklist

Unit - V Location & Event Design

Venue Essentials, Creative events concepts, tabletops , other décor props, understanding clients, fundraising galas, Conferences and Conventions, Incentives and Other Special Events, Event Planning Ethics and Etiquette, Protocol, Site selection, requirements and constraints, new venues, ancillaries and amenities, final touches

References

- 1) Lynn, Brenda R. Carlos, Event Management.
- 2) Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2009.
- 3) Johnny Allen, William O'Toole , Robert Harris , Ian McDonnell, Festival and Special Event Management.
- 4) Joe Success, Judy, Special Events: A New Generation and the Next Frontier.
- 5) Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.
- 6) Allison, The Event Marketing Handbook: Beyond Logistics & Planning.

303: TRAVEL AGENCY AND TOUR OPERATIONS**Objective**

Students will be able to: understand the significance of travel agency and tour operation business; know the current trends and practices in the tourism and travel trade sector; and develop adequate knowledge and skills applicable to travel industry.

Unit-I Introduction to Travel Trade

Travel Trade - Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.

Unit-II Travel Agency and Operations

Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE - Documentation - IATA Accreditation - Recognition from Government.

Unit-III Itinerary Planning

Itinerary Planning & Development - Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Don't's of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

Unit-IV Packages and Cost

Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.

Unit-V Travel Associations And Roles

Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATA/OI, ADTOI, IAAI, FIYTO, TAFI.

References

- 1) Chand, M. (2002), *Travel Agency Management: An Introductory Text*, Anmol Publications Pvt. Ltd., New Delhi.
- 2) Negi. J (2005), *Travel Agency Operations: Concepts and Principles*, Kanishka, New Delhi.
- 3) Holloway, J.C. (2002), *The Business of Tourism*, Prentice Hall, London, pp.220-279.
- 4) Roday. S, Biwal. A & Joshi. V. (2009), *Tourism Operations and Management*, Oxford University Press, New Delhi, pp-164-296.
- 5) Goeldner, R & Ritchie. B (2010), *Tourism, Principles, Practices and Philosophies*, John Wiley & Sons, London.

304: HOSPITALITY LAWS**Objective**

To prepare the learners with knowledge and skills essential to understand the various laws involved in the hospitality industry

Unit I Introduction to Hospitality Laws

Definition of law – classification of law – Source of law – Definition of Industry, Employers, Workers and Consumers (Guests) – Their rights and duties – Definition of Hospitality industry – Procedural law – Indian Judicial System- Remedies and Settlement.

Unit II Commercial and Corporate Law of Hospitality Industry

Company Law - Definition of Company- Nature and Types of Companies - Formation - Powers, Duties and Liabilities of a Director - Corporate Governance. Essential Elements of Contract – Indian Contract Act, 1872. Definition of Sale – Sale of Goods Act, 1930. Salient Features of Negotiable Instruments Act, 1881- Relevance of these Laws to the Hospitality Industries.

Unit III Travel And Tourism Laws

Rights of Guests as Buyers of Goods, Consumer of Goods and services including rights of passengers and tourists. Standard of Care for their life, body and property. Hospitality practices- compensation for injury for loss- health and safety laws- Essentials of Food and Drug laws. Passport and Visa Laws- Laws related to Foreign Guests.

Unit IV Industrial Laws, Consumer Protection Act And Vat

The provident fund and miscellaneous provisions act 1952-the payment of gratuity act 1972- Industrial Disputes Act – Payment of Wages Act – Payment of Bonus Act – Consumer Protection Act – VAT –Service tax- Corporate Tax-FEMA-Customs-RBI guidelines

Unit V Cyber Laws, IPR And Copy Rights In Hospitality Industry

Cyber Crimes– IT Act 2000 – Environmental protection Laws – Definition of Intellectual Property Rights – Copy rights – Trademarks –International Tourism Laws.

References

- 1) **Legal Aspects of Business, Texts, justiceprudence and cases, Daniel Alburquerque, Oxford University press**
- 2) **Legal Aspects of Business, Akileshwar Pathak,Tata McGraw –Hill, Fourth Edition**
- 3) **N.D.Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2006.**
- 4) **Twomey & Jennings, Business Law: Principles for Today’s Commercial Environment. 1st Edition.**
- 5) **Handbook of Environmental Law, P.B. Sahasranaman, Oxford University Press,**

306: FOOD SAFETY AND QUALITY MANAGEMENT**Objective**

To study the importance of personal cleanliness; sanitary practices in food preparation; causes, investigation, control of illness caused by food contamination (Hazard Analysis Critical Control Points); and work place safety standards

Unit I Food Safety

Introduction - Food Hazards – Risks – Contaminants - Food Hygiene - Food preservation, Physical agents, Chemical agents, Use of low temperature in food preservation, Preservation by drying, Preservation of meat, fish & egg using different methods.

Unit II Food Microbiology

General characteristics of micro-organisms - common food borne microorganisms-Bacteria, Fungi, Viruses, Parasites; - micro-organisms that bring about useful changes in food, fermentation, vinegar, anti-biotic; - Food poisoning - Food infections - Food borne diseases - preventive measures.

Unit III Food Quality

Food standards - need for food laws; - Food adulteration & Additives - Detection of food adulterants, Prevention of food adulteration act standards; - Fruit product order standards - Agmark standards - Indian standards institution - International - Codex Alimentarius, ISO, Regulatory agencies; - HACCP.

Unit IV Hygiene And Sanitation

General principles of food hygiene - general hygiene practices for commodities, equipment, work area and personnel; - Hygiene storage - Food spoilage - Food contamination due to pests, cross contamination; - cleaning and disinfection - safety aspects of processing water, waste water & waste disposal.

Unit V Recent Trends

Emerging pathogens - Genetically modified foods - Food labelling - Newer trends in food packaging and technology - BSE (Bovine Serum Encephalopathy)

References

- 1) **Jacob M. Safe Food Handling: A Training Guide for Managers of Food Service Establishments**
- 2) **James M. Jay, Martin J. Loessner, David A. Golden. (2005). Modern Food Microbiology. Seventh edition. Springer**
- 3) **Hobbs Betty. Food Processing**
- 4) **Rangana S. Handbook of analysis and Quality Control for fruits and vegetables. Tata Mc Graw Hill**
- 5) **World Health Organization. (2000). Foodborne Disease: A Focus for Health Education. Stylus Pub Llc**

307: HOTEL MANAGEMENT**Objective**

To prepare the learners with knowledge and skills essential to understand the various services and functions in hotel industry.

Unit - I Evolution and Network

Evolution of Hospitality Services: Meaning & Nature of Hospitality, Features of Hospitality Services, Structure of Accommodation Industry, Operation of Accommodation Units, Yield Management, Hospitality Industry Network, Determinants of Hospitality Network Demand & Supply for Accommodation in India

Unit - II Functions

Management Function in Hotel Industry- Front Office Desk - Front Office Staff - Qualities of Front Office Staff - Hotel Reservation, Housekeeping, Organization Structure, Layout of Housekeeping Department, Functions of Housekeeping Department, Managing Guest Amenities.

Unit – III Services and Organization

Food and Beverage Services Outlets – Various Types of Food Services – Restaurant Organization - Equipments - Room Service.

Unit – IV Accounting

Hotel Accounting: Concepts and Conventions – Double Entry System –Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet.

Unit – V Finance

Elements of Cost – Preparation of Cost Sheet – Types of Costs, Finance Functions – Major Financial Decisions – Sources of Finance – Long Term and short Term – Advantages and Disadvantages of Different Sources of Funds.

References

- 1) Yogendra K. Sharma, Hotel Management, Kanishka Publishers, New Delhi
- 2) Vijay Dhawan, Food Beverage Service, Frank Bros and Co,.
- 3) S.Kannan, Hotel Industry in India, Deep and Deep Publications, Pvt Ltd, New Delhi
- 4) R.K.Malhotra, Food Service and Catering Management, Anmol Publication Pvt Ltd, New Delhi.
- 5) Sudhir Andrew, Food Beverage Service Training Manual, Tata MC Graw – Hill Publishing Co Ltd, New Delhi.
- 6) D.R.Lillicrap, Food Beverage Service, Edward Arnold Publishers Ltd, London.
- 7) Lal, J. Accounting for Management, Himalayan Publishing House, Mumbai.
- 8) Prasanna C. Financial Management- Theory and Practice, Tata McGraw-Hill, New Delhi.

308: LAB FOR STATISTICAL PACKAGES ON BUSINESS DECISION**Objective**

The objective of the Lab is to provide basic knowledge and experience in using statistical packages to make managerial decisions. The lab extends hand on experience in SPSS to carry out statistical analysis.

Unit-I : Introduction – Basic Research Process

Research methods – Data – Evaluation of measuring Instrument – Scale of measurement – Types of Questions – Sampling methods – Reliability and validity of Questionnaire – Filed Procedures.

Unit-II : Data Editor

Processing of Data – Coding – Variables and variables labels – Rules in Creating Variables Name – Variable Format – Value Labels – Recode Command – Missing Data – Creating and Editing a Data File.

Unit-III : Hypothesis Testing and Probability Values

Approaches to analyzes – Types of Analysis – Hypothesis Formulation – Hypothesis Testing – Checking of Data – Purification – Modification – Dependent and Independent Variable.

Unit-IV : Simple Tabulation and Cross Tabulation

Simple Tabulation – Frequencies – Percentage – Charts – Simple Tabulation for ranking type questions – Cross Tabulation – Calculating percentage in a cross tabulation – Cross tabulation of more than two variables – chi-square test for cross tabulation – Measures of the strength of association between variables.

Unit-V : ANOVA and Design of Experiments

Application – Methods – Variables – Completely randomized design in a one-way ANOVA – Factorial Design with two or more factors – Pair wise test – Independent t-test – Correlation – Regression – Interpretation of Result.

References

- 7) **Kothari, C.R., *Research Methodology*, New Age International Pvt. Ltd., Publishers, New Delhi, 2004.**
- 8) **Naresh Malhotra, *Marketing Research*, Pearson Publication, 7th Edition, 2012, New Delhi.**
- 9) **Vijay Gupta, *SPSS for Beginners*, VJ Books Inc., 1999.**
- 10) **Julie Pallant, *SPSS, Survival Manual: A step by step guide to Data Analysis Using SPSS*, 3rd Edition, McGraw Hill.**
- 11) **Vohra, N.D., *Business Statistics*, McGraw Hill, New Delhi, 2013.**

401: HOTEL OPERATIONS**Objective**

To prepare the learners with knowledge and skills essential to understand the various hotel operations.

Unit I Reservation & Registration

Sources and modes of reservation, Types of plans, types of room rate, Discount and allowances, Group reservation, Fore-casting room reservation, Walk - in reservation, Reservation chart and guest history card, Registration of guest at reception, Guest registration card, arrival and departure register, C- Form, Lobby errand card, arrival and departure report.

Unit II Rooms Division

Functions of front office and house keeping department, Hierarchy of front office and housekeeping department, their Attributes, duties and responsibilities, Interdepartmental coordination, Departmental layout of Housekeeping, Functions of various Departments of Housekeeping and front office, yield management: concept & function.

Unit III Restaurant Operations

Restaurant equipments: Types, standard sizes, care, cleaning and Polishing of various equipments, Duties of a waiter, mise-en -scene and mise - en -place, Welcoming the guest, Rules to be observed while laying a table and waiting at a table Different Types And Styles Of Services - Silver Service, American Service, English, French, Russian, Buffet, Counter, Cafeteria, Food Courts, Room Service and Bar Service.

Unit IV Hotel Engineering

Electricity – sources, safety, uses; Water supply – Removal of contaminants, distribution system, plumbing; Heating – Insulation, types of fuels, heating system; Ventilation and Air Conditioning – Elevators and escalators – other engineering functions.

Unit V Hotel Operations

HOTEL OPERATIONS IN INDIA: Leading multinational hotel chains operating in India, Public sector in Hotelliering Business – Role, Contribution & Performance, Time share establishments

References

- 1) S.K.Bhatnagar, Front Office Management, Frank brother Publisher
- 2) Sudhir Andrews Front Office Training Manual, Tata Mcgraw Hill
- 3) Sudhir Andrews, Hotel H. K. Training Manual, Tata Mcgraw Hilt
- 4) Manoj Madhukar, Proffessional House Keeping-Rajat Publications

402: INDIAN CULTURE AND HERITAGE**Objective**

To study the richness and diversity of Indian culture; To evaluate the contemporary trends of India culture; and To acknowledge and appreciate the co-existence of different cultural and religious practices of India.

Unit – I Culture

Glimpses of Indian cultural history – Pre and Post Vedic periods - Ancient Indian Literatures - Sacred Literature - Secular Literature - Ancient Society & Culture – Ashramas - Varna System – Purushartha - Indian vs. Western Culture.

Unit – II Religions

Religions of India-Religious Shrines & Centers - Hindu, Buddhist, Jain, Sikh, Muslim, Christian and others-Basic Tenets – Indian Vs Western Philosophy.

Unit – III Heritage and Practices

Cultural Heritage - Ayurveda, Yoga and meditation - Performing Arts: Dance Forms - Music – Vocal & Instruments - Folk Arts - Indian Paintings and Sculpture.

Unit – IV Architecture

Architectural Heritage - Rock cut Architecture - Buddhist Architecture - Gandhara & Mathura Schools of Art - Hindu Temple Architecture - Indo-Islamic Architecture - Modern Architecture - Forts, Palaces and Havelies.

Unit –V Traditions

Museums and Art Galleries - Fairs and Festivals - Indian Cuisine - Traditional Arts and Crafts - World Heritage sites in India - Problems and Prospects of Cultural Tourism in India.

References

- 1) **Basham.A.L (1988), The Wonder that was India, Rupa and Com, Delhi**
- 2) **S.P. Gupta (2002), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.**
- 3) **Hussain.A.K (1987), The National Culture of India, National Book Trust, New Delhi.**
- 4) **Robinet Jacob (2007), Indian Tourism Products, Abhijeet publications.**
- 5) **Surendra Sahai (2006), Indian Architecture: Hindu Buddhist and Jain, Prakash Books.**
- 6) **The Gazette of India: History and Culture, Vol.2, publication division, Ministry of Information and Broadcasting, Government of India, 1988.**

403: CUSTOMER RELATIONSHIP AND SERVICES MANAGEMENT

Objective

To understand the nuances of customer relationship management; to familiarize with the issues of service management and global context; and To be able to manage a market oriented service organization.

Unit I Understanding the Customers

Customer Relationship Management in Tourism – Customer Acquisition and Retention – Customer Loyalty - Customer Profitability and value Modeling – Customer Satisfaction Measurement - Customer Feedback and Service Recovery.

Unit II Data Sharing

Managing and Sharing Customer data - Customer Information Databases – Ethics and Legalities of data use – Data Warehousing and Data Mining – Data Analysis – Market Basket Analysis (MBA) – Click Stream Analysis - Personalization and Collaborative Filtering.

Unit III Services

Marketing of Services – Tourism as a Service - Characteristics of Services – Classification of Services – Building Service Aspirations - Consumer Behaviour in Service Encounters.

Unit IV Tourism

Tourism as a major component of Service Sector – Service Design and Development – Technology as an enabler of Service - Service Development and Design, Using Technology as an enabler of Service.

Unit V Service Quality

Service Delivery – Types and Causes of Service Quality Gaps – Measuring and Improving service Quality - Strategies to resolve the gaps.

References

- 1) Christopher Lovelock & Jochen Wirtz (2004), *Services Marketing*, Pearson Education, Delhi.
- 2) Gilmore (2004), *Services Marketing and Management*, Response Books, New Delhi.
- 3) Zeithmal, Parasuraman & Berry – *Delivering quality service*, The Free press, New York.
- 4) Andry Silmore (2001), *Services Marketing & Management*, Response Books, Sage Publications, Delhi.
- 5) Jagdish Seethi, Etal (2000), *Customer Relationship Management*. Stancies A.Brown, *Customer Relationship Management*, John Wiley & Sons.
- 6) Lovelock (2003), *Services Marketing – People, Technology & Strategy*, Pearson Edn, Singapore.
- 7) Iqbal S. Sachdeva (2009), *Public Relations Principles and Practices*, Oxford University Press, New Delhi.

404: RESORT PLANNING AND DEVELOPMENT

Objective

To make the learners with knowledge and skills essential to plan resort and development.

Unit – I Introduction

Resort: Concept, Evaluation. Scope, Trends and development. Roles of Resorts in Tourism and Hospitality, Nature of Demand of Resort.

Unit – II Organization

Deferent Types of Resorts- Product, Functional specifications. Strategy and organizational structures.

Unit – III Planning

Resort Planning: Location, Feasibility analysis, Architecture, Macro & Micro business environment. The five phases of Resort planning and development.

Unit – IV Analysis

Economic analysis of Resort operation and Forecasting.

Unit – V Implementation

Impact analysis of Resorts: Social Impact, the economic impact, physical and environmental.

References

- 1) Gee Chuck Y., Resort Development and Management -
- 2) Stipnauk, David M. and Roffman, Harold, Facilities Management
- 3) Lawson , Hotels and Resorts: Planning, Design and Refurbishment

406: FOOD AND BEVERAGE CONTROL

Objective

The students shall be able to: Gain knowledge on various Food and Beverage control aspects. Know the significance of control and cost control in the Food and Beverage industry. Understand the process of purchase, receiving and storing of Food and Beverages. Determine standards, the operating budget, and income/cost control.

Unit I An Introduction

Definition of Food & Beverage Control - Need- Objectives - Fundamentals of Control -Elements of Control-Special Problems of Food & Beverage Control - The Reality of Control

Unit II Procurement, Production And Service Control

Aids to Purchasing - Purchasing of F&B- Specifications- Selection of a Supplier, Rating- EOQ Analysis. Receiving of F&B- Quantity, Quality & Inspection- Storing and Issuing of F&B Transfer Notes, Breakages and Damaged Goods - Stocktaking of F&B- Stock Turnover, Stock Levels- ABC Analysis. F&B Production Methods- - F&B Service Methods-Classification of F&B Service- F&B Control

Unit III Financial Control

Types of Budget - Basic Stages in the Preparation of Budgets-Welfare Operations - Costs, Profits & Sales - Breakeven Analysis-Pricing Considerations-Menu Pricing- Revenue controlManual Systems- Machine Systems

Unit IV Control System

Essentials of a control system- Necessity and Functions of a control system- Calculation of F&B cost- Methods of F&B control, F&B Control Checklist - Frauds in Purchasing, Receiving, Storing, Issuing, Preparing and Selling.

Unit V Inventory Control System

Frauds in Inventory- Methods, Levels, Techniques, Perpetual Inventory, Monthly Inventory, Comparing of Physical and Perpetual Inventory. Operating Frauds in Bar Control- Social Concern and Legal Concern- Preventing Pilferage & Fraud- Portion control - Glassware used & Prices. Yardsticks- Total F&B sales, departmental profit, ratio of food, ASP, sales mix, payroll costs, index of productivity, stock turnover, sales/ waiter.

References

- 1) Richard Kotas & Bernard Davis, **Food and Beverage Control**, Springer, 1981
- 2) Bernard Davis & Sally Stone, **Food and Beverage Management**, Routledge, 5th Edition, 2001
- 3) Bernard Davis, Andrew Lockwood and Sally Stone, **Food and Beverage Management**, Butterworth - Heinemann, 3rd Edition, 1998.

407: ACCOMMODATION MANAGEMENT

Objective

To make the learner to understand about the operation and the management of Housekeeping department in hotel

Unit I Introduction

Role of Housekeeping in Hospitality Operations: Housekeeping-Layout of Housekeeping Department-Hierarchy of Room divisions-Team work in Housekeeping department. - Scope of Housekeeping in Lodging Industry: Overview. Housekeeping as a business. Housekeeping for different institutions - Airlines, Hospitals, Hostels, Corporate, Industry etc.

Unit II Housekeeping Functions

Duties & Responsibilities of Housekeeping department: Executive Housekeeper, Asst Executive Housekeeper-Middle level Management-Skill based employee's responsibilities-Communication responsibilities-Total quality innovations-tariffs

Unit III Infrastructure Management

Interior decoration & design: Elements and Purpose-Fixtures & Furniture's-Carpets & Floor Lighting & Colours-Managing Inventories:-Linen & Uniforms-Cleaning equipments & Agents Budget Process-Safety & Security-pest control-Safety and security.

Unit IV Hospitality Personnel Management

Managing Human Resources:-Induction and Training-Recruiting, Selecting-Skill Training & Coordination-Motivation & Employee Discipline

Unit V Green Hospitality

Eco housekeeping – Horticulture - Contemporary spas - Conservation practices and methods- Eco hotels and recent trends- Emerging trends- Practices at private and public sector.

References

- 1) Sudhir Andrews, **Hotel House Keeping Training Manual**, Tata Mc Graw Hill Publishers, New Delhi, Edition 2, 2005.
- 2) **Hotel Front office & Operations management**, Oxford University Press, Jatashankar R.Tiwari
- 3) Matt A. A Casado, **Housekeeping Management**
- 4) Aleta Nitschke, Marget M.M. Kappa, **Managing Housekeeping operations**

- 5) Robert J. Martin, Professional Management of Housekeeping operations
- 6) George Trucker, Madelin Schacider, Mary Scoviak, The Professional Housekeeper Rosemary Hurst, Heinemann, House Keeping Management for Hotels,
- 7) Joan C. Branson & Margaret Lennox, Hotel, Hostel & Hospital House Keeping, ELBS David . Allen, Accommodation & Cleaning Services, Volume I & II, Hutchinson

408: HOSPITALITY STRATEGIC MANAGEMENT

Objective

To understand the concept and process of strategic management to be adopted in the hospitality and tourism industry

Unit I Introduction to Strategic Hospitality Management

Strategic Management–Origin, Concept, Scope and Process; Strategic Thinking; Global competitiveness; Key Players in Indian Hospitality and Tourism Industry.

Unit II Micro and Macro Strategic Environment

Analysis of External Stakeholders and the Operating Environment, Organizational Resources and Competitive Advantage - Internal Analysis and Competitive Advantage, Value-Adding Activities, Tangible and Intangible Resources, Financial Resources, Physical Resources, Human-Based Resources, Organisation Structure and Culture, Knowledge-Based Resources.

Unit III Strategic Direction and Formulating Basic Strategies

Strategic Direction- Mission Statements, Organizational Vision, Strategy Formulation at the Business-Unit Level-Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; Concentration Strategies, Vertical Integration Strategies, Diversification Strategies, Mergers and Acquisitions, Strategic Restructuring, Portfolio Management.

Unit IV Implementing Strategies and Establish Control Systems

Interorganizational Relationships and the Tourism Cluster;Functional-Level Resource Management; Organizational Design and Control- Organizational Structures design, Organizational Control, power and politics.

Unit V Strategies for Hospitality Entrepreneurship

Strategies for Entrepreneurship and Innovation -Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Global Strategic Management and the Future- Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends; Strategic issues in not-for-profit organisation and Small & Medium Size Enterprises.

References

- 1) **Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.**
- 2) **Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.**
- 3) **Olsen, M., & Zhao, J. (Eds.). (2008). Handbook of Hospitality Strategic Management. Butterworth-Heinemann.**
- 4) **David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall.**
- 5) **Hill, C. W. L., & Jones, G. R. (2009). Strategic Management: An Integrated Approach (9th ed.). South-Western College Pub.**

Appendix III

CHOICE OF ELECTIVE COURSES OFFERED BY VARIOUS DEPARTMENTS FOR SEMESTER I OF THE TWO YEAR P.G. PROGRAMMES

Sl.No	Department	Elective Code	Elective Course
1.	English	ENGE 105	Elements of English Grammar
2.	History	HISE 105(1) HISE 105(2)	Cultural Heritage of India Tourism and Travel Management
3.	Political Science	POSE 105 PUBE 105	Indian Government and Politics Indian Constitution
4.	Economics	ECOE 105(1) ECOE 105(2) DESE 105	Economics of Climate Change Indian Economic Development Regional Development
5.	Sociology	SOCE 105	Introduction to Sociology
6.	Commerce	COME 105	Banking Practices
7.	Population Studies	POPE 105	Population Dynamics
8.	Library and Information Science	LIBE 105	Intellectual Property Rights and Right to Information
9.	Philosophy	PHIE 105	Basics in Tourism (TM/EM)
10.	Centre for Rural Development	RUDE 105	Rural Development and Extension
11.	Tamil	TAME 105	நாட்டுப்புறவியல் அறிமுகம்
12.	Hindi *	HINE 105(1) HINE 105(2)	Basic Hindi-I Andher Nagari
13.	Linguistics	LINE 105	General Linguistics (TM/EM)
14.	Psychology	PSYE 105	Personality Development
15.	Physical Education	PEDE 105	History, Principles and Foundations of Physical Education
16.	Lifelong Learning	LLEE 105	Lifelong Education and Extension

* There are two options while selecting the Hindi Elective Course:

1. Those students who do not know Hindi can opt for 105(1);
2. Those students who know Hindi can opt for 105(2).

**CHOICE OF ELECTIVE COURSES OFFERED BY VARIOUS DEPARTMENTS FOR
SEMESTER II OF THE TWO YEAR P.G. PROGRAMMES**

Sl. No.	Department	Elective Code	Elective Course
1.	English	ENGE 205	Effective English Speaking
2.	History	HISE 205(1) HISE 205(2)	General History of India Environmental Studies
3.	Political Science	POSE 205 PUBE 205	Political Science-I Public Administration-I
4.	Economics	ECOE 205(1) ECOE 205(2) DESE 205	Urban Economics Economics in Everyday Life Issues in Development
5.	Sociology	SOCE 205	Sociology of Mass Communication
6.	Commerce	COME 205	Office Management
7.	Population Studies	POPE 205	Tamilnadu Demography
8.	Library and Information Science	LIBE 205	Information Service and System
9.	Philosophy	PHIE 205	Temple Management
10.	Centre for Rural Development	RUDE 205	Self Help Group and Micro Finance
11.	Tamil	TAME 205	கட்டுரையியல்
12.	Hindi *	HINE 205(1) HINE 205(2)	Basic Hindi Kamayani (Modern Poetry)
13.	Linguistics	LINE 205	applied Linguistics (EM/TM)
14.	Psychology	PSYE 205	Health Psychology
15.	Physical Education	PEDE 205	Theory and Practice of Cricket and Tennis
16.	Lifelong Learning	LLEE 205	Entrepreneurship for Rural Community

* There are two options while selecting the Hindi Elective Course:

1. Those students who do not know Hindi can opt for 205(1);
2. Those students who know Hindi can opt for 205(2).

**CHOICE OF ELECTIVE COURSES OFFERED BY VARIOUS DEPARTMENTS FOR
SEMESTER III OF THE TWO YEAR P.G. PROGRAMMES**

Sl. No.	Department	Elective Code	Elective Course
1.	English	ENGE 305	Technical Writing
2.	History	HISE 305(1) HISE 305(2)	History of Indian Freedom Movement Women Studies
3.	Political Science	POSE 305 PUBE 305	i) Political Science-II ii) Public Administration-II
4.	Economics	ECOE 305(1) ECOE 305(2) DESE 305	Economics of Natural Disasters Human Resource Development Women Studies and Development
5.	Sociology	SOCE 305	Social Problems and Social Welfare
6.	Commerce	COME 305	Business Communication and Report Writing
7.	Population Studies	POPE 305	Health Education and Nutrition
8.	Library and Information Science	LIBE 305	Computerized Database and Internet
9.	Philosophy	PHIE 305	Tourism Promotions (EM/TM)
10.	Centre for Rural Development	RUDE 305	Rural Small Business
11.	Tamil	TAME 305	தொலைக்காட்சி நிகழ்ச்சிக்கலை
12.	Hindi *	HINE 305(1) HINE 305(2)	Functional Hindi Modern Hindi Satire
13.	Linguistics	LINE 305	History and Structure of Tamil Language(EM/TM)
14.	Psychology	PSYE 305	Counselling Psychology
15.	Physical Education	PEDE 305	Health Education, Safety Education and First Aid
16.	Lifelong Learning	LLEE 305	Communication and Development

* There are two options while selecting the Hindi Elective Course:

1. Those students who do not know Hindi can opt for 305(1);
2. Those students who know Hindi can opt for 305(2).

**CHOICE OF ELECTIVE COURSES OFFERED BY VARIOUS DEPARTMENTS FOR
SEMESTER IV OF THE TWO YEAR P.G. PROGRAMMES**

Sl. No.	Department	Elective Code	Elective Course
1.	English	ENGE 405	English for Competitive Examinations
2.	History	HISE 405(1) HISE 405(2)	Human Rights Gandhian Thought
3.	Political Science	POSE 405 PUBE 405	Legislative Procedures E-Governance
4.	Economics	ECOE 405(1) ECOE 405(2) DESE 405	Labour Economics and Industrial Relations Environmental Audit Globalization and Development
5.	Sociology	SOCE 405	Industrial Relations and Labour Welfare
6.	Commerce	COME 405	Principles of Insurance
7.	Population Studies	POPE 405	Population and Environment
8.	Library and Information Science	LIBE 405	Documentary and Electronic Information Sources
9.	Philosophy	PHIE 405	Comparative Religion (EM/TM)
10.	Centre for Rural Development	RUDE 405	Rural Tourism for Employment
11.	Tamil	TAME 405	இதழியல்
12.	Hindi *	HINE 405(1) HINE 405(2)	Commercial & Business Correspondence in Hindi Hindi Katha Sahitya (Modern Hindi Fiction)
13.	Linguistics	LINE 405	Language and Mass Communication (EM&TM)
14.	Psychology	PSYE 405	Stress Management
15.	Physical Education	PEDE 405	Theory and Practice of Volleyball and Kabaddi
16.	Lifelong Learning	LLEE 405	Comparative Studies in Lifelong Education

* There are two options while selecting the Hindi Elective Course:

1. Those students who do not know Hindi can opt for 405(1);
2. Those students who know Hindi can opt for 405(2).

