# THIRUVALLUVAR UNIVERSITY

## CHOICE BASED CREDIT SYSTEM (CBCS)

### Master of Business Administration (M.B.A)

(Effective from the Academic year 2012-2013)

For Full - Time Course - (2 Years)

The Course of Study and the Scheme of Examinations

<table>
<thead>
<tr>
<th>Year / Semester</th>
<th>Subject</th>
<th>Paper</th>
<th>Title of the Paper</th>
<th>Ins. Hrs/Week</th>
<th>Credit</th>
<th>Max. Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CIA  Uni. Exam. Total</td>
</tr>
<tr>
<td>I Year I Semester</td>
<td>Main</td>
<td>Paper-1</td>
<td>Management Principles</td>
<td>4</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-2</td>
<td>Applied Operations Research</td>
<td>5</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-3</td>
<td>Organizational Behaviour</td>
<td>5</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-4</td>
<td>Accounting for Managers</td>
<td>6</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-5</td>
<td>Managerial Economics</td>
<td>5</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-6</td>
<td>Research Methodology</td>
<td>5</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>24</strong></td>
<td><strong>150 450 600</strong></td>
</tr>
<tr>
<td>I Year II Semester</td>
<td>Main</td>
<td>Paper-7</td>
<td>Human Resource Management</td>
<td>5</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-8</td>
<td>Marketing Management</td>
<td>5</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-9</td>
<td>Financial Management</td>
<td>5</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-10</td>
<td>Production and Materials Management</td>
<td>5</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td>Electives I</td>
<td>Paper-1</td>
<td></td>
<td>(Refer Table Below) *</td>
<td>4</td>
<td>3</td>
<td>25 75 100</td>
</tr>
<tr>
<td>Electives II</td>
<td>Paper-2</td>
<td></td>
<td></td>
<td>4</td>
<td>3</td>
<td>25 75 100</td>
</tr>
<tr>
<td>Compulsory Paper</td>
<td></td>
<td></td>
<td>Human Rights</td>
<td>2</td>
<td>2</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>24</strong></td>
<td><strong>175 525 700</strong></td>
</tr>
<tr>
<td>II Year III Semester</td>
<td>Main</td>
<td>Paper-11</td>
<td>Management Information System</td>
<td>5</td>
<td>3</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-12</td>
<td>Business Communication</td>
<td>5</td>
<td>3</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-13</td>
<td>Legal Systems in Business</td>
<td>5</td>
<td>3</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-14</td>
<td>Supply Chain Management</td>
<td>5</td>
<td>3</td>
<td>25 75 100</td>
</tr>
</tbody>
</table>
**M.B.A.: Syllabus (CBCS)**

<table>
<thead>
<tr>
<th>Year / Semester</th>
<th>Subject</th>
<th>Paper</th>
<th>Title of the Paper</th>
<th>Ins. Hrs/Week</th>
<th>Credit</th>
<th>Max. Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>(Refer Table Below)</strong></td>
<td>5</td>
<td>3</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>(Refer Table Below)</strong></td>
<td>5</td>
<td>3</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Project Viva Voce</td>
<td>--</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
<td>30</td>
<td>22</td>
<td>175 525 700</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>II Year IV Semester</th>
<th>Main</th>
<th>Paper-15</th>
<th>Entrepreneurial Development</th>
<th>5</th>
<th>4</th>
<th>25 75 100</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Main</td>
<td>Paper-16</td>
<td>Strategic Management</td>
<td>5</td>
<td>4</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-17</td>
<td>Export Management</td>
<td>5</td>
<td>3</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Main</td>
<td>Paper-18</td>
<td>Total Quality Management</td>
<td>5</td>
<td>3</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Elective V</td>
<td>Paper-5</td>
<td><strong>(Refer Table Below)</strong> ***</td>
<td>5</td>
<td>3</td>
<td>25 75 100</td>
</tr>
<tr>
<td></td>
<td>Elective VI</td>
<td>Paper-6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th></th>
<th></th>
<th>30</th>
<th>20</th>
<th>150 450 600</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semester I</td>
<td>30</td>
<td>24</td>
<td>150 450 600</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semester II</td>
<td>30</td>
<td>24</td>
<td>175 525 700</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semester III</td>
<td>30</td>
<td>22</td>
<td>175 525 700</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semester IV</td>
<td>30</td>
<td>20</td>
<td>150 450 600</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>90</td>
<td>650 1950 2600</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* For second Semester - Select any two papers for electives I and II under functional category. Such selected specialisation would continue as the MBA course specialisation for semester III and IV. (Dual Specialisation Compulsory)

** Specialisation/Subject | Human Resource | Marketing | Finance  
--- | --- | --- | ---  
Elective I & II | Industrial and Labour Relations | Consumer Behaviour | Security Analysis and Portfolio Management

** For third Semester - Electives III and IV (Choose two papers from the specialisation papers listed below. Not more than one paper from one specialisation).
<table>
<thead>
<tr>
<th>Specialisation/Subject</th>
<th>HR</th>
<th>Marketing</th>
<th>Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elective III</td>
<td>Training and Development</td>
<td>Advertising and Sales Promotion</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Elective IV</td>
<td>Performance Management</td>
<td>Retail Management</td>
<td>Derivatives Management</td>
</tr>
</tbody>
</table>

***For fourth Semester Electives V and VI (Choose two papers from the specialisation papers listed below. Not more than one paper from one specialisation)

<table>
<thead>
<tr>
<th>Specialisation/Subject</th>
<th>HR</th>
<th>Marketing</th>
<th>Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elective V</td>
<td>Organisational Development and Change</td>
<td>Sales and Distribution Management</td>
<td>Insurance and Risk Management</td>
</tr>
</tbody>
</table>

@ Project Report and Viva-Voce:

The Project work has to be undertaken for a period of 45 days duration during the summer vacation between second and third semesters. The project report should be submitted with 60 days from the commencement of third semester.

The Project Report must be submitted through the Supervisor and the Head of the Department.

**Question Paper Pattern**

<table>
<thead>
<tr>
<th>Section</th>
<th>Pattern</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section A</td>
<td>5 X 6 (either or pattern)</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>One question from each unit</td>
<td></td>
</tr>
<tr>
<td>Section B</td>
<td>3 X 15 (out of 5 Question)</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>One question from each unit</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>75</strong></td>
</tr>
</tbody>
</table>
THIRUVALLUVAR UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
SYLLABUS
UNDER CBCS
(with effect from 2012-2013)
SEMESTER I
PAPER – 1
MANAGEMENT PRINCIPLES

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
Staffing and Directing: Staffing as a Function of Management - Requirement of Effective Direction - Functions of Direction - Principles of Direction - Supervisor and his Qualities - Supervisor’s Role and Functions - Effective Supervision.
UNIT-V

References
5. James A. Stoner, Edward Freeman, Daniel Gilbert, Management, PHI Learning, New Delhi, 2007
PAPER – 2
APPLIED OPERATIONS RESEARCH

UNIT-I


UNIT-II


UNIT-III

Inventory Management – parameters of EOQ models – Definitions of waiting lines – single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time). Application of Differentiation and Integration Maxima, Minima, Average Cost, Total Cost, Marginal Revenue, Average Revenue and Total Revenue - Consumer Surplus and Producer Surplus.

UNIT-IV

UNIT-V


Note: Problems 60% and Theory 40%

Text Books

Reference Books
PAPER – 3

ORGANISATIONAL BEHAVIOUR

UNIT-I


UNIT-II


UNIT-III


UNIT-IV

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership - Power –sources of power

UNIT-V

Organizational Culture - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change.
References

4. K. Aswathappa, Organizational Behaviour Text, Cases and Games, Himalaya Publishing House, New Delhi, 2011
5. Ricky W. Griffin, Gregory Moorhead, Organizational Behaviour, Biztantra, Delhi, 2009
PAPER – 4

ACCOUNTING FOR MANAGERS

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V
Budget and Budgetary Control - Budget as a Planning and Control Tool - Nature and Objectives of Budgetary Control - Preparation of Different Budgets – Capital Budgeting – Methods of capital budgeting.

Note: Problems 60% and Theory 40%
References

2. Dr. S.N. Maheshwari, Principles of Management Accounting, S.Chand & Company Ltd., New Delhi.
PAPER – 5

MANAGERIAL ECONOMICS

UNIT-I

UNIT-II
Demand Concepts - Demand Determinants - Demand Distinctions - Demand Elasticity and Demand Estimates - Demand Forecasting – Supply Factor and Economies of Scale.

UNIT-III

UNIT-IV

UNIT-V

References
5. D.N. Dwivedi, Managerial Economics, Vikas Publishing House Pvt., Ltd.,
   New Delhi

   Publishing Company Ltd., New Delhi.
PAPER – 6

RESEARCH METHODOLOGY

UNIT-I

UNIT-II
Methods of data collection - Observational and Interview methods – Collection of data through Questionnaires and Schedules – Other methods of data collection - Sampling methods - Sample size.

UNIT-III

UNIT-IV
Introduction to Statistics - Estimation of Population parameters - Point of Internal estimates of means and proportions - Analysis - Hypothesis testing - Chi-square test - T test - F test.

UNIT-V
Use of SPSS and Other statistical software - Tabulation of data - Analysis of data - Advanced techniques - ANOVA – Cluster and Discriminant Analysis - Factor analysis - Conjoint analysis - Multidimensional Scaling.

Note: Problems 40% and Theory 60%
Text Books


Reference Books

SEMESTER II

PAPER – 7

HUMAN RESOURCE MANAGEMENT

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V
Industrial Relations: Concept, Objectives and approaches – Causes and measures for industrial relations - Factors influencing industrial relations - Role of Trade unions - Collective Bargaining - Workers' participation in management.

Case Study from any of the above units.
References

3. Luis R. Gomez, Mejia, Balkin and Cardy, Managing Human Resources PHI, New Delhi

Text Books

UNIT-I
Marketing management - marketing management process - assessing market opportunities - selecting target consumers - marketing mix - market segmentation - targeting and positioning - E marketing.

UNIT-II
Buyer Behaviour - influencing factors on Consumer Behaviour - buying decision process - industrial buyer behaviour - theories of buyer behaviour.

UNIT-III
Product policies - consumer and industrial product decisions - branding - packaging and labeling - new product development and product life cycle strategies.

UNIT-IV
Pricing - pricing strategies and approaches - Distribution - direct and indirect channel - retailing and whole selling - channel decision.

UNIT-V
Promotion - advertising - designing copy - media selection - sales promotion strategies - Marketing research - marketing research process - sales forecasting techniques.

References
Text book

6. Varshney, Marketing Management, Sultan Chand, New Delhi, 2010
PAPER – 9

FINANCIAL MANAGEMENT

UNIT-I

UNIT-II

UNIT-III
Cost of Capital – Components of Cost of Capital – Importance of Cost of Capital - Factors affecting cost of capital – computation of cost of debt, cost of preference shares, cost of equity and weighted average cost of capital.

UNIT-IV

UNIT-V

Note: Problems 60% and Theory 40%
Text Books


Reference Books

PAPER – 10

PRODUCTION AND MATERIALS MANAGEMENT

UNIT-I

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


UNIT-III

Production Planning and Control - Routing scheduling - Despatching - Expediting - GANTT charts - Make or Buy decision. Work study and Motion study analysis - Use for Computers in PPC - Design and Implementation of PPC System.

UNIT-IV

Materials Management - Objective of materials management - Materials forecasting and planning - Inventory control - Fixed order size and fixed order interval systems - Deterministic probabilistic models, static inventory models - Spare parts management - Materials requirement planning - Aggregate inventory management - Implementation aspects of inventory systems.

UNIT-V

Standardization, variety reduction, codification, stores layout, storage systems and equipment, stores preservation, stores procedures - and automation of warehouses. Purchasing function - Purchasing policies and procedures, legal aspects of purchasing, tax considerations in purchasing, selections of sources of supply, make or buy decisions - Vendor evaluation and rating - Vendor development
Text Books


Reference Books

ELECTIVE I & II

PAPER – 1

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit-I


Unit-II


Unit-III


Unit-IV


Unit-V

Text Books

Reference Books
ELECTIVE I & II

PAPER – 2

CONSUMER BEHAVIOUR

Unit–I: Consumer Behaviour Introduction


Unit–II: Consumer motivation, Personality


Unit–III: Consumer learning and Reference group appeal


Unit–IV: Consumer perception


Unit–V: Purchasing Process and Post purchase behavior

Text Books:

ELECTIVE I & II

PAPER – 3

INDUSTRIAL RELATIONS AND LABOUR RELATIONS

UNIT-I

Industrial Relations Perspectives: Concept and Significance - IR Systems - Structure of IR dept. - Role of IR Officer - Industrial Relations and the Emerging Socio Economic Scenario

UNIT-II

Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management - Code of Discipline and Code of Conduct - Grievance Management

UNIT-III


UNIT-IV

Collective Bargaining and Settlements including present status - Industrial Relations and Technological Change - ILO - Aims and Role in Promoting Industrial Peace

UNIT-V

Text Books

2. Mamoria C. B. & Mamoria S.; Dynamics of Industrial Relations in India; Mumbai, Himalaya Publication, 1994
3. P.R.N. Sinha, Indu Bala Sinha, Seema priyadarshini, Industrial Relations, Trade Unions and Labor Legilation, Pearson, New Delhi, 2010

Reference Books

SEMESTER III

PAPER – 11

MANAGEMENT INFORMATION SYSTEM

Unit-I


Unit-II


Unit-III

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Overview of AI, Neural Networks, Fuzzy Logic Systems - Expert Systems.

Unit-IV

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

Unit-V

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

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
Correspondence: Bank Correspondence - Insurance Correspondence - Agency Correspondence - Import-Export Correspondence.

UNIT-V
References

5. P.D.Chaturvedi & Mukesh Chathurvedi, Pearson Education.

TEXT BOOK

2. R K Madhukar, Business Communication, Vikas Publishing, New Delhi,
3. C. S. Rayudu, Communication, Hima;aya publishing, Mumbai. 2007
5. Carol M. Lehman  Debbie D. DuFrene - Stephen F. Business Communication, Cengage learning New Delhi, India
PAPER – 13

LEGAL SYSTEM IN BUSINESS

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V
References

2. N.D.Kapoor, Elements of Mercantile Law, Sultan Chand & Company, Delhi.
PAPER – 14

SUPPLY CHAIN MANAGEMENT

UNIT – I

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

UNIT – II


UNIT – III

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

UNIT – IV


UNIT – V

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

ELECTIVES
(to choose any 2 out of the given 6)
PAPER – 3 & 4

SPECIALISATION: HUMAN RESOURCE

1. TRAINING AND DEVELOPMENT

Unit–I: Introduction


Unit–II: Training Techniques


Unit–III: Career – Planning


Unit–IV: MDP

Concept of management development programme – Components of MD programme. Management Development Institute: Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

Unit–V: Training Institutions

Need for Training in India – Government – policy on Training – Training institutes in India – Management development programmes in public sector and private sector organizations.
Text Books:


Reference Books:

PAPER 3 & 4

SPECIALISATION: HUMAN RESOURCE

2. PERFORMANCE MANAGEMENT

Unit – I

Introduction to Performance Management: Role of Performance in Organizations, What is Performance Management, Dimensions of Performance Management, Role of Appraisals in Performance Management, Performance Management in today’s scenario

Unit-II


Unit-III


Unit-IV


Unit-V

Implementing Performance Management System: Operationalizing change through Performance Management Process, Factors affecting Implementation, Pitfalls of Implementation
Experiences in Performance Management: Traditional Practices in the Industry, Recent approaches in practice, Case studies of Performance Management Systems in select organizations

References:

PAPER 3 & 4

SPECIALISATION: MARKETING

1. SALES AND DISTRIBUTION MANAGEMENT

UNIT-I

Sales Management - organisation framework of the field sales force - types and methods - field sales manager - tasks and responsibilities - relation with salesman and relationship with top management - coordinating and controlling the marketing mix.

UNIT-II

Sales forecasting - methods and procedural steps in forecasting - sales budgeting - allocation of field sales resources - design sales territories - sales quota - planning manpower requirements - recruitment and selection.

UNIT-III


UNIT-IV


UNIT-V

Transport and handling - economic of transportation - modes of transport - organising transport facilities - transport procedure and documentation.
References

3. PK Sahu KC Raul, Salesmanship and Sales management, vikas Publishing House, New Delhi, 2005
PAPER - 3 & 4

SPECIALISATION: MARKETING

2. RETAIL MANAGEMENT

Unit-I
Retailing - An introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

Unit-II
Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management- positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

Unit-III
Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

Unit-IV
Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations; Customer service management.

Unit-V
Impact of information technology in retailing - Integrated systems and Networking EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, on line retailing, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.
Reference

1. Berman and Evens, *Retail Management*, PHI.
PAPER 3 & 4

SPECIALISATION: FINANCE

1. FINANCIAL SERVICES

Unit–I : Indian Financial System


Unit–II: Mutual Funds Concept and Regulations


Unit–III : Capital and Money Markets and Stock Exchanges


Unit–IV : Factoring Services and Consumer Finance


Unit–V : Venture Capital and Credit Rating

Text Books:


Reference Books:

PAPER 3 & 4

SPECIALISATION: FINANCE

2. DERIVATIVES MANAGEMENT

Unit-I: Introduction


Unit-II: Forward

Forward contract - Concept- Classification of Forward contracts- Forward Trading mechanism – Assumptions – Determination of Price/ Value of Forward contracts- Pay off Forward contract – -Getting out off Forward position -Problems

Unit-III: Futures


Unit-IV: Options


Unit-V: Swap


Text Books:

Recommended Readings:

SEMESTER IV

PAPER - 15

Entrepreneurial Development

Unit–I

Definition - Concept - Classification and types of entrepreneurs - Entrepreneurial Traits – Entrepreneurial scene in India - Role and Responsibility of Entrepreneurs in Indian business context -Factors influencing Entrepreneurship – Achievement Motivation – Entrepreneurial Development Programme: Role and objectives of the EDP programme.

Unit–II


Unit–III

Project Identification and Selection - Project Formulation – Project Appraisal – Financing of Enterprise.

Unit–IV


Unit–V


Text Books:

Reference Books:

PAPER - 16

STRATEGIC MANAGEMENT

Unit-I


Unit-II

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

Unit-III: Strategy Formulation:

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

Unit-IV: Tools of Strategy: Planning and evaluation :


Unit-V: Strategy implication & Control:

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

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
M.B.A.: Syllabus (CBCS)

PAPER – 17

EXPORT MANAGEMENT

UNIT-I

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

UNIT-II


UNIT-III


UNIT-IV

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

UNIT-V


References :

1. TAS Balagopal - Export management - Himalaya
2. Varshney & Battacharya - International Marketing Sultanchand & sons
3. Francis Chernmilam - International Trade and Export management - Himalaya
5. S. Shivaramu - Export Marketing - Himalaya
PAPER - 18
TOTAL QUALITY MANAGEMENT

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 Inspection

Conceptual approach to SQC, acceptance sampling and inspection plans, statistical process control, prevention through process improvement.

Unit–III : Process Capability

Process capability studies, humanistic aspects of TQM, management of quality circle and Z.D. Programmes, Kaizen.

Unit–IV : 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–V : Total Productive Maintenance

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

Unit–VI : 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

Text Books:


Reference Books:

ELECTIVES 5 & 6

SPECIALISATION: HUMAN RESOURCE

1. ORGANISATIONAL DEVELOPMENT

UNIT-I


UNIT-II


UNIT-III

O.D.Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.

UNIT-IV

Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organisational performance - The impact of O.D.

UNIT-V

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D

References :

2. STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT-I


UNIT-II


UNIT-III


UNIT-IV

UNIT-V

**Human Resource Evaluation:** Overview of Evaluation – Approaches to Evaluation – Prevalence of Evaluation – Evaluating Strategic Contributions of Traditional Areas

**REFERENCES:**


ELECTIVES 5 & 6

SPECIALISATION: MARKETING

1. ADVERTISING AND SALES PROMOTION

UNIT-I

Advertising - advertising objectives - task and process - market segmentation and target audience - message and copy development

UNIT-II

Mass Media - selection - planning and scheduling - web advertising - integrated programme and budget planning - programme implementation - coordination and control - advertising agencies - organisation and operation.

UNIT-III

Sales Promotion - sales promotion activities - consumer and sales channel oriented planning - budgeting - implementation and controlling sales promotion campaigns.

UNIT-IV

Sales promotion strategies - advertising strategies - strategies applicable to other sales promotion activities.

UNIT-V

Control - objectives - advertising budget - techniques used for measuring effectiveness of advertising - advertising ethics - social relevance

References

ELECTIVES 5 & 6

SPECIALISATION: MARKETING

2. BRAND MANAGEMENT

UNIT – I

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

UNIT – II


UNIT – III


UNIT – IV


UNIT – V

Reference:

1. Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
4. Majumdar, Product Management in India, PHI.
6. Rameshkumar, Managing Indian Brands, Vikas.
ELECTIVES 6 & 6

SPECILISATION: FINANCE

1. INSURANCE AND RISK MANAGEMENT

UNIT – I

UNIT – II

UNIT - III
Risk Management of Auto owners - Insurance Claims – the need for insurance- personal automobile policy-personal automobile rating- premium and death rates- cost containment- advances in driver and auto safety. Risk management of home owners policy coverage-perils covered by the policy-flood Insurance-personal articles floater-personal risk management

UNIT – IV

UNIT – V
Life and General insurance industry in India – IRDA Act- Investment norms – Protection of policy holders Interest.
Reference:


ELECTIVES 5 & 6
SPECIALISATION: FINANCE

2. WORKING CAPITAL MANAGEMENT

UNIT-I

Management of working capital: Meaning of working of capital - Need for working capital - Types of working capital - Determinants of working capital - Permanent and Variable working capital assets - Trade off between capital different approaches - Matching approaches - Conservative approach - Aggressive approach

UNIT-II

Accounts receivables management: objective - Formulation of credit and collection policies - Designing of credit terms - Discount, the discount period and the credit period - collection policies and procedures - Cost benefits analysis - Trade off - Evaluation of existing and proposed policies.

UNIT-III

Inventory management: Objective of Inventory - Need for Inventories and the importance of its Management - Determination of optimum level of inventory - Types of Inventory - Inventory Models - Order Quantity - E.O.Q. Model - Order point - Safety Stock - Analysis of investment in inventory - ABC Analysis.

UNIT-IV


UNIT-V

Integrating Working Capital and Capital investment processes: Monetary system; Money market in India; Banking system in India - Review of the system of cash credit - Establishment of Discount & Finance House of India. Working Capital Management and Bank financing - Forms of bank finance - Working capital control
and banking policy - Dehejia study group - Chore committee - Tandon committee - Findings and Recommendations - Regulation of the bank credit.

**Text Books**


**Reference Books**


*******