K A N N U R U N I V E R S I T Y

(Abstract)

MBA (Master of Business Administration) programme(Non-Credit)- Revised Regulations, Scheme and Syllabus-with effect from 2007 admission-prescribed-implemented-Orders issued.

ACADEMIC BRANCH

No.Acad/C1/3291/2001. K.U.Campus,P.O., Date: 10/09/07.

Read:-1. U.O.No.Acad/C1/3954/99 dated 27/10/2000.
& U.O.No.Acad/C1/3291/2001 dated 20/6/2002.
2. The minutes of the meeting of the Board of Studies in Management Studies(cd) held on 23/4/2007.
3. The minutes of the meeting of the Faculty of Commerce & Management Studies held on 19/6/2007.
4. Letter No.BOS/06 dated 14/08/2007 from the chairman Board of Studies in Management Studies(cd).

O R D E R

1. The Syllabus, Scheme and Structure of M.B.A was imr'emented with effect from 2007 admission, vide University Orders read as reference (1) above.

2. The Board of Studies at its meeting read as reference (2) above has recommended to revise the regulations and Scheme of M.B.A (Non-Credit) with effect from 2007 admission and the meeting of the Faculty vide reference read (3) above, has approved and recommended the same.

3. The Chairman Board of Studies in Management Studies (cd) vide reference as read (4) above has forwarded the CD, containing the Syllabus and Regulation of M.B.A (Non-Credit) course, with effect from 2007 admission.

4. Having examined the matter in detail and considering the urgency of the matter the Vice-Chancellor in exercise of the powers of Academic Council as conferred under section 11(1) of Kannur University Act 1996 and all other enabling provisions read together with has accorded sanction to revise the regulations, scheme and syllabus for M.B.A (Master of Business Administration) programme (Non-Credit) with effect from 2007 admission, subject to report to the Academic Council.

5. The University Order read above stands modified to this extent.

6. Therefore orders are issued accordingly.

7. The Regulations, Scheme & Syllabi of M.B.A (Master of Business Administration) programme (Non-Credit) are appended.

BY ORDERS OF THE VICE-CHANCELLOR.

Sd/-
REGISTRAR.

To
1. The Controller of the Examinations(Through P.A)
2. The Principals of Colleges offering M.B.A(Non-Credit) course.

Copy to:
1. The Chairman Board of Studies in Management Studies(cd)
2. PS to VC/PA to PVC/PA to Registrar.
3. DR/AR Academic 4. The University Central Library.5.Employment Guidance Bureau. 6.SF/DF/FC.

Forwarded/By Order

SECTION OFFICER

F/11/9

Appendix to U.O.. No.Acad/C1/3291/2001 dated 10/09/2007

KANNUR UNIVERSITY

(Academic Branch)

FACULTY OF COMMERCE AND MANAGEMENT STUDIES

MBA (Master of Business Administration) PROGRAMME (Non-Credit)

COURSE STRUCTURE AND PROGRAMME ADMINISTRATION WITH EFFECT FROM 2007 ADMISSION

1. Introduction

Kannur University offers two-year full time MBA programme as a postgraduate degree course. The course is run at the Department of Management Studies of the university (Credit Based Semester) as well as other centres (Non-Credit) affiliated to the university. The programme is designed to impart quality education in management and thereby equip the students with the skills and competence to manage business and non-business institutions.

2. Eligibility for Admission

Candidates seeking admission to the MBA degree course shall be required to have obtained bachelors degree (under 10 + 2 +3 pattern) recognized by Association of Indian Universities and Kannur University and considered equivalent thereto. Candidates to be eligible to apply for admission to the course are required to have secured at least 50% marks in aggregate in the qualifying examination. However candidates belonging to other backward communities are eligible for a concession of 5% marks in the qualifying examination. Those belonging to scheduled castes / scheduled tribes having secured a pass in the degree examination are eligible to apply for admission to the course. Reservation of seats will be as per the existing University rules.

2.1 Selection procedure

The selection of the candidates to the course would be done on the basis of total marks obtained in the qualifying examination, entrance test approved by AICTE / State Government / University, group discussion and interview.

The short-listing of the candidates eligible for admission to the course shall be based on the index marks prepared as per the following criteria and also taking into consideration the relevant reservation rules pertaining to the admission to educational course.

	Components	Weightage
a)	Entrance Test	40
b)	Group Discussion	15
c)	Interview	15
d)	Previous academic records	30*
	Total	100

* The pattern of weightage given to previous academic records would be as follows.

Sl.No.	Academic qualification	Average % of marks obtained	Weightage
1	Pre-Degree/Plus Two	60% to 79.9%	03
		80% and above	10
2	Graduation	50% to 59.9%	06
		60% to 79.9%	12
		80% and above	15
3	Post Graduation	55% and above	05
	Total		30

The final list of candidate selected for the MBA admission with detail of marks in the Qualifying Examination, Entrance Test, Group Discussion and Interview should be submitted by the Head of the Institution to the office of the Registrar, Kannur University and the Dean of the Faculty of Commerce and Management Studies within 2 weeks of completing the admission.

3. **Curriculum and Scheme**

3.1 The programme will be delivered in 4 semesters (2 year period). Each semester will be of 16 weeks duration. The course would be under Dual specialisation scheme, where by a student can choose two specialisation areas of his or her choice out of the broad streams of five-specialisations offered.

3.2 In all there would be 28 papers of which 8 are specialization papers, 4 each from two different streams. Each paper will be of 60 contact hours and three hours examination at the end of the respective semesters. Each paper carries 100 marks divided in between internal assessment and external examination in the ratio of 40:60.

3.3 Lecture by faculty, student presentation, assignment writing and submission, case discussion, practical training, seminar and internal examinations (minimum two) on the subject are the pedagogy to be followed.

3.4 Question paper pattern for external examination shall be in same model as followed in the scheme and syllabus implemented from 2000 admission .

SYLLABI OF MASTER OF BUSINESS ADMINISTRATION (M.B.A.) NON CREDIT

4. Section I – Core subjects

4.1 Semester I (700 Marks)

1. Economics for Managers
2. Accounting for Managers
3. Mathematics and Statistics for Managers
4. Business Law
5. Managerial Communication
6. Principles and Practice of Management
7. Information Technology for Managers

4.2 Semester II (700 Marks)

8. Financial Management
9. Operations Research for Managers
10. Marketing Management
11. Organisational Behaviour
12. Human Resource Management
13. Production and Operations Management
14. Research Methodology for Managers

4.2.1 After the IInd Semester examination, students have to undergo summer placement / organisational training / in plant training in reputed organizations for a period of one month and the students are required to submit their reports within 14 days of reporting to the department after their placement training.

4.3 Semester III (700 Marks)

15. Indian Business Environment.
16. Indian Management Ethos and Practice
17. Management Information System
18.
19.
20.
21.

Optional – four papers mutually selected by the faculty and the students from the stream of specialization offered

4.3.1 After the IIIrd semester examination the students should start the project work on a live managerial problem involving field study for duration of about 8 weeks. The students are required to submit their Project Reports within 30 days of reporting to the department after their project work

4.4. Semester IV (700 +100 +100 = 900 Marks)

22. Strategic Management
23. Project Management
24. Materials Management

25.
26.
27.
28.

Optional – four papers mutually selected by the faculty and the students from the stream of specialization offered

29. **Project Report** (100 Marks) External Valuation only
30. **Viva Voce** (100 Marks) external Valuation only.

5. Section II - Specialisation Streams

5.1 Finance

1. Security Analysis & Investment Management
2. Risk Management and Derivatives.
3. Portfolio management
4. Cost Systems & Control
5. International Finance
6. Indian Financial Systems & Services
7. Strategic Financial Management
8. Working Capital Management
9. Money and Capital Market
10. Venture Capital Management

5.2 Marketing

1. Industrial Marketing
2. International Marketing
3. Consumer Behaviour
4. Services Marketing
5. Advertising Management
6. Marketing Research
7. Sales and Distribution Management
8. Retail Management
9. Supply Chain Management
10. Product and Brand Management

5.3. International Business Management

1. International Business Environment
2. Management of Foreign Trade
3. Management of International Business
4. Emerging Trends in International Business (Globalisation & After)
5. International Capital Markets & Financial Agencies.
6. International Financial Management.
7. International Marketing Management
8. Country Studies.
9. Management of Joint Ventures.
10. International Human Resource Management

5.4. Human Resource Management

1. Managerial Performance Appraisal.
2. Recruitment, Selection and Placement.
3. Management Training and Development.
4. Wage Salary Administration.
5. Organisation Development
6. Comparative Management Systems.
7. Labour Laws.
8. Management of Industrial Relations
9. Human Resource planning and Development
10. Managing Self and Others

5.5 Information Technology & Systems (Depending upon the department's resource availability/capability)

1. Data Base Management in Business.
2. Enterprise Resource Planning
3. Emerging Trends in IT/E-Commerce.
4. Software Project Management.
5. Advanced Operations Research.
6. System Analysis and Design
7. Business Process Reengineering
8. Management support Systems
9. Electronic Commerce (E-Commerce)
10. Business Data Networks

6. Examination and Grading

At the end of each semester there will be a written external examination of 3 hours duration for all the papers conducted by the university. Separate minimum of 50% marks in the external examination and internal assessment are required for a pass. Candidates will be declared to have passed the course only when they secure the required minimum for external examinations and internal assessment including project report and viva-voce examination.

The internal assessment marks are to be awarded by assessing the students for each subject by the concerned faculty on the basis of the following components:

Components	Attendance	Seminar/ Present-ation	Assignment	Initiative and Class participation	Sense of Responsibility And positive Attitude	Class Tests	Total Marks
Marks	5	5+5	5	5	5	10	40

The head of the department offering the MBA course should compile the internal assessment marks of each subject and display the same on the notice board. The Head of the Institution should forward the internal assessment marks to the office of the Controller of Examinations of the university before the commencement of the external examination of the respective semester.

6.1 Marks and award of the Degree

The grand total marks of the MBA programme is 3000. There would be separate minimum for internal and external examinations. A candidate who secures a minimum of 50% of the total marks in each paper shall be declared to have passed the examination in that paper. On securing 50% marks on the aggregate for all the papers (University examination and the internal assessment) the student will be qualified for the award of the MBA degree.

Students obtaining aggregate of 50% but less than 60% in Viva, Project Report, Internal and External written examinations together shall be placed in the Second class. Students securing 60% or above in the aggregate as stated above shall be declared to have passed in the First class.

A student shall be declared to have passed in first class only when he successfully completes all the examinations in all the semesters during the course of study, ie, a period of continuous two years. A student shall be ranked as Ist, IInd and III rd etc, only when he / she successfully completes all the examinations during the course of study.

A student shall be allowed to reappear in a written examination in any paper or papers in which he / she fails to get the pass minimum of 50%. Cancellation of any examination taken by the student will not be permitted. There shall be no improvement examination.

In case a candidate fails to secure the minimum of 50% marks in the internal assessment / examination, he / she has to secure the required minimum through reappearance. In such failures, the result of the candidate in the paper concerned will be announced only after the candidate secures the required minimum in the internal assessment.

A student who has discontinued after I or II or III semester examination may be readmitted to the next semester along with next or subsequent batches, provided the University permits him / her based on the remarks of the Head of the Department subject to the availability of seats in the batch concerned.

6.2 Transitory Provisions: Notwithstanding anything contained in these provisions, the Vice Chancellor has the power to provide by order modifications as may be necessary.

6.3 All other criteria unless otherwise specified shall be the same as per the general regulations for P.G. courses followed by Kannur University.

Semester – I Paper - 1

ECONOMICS FOR MANAGERS

60 Contact hrs -100 marks

1. General Foundations of Managerial Economics, Circular flow of activity, Nature and scope of managerial economics - fundamental concept - basic technique of managerial decision-making - application of economic theories in decision making. Nature of the firm - Forms of organizations - Objectives of firms.
2. Demand analysis and estimation - meaning of demand - determinants of demand - types of demand - individual, market and firm demand, Elasticity measures and business decision making, law of demand - elasticity of demand - demand forecasting - methods of forecasting demand - essentials of good forecasting.
3. Production Analysis - production function - laws of production - economy diseconomy of scale -laws of returns and business decision.
4. Cost Analysis - Various concepts of cost - cost output relationship - Application of marginal costing in business decisions - cost control and cost reduction.
5. Pricing - theory of price – determination – price determination under perfect competition – under monopoly - under monopolistic competition – under oligopoly – pricing policies and practices – pricing of a new product.
6. The firm in theory and practice – economic theory of the firm – the behavioral theory of the firm - managerial theories of the firm – profit concepts & analysis –

Reference:

1. Hirschey : Economics for Managers
2. Dewett. K.K. : Modern Economic Theory
3. Maheswari : Managerial Economics
4. Deal, Joel : Managerial Economics
5. Vanluey R.C & Maheswari K.C. : Managerial Economics
6. New Berry : Business forecasting
7. Colin gilhgan : Business Decision making
8. Alec Chirystal.K : Economics for Business & Management.

Semester – I Paper - 2

ACCOUNTING FOR MANAGERS

60 Contact hrs - 100 marks

1. Book-keeping and Accounting - Branches of Accounting - Concept and Role of Financial Accounting and Management Accounting - International Accounting Standards.
2. Financial 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 - Groups interested in Accounting Information
3. Capital and Revenue Expenditure and Receipts - Depreciation - Meaning – Causes and Methods of Calculating Depreciation: Straight Line Method, Diminishing Balance Method and Annuity Method.
4. Cost Accounting – objectives – importance & Advantages of Cost Accounting – Understanding and classifying cost – Elements of cost – Direct Material – Direct Labour – Direct Expenses – Overheads.
5. Marginal Costing – concept of marginal cost – absorption cost Vs marginal costing – preparation of marginal cost statement - cost – volume – profit analysis – preparation of break-even charts-
6. Management Accounting- Evolution – Objectives – Utility and Limitations
7. Financial Statement Analysis – Funds Flow and Cash Flow Analysis – Ratio Analysis

References:

1. Ashok Sehgal & Deepak Sehgal : Advanced Accounting Vol. I
2. Tulsain : Fundamentals of Accounting
3. R.L.Gupta. : Fundamentals of Accountancy
4. S.N. Maheswari & S.K. Maheswari : Accountancy Part I & II
5. S.N. Maheswari : Financial Accounting
6. S.P.Jain & K. L..Narang : Advanced Cost Accounting
7. S.P.Iyengar : Cost Accounting – Principles & Practices
8. S.P. Gupta : Management Accounting
9. Manmohan & Goel : Principles of Management Accounting

Semester – I Paper - 3

MATHEMATICS & STATISTICS FOR MANAGERS

60 Contact hrs – 100 marks

1. Matrices and Determinants – Matrices – Definition scope – order of a matrix – different types of matrices – square matrix – row matrix – column matrix – unit matrix – null matrix – Transpose of a matrix – matrix operations – Addition (subtraction) scalar multiplication of matrices – Determinants of order 2 and 3 – singular matrix – minor and co-factor – adjoint of a matrix – Inverse of a matrix – Solution of linear simultaneous equations by 1) using the inverse of a matrix 2) Cramer's rule – Rank pf a matrix – consistency of a system of linear equations Application to input – output analysis.

2. Basic calculus and applications – Differential calculus – standard forms (excluding trigonometric functions). Rules of differentiation – optimization of functions of one variable – Application to economic order quantity model – Application to profit maximization model involving pricing and output decisions – integral calculus – Rules of integration – standard forms – integration by parts – definite integrals – application to marginal and total cost functions.

3. Collection and presentation of data – frequency distribution – measures of central tendencies – Mean – media – Mode – Geometric Mean – Harmonic mean – Measures of dispersion – Range – Quartile deviation Mean deviation – standard deviation – coefficients of Dispersion – skewness and kurtosis.

4. Probability and Probability Distribution. Sample space - Probability of event independence – Bayes Theorem – Probability density functions - Binomial Distribution Poisson Distribution – Normal Distribution.

5. Sampling methods – Sampling theory – concept of standard error – significance of testing – T test, F test, Z test. Hypothesis testing – Analysis of variance in two – way classification – chi square Test. Correlation and Regression – Coefficient of correlation – Regression analysis –

6. Time series – Components of time series – Measures of Trend – methods of least squares – scope in business.

References:

1. Croxten & cowden : Practical Business statistics
2. Proddington : Statistics & their applications to commerce
3. Gupta.S.C. : Fundamentals of statistics
4. Gupta.S.P. : Advanced Practical statistics
5. Raghunathan & others : A text book of Business mathematics
6. Burtor V. Deen Maurice. W Sasieni & Shiv.K. Gupta : Mathematics for Modern Management
7. Terry Lucy : Quantitative Techniques

Semester – I Paper - 3

BUSINESS LAW

60 Contact hrs – 100 marks

1. Law of contracts – definition – essentials of a valid contract – kinds of contract – offer and acceptance – capacity to contract – discharge of contract – breach of contract – remedies of breach of contract.
2. Sale of good Act - Contract of Sale and agreement to sell – Conditions and warranties transfer of property – rights an duties of seller and buyer – right of unpaid seller –
3. Negotiable instruments – Meaning and important features of negotiable instruments.
4. Indian companies Act – company – definition – characteristics – promotion – Memorandum – Articles – Prospectus – Membership in a company – modes of acquiring and terminating membership – rights and liabilities of member – management of company.

   Directors – appointments – rights – duties and liabilities of directors – vacation and removal of directors.
5. Company meetings – Kinds of company meetings – Requisites of a valid meeting – proper authority – minutes – winding up of joint stock companies – Liquidators.
6. Labour laws – Factory Act – Industrial Dispute Act – Trade Union Act – Workmen's compensation Act – Minimum Wages Act.

Reference

1. N.D.Kapoor : Elements of Mercantile Law
2. Anson : The Law of Contracts
3. Sharary .A.K. & Sha .N.K : Business and Economic Law
4. Tandon.M.P : Text Book of Company Law
5. Pollok and Mulla : Sale of Goods Act
6. Pollok and Mulla : Indian Contract Act
7. Indian Companies Act with Amendments.

Semester – I Paper - 5

MANAGERIAL COMMUNICATION

60 Contact hrs – 100 marks

1. Principles of communication – Types of communication – Methods and media of communication – Process of communication – Barriers to communication – Strategies for improving communication effectiveness.
2. Managerial Communication – Introduction – Need for organizational communication – Importance – Principles of effective organizational communication – Management by communication – Causes of poor organizational communication – Types of organizational communication relations – Cross culture communication – Motivating and influencing – communication for inter personal influence – Leadership styles and Communication – Essentials of effective leadership communication – Crises management and communication.
3. Verbal and non-verbal communication in business – Characteristics – Principles – Structures and methods – Speaking skills – Listening skills – Non-verbal communication – Mannerisms – Body language – Proper attitude – Etiquette at the work place.
4. Written communication – Principle, structures and methods of written communication- Written instruments of business communication – Sales letters, memoranda – Directives and instructions – Notices – Reports – Memos – Agenda – Proposals – Minutes – manuals – Brochures – House journals – Professional papers – Agreement documents – Press release – Common errors in written English in India.
5. Impact of information technology on communication – Role of computers – Impact of multimedia – Information super highway – Internet – Requirements for the future.

Reference:

1. Jasmin.S & Bright.JS. : Business letter writing
2. Carrad.HL : English & commercial correspondence
3. Herta.A , Murphy & Charles R.Pick: Effective business communication
4. William M. Chute & Erwin : Communication in business & Industry
5. A. Ashley :A handbook of commercial correspondence
6. Barry Eckhouse :Competitive communication
7. Vilanilam.J.V : More effective communication
8. Joel Whalen D : I see what you mean – Persuasive business communication
9. Raymond V & others : Business Communications

Semester – I Paper - 6

PRINCIPLES AND PRACTICE OF MANAGEMENT

60 Contact hrs – 100 marks

1. Introduction: The concept of management; development of management thought – schools of Management thought – classical, neo-classical and modern; the process of Management. Emergence of modern management thoughts. Overview of management function.
2. Planning: Nature and Purpose of planning; types of plans, objectives of plans – Premises; decision-making; forecasting and planning; planning process; limits of planning. Strategic planning & implementation - an introduction.
3. Organizing: Nature and purpose of organising; organisation levels and span of management; departmentation – line and staff relations centralization and decentralization Delegation of authority; Formal and informal organisation. Types of emerging organisation structure, organisation design & contingency factors.
4. Organisation environment-inter-organizational relationship and organizational effectiveness.
5. Staffing: Nature and purpose; an introduction to acquisition, maintenance development and retention of personnel in organisation.
6. Directing: In introduction to leadership & motivation; communication – An introduction.
7. Controlling: The control process – common types of standards used in control process – control technique.
8. Key issues in Modern Management: Managers and their external environment; social responsibility of business and business ethics; easternisation of management, corporate Governance.
9. Case discussion and analysis

Reference:

1.	Dalton E. McFarland	:	Management : Foundations & Practices
2.	W.Jack Duncan	:	Management – Ideas and Practices
3.	Banerjee.S	:	Principles & Practices of management
4.	Prasad.L.M	:	Principles of practices of Management
5.	Koontz & O.Donnel	:	Management – A Systems Approach
6.	Stoner & Wantel	:	Management
7.	Peter Drucker	:	Managing for the future
8.	Peter Drucker	:	The Practice of Management
9.	Dale	:	Management Theory and Practice.
10.	Terry G. R	:	Management
11.	John Argenis	:	Management Techniques

Semester – I Paper - 7

INFORMATION TECHNOLOGY FOR MANAGERS

60 Contact hrs - 100 marks

1. Computer processing techniques – Batch processing – on line – real time – Multi programming – Multi processing – Time-sharing.
2. Spreadsheet: Features of spreadsheet-MS Excel – Features of MS Excel; Functions in Excel: Financial functions: NPV, IRR, PMT, IPMT. Statistical functions: AVERAGE, MEAN, MEDIAN, AVEDEV, CORREL, STDEV and RANK. Database functions: DAVERRAGE, DMAX, DMIN, DSUM; Graphics in Excel.
3. Business applications of Excel: Managerial decision-making with Excel; Model development with Excel; Financial analysis using Excel: Break-even analysis, budgeting and ratio analysis with Excel; Inventory management with Excel, Investment appraisal with Excel. Goal seek, pivot table and scenario management for decision-making.
4. MS Access: features of MS Access; Database design in Access- creating table in design view, creating table with wizard, creating table by entering data; Form design with Access; Query design and running in Access- query in design view; query design with wizard; Report design in MS Access- report design with wizard, report design with design view; Using MS Access for business decisions - .
5. Networks and electronic data transfer – Data communication and transmission devices – Networking – Local Area Networks/Wide Area Networks/ Distributed processing networks – Internet - Electronic data inter change – E-mail, World Wide Web (WWW) – FTP, News groups, search engines, portals, Electronic fund transfer – Video conferencing
6. Security issues in E-commerce: security risks in e-commerce, security tools and risk management, IT Act 2000- digital signature, digital signature certificates, e-governance, electronic records, certifying authorities, network appellate tribunal, penalties.

Reference:

1. Effy OZ : Management Information System
2. Efraim Turban, Jae Lee, David King and Michael Chung : Electronic Commerce
3. Ravi Kalkotta and Andrew B. Whinston : Frontiers of Electronic Commerce
4. Heary Chan, et.el. : E-Commerce, John Wiley & Sons.
5. Edward C.Willet : MS Office
6. MS Excel 2000.
7. B.Kannan & R.Krishnan : Computer applications in business
8. V.Rajaraman : Fundamentals of computers
9. C.W.Year : Computer organization and programming.
10. Tanenbaum .A.S. : Computer networks

Semester – II Paper - 8

FINACIAL MANAGEMENT

60 Contact hrs. – 100 marks

1. Nature and scope of financial management – Finance functions – Treasury Vs controller functions – Investment decisions – Financing decisions – Dividend decisions – Changing role of financial management.
2. Investment decisions – Capital budgeting process – Basic principles of capital expenditure proposals – Various appraisal methods – Capital rationing – Investment appraisal methods in practice.
3. Financing decisions – Sources of finance – Debt, preference and equity capitals operating and financial leverage – Total leverage – Capital structure theories – net income and net operating income approaches – Optional capital structure – Factors affecting capital structure – EBIT/EPS and ROI & ROE analysis – Capital structure policies in practice
4. Dividend decisions – Dividend theories – Modigilani Miller hypothesis – Dividend policies – Dividend policy and share valuation – Corporate dividend practices in India.
5. Working capital policy – Overall considerations – Importance of working capital management – Components of working capital – Actors affecting the working capital requirements – Profitability liquidity trade off – Estimating working capital requirements – Finance manager's role in working capital management.
6. Inventory management – need for inventories and the importance of inventory management techniques of management of inventory – Economic Order Quantity –EOQ model – Re-order point safety stock – Selective inventory controls- ABC analysis.
7. Cash management – Important factors affecting cash balances – Optimum cash balances – Cash budgeting – management of collection and disbursement – Cash management models.
8. Receivable management – Credit policy variable credit standards – Credit period discounts-Credit evaluation – Credit decision control of receivables.
9. Case discussions and analysis

References:

1. Pandey.I.M : Financial Management
2. Eugene F. Brigham & Michael C. Ehrhardt: Financial Management Theory & Practice
3. Brigham & Houston : Fundamentals of Financial Management
4. James C Van Horns : Financial Management & Policy
5. Prasanna Chandra : Financial Management – Theory & Practice
6. Ravi .M Kishore : Financial Management.
7. Rajesh Kothari & Bobby Dutta : Contemporary Financial Management
8. Rustagi : Financial Management

Semester – II Paper - 9

OPERATIONS RESEARCH FOR MANAGERS

60 Contact hrs. – 100 marks

1. Introduction to operation research – Decision making through operation research – Nature & Significance of operation research – OR approach definition – Models and modeling in OR – General methods for solving OR models – methodology of OR. Application and scope of OR – Basic OR models.
2. Programming techniques – Linear programming and applications – Linear programming graphical methods – Simplex methods maximization problems – minimization problems and problems involving artificial variables – Concepts of duality – Sensitivity analysis.
3. Transportation problem – Transportation algorithms – North west corner method (NWCM) – least cost method (LCM) – Vogeli approximation method (VAM) – Modi method – Degeneracy in transportation problem.
4. Assignment problem – Solution methods of assignment problem – Enumeration method – Simplex method – Transportation method – Hungarian method.
5. Decision theory – Steps in decision theory approach – Types of decision making environment – Decision making under certainty, risk and uncertainty – Decision criteria – revision of probability – Decision trees.
6. Network models – PERT and CPM – Steps of PERT/CPM techniques – PERT/CPM network components and precedence relationships – Rules for network construction – Critical path analysis – Determining the critical path – determining the floats and slacks – crashing of activities – Determination of PERT times – Resource allocation.
7. Inventory and waiting line methods – Inventory control – Deterministic models – Probabilities models – Queing models – Simulation – Monte-Carlo simulation.

Reference:

1. Gupta.M.P. & J.K.Sharma : Operation research for management
2. Fatryckey .W.J., P.M.Ghare & P.E. Torgessen: : Applied operations research and Management Sciences
3. Ecker.J.G. and M.Kupfer schmid : Introduction to operation research.
4. Banerjee.B : Operation Research – Techniques for Management
5. Waynel. Winston : Operations Research
6. Robert J Thierauf : An Introductory Approach to Operations Research
7. N.L.Enrick : Management Operations Research

Semester – II Paper - 10

MARKETING MANAGEMENT

60 Contact hrs. – 100 marks

1. Concept, nature and importance of marketing; Evolution of marketing concept; Marketing environment; Marketing Mix; marketing of services.

2. Product and pricing decisions- Concept of product; product line and product mix; new product development; packaging and branding; brand extensions; Pricing decisions- factors influencing price decisions; pricing strategies; Product life cycle stages and strategic marketing decisions;

3. Promotion and Distribution-Promotion mix; Promotion mix; advertisement budget; media planning; measuring advertisement effectiveness. Sales promotion - objectives, tools and techniques. Distribution channels- physical distribution decisions; channel intermediaries; channel management. Wholesaling and retailing- retail marketing, retail formats;

4. Market segmentation, targeting and positioning – levels and patterns of segmentation; effective segmentation; market targeting; positioning methods and strategies. Marketing research- Scope and types of marketing research; sales forecasting techniques.

5. Consumer behaviour- buying roles and behaviour; models of buying decision; factors influencing buying decision. Marketing organization and control systems- organizing marketing department; marketing control techniques- annual plan control, profitability control, strategic control.

6. Case discussions and analysis

Reference:

1. Kotler, Philip and Gary Armstrong : Principles of Marketing
2. Stanton, W.J. : Fundamentals of Marketing.
3. Saxena, Rajan : Marketing Management
4. Kotler, Philip : Marketing Management
5. Ramaswamy, V.S. and Namakumari S : Marketing Management
6. Neelamegham, S : Marketing in India: Cases and Readings.
7. Perreault, William D (Jr) & McCarthy, Jerome E : Basic Marketing
8. McDaniel, Lamb & Hair : Introduction to Marketing
9. Stanton William J. : Marketing
10. J.C.Gandhi : Marketing
11. William.J : Principles of management
12. Boyed : Marketing management and administrative action

Semester – II Paper - 11

ORGANISATIONAL BEHAVIOUR

60 Contact hrs. – 100 marks

1. Organizational basis for behaviour – contributing disciplines to the OB field – Why managers require a knowledge of OB – Need for a contingency approach to the study of OB – Emerging challenges and opportunities for OB – The organization as a system – System approach to organizational behaviour – Managerial functions – The organization and people.
2. Basic psychological process – Perception – Factors influencing perception – Attribution theory – Specific applications in organizations – Learning – Theories of learning – Using learning concepts for self management- implications for performance and satisfaction – Remembering – Basic motivational concepts – Theories of motivation – Implication for performance and satisfaction.
3. Personality – determinants pf personality – Theories of personality – Major personality attributes influencing organizational behaviour – Building and maintaining the self values, attitudes and job satisfaction – Ethical issues in organizational behaviour – Mental & health problems in organizations – role of couselling.
4. Group dynamics and intergroup relationships – Characteristics of work group – Basic forces of group behaviour – Dynamics of effective operating groups – Work group behaviour and productivity
5. Team management – Styles and skills in leadership and communication – Power and politics in organization – Managing differences and conflicts – managing change – Organization and society.
6. Organizational development – Techniques of organizational development – Interventions – Grid management – Transactional analysis – Sensitivity training – Process consultancy.
7. Case discussions and analysis

Reference:

1. Fred Luthans : Organisational behaviour
2. Danial C. Fieldman and Hugh Arnold :Managing individual and group behaviour in organization
3. Henry Mintzberg : The structure of organization
4. Edwin Gerlof : Organisation theory & design
5. Robin..SP. : Organisational behaviour
6. Porter .L.W. Lawler .E.E & Hackman R: Organisational behaviour

Semester – II Paper - 12

HUMAN RESOURCE MANAGEMENT

60 Contact hrs. – 100 marks

1. Introduction to personnel management – Historical development – Sociology of Indian worker – profile of Indian managers – Definition, nature and scope of personnel management – Principles and approaches to personnel management – Personnel department – Structure and functions – Relation to total organization.
2. Human Resources procurement (HRP) – Manpower planning and human resource accounting – Recruitment – Selection – Induction – Placement – promotion and transfer.
3. Human Resources development (HRD) – Training and development – Assessment of training needs and training methodologies – Evaluation of training schemes – Performance appraisal – Career planning and development
4. Human resources management (HRM)- Compensation – Wage and salary administration – Incentive schemes – Welfare administration – Employee welfare and benefit schemes – Human relations and participative management – Quality circles and quality of work life.
5. Management of differences and conflicts – Complaints and grievances – Grievance handling machinery and procedure code of discipline in industry – Disciplinary procedure – Domestic enquiry – New trends and issues in personnel management – Personnel management in 2000 – Computerization and personnel management – Personnel information system – Personnel research – Personnel records – Returns and registers.
6. Case discussion and analysis

Reference:

1. Snell, Bohlander : Human Resource Management
2. Arun Monappa & Mizra S Saiyadain : Personnel management
3. Edwin B Flippo : Principles of personnel management
4. George strauss and Leonard R. Sayles : Personnel – the human problems of management
5. Dale Yolder : Personnel Management and industrial relations
6. Michael Armstrong : A hand book of personnel management practice
7. C.B.Mamoria : Personnel management
8. C.S.Venkata Ratnam, : Personnel management and
   B.K.Srivasthava : Human resources

Semester – II Paper - 13

PRODUCTION AND OPERATIONS MANAGEMENT

60 Contact hrs. – 100 marks

1. Production as an organization function – Importance of production function – Scope of production and operation management – Characteristics of modern production and operation function – Strategic operations management – Operation strategies – Elements of operation strategy.
2. Production processes manufacturing and service operations – Classification of manufacturing processes – Product design and process design – Process planning and process design – Factors affecting process design – Process design procedures.
3. plant location – Nature – Location theories – Steps in location – Location models – Plant lay out – Factors influencing lay out – Principles of lay out – Lay out tools and techniques – Materials handling – Material handling principles – Organization for material handling selection and design of handling system.
4. Production/Operations planning & control – Factors determining production planning – Production planning system – Production control – elements of production control – Factors determining production control – Objectives of production planning and control – Role of production planning & control in operations management – Resource requirements planning – Shop floor planning and control.
5. Quality control – Organization for quality control – Quality control technique – Statistical Quality Control – Types of control charts – Total Quality Mangement – Quality Circles.
6. Plant maintenance – Meaning and definition – Scope – Importance – Objectives of maintenance management – Maintenance policy – Organisation for maintenance – Models for maintenance management – Implementation of maintenance programs.

Reference:

1. Starr. Martin K : Production management – Systems and synthesis
2. Elwood S. Buffa & Rakesh K. Sarin : Modern production/operations management
3. Norman Gaither & Greg Frazier : Operations management
4. Ray Wild : Operations Management
5. James B Dilworth : Production and operations management
6. Joseph G Monks : Operations Management
7. W Grant Ireson & Engene L Grant : Hand book of industrial engineering and management

Semester – II Paper - 14

RESEARCH METHODOLOGY FOR MANAGERS

60 Contact hrs. – 100 marks

1. Meaning of Research- Nature and Scope of Research Methodology- Applications and importance of research in managerial decision make - The Research Process and types of Research- Defining the Research Problem - Problem Formulation and Statement of Research Problem- Hypothesis of research.

2. Research Design- Types of Research Design - Exploratory, Descriptive, Diagnostic/Conclusive and Experimental Researches - Details and applications- Operational and Administrative structure for research - Sampling and Sampling Designs.

3. Methods & Techniques of data collection- Observational and other survey methods, Development and designing of tools of data collection - Attitude measurement scales - Levels of measurement and questions of Validity and reliability.

4. Fieldwork in research and data processing - Analysis and Interpretation of Data- Univariate analysis, Bivariate analysis - Correlation and Regression - Testing of Hypothesis - Applications -Parametric and Non-parametric tests - 't' test, One way ANOVA, two way ANOVA and Chi-square statistic - Essential ideas of Multivariate analysis of data, Factor Analysis, Discriminant Analysis - Use of Statistical Software Packages.

5. Reporting of research work – Types of Reports – Substance of Reports – Format of Report- Presentation of Reports.

References-

1. Bennet, Roger - Management Research
2. Claire & Morton- Research Methods in Social Relations
3. Neil J.Salkind - Exploring Research (3e)
4. Kothari C.R. - Research Methodology-Methods & Techniques
5. Taro Yamane - Statistics-An Introductory Analysis
6. Richar I.Levin - Statistics for Management

Semester – III Paper - 15

INDIAN BUSINESS ENVIORNMENT

60 Contact hrs. – 100 marks

1. Business Environment: Concept, significance, environmental factors; relationship between business and environment – business planning and environment.

2. Economic Environment: Patterns of Indian economy; characteristics of Mixed economy; sectors of economy and their relative importance, economic planning; growth with justice; rural development; implications of economic environment to business.

3. Social and Cultural Environment : Indian social structure; caste and family systems; religions, customs; culture; transitions – demographic changes, savings and consumption habits; Business implications.

4. State policies and GATT: Theory of Government intervention in Business – Nature of government intervention in India – recent trends; state policies affecting business – GATT Background, Trade related investment measures, Trade in Services, Introduction to Law of Patents, Copyright and Trademarks.

5. Technological Environment: Technological changes – R & D in India – implications to business.

6. Economic Legislation's: Central excise and sales tax – meaning and scope of excise duty, VAT , Cenvat,. Income Tax – An overview.

7. Indian Money and Capital Market – An overview of SEBI & its functions –NBFC's. Institutional structure and Finance: Term Finance and Working Capital. Insurance- Types of Insurance -Role and Functions of IRDA

References:

1. Agarwal AN : Emerging dimensions of Indian Economy.
2. Datta R and Sundaram KPM : Indian Economy.
3. Francis Cherunilam : Business Enviornment
4. Sivavya and Das : Indian Industrial Economy.
5. Sharma TR and Chanhall : Indian Industries.
6. Surinder P Pruthi : Economic and Managerial Environment.
7. Adhikary : Economic Environment of Business.
8. Colo AH : Business Enterprises in Social setting.
9. Sen Ak : A Handbook of Commercial Law.
10. Stefen H Rock & Kenneth Simmonds : International Business and Multinational Enterprises.

Semester – III Paper - 16

INDIAN MANAGEMENT ETHOS AND PRACTICE

60 Contact hrs. – 100 marks

1. Ethics – What ethics – Objectives of ethics – Business ethics – Business ethics and profits – The Unitarian view – The separatist view and the integration view – Nature of ethics in business – Characteristics of business ethics – Need for business ethics – Agreements against business ethics – Evolution of business ethics as a field of study.
2. Indian ethos for management – Basic principles pf management as per ancient Indian wisdom and insight – work life in Indian philosophy – Indian ethos for the work life – Indian values for the work place – Respect for elders – Respect for hierarchy and status - Rights and duties – Quality of work life in Indian philosophy – The concept of ethics in work life according to Bhagavat Gita.
3. Value oriented Holistic management – Importance of character – Values – Wholeness – Goodness – Courage – Self discipline – Living by inner truth – Dharma of organization/management – Value driven management – Exploitation of nature – Man-machine equation – Indian culture and wisdom – Ethical/spiritual values – Management effectiveness based on values – Need of value based holism in management in India – Ever changing world – Our future.
4. Role of legislation & other bodies in enforcing ethical business behaviour – Relationship between law and ethics – Role of the Govt, of India in enforcing ethical behaviour – Indian constitution – Indian business laws and their impact on ethical business behaviour.
5. Relationship between ethics & corporate excellence – Corporate mission statement – Code of ethics – Organizational culture – Total quality management.
6. Case discussions and analysis.

Reference:

1. Larue Tone Hosmer : The ethics in Management
2. Naresh B Shah : Values/ Ethics in management Relevance & Application
3. S.A.Sherlakar : Ethics in management
4. David Murray : Ethics in organization
5. George A Steiner : Business & Society
6. Ajanta E Chalravarthy : The Geeta & the Art of Successful management
7. La Rue Hosmer : Moral Leadership in Business.

Semester – III Paper - 17

MANAGEMENT INFORMATION SYSTEM

60 Contact hrs. – 100 marks

1. Evolution of MIS: Concepts; framework for understanding and designing MIS in an organisation; MIS and other related disciplines: MIS and Management Accounting, MIS and Computer Science, MIS and OR, MIS and Organisational Behaviour, MIS and Management.
2. Concept of information; definition, features, types, process of generation and communication; quality and value of information; information overload; techniques for managing overload; summarising; filtering; inferences and message routing. System concept; definition, types and characteristics of system-control in systems: feedback: positive and negative; negative feedback control system, input, process and output control; law of requisite variety.
3. Structure of MIS: Basic structural concepts: formal and informal information systems; public and private information systems; multiple approaches to the structure of MIS: Operational elements (physical components, process, and outputs for users), activity subsystems, functional subsystems and decision support – synthesis of multiple approaches into a conceptual structure for MIS.
4. Information systems: Transaction Processing Systems, Office Automation Systems, Information Reporting Systems, Decision Support Systems, Executive Support Systems, expert systems and Enterprise Resource Planning Systems.
5. Systems Development and Implementation: System development methodologies; SDLC approach; prototyping approach and user development approach- Systems Analysis; systems Design; Concepts of database and database design; system implementation; management of information system projects; system documentation – information system audit.
6. Computer Networks: LAN, WAN; topologies; distributed data processing and client/server computing. Security of information resources; threats to information resources; security systems for risk management –social and ethical issues of information technology.

Reference:

1. O'Brien, James A : Management Information Systems
2. George M.Scott : Management Information Systems
3. Schultheis, Robert and Summer, Mary : Management Information Systems
4. Gordon B Davis, et. El : Management Information Systems
5. Kenneth C.Laudon and Jane P.Laudon : Management Information Systems – Managing the Digital Firm
6. Effy Oz : Management Information Systems
7. Haag, Cummings & Mccubbrey : Management Information Systems for the Information Age
8. Post, Gerald V and Anderson, David L: Management Information Systems
9. Rajaraman : Analysis & Design of Information Systems

Paper 18, 19, 20 and 21 are optional to be chosen two each (since dual specialization) from any of the specialization streams by the student in consultation with the faculty at the centre of education. The selection of the paper should be in such an order that one out of the first five and the second out of the next five papers in each stream. The head of the Institution has to intimate about the specialization papers chosen to the office of the Controller of Examinations of the University with in one month of commencement of the semester.

Semester IV Paper - 22

STRATEGIC MANAGEMENT

60 Contact hrs. – 100 marks

1. Evolution of business policy and strategic management as a field of study – nature and meaning of strategy – strategic planning- tactical planning – characteristics of strategic decisions- strategic management process – benefits and relevance of strategic management – growing relevance of strategic management in India.
2. Strategic formulation – mission and purpose – Business definition – Environmental appraisal – concept of environment – environmental scanning – Appraising the environment – organizational appraisal – strategic alternatives – classification of strategies – strategic choice – process of strategic choice – corporate portfolio analysis – industry, competitor and SWOT analysis – strategic plan.
3. Strategy implementation – issue in strategy implementation – project implementation – procedural implementation – structural implementation – functional implementation – behavioural implementation.
4. Strategy evaluation and control – strategic control – operational control – technique of strategic evaluation and control – essential features of effective evaluation and control – preventive control – contingency planning.
5. Case discussions and analysis.

Reference:

1. William Glueck : Business policy – Strategy formulation and Management Action
2. Rue : Strategic Management
3. Donal F Harvey : Business policy and strategic management
4. R.M.Srivastava : Management policy and strategic management
5. V.P.Michael : Globalisation, liberalization and strategic management
6. Francis Cherunilam: Business policy and strategic management
7. Azhar Kasmi : Business Policy
8. Bhattacharya : Strategic Management

Semester IV Paper – 23

PROJECT MANAGEMENT

60 Contact hrs. – 100 marks

1. Concept of project: generation and screening pf project idea; project formulation; market demand and situation analysis: Technical analysis; Financial analysis; Analysis of project risk; firm risk and market risk; Cost benefit analysis; social cost benefit analysis; Project report preparation.
2. Project planning: Developing project teams; Setting goals and getting commitment; Project Scheduling; Resource management; Project implementation and control; Project Control Tools; Environmental Appraisal of Projects.
3. Project implementation – Project management organization – Importance of project management organization – Monitoring and control of projects – Parameters for monitoring and control – Process of monitoring – PERT/CPM and network techniques in project monitoring and control – Computer based project management.
4. Completion of projects and post project evaluation - completion of projects and handing over to operation – Closure of contracts – completion cost of projects – Capitalisation of assets of projects.
5. Environmental appraisal of projects – Stresses on environment – Environmental impact assessment (EIA) and environmental impact statement (EIS) – Impact assessment methodologies.
6. Using Microsoft Project for project management: Major Features of MS Project and their application in project management. Tools for project scheduling and control.
7. Case discussions and analysis

Reference.

1. Bhavesh M Patel :Project management
2. Prasanna Chandra :Projects – Planning, analysis selection – Implementation & review
3. Vasant Desai :Project management and entrepreneurship
4. Harvey Maylor :Project Management
5. Jack R. Meredith :Project Management – A Managerial approach.
6. Ghattas, R.G. and Sandra L.McKee : Practical Project Management
7. Gray, Clifford and Larson,Erik : Project Management
8. Chandra, Prasanna : Projects: Preparation, Appraisal, Budgeting and Implementation
9. MS Project, MS Project Manual and Online Help.

Semester – IV Paper - 24

MATERIALS MANAGEMENT

60 Contact hrs. – 100 marks

1. Objective of material management – Importance of material management – Organisation for materials management - Transportation management – Warehousing – Organisation & control for logistic management.
2. Classification of materials – Classification and coding systems – Specification of materials – Standardisation – Elements of value analysis/engineering & quality control – Estimation of demand – concepts of dependent and independent demands – ABC, VED, FSN analysis – Materials audit.
3. Purchasing strategies – Purchasing policies and practices – Functions of purchasing department – Purchasing cycle – make or buy – Forward buying – speculative buying – Heading – Tender buying – Rate/running contract – Systems contracting – Blanket order – Reciprocity – Bazaar purchase – Sub contracting – Source location – supplier evaluation – Supplier rating – Methodology of rating – Legal aspects of purchase procedures – Bid evaluation criteria – Foreign purchase – Import procedures.
4. Inventory control – Objectives of inventory control – Organisation of inventory – concept of operating cycle – Levels of inventory – Classification of inventory – Optimum inventory – Basic EOC formula – EOQ computation.
5. Material requirement planning – Inputs and outputs – Manufacturing resource planning – Production planning – Bill of materials (BOM) – GOZINTO matrix - Just in time inventory (JTT) concept – Zero inventory system – WIP inventory – GANTT charts – Concept of project inventory – Network analysis
6. Cases discussion and analysis

Reference:

1. Lamar Jr. and Donald W Dobler : Purchasing and materials management Text &cases
2. Dean S ammer : Materials management and purchasing
3. Gopalakrishna & Sandilaya : Purchasing strategy – Text & Cases
4. J.H.Greene : Production & inventory control handbook
5. Richard J Tersine : Materials management and inventory systems
6. K.Aswathappa & K Shridhara Bhat : Production and operation management

Paper 25, 26, 27 and 28 are optional to be chosen two each (since dual specialization) from any of the specialization streams by the student in consultation with the faculty at the centre of education. The selection of the paper should be in such an order that one out of the first five and the second out of the next five papers in each stream. The head of the Institution has to intimate about the specialization papers chosen by the students to the office of the Controller of Examinations of the University with in one month of commencement of the semester.

5. Section II Specialisation streams

5.1.Finance. 1

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

60 Contact hrs – 100 marks

1. Investment Environment- Real estates and financial assets - short term &long term -call money , treasury bills, discounting of bills , equities, bonds, debentures, fixed deposits, mutual fund units, tax sheltered saving schemes , life insurance and pension products securitized and non securitized investments, warrants and convertibles and non convertibles , financial derivatives - investment process
2. Securities Market- Primary & secondary -Structure and functioning of the market, stock exchanges- listing ,trading and settlement procedures- NSE , BSE, Indo-next, important international stock exchanges- depositories -recent developments -stock market indices -BSE SENSEX, Nifty and others - calculation of index
3. Risk And Return- systematic & unsystematic risk - calculation of beta - using beta to estimate return - expected risk & return -Significance of beta in the portfolio theory – estimation of beta from historical share prices, market risk
4. Economic , Industry & company Analysis- economic forecasting & investment decision - economic forecasting methods -industry analysis -classification schemes -key characteristics -industry life cycle -company analysis -financial and non financial factors -efficient market theory - strong ,semi strong weak -random walk hypothesis
5. Technical analysis - concept -types of charts -Dow theory -price pattern -support and resistance levels -relative strength analysis -moving averages -breadth of the market -volume -momentum -confidence index -contrary opinion theory -oscillators - stochastic-Elliot wave theory
6. Derivatives- Options – put and call options, -Trading-margin -valuation-binomial option pricing model -Black schools model -index options .Futures -hedgers &speculators -contract -markets -returns -expected &current spot prices -futures options -index future
7. Mutual funds - concepts & objectives - types &classification-organization &management - services provided -advantages -Indian scenario

References.

1. Dr.V.A.Avadhani : Security analysis and portfolio management
2. Fisher & Jordan : Security analysis and portfolio management
3. Dr.V.A.Avadhani : Indian capital markets
4. Jack Clark Francis : Investment analysis & Management
5. Dr.S.Gurusamy : Financial markets and institutions
6. Willian F Sharpe and others : Investments
7. Jerome Cohen : Investment Analysis & Portfolio Management
8. Kevin : Security And Portfolio Management
9. V.K. Bhalla : Investment Management
10. Alexander, Sharpe & Bailey : Investments
11. Prasanna Chandra : Managing investments.
12. Raghunathan : Stock exchanges & Investments

5.1.Finance. 2

RISK MANAGEMENT AND DERIVATIVES

60 Contact hrs. 100 marks

1. Investors and risk management – Evaluating the risk and return of individual securities and portfolios – Diversification, asset allocation and expected returns – Diversification and risk management – Bankruptcy costs and cost of financial distress – Taxes and risk management- Optimal capital structure and risk management – Should a firm hedge to reduce risk – Financial distress and investment.
2. Measuring risk for corporations – Measuring value at risk in a financial firm – Implementing VaR – Measuring cash flow at risk in a non-financial firm – VaR, CaR and firm value – The impact of projects on VaR – Managing firm risk measured by VaR or CaR – Reducing the cost of risk for a given level of VaR or CaR
3. The growth of derivatives markets – Types of derivatives – Participants in the derivatives world – Uses of derivatives – Effective study of derivatives - using derivatives the right way for risk management
4. Basic principles of stock options – What options are and where they come from – Why options are a good ides – Where and how options trade – The option premium – Profits and losses with options – Basic option strategies – Using options as a Hedge – Using options to generate income – Profit and loss diagrams with seasonal stock positions – Improving on the market.
5. Option pricing – Historical evolution – Arbitrage and option pricising – Intuition into black-Scholes – The Black-Scholes option pricising model – Calculating black-Schole prices from historical data – Implied volatility – Using Black-Scholes to solve for the put premium – Option Greeks – Other derivatives
6. Fundamentals of the futures market – The concept of futures contract – Market Mechanics – Market participants – The Clearing Process – Principles of futures contract pricing – Spreading with commodity futures – Hedging with Forwards, Futures and Option contracts.

Reference.

1. Robert A. Strong : Derivatives - An Introduction
2. Rene M. Stulz : Risk Management and Derivatives
3. Suresh Sundaresan : Fixed Income Markets and Their Derivatives
4. Robert A. Strong : Portfolio Construction, Management & Protection.
5. Bhalla V.K. : Financial Derivatives
6. Hull, John C : Introduction to Futures and Option Markets
7. Cox John C and Rubinstein : Option Markets.

5.1.Finance. 3

PORTFOLIO MANAGEMENT

60 Contact hrs. 100 marks

1. Portfolio Management- Introduction to Portfolio Management – Portfolio Analysis- Risk and Return – Setting Portfolio objectives – Valuation of Bonds and Shares – Portfolio construction.

2. Portfolio Selection- An Optimum Portfolio Selection problem – Markowitz Model – single Index Model.

3. Capital Asset Pricing Model- Arbitrage Pricing Theory.

4. Portfolio Revision- Portfolio Investment Process – Meaning of Portfolio Revision – Need for Portfolio Revision – Constraints in Portfolio Revision – Portfolio Revision Strategies – Formula plans.

5. Portfolio Evaluation- meaning of Portfolio Evaluation, Need for Evaluation – Measuring Portfolio Return – Risk Adjusted Returns- Sharpe Ratio, Treynor Ratio, Jensen's performance index.

6. Portfolio protection and emerging topics – Principles of futures market – Benching the Equity players – Removing interest rate risks – Integrating derivative assets.

References-

1. Alexander, Gordon J and sharpe William, F : Fundamentals of Investments
2. Bhalla, V.K. : Investment management
3. Elton, Edwin Jand Gruber, Martin J Modern : Portfolio Theory and Investment Analysis.
4. Lee Cheng F. etc Security Analysis and Portfolio Management
5. Markowitz Harry M Mean. :Variance Analysis in Portfolio Choice and Capital market
6. Kevin :Security And Portfolio Management

5.1.Finance. 4

COST SYSTEMS AND CONTROL

60 Contract hrs – 100 marks

1. Cost systems – methods of cost finding – job costing – estimating in job costing – recording costs in job systems – batch costing – contract costing – process costing – recording of costs under process costing – normal loss – abnormal loss and abnormal game – inter process profit – operating costing – nature – installation of costing system – pre requisites of a good costing system – difficulties in installing a costing system.
2. Marginal costing and break-even analysis – Marginal costing – Nature & scope – Marginal cost determination – Cost-volume-profit (CVP) relationship – break even analysis – Graphical presentation – Construction of break even charts – Limitation & uses of break-even charts – Marginal costing Vs absorption costing.
3. Budgetary control – Budget & budgetary control – Procedure in budget preparation – Establishment of budgets – Functional & master budgets – Budget reports – Sales budget – Production budget – Materials budget – Purchase budget – Labor budget – Production over head budget – Production cost budget – Other functional budgets – Cash budget – Master budget – Flexible budgets – Research and development cost budget and control – zero base budgeting (ZBB) – performance budgeting – Programme budgeting – Divisionalisation and performance measurement.
4. Standard cost and analysis of various – Standard costing – Nature and scope of cost control – Establishment of standard costs – Analysis of variances – Computation of simple variances – Direct materials cost variances – Direct wages variances – Variable overhead variances – Fixed overhead variances – Sales variances – Profit (or loss) variances – Planning and operating variances – Causes and disposition of variances – Investigation of variances.
5. Cost reduction & value analysis – Cost reduction – Nature and scope – areas of cost reduction campaign – Major difficulties in cost reduction – Cost reduction and its organization – Concept of value analysis and value engineering – Steps in value analysis – Strategic cost management.
6. Cost audit and management audit – Cost audit – Nature and scope – Cost audit in India – Management audit – Definition and objectives – Scope of management audit.

Reference:

1. S.P.Iyengar : Cost accounting
2. S.N.Maheswari : Management accounting and financial control
3. Jain & Narang : Advanced cost accounting
4. Khan & Jain : Management accounting
5. B.K.Bhar : Cost accounting – Methods & problems
6. Horngreen, Foster & Datar: Cost accounting – A managerial emphasis
7. Nigam & Sharma : Cost analysis and control – A managerial approach
8. James K Hickel : Cost effective organization.

5.1.Finance .5

INTERNATIONAL FINANCE

60 contract hrs – 100 marks

1. Balance of payments – Structures – Disequilibrium – Adjustment mechanism – Relation between balance of payments and foreign exchange rates – Theories of exchange rates – Macro economic factors affecting exchange rates – Effects of exchange rate changes.
2. Exchange rate determination – Under Bretton Woods system – The present system of floating rates – Value of Indian rupee – How it was and in determined – The recent trends in exchange rate of the rupee – The issue of convertibility of rupee.
3. IMF – its functions – Special schemes of landing – Conditionalities of IMF loans – IMF's role in providing international liquidity SDR's – International financial markets and instruments.
4. Foreign exchange markets in India – The role of RBI – Markets abroad – Foreign exchange operations of banks – Exchange position and fund position – Vostro & Nostro accounts.
5. Forward markets – Forward margins – Factors affecting forward rates – Swap operation – arbitrage operations – Option delivery – Early delivery – Cancellation and extension of forward contracts.
6. Exchange rate quotations – Inter bank customs rates for different types of foreign exchange transactions – TTs, MTs, Drafts, Bill of Exchange – Meaning of transfers between countries.

Reference:

1. M.L.Thingan : International economics
2. S.K.Varghese : Foreign exchange and financing of foreign trade
3. S.S.M.Desai : International economics
4. A.K.Chatterjee : Principles of foreign exchange
5. Indian institure of bankers : Finance of foreign trade and foreign exchange
6. Maurice Levi : International Finance

5.1.Finance 6.

INDIAN FINANCIAL SYSTEMS AND SERVICES

60 contract hrs – 100 marks

1. Indian Financial System – an overview. Money market - call money market – commercial paper market – commercial bill market – certificates of deposits – treasury bill market – gilt edged securities market. Capital market – an overview - capital market instruments – capital market reforms - primary markets -methods of raising funds from primary market -public issue global markets -issue of American depository receipts and global depositary receipts-guidelines on their issue -emerging trends
2. Financial services – nature – characteristics– Role of financial services in economic development – Relevance of the study of financial services – factors influencing the growth and development of financial services industry – Types of financial services
3. Merchant Banking - historical perspective - nature of services provided by Merchant bankers - structure of merchant banking firm - setting up and managing a merchant banking SEBI regulations on merchant banks - Underwriting -Stock broking - Depositories. -Tax planning services – Portfolio Management Services -Factoring services and practices- Card business – credit cards and debit cards. Credit rating: approaches and process of rating- credit rating agencies-CRISIL and ICRA, CARE ratings for financial instruments-methodology of rating - Leasing: Concept and classification of leasing - present legislative frame work of leasing - lease evaluation (lessors & lessee's point of view) - tax aspects of leasing. Hire Purchase: Introduction -Concepts and characteristics - legal aspects and tax implications-financial evaluation
4. Stock exchange business and practices - Insurance -role of insurance in financial framework - General insurance -life insurance -marine insurance -medical insurance and others

References:

1. L.M.Bhole : Financial Institutions and Market
2. I Friend M Blume, J Crocket : Mutual funds and other institutional investors
3. N. J Yasaswy : Personal Investment and tax planning.
4. Julia Holyoake ,William Weipers : Insurance 4th Edition
5. M Y Khan : Financial Services
6. Sriam.K : Handbook of leasing, hire purchase & Factoring
7. Bhatt.R.S : Financial systems for economic development
8. Pandey.I.M : Venture capital – The Indian experience
9. Verma.J.C : Venture capital financing in India
10. Bidhi Chand (Ed) : Marketing of services

5.1.Finance 7.

STRATEGIC FINANCIAL MANAGEMENT

60 contract hrs – 100 marks

1. Business Valuation methods – Dividend yield method – Earnings yield method – Earnings ratio method – ROI valuation method Capital Asset Pricing Model – Dividend growth valuation model.

2. Valuation of securities**:** Approaches to corporate valuation, valuation of equities including cash flow, dividends and earnings approach -valuation of debts -valuation of convertibles and derivatives. Black Sholes Model valuation for Mergers and acquisitions.

3. Mergers and Acquisitions – types of amalgamations – methods of take over – motives and strategies influencing M&A Motives of cross border M&A – Categories of M&A – Methods of payment in M&A Steps in merger transactions – Tax benefits of merger transactions – Reverse mergers – Steps in reverse merger –defensive strategies in hostile takeovers

4. Corporate restructuring – Broad areas of restructuring – Rationale for diversification – Techniques for corporate restructuring – Expansion techniques – M&A, Takeovers, Joint Ventures, Business Alliances, Foreign Franchises, Intellectual Property Rights – Disinvestment Techniques – Sell off – Demerger (Spin off) – Management Buyout – Liquidation - Leveraged Buyout – Other techniques – Going private – Share Repurchase – Buy-in Reverse merger

5. Financial Re-organisation – Leveraged buy-out – Concept of LBOs – Stages of LBO operation – Sources of value generation through LBO. International sources of finance-GDR, ADR, ADS.

References:

1. Ravi M. Kishore : Financial Management
2. Prasanna Chandra : Financial Management -
3. I M Pandey : Financial Management
4. Brigham & Houston : Fundamentals of Financial Management
5.
6. Sehall & Haley : Introduction to Financial Management
7. Van Horne : Financial Management & policy
8. Hampton : Financial Management

5.1.Finance .8

WORKING CAPITAL MANAGEMENT

60 contract hrs – 100 marks

1. Concept of working capital – The need for working capital – Permanent and variable working capital – Determinants of working capital – Estimating working capital needs – Financing current assets – Matching approach – Conservative approach – aggressive approach – Working capital trends in India.
2. Management of cash and marketable securities – Facets of cash management – Cash planning – Cash fore casting and budgeting – managing the cash flows – Determining the optimum cash balance – Investment in Marketable securities – Types of marketable securities
3. Management of receivables – Goals of credit management – Optimum credit policy – Cost-benefits trade off - Aspects of credit policy – Credit terms – Credit standards – Collection policy – Credit information – Credit investigation – Credit analysis – Collection procedures – Management of Trade Credit.
4. Inventory management – Need to hold inventories – Objectives of inventory management – Inventory management techniques – Economic order quantity – Re-order point – Selective inventory control – Just-in-time (JTT) – Financial manager's role in inventory management
5. sources of Working capital finance – Inventory and receivable norms – Lending norms – style of credit – Information system – forms of bank Credit – Important committee recommendations – Commercial paper – Bill discounting – Inter corporate deposits – RBI policy and their implications on working capital finance.
6. Case discussion and analysis

Reference:

1. Dr.Mehta & Englewood : Working Capital Management
2. I.M.Pandey : Financial Management
3. I.M.Pandey : Elements of financial Management
4. Schall and Haley : Introduction to Financial Management
5. Wilfred Hingley & Others : Financial Management – Made Simple

5.1.Finance .9

MONEY AND CAPITAL MARKET

60 contract hrs – 100 marks

1. Financial system: Nature and role of financial system; financial system and financial markets; financial system and economic development; an overview of Indian financial system.

2. Money markets: Money and capital markets; Money market- meaning, constituents, participants – functions. Money market instruments- call money, treasury bills; certificate of deposit, commercial bills, trade bills, commercial paper; recent trends in Indian money market;

3. Capital market- primary and secondary markets; capital market instruments; debt, equity, derivatives; depositories; dematerialisation, online security treading. Initial Public Offering and book building. Major global capital markets and their influence on Indian capital markets; Disclosure requirements and transparency for listing in the US capital markets; GAAP.

4. Financial institutions: Commercial banks; functions, e-banking, credit cards; ATM; Development Financial Institutions-functions; IFCI, IDBI, IRBI, SIDBI, State financial corporations, Non-banking financial intermediaries; mutual funds; insurance companies;

5. Financial sector reforms- major reforms in banking, capital market and insurance sectors; Narasimhan Committee II recommendations and implementation; Financial engineering. Financial regulation: Regulators of financial system: Role of RBI, SEBI and IRDA.

References.

1. Bharati V.Pathak: Indian Financial System
2. Srivastava R.M.: "Management of Indian Financial Institutions",
3. Bhole, L.M.: Financial Institutions and Markets.
4. Khan, M.Y : Indian Financial System: Theory and Practice
5. Goldsmith R.W : Financial Instituions
6. Baleya, K.N : Financil a Administration in India.
7. Vasanth Desai: Indian Financial System
8. S.Gurusamy : Financial Market and Institutions

5.1.Finance .10

VENTURE CAPITAL MANAGEMENT

60 contract hrs – 100 marks

1. Origin of venture capital financing – Role of venture capital – Need and relevance of venture capital – Definition – Venture Capital – Venture capital fund – Venture capital company – Types/classes and stages of venture capital – Difference between venture capital and other types of capital – Managerial control mechanism – Exit management
2. Structure of venture capital industry – Regulatory framework and documentation – Venture capital investment process and evaluation – Return – Risk and instrument mix.
3. Venture capital and economic development – Role of venture capital in entrepreneurship and intrapreneurship – Small business venture creations.
4. Development of venture capital industry in India – Need and relevance of venture capital in India – Policies and practices of venture capital financiers in India – Methods of venture capital financing – Evaluation criteria used by VCFs in India – Industry distribution of venture capital assistance.
5. Profiles of select venture capital companies and funds, their philosophies, objectives and process – ANZ Grindlays investment services ltd. – APIDC venture capital ltd. – Can bank venture capital fund – Credit capital venture (I) fund – Gujarat venture finance ltd. IFB venture capital finance ltd. – Risk capital technology – Finance corporation ltd. – SIDBI venture – capital scheme – Technology development & information company of India ltd. – 20th century capital corporation ltd.
6. Venture capital in the USA – Venture capital in Europe – Asia – Venture capital in developing countries (A general study and comparison with Indian scenario)- Evaluation of success factors.
7. Case discussion and analysis

Reference:

1. I.M.Pandy : Venture capital – The Indian experience
2. V.C.Verma : Venture capital financing in India
3. Ramesh S. Gupta and Arun: Venture capital and Indian financial sector
4. Malcom, Harper : Venture capital – Possible conditions for success
5. Reports for the Indian venture capital firms

5.2 Marketing.1

INDUSTRIAL MARKETING

60 contact Hrs. – 100 Marks

1. The concept of industrial marketing: Nature and scope, evaluation – Comparison with consumer products and markets – Future of industrial marketing as a separate discipline.
2. The industrial customer: Industrial Buying organization – Industrial buying process – Characteristics – Buygrid frame Work of industrial buying situation – marketing strategies – Buying centre motives – Vendor evaluation and rating – Models of organizational buying behaviour – Buyer, Seller relations – Marketing implications.
3. The industrial market: Seizing marketing opportunities – Market segmentation models – Strategy – Demand analysis – Measurement of potential – Marketing planning- Market development strategy and process.
4. Managing industrial product line: Product planning and development strategy – Product evaluation matrix models – Product portfolio analysis – Managing existing product line and developing new products.
5. Pricing industrial products: Formulation of pricing strategy – Review of pricing objectives – Methods – Pricing across product life cycle – price administration – Price leadership.
6. Managing channels of distribution: channel participants – Channel design – Evaluation – Selection of alternatives – Channel management – Physical distribution and logistics.
7. Industrial marketing communication: Foundations of personal selling – Industrial marketing communication mix – Industrial sales force management
8. Industrial marketing control: Levels of marketing control – Control strategies – Marketing audits.
9. Cases discussion and analysis

Reference:

1. Alexander : Industrial marketing
2. Robert Hass : Industrial Marketing
3. Lawrance Fork : Industrial Marketing
4. Bhambra.A.S. : Industrial marketing

5.2 Marketing.2

INTERNATIONAL MARKETING

60 Contact Hrs. – 100 Marks

1. Introduction to international marketing – scope and size of international markets – globalization of markets – emerging trends in world markets – international/multinational and transnational corporations. Trading blocks – international marketing and International Trade – methods of International Market Entry.
2. Environment of international business – trade, monetary and economic environment – legal and political environment – cultural and social environment. International trading environment – world trade – patterns of world trade – international institutions and financial systems –International Marketing Lifestyle – National to Trans National to Multi – domestic.
3. International marketing mix – product policy and planning – Standardization Vs Adaptation/differentiation – managing international product line – factors influencing policies in respect of product, package, labels, brands and trademark, warranties and services – product development activities for international markets – advertising and promotional management communication strategy in international marketing – international advertising – trade promotion agencies – communicating to world markets – problems and international considerations in communication process.
4. Pricing for global markets – pricing objectives – special considerations of international pricing policy – price escalators – various pricing policies – price coordination – new trends in pricing for international markets.
5. International distribution and logistic management – selection of channels of distribution for international markets – management of middle man – physical distribution for international markets – emerging developments.
6. International marketing planning- international market selection and segmentation international market research – co-ordination and control.
7. Foreign trade strategy of India – exim policy – export promotion measures – analysis of foreign trade of India – major problems of India export sector – trends, problems and prospect of globalization of Indian business.
8. Case discussion and analysis

Reference:

1. Cateora Philip : International marketing
2. Keegan Warren : Global marketing
3. Kripalani .V.H. : International marketing
4. Majaro, Simon : International marketing
5. Varshney & Bhattacharva : International Marketing
6. Mishra.M.N : International Marketing Management

5.2 Marketing.3

CONSUMER BEHAVIOUR

60 Contact Hrs. – 100 Marks

1. Consumer behaviour – Issues and concepts – Nature, scope and application – Market segmentation and consumer research – psychograpies & life –style marketing – Organisational buying behaviour.
2. Individual influences on buying behaviour – Consumer as an individual – nature of personality – Theories of personality – Personality and market segmentation – Consumer perception – Consumer needs and motivation – Personal influence and attitude formation – Learning and consumer involvement – communication and consumer behaviour.
3. Group influences on consumer behaviour – Consumers and their social and cultural environments – Preference group influence and group dynamics – Family buying influences and family life-cycle – Cultural and sub cultural influences on consumer behaviour.
4. The buying process – Problem recognition & information search behaviour – Information processing – alternative evaluation – Purchase process & post purchase – Models of consumer decision making early models – Howard sheth model – Recent developments in modeling buyer behaviour.
5. Profile of Indian consumers – behavioural patterns of Indian consumers – Problems faced by Indian consumers – Consumer protection in India – Public policy and consumer behaviour.
6. Cases discussion and analysis

Reference.

1. Blackwell, Minard, Engel : Consumer Behaviour
2. James F Engel R.D, Blackwell & Paul W Miniard: Consumer Behaviour
3. L.C.Schiffman & L.L.Kanuk : Conusmer Behaviour
4. William D Wells & David Prerisky : Consumer Behaviour
5. Assael H : Consumer Behaviour and marketing action
6. Desantnick R.L : Keep the Consumer

5.2. Marketing 4

SERVICES MARKETING

60 Contact Hrs. – 100 Marks

1. Marketing of services – Concepts and issues – Differentiation of goods and services marketing – Differences between manufacturing industry and services industry – Definition of services – nature & characteristics of services.

2. Managing services marketing – The seven P's – Future of services marketing – Decigning marketing strategy for services firms.

3. Managing service quality – Growth of consumerism in the service sector – Managing productivity – Managing product support services

4. Marketing in the various service industries – Banks health care – Insurance – Transport – Hospitality and tourism services – Educational services – Professional education – Special problems – Principles – Ethical considerations – Implication for advertising agencies.

5. The future of service marketing – Social marketing – The changing service environment – Prospects for growth.

6. Cases discussion and analysis

Reference:

1. Philip Kotler	:	Marketing management
2. William Stanton	:	Fundamentals of marketing
3. Jha	:	Service marketing
4. Shanker	:	Service marketing
5. Bidhi Chand (Ed)	:	Marketing of services

5.2. Marketing 5

ADVERTISING MANAGEMENT

60 contact Hrs. – 100 Marks

1. Advertising – nature and content – functions – Advertising and the economy – Advertising and the consumer – Role of advertising in the marketing mix – Ethical issues in advertising – Advertising and the society – Contrasting views – regulating advertising business by the profession – People – organization and the government.
2. Types of advertising – Classification of advertising by the i) target audience ii) geographical area iii) media and iv) the purpose – the communication process – Evolution of advertising industry – Advertising programme – the advertiser – The agency – The media and the consumer public.
3. The job of advertising manager – Advertising planning – Purpose – Set-up of advertising department – Make or buy decision – The considerations – Services required from advertising agency – Evaluation and selection – Methods of paying remuneration to advertising agencies.
4. Setting advertising, goals, objectives and purpose – Developing advertising message – Message creation – Changing benefit based attitude of the target audience – Developing brand equity – personality precipitating action – Creativity in advertising – Copy writing – testing copy appeal – Art direction – Print production – Electronic production.
5. Media planning and selection – Media strategy – Implementing the media plan – Out-door media – print media – Electronic media – Evaluation of emdia effectiveness – Setting media budgets.
6. The launch – Watching results – Evaluation – Methodologies of advertising effectiveness research – Measuring results – Feed back.
7. Cases – Advertising games – Developing message/commercials/artwork/copy writing for different types of products.

Reference.

1. David. A Aaker & others : Advertising management
2. Gilligon & Growther : Advertising management
3. Patty & Murphy : Advertising management
4. Rather B.S : Advertising management
5. Loudi : Assessing the effectiveness of advertising
6. Simon : Management advertising

5.2. Marketing. 6

MARKETING RESEARCH

60 contact Hrs. – 100 Marks

1. Marketing research – Introduction – meaning – Definition – Evaluation – Scope – Marketing research and marketing information system – Divisions of marketing research – marketing research and marketing decision process – Value of information – The state of the art of marketing research in India – Limitations.
2. Methodologies of marketing research – Scientific Vs. Social science research – Research designs – Explorative, descriptive studies and casual studies – Conclusive research – Essential steps in marketing research process.
3. Methods of data collection – Search for primary and secondary data – Collection methods – Survey – Types of surveys – Longitudinal studies – Personal interview – Observation – Experimentation – Case studies – Other types of field studies.
4. Preparation for research study and collection of data – Identification of data need and sources of information – Deciding upon research design – Sample size – Designing tools for data collection – Construction of schedules/questionnaire – Types of questions- Principles of questionnaire construction – Administration – Face to face data collection or mailed questionnaire – Pilot testing – Selection and training of investigators – Supervision of data collection work.
5. Data collection –II – qualitative research – Methods – projective techniques – Attitude measurement methods – Non-disguised non-structured techniques – Disguised non-structured techniques – Thematic apperception test (TAT) – Non-disguised structured techniques – Scaling techniques – types of scales – Graphic rating scales and multi – dimensional scaling – Principal scaling methods for studying consumer's attitude and preferences.
6. Processing of data – coding – Editing – Tabulating and analyzing data – Application of statistical measures to data analysis – Interpretation – Analysis of variance.
7. Drafting the report – Principles of reporting research findings – Report format.
8. Application of marketing research – Product – Brand image – Consumer studies – Communication research – Meaning of advertising impact – Sales research – Research on package and on promotion.
9. Case discussion and analysis

Reference:

1. David J Euck & Ronal S Rubin : Marketing research
2. Paul E Green & Donald S Tull : Marketing research
3. Peter M Chisnall : Marketing research
4. H.W.Boyd & Stasch : Marketing research (Text & cases)
5. Ramanuj Majumdar : Marketing research
6. G.C.Beri : Marketing research (Text & cases).

5.2. Marketing 7

SALES AND DISTRIBUTION MANAGEMENT

60 Contact hrs100 Marks

1. The art of selling – Understanding the buying motive – The art of persuasion – Prospecting – planning the sales – Sales presentation – Negotiation and sales close – new developments in the selling practices – Telemarketing – Relationship marketing – Retail selling and business-to business selling – Electronic media – emerging trends.
2. The job of sales manager – Understanding the job – Setting sales territories – Sales quotas – Sales budgeting – Routing and scheduling sales force – organizing the sales department – Link with other functional areas of business.
3. Salesforce management – Recruiting – Selecting – Training – Compensation plans – Motivation – Evaluation of sales force performance
4. channel management – Structure – Designing channel system – Retailing and wholesaling – International channels – Product wise – Market wise channel design – Channel co ordination – Channel communication – channel performance evaluation.
5. Physical distribution and logistic management – Logistic system analysis – organization control – Transportation – Routing – Operation plans.
6. Warehouse management – Location – Types of ware houses – Merchandise handling – Stacking – Protection – Control against theft – Pilferage – Spoilage – Shrinkage – Pests and insects control – Receiving and issuing inventory – Overhead costs – Control systems.
7. Case discussion and analysis

Reference.

1. Richard R. Still & others : Sales management
2. Davis & Maynard : Sales management
3. Cundiff & Still : Sales management
4. Julian Cummin : Sales Promotion
5. Khanna K K : Physical distribution management -logical approach
6. Donald Bowersox & Bixly Cooper: Strategic marketing channel management
7. Gopalakrishnan : Physical distribution and logistic management
8. Pran Choudhary & others : Successful sales promotion.

5.2. Marketing. 8

RETAIL MANAGEMENT

60 Contact hrs. – 100 Marks

1. Retailing: Nature and Scope; Retailing scenario in India; Wheel of retailing; Retiling life cycle; Types of retailing- Ownership based, store based and non-store based retailing. Vertical marketing systems.

2. Strategic planning in retailing: Retailing environment and customers; Designing retailing information system and research.
   Location and organisational decisions; Trading area analysis; Site selection; Organisational patterns in retailing.

3. Operations management: Budgeting and resource allocation; Store format and size decisions. Store layout and space allocation.; Store security aspects; Credit management. Product assortment decisions; Merchandise forecasting; Buying and handling merchandise; Inventory management; Merchandise pricing; Merchandise labelling and packaging.

4. Retail promotion: building retail store image; Role of atmosphere; Layout planning; Retail promotion mix strategy; Retail store sales promotion schemes. Retail control: Controlling retail operations.

Reference.

1. Berman, Barry and Joel Evans : Retail Management
2. Cooper, J : Strategy Planning in Logistics and Transportation.
3. Cox, Roger and Paul Britain : Retail Management.
4. Kotler, Philip : Marketing Management
5. Levy, M andB.A.Weitz : Retail Management
6. Levy, Michael and Barton A Weitz : Retail Management

5.2. Marketing.9

SUPPLY CHAIN MANAGEMENT

60 Contact hrs. 100 Marks

1. Introduction to purchasing and supply chain management – The origin of supply chain management – Important elements of supply chain management – Supply chains and value chains -Future trends in supply chain management – Purchasing management - The purchasing process – Sourcing decisions- Centralised Vs de-centralised purchasing- Global sourcing
2. Creating and Managing supplier relationships – Developing successful partnerships – Building trust – Shared vision and objectives – Personal relationships – Mutual benefits and needs – Information sharing and lines of communication – Supplier evaluation and certification
3. Strategic sourcing for successful supply chain management – Developing successful sourcing strategies – Evaluating and selecting key suppliers – Strategic alliance and supplier certification programmes – Outsourcing programmes – Supplier management and alliance development – Managing and developing second tier supplier relationships- Uses of e-procurement systems – Rewarding supplier performance – benchmarking successful sourcing practices – using third party supply chain management Assessing and improving the firms purchasing
4. Distribution issues in supply chain management – Domestic and international transportation – The impact of transportation on supply chain management – The fundamental of transportation – Transportation management -Warehousing – types – Risk pooling and warehouse location – Just-in-time warehousing –
5. Critical supply chain elements- Understanding supply chain inventory – types of inventory -The right reasons for investing in inventory - Support production requirements- Support operational requirements- Support customer service requirements – Hedge against market place uncertainty – Take advantage of order quantity discount – The wrong reasons for investing in inventory – Managing inventory investment.

Reference.

1. Monczka, Trent, Handfield : Purchasing and Supply chain Management
2. Joel.D.Wisner, G. Keong Leong, Keah – Choon Tan: Principles of Supply Chain Management
3. Christopher, M: Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services
4. Ballau, Renald H.: Business Logistics Management
5. Bowersox, D.J. and Closs, D. J : Logistics Management -A System Integration of Physical Distribution
6. James C.J. and Wood, Donald F: Contemporary Logistics

5.2. Marketing.10

PRODUCT AND BRAND MANAGEMENT

60 Contact hrs. – 100 Marks

1. Product planning and development – Meaning and objectives – Product life cycle theory – product portfolio analysis – Mapping – Understanding company product/brands and competitive brand market position – Global forces in business environments.
2. The new product development – Research and innovation – Strategic reasons for new product development – The need – Preparing the orgnisation for new product development – The role of product manager – Operationalising new product development process – New product managerial activities – Pricing – Promotion – Positioning of new products.
3. New product decision support – Forecasting demand - Estimating market opportunity – new product sales forecasting – Experimetnal design and test marketing – Types – Test marketing design issues – Evaluation of test marketing results.
4. Market entry decisions – Launching new product programmes – National launching of new products – Tracking the launch – absorbing the new product in the mix.
5. Brand management – Brand positioning concept – positioning components – measuring differential advantage and financial values – Advertising for brands.
6. Consumer – Market studies – Buyer behaviour – brand performance – Loyalty – Classes of early adopters & the laggards – Brands switching - Consumer attitudes – brand – Market – Competitive profiles.
7. Case discussion with references to Indian experience.

Reference:

1. Philip Marvin : Product planning simplified
2. Philip Kotler : Readings in marketing management
3. OAJ Mascareuhas : New Product development
4. Ramanuj Majumdar : Product management in India
5. Subroto Sengupta : Brand positioning – Strategies for competitive advantage

5.3 International Business Management 1

INTERNATIONAL BUSINESS ENVIRONMENT

60 Contact hrs. – 100 marks

1. International business – Scope of international business activities – globalization trends – liberalization – trade liberalizations – Tariff and non-tariff barriers – technical barriers to trade – World Trade Organisation – Changing trade and financial scenario – Regional blocks, trade liberation and foreign direct investment – Influence of International, Legal, Socio Political, Socio Cultural Environments in the International business decisions.
2. The competitive and technological environment – strategic alliance and global competitiveness – Technology management and competitive advantage – Globalisation of corporate research and Development.
3. Globalisation and foreign investment – foreign direct investment – process of liberalization of FDI policies – the impact of globalization on macro-economic policies – macro organizational policies – foreign portfolio investment (FPI) and developments in FII's policies
4. Financial integration – integration and growth – investment – productivity – structural forces driving private capital flows to developing countries – globalization of production – growing importance of institutional investors – financial sector reforms.
5. World Financial markets – changing international financial environment – the international security markets – Recent trends – type and nationality of issues – Type and currency of issues – Global derivatives market – Exchange – traded instruments – the counter instruments – inter market linkage and transparency – crisis in emerging markets – Recent trends.
6. Accounting Policies and problems in international business – country differences in accounting standards – global money management problems – foreign exchange risks – tax objectives and dividend remittances.
7. Cases discussion and analysis

Reference:

1. Anant K Sundaram & J.Stewart Black :The international business environment
2. M.L.Varma :International trade.
3. V.K.Bhalla & S.Shiva Ramu :International business environment and management
4. Kripalani :International Marketing

5.3 International Business Management 2

MANAGEMENT OF FOREIGN TRADE

60 Contact hrs. – 100 marks

1. Foreign trade – Meaning scope and importance – Components of foreign trade – Trade and, welfare – Theories of international trade – The comparative cost theory – The opportunity cost theory – Heckscher ohlin thesis – Factor price equalization theory – Theory of international factor movement – Trade theories – Balance of payments theories – The traditional approach – Monetary approach – Recent developments – World Trade Information Sources.

2. Trends in world trade – Change in workd economy – Free trade- Barriers to trade – Arguments for protection – Effects of tariffs and protection – New protectionism – Voluntary export restraint (VERs) – Administrative barriers – Discriminatory procurement – Counter trade – eco labeling and social dumping – GATT – UNCTAD – Uruguay round owd dunkel draft – Trading blocks – European economic community – European free trade area (EFTA)- Emerging trends –WTO and India's perspectives in Foreign Trade.

3. Trade finance – methods of payment – Sources of finance – Import finance – Export finance – Preshipment finance – Post shipment finance – Export – Import bank of India – Export credit guarantee corporation

4. Exchange markets and exchange rates – Forex market – Factors affecting exchange rates – Exchange risk and risk management – Nature of exchange risk – Forward exchange contract – Recent innovations – Financial futures – Currency options – Swaps – forward rate agreement – Exchange risk management in India.

5. Foreign trade management – Export trade management – Export marketing – Export marketing policy – Market information – Export contract – Export finance – Export risk management – Export documentation – Import trade management - Sourcing of imports – import finance – Export-Import procedures.

Reference:

1. V.K.Bhalla & S.Shiva Ramu : International business environment & management
2. V.A.Avadhani : International finance – Theory & Practice
3. Verma M.M. & Agarwal.R.K : Export management
4. M.L.Varma : International trade
5. Francis Cherunilam : International trade & Export management

5.3 International Business Management. 3

MANAGEMENT OF INTERNATIONAL BUSINESS

60 Contact hrs. – 100 marks

1. International business – introduction – international business environment – multinational – trans national enterprises – regulatory environment of international business.
2. Globalisation – reasons for globalizing – emergence and growing prominence of multinational enterprises – (MNE's) – strategies of MNEs – Foreign exchange markets and exchange rate exposure of MNEs.
3. Strategy development in international business – the firm as a value chain-global expansion plans – creating locational economies – transferring core competence – different strategies for global market entry.
4. country risk analysis – uses and importance of country risk analysis frame work of country analysis – economic cost – benefit analysis.
5. Designing organization structure for international environment – international division structure – global functional structure – global manufacturing – linking R & D with global m anufacturing and marketing – geographic area structure – global product structures – global divisional structure – global customer structure – global matrix structure – co-ordinating the systems - hierarchy of decision making – centralization Vs decentralizations – international business structure integrating mechanisms.
6. Managerial tasks and challenges in the context of globalization – organizational strategy formulation and implementation in the context of internationalization of business – analytical and conceptual skills of global managers.
7. Global human resource management (ERRG) – framework – strategic role of international HRM – staffing – the Expartite problems – training and management – compensation plans – problems of national differences.
8. Cases discussion and analysis

Reference:

1. Bartlett C.A & S.Ghoshal : Managing across borders – The Trans National Solution
2. Porter M Competitive strategy
3. Friedmann R & J.Kim Political risk and international marketing
4. Anant K Sundaram & J.Stewart Black: The international business environment
5 Susan P. Douglas Sanuel Craig :Global Marketing Strategy.

5.3 International Business Management .4

EMERGING TRENDS IN INTERNATIONAL BUSINESS

(Globalisation and After)

60 Contact hrs. – 100 marks

1. The meaning and logicism of globalistion – Some manifestations of globalization – Basic models of globalization strategy increasing trend towards privatization – Restricted role for government – Arguments against global free trade – Concept of strategic industries in global economy.
2. Global business environment – The meaning of international business – Multinational corporation (MNC's) – benefits and risks of multi-national enterprises – MNC's versus host countries – the international manager – comparative management
3. Dynamicas of global competition – The theory of comparative cost advantage – Inadequacy of comparative advantage theory – competitive advantage concept – Porter's diamond frame work – Choice of industries for globalization – Need for industries to globalize – CGI frame work.
4. Co-operating for competing – Joint venture as a strategic choice in globalization – Partnering as a strategic choice – Acquisition and proliferation of technology through joint ventures – Symmetrical and non-symmetrical alliances – Advantages of strategic alliances – making alliances work.
5. Frame work for global competitiveness – 10 – frame work for globalization – people – Purpose – Perspective – Positioning – Partnerships- Productivity – Product – Plan (and policies) – Politics – Performance (and Profits).
6. Case discussion and analysis

Reference:

1. Richard D. Robinson : Internationlization of business
2. Porter .M.E. : Competitive advantage of nations
3. V.K.Bhalla & S.Shiva Ramu: International business environmental management
4. Arvind Phatak : International dimensions of management
5. Rao : Joint ventures

5.3 International Business Management.5

INTERNATIONAL CAPITAL MARKETS & FINANCIAL AGENCIES

60 Contact hrs. – 100 marks

1. Global financial markets - Components – meaning of international money markets – International capital markets – The global derivatives market – International equity and commodity markets – Foreign exchange and Eurocurrency markets – The mechanism of foreign exchange transfers – Meaning of CHIPS – Foreign exchange brokers – The mechanics of Eurodollar market.
2. International capital markets – The international bond markets – domestic bonds – Euro bonds and foreign bonds – The structure of the international bond market – Regulation – New issue procedures – Fixed price reoffer – Repurchasing Eurobonds – The secondary market – Asset – Backed Eurobonds.
3. Currency and interest rate swaps – Meaning – The economics of swaps – Determination of swap rates – Swap valuation – off – Market swaps – Trading swaps – Swaptions – Caps and floors.
4. International equity markets – The world's major stock markets – International equity trading – International investments – The international capital – Asset pricing model – International portfolio diversification – Hedging the currency risk of international portfolios – Global commodity markets.
5. International financial institutions – IMF – International bank for reconstructions and development (IBRD) – International development association (IDA) – Asian development bank – Other sources for foreign aid.
6. Case discussion and analysis

Reference:

1. U.K.Bhalla : International financial management
2. Lan H. Giddy : Global financial markets
3. Adrian Buckley : Multinational finance
4. Smith, Roy.C & Ingo Walter: Global financial services
5. Levi, Maurice : International finance

5.3 International Business Management. 6

INTERNATIONAL FINANCIAL MANAGEMENT

60 Contact hrs. – 100 marks

1. International financial environment – International economic issues and dimensions – Finance function in a multi – national firm – International financial flows – the balance of payment frame work – International financial system and institution.
2. Forex risk management – Managing risks with forward, future, options and swaps – Management of forex exposure – Estimating and measuring exposure – Exposure risk parity relationships – Hedging options and futures (simple problems only) – Forward contracts – Short term interest rate futures – Arbitraging – Pricing of futures – Hedging with futures – Adjusting bond duration – Options – Call options – Put options – In the money – At the money – out of the money.
3. International working capital management – Financing foreign trade – International cash management – International receivables and inventory management – multi national considerations of financial statements and currency transactions – control systems.
4. Forex regulation and control – International financing & Investment decisions – Sources of financing investment strategy.

Reference:

1. A.V.Rajwade : Foreign exchange, international finance & risk management
2. Phillippe Jorion & Sarkis J: Financial risk management
3. Hall : Options futures and other derivatives
4. A.K.Chatterjee : Principles of foreign exchange
5. S.S.Desai : International economics

5.3 International Business Management 7

INTERNATIONAL MARKETING MANAGEMENT

60 Contact hrs. – 100 marks

1. Introduction to international marketing – scope and size of international markets – globalization of markets – emerging trends in world markets – international multinational and transnational corporations. Trading blocks – International marketing and international trade – Methods of International Market entry.
2. Environment of international business – trade, monetary and economic environment – legal and political environment – cultural and social environment. International trading environment – World trade – patterns of world trade – international institutions and financial systems – International Marketing Lifestyle – National to Trans National to Multi-Domestic.
3. International marketing mix – product policy and planning – Standardization Vs Adaptation/differentiation – managing international product line – factors influencing policies in respect of product, package, labels, brands and trademark, warranties and services – product development activities for international markets – advertising and promotional management communication strategy in international marketing – international advertising – trade promotion agencies – communicating to world markets – problems and international considerations in communication process.
4. Pricing for global markets - pricing objectives – special considerations of international pricing policy – price escalators – various pricing policies – price co-ordination – new trends in pricing for international markets.
5. International distribution and logistic management – selection of channels of distribution for international markets – management of middle man – physical distribution for international markets - emerging developments.
6. International marketing planning – international market selection and segmentation international market research – co-ordination and control.
7. Foreign trade strategy of India – exim policy – export promotion measures – analysis of foreign trade of India – major problems of India export sector – trends- problems and prospect of globalization of Indian business.

Reference:

1. Cateora Philip : International marketing
2. Keegan warren : Global marketing
3. Kripalani .V.H : International marketing
4. Majaro, Simon : International marketing
5. Varshney & Bhattacharya: International marketing
6. Mishra.M.N : International Marketing Management

5.3 International Business Management. 8

COUNTRY STUDIES

60 Contact hrs. – 100 marks

The object of this course is to acquaint the students with the business environment of different nations. It tries to understand how a particular country selected for study and particularly its government has behaved is behaving and may behave in the future in a business context. Country studies try to build up a general frame work that business analysts can use to evaluate the risks of operating in a specific country or a set of countries. The frame work of analysis/study of a specific country or a set of countries would be done in the following way.

1. Analysis of the economic performance of the country – real GDP growth over years – inflation – unemployment – balance of payments – condition of domestic market – growth potential savings and investment economic cost benefit analysis in the context of multi-national enterprise – political stability/instability.
2. Examination of the national strategy – countries priorities – autonomy – freedom from foreign domination – productivity – standard of living – equity – equality of opportunity and equity of results.
3. Examination of the national policies – foreign policy – defence policy – fiscal policy – taxation policy – monetary policy – changes in the money supply – interest rates – exchange rates – income policies – foreign trade and investment policy – tariff and non tariff barriers – foreign investment and ownership – capital flows – industrial policies – growth of specific industries – labour policy – education policy – population policy.
4. Cultural environment – religion – values – method – tradition- routines – ego-self image – language – negotiation method – communication – impact of culture on managerial behaviour.

Reference:

1. Bartiett C.A & S Goshal : Managing Across Borders – The Transnational solution.
2. Susan P.Douglas & Samual Craig : Global Marketing Strategy
3. AnantK. Sundaram & J. Stewart Black : The International Business Environment
4. John A Pearce II & Richari B Robinson Jr.: Strategic Management – Strategy Formulation & Implementation

5.3 International Business Management. 9

MANAGEMENT OF JOINT VENTURES

60 Contact hrs. – 100 marks

1. The joint venture concepts – definition – motives and kinds of joint venture – Requirements for joint project negotiation and its organization – Arrangement between joint Venture partner – major goals of joint venture partners – major aspects of joint venture agreement.
2. Kinds of agreement for transfer of technology – Turnkey project agreement – Technical assistance agreements – licensing agreement – consultancy agreements – franchise agreement – Bilateral investment treaties – Treatment of investments – Rules on currency transfer – Expropriation Nationalisation.
3. Settlement of Disputes – Kinds of disputes – types of arbitration – choice of law in arbitration – choice of forum – Foreign Awards (Recognition & Enforcement) Act 1961 – New York convention – lencitral model law – conciral conciliation rules 1980 – salient features of Arbitration and conciliation Act 1996.
4. Indian law on intellectual property – copy right – infringement of copy right – Patent – Designs – Trade marks – Registration of trade marks – know – how – secrecy clause.
5. Tax treatment of Joint venture Agreement - implication of taxation – Income receipt or capital receipt – Tax treatment in the hands of Indian partner – Capital expenditure and Revenue expenditure – Important curt decisions – Joint ventures abroad.
6. Case discussion and analysis

Reference:

1. Rao.M.B. : Joint Ventures
2. Paul Beamish : International Management
3. Charles W.L.Hill : International Business – Competing in the Global market place
4. Peter F. Drucker : The anew Realities
5. Michel E Prter : Competitive Strategy – Techniques for analyzing industries & competitors

5.3 International Business Management. 10

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

60 Contact hrs. – 100 marks

1. International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach –the institutionalist perspective/functions-Globalisation and HRM.

2. International HRM models –Pools adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM.

3. Internationalization of business – types of global business-Impact of inter country differences on HRM.

4. International staffing –Policies and practices –Techniques and sources of global recruitment, selection process-global labour market differences-global compensation –Managerial transfers.

5. Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.

6. Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management.

7. An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences.

8. HRM in Global Organisations – Ethics in International business- Western and Eastern Management thoughts in the Indian context.

References:

1. IAN Beard Well, Len Holden: Human Resource Management.
2. Gary Dessler: Human Resource Management
3. Price Watch : Cranfield study on HRM practice in EUROPE
4. Michael Armstrong : HRM
5. Korth : International Business Environment and Management
6. Heenan and Perimntter : Multinational Organ; Development Addison
7. Gerte Hotstede : Cultures, consequences: International differences in work related
8. John D. Daniels and Lee H. Radebangh: International Business Environments and Operations.

5.4 Human Resource Management. 1

MANAGERIAL PERFORMANCE APPRAISAL

60 Contact hrs. – 100 Marks

1. Managerial performance appraisal – Nature – meaning – Objectives and purpose – Past and present – Role of performance appraisal in enhancing organizational productivity – Managerial performance appraisal Vs organizational performance appraisal
2. The parties to performance appraisal systems – The appraisees and the appraisers – Types and sources of appraisals – Self – The subordinates – Peers – Superiors – Top-down appraisals – Appraisal committees and external agencies – HRD – Regulatory and intervals appraisals – Appraisal interview.
3. Performance rating – Factors affecting performance rating – Rating factors – behavioural – Personality traits - Job related key performance factors – Objectivity in performance rating – Tools and methods of rating.
4. Post appraisal policies – Identifying employee performance gaps – Using performance appraisal data – Feed back – Career planning and development – performance counseling – Training – Promotion – Job enlargement – and job enrichment – Replacement – Succession planning and organization development.
5. Making performance appraisal work – Managerial commitment – Objectivity in setting performance criteria – system design – Training – Monitoring and control – identifying potential – Problem performers – Counseling in the work place – Feed back.
6. Appraisal practices in India – Review of the systems of appraisal practices in select Indian industrial concerns – The underlying philosophy and objective – Management's role – Employees' attitude and views and their experience.
7. Case discussion and analysis

Reference:

1. T.V. Rao : Performance appraisal – Theory and practice
2. Andrew M Stewart : Making performance appraisal work
3. Mike Megranahan : Counselling in the work place
4. Munga M.L. : Managemetn of performance appraisal
5. Koontz : Managemetn (chapters 20 & 21 only).
6. Dalton E.McFarland : Management – Foundation and practices (part IV only)

5.4. Human Resource Management. 2

RECRUITMENT, SELECTION AND PLACEMENTS

60 Contact hrs. – 100 marks

1. Preparations for recruitment – Job – Talents needed – needed – Job analysis – Forecasting human resource needs – Planning for recruitment – Scheduling timing – Integration with personnel/manpower and business development budgets and plans.
2. Recruitment process – Meaning – Steps – Identifying sources – Internal and external – Legal constraints – Recruitment to various categories – Organisational policy – Recruitment policy – Finding the right people.
3. The selection process – Stages – Advertisement – Design of proforma for personnel data collection – Administering recruitment tests – Psychometric tests – Selection interview – Pitfalls and interviewing error avoidance – Types of interviews – Checklists or key points – Short listing of applicants.
4. Induction and placement – Definition – Objectives – Induction procedure and programmes – Tagging with seniors/group leaders – On the job training – Off the job training – Placement on probation – Reviewing the performance – Declaration of probation and confirmation procedures.
5. Employee career planning and advancement – Feed back – Planned job development – Team building – Quality circles and zero defect groups – Current trends and enhancing and maintaining employee competitiveness and capabilities in tune with organizational change.
6. Cases discussion and analysis

Reference:

1. Edwin B Flippo : Personnel management
2. Venkata Ratnam & Srivasthava : Personnel management and human resources
3. Wayse F Cascio : Managing human resources
4. M.N.Chatterjee : Management of personnel in Indian enterprises
5. Gower : Handbook of management skills
6. Bhatnagar G.P. : Evaluation methodology for training

5.4 Human Resource Management. 3

MANAGEMENT TRAINING & DEVELOPMENT

60 Contact Hrs. – 100 Marks

1. Human resource development (HRD) – Meaning and significance – Importance of training and development in organizations – Meaning of man power planning – Micro and macro man power planning – Man power planning practices- Personnel inventory and audit – Manpower information system – Linking training with manpower planning.
2. Assessment of training needs – Definition of training needs – Methods fpr determining training needs – Objectives – Computation of training needs.
3. Training methodology – Overview of training methodologies – Logic & process – methods of training – Memory based methods – lecture talk – Programme learning – Algorithm – Understanding based methods – Action learning – Discussion – Case study – Syndicate work – Game – Action maze – Assignment – Project work – Application based methods – Role play Demonstration ad practice – Simulation – Supervised practice – Coaching – Self diagnostic skills etc. – Transfer based methods – Experimental learning- discovery learning – Brain storing – Delegating – Counselling – Job rotation.
4. Evaluation of training & development - Concept, definition and need of evaluation – Principles of evaluation – Criteria and approaches to evaluation – Problems of measurement and evaluation – Statistical methods of evaluation – Evaluating the effectiveness of training – Theory and methods of test construction.
5. Case discussion and analysis

Reference:

1. Bhatnagar .O.P :Evaluation methodology for training
2. Bhatnagar.O.P :Handbook human resource management (chapter on training)
3. Stephen P Robins :Organisational behaviour (chapter 16 only)
4. Wayne F Casico :Managing human resources
5. Pattanayak :Maximising returns on human resource training
6. Robinson D.G & robinson .J.C:Training for impact – How to link training to business needs and measure the results.

5.4 Human Resource Management. 4

WAGE SALARY ADMINISTRATION

60 Contact Hrs. – 100 Marks

1. Components of remuneration – wages & salary – incentives – fringe benefits – perquisites – non-monetary benefits – Theories of remuneration – Reinforcement and expectancy theory – equity theory – agency theory – importance of ideal remuneration theory – factors influencing employee remuneration – remuneration plans and business strategy – challenges affecting remuneration – wage policy in India.
2. Incentive payments – meaning and definition – prerequisites of effective incentive system – scope of inventive schemes – types of incentive schemes – group incentive plants – incentives for indirect workers – incentive schemes in Indian industries.
3. Employee benefits and services – types of employee benefit and services – fringe benefits – examples – principles of fringes – significant benefit and service programmes – administration of benefits and services – communicating the benefits – guidelines to make benefit programmes more effective.
4. Executive remuneration – components of remuneration –salary – bonus – long term incentives – perquisites (perks).

Reference:

1. Gupta Alka : Wage & Salary Administration in India
2. U.K.Singh & J.M.Dewan : Remuneration Management
3. Sarma.A.M. : Understanding Wage System
4. J.H.Boyett : Maximum Performance Management – How to Mange & Compensate people to meet world Competition
5. George Milkovich : Compensation

5.4. Human Resource Management. 5

ORGANISATION DEVELOPMENT

60 Contact Hrs. – 100 Marks

1. Organisation – Definitions – Typologies of organizations – organization as a system – Origin of organizations – Organisation theories – Discussion of organization structures – Organisational goals – Evolution of organization development – Meaning of organization odevelopment – Underlying assumptions and values.
2. The process of organization development – Techniques – Theories of chaning organizations- Operational components – Diagnosing organizations – Feed back – Intervention – organization development models – Planning action research – Survey feed back – Sensitivity training – T. Groups – Consulting – Team building – Managerial grid – Behavioural modification
3. Managing change – Motivating change – Creating a vision – Developing political support – Managing the transition – Sustaining momentum – Overcoming resistance to change.
4. Organisation transformation – The concept of corporate culture – Diagnosing and changing corporate culture – Self-designing organization
5. Cases with special reference to Indian experience.

Reference:

1. David Silverman :The theory of organizations
2. Mathew .M.J :Organisation – Theory and behaviour
3. Mc. Farnald :Management – Foundations & Practices (Part III – Chapter 12-20)
4. Stephen R Robbins : Organisational behaviour (Part IV-Chapters 14,15,17 & 19 only)
5. AIMA :Restructuring to change
6. French Bell & Zawacki :Organisation Development Theory.

5.4 Human Resource Management. 6

COMPARATIVE MANAGEMENT SYSTEMS

60 Contact Hrs. – 100 Marks

1. Historical evolution of management practices – traditional and ancient approaches to management – Family management systems – Professional management – Different schools of modern management thoughts – Comparison of strengths and weakness between these systems.
2. The Management systems of industrialized western and eastern countries – Comparison of status quo oriented management style Vs people oriented management philosophies.
3. The Japanese management system and practice – The new Japanese business strategies – Management by walking around – Outside – Cost cutting policies.
4. The governance of corporations – non-profit governance – The trend towards alliances for progress – The emerging theory of manufacturing – Crises of communism and capitalism.
5. The changing world economy – The knowledge society – Innovations and entraprenership – Challenges of management – Challenges of efficiency – The challenges of change – The challenges of leadership.
6. Emerging values in society – Social responsibility of business – Coping with growing environmentalism – Social responsibility and ethics – Issues and controversies – Codes of conduct as management tools – lessons for management – Pretensions – Enigmas and paradoxes
7. Case discussion and analysis

Reference:

1. Peter Drucker : Management
2. Peter Drukcker : Managing for the future – The 1990s and beyond
3. Jack Duncan : Management ideas & actions
4. Various literature surveys on country studies on management philosophies – Values – Culture.

5.4. Human Resource Management. 7

LABOUR LAWS

60 Contact Hrs. – 100 Marks

1. Importance of labour laws – Sources of labour laws – Objectives of labour laws – History of labour legislation in India – Classification labour laws.
2. Social security legislation – Workmen Compensation Act 1923. – ESI Act 1948 – Maternity Benefit Act 1961 – Employee Provident Fund and Miscellaneous Provision Act 1952 – Payment of Grativity Act 1972.
3. Labour welfare legislation – Factory Act 1948 – Contract labour (Regulations & Abolition) Act 1970 – Plantation Labour Act – 1950 – Mines Act 1952.
4. Kerala legislation – Kerala Shops and Commercial Establishment Act 1960 – Kerala beedi and cigar workers Act 1966 – Kerala Head load workers Act 1978 – Kerala Agricultural Labours Act 1974 – Kerala toddy workers welfare fund Act 1969 – Kerala labour Wwelfare fund Act 1975 – Other welfare enactment.
5. Regulative and other legislation – Industrial Disputes Act 1947 – Trade unions Act 1926 – Payment of wages Act 1936 – Minimum wages Act 1948 – Payment of bonus Act 1965 – Equal remuneration Act 1976 – Employment exchange (compulsory notification of vacancies) Act 1939 – Apprentices Act 1961.
6. Critical evaluation of working of labour legislations in India – Changing business environment and labour laws – WTO and social clause.

Reference:

1. A.M.Sharma : Industrial relations – A conceptual an dlegal frame work
2. A.K.Saharay : Industrial and labour laws of India
3. Malik P.L : Industrial law.
4. Kapoor .N.D : Industrial law
5. A.K.Saharay & Sha.N.K : Business and Economic Law

5.4. Human Resource Management. 8

MANAGEMENT OF INDUSTRIAL RELATIONS

60 Contact Hrs. – 100 Marks

1. Meaning of industrial relations – Parties to industrial relations management – Role of the staff – Management – Trade unionism – individuals – The society – Socio-cultural and socio-political factors influencing industrial relations – Industrial relations environment in India – Recommendations of National Commission on Labour on Industrial Relations.
2. Industrial laws in India – Trade union Act – Industrial disputes Act – Industrial employement spending order Act – Payment of wages Act – Payment of bonus Act – A general review
3. Collective bargaining – Definitions – Functions – Process – Tactics – Grievance redressal procedure – Dealing with trade union leaders and trade union management – Recommendation of National Commission on Labour.
4. Trade union movement in India – Problems with trade movement in India – Union-management relations in Indian industries – maintaining industrial democracy and harmony – Employees Organisation
5. ILO and tripartite bodies in India – Objectives and functions of ILO.
6. Workers participation in management – History – Working – Workers' committee – Joint management councils – Joint consultative machinery – Quality circles – Workers participation in boards – Present status – Factors influencing successful implementation of the scheme.
7. Case discussion and analysis

Reference:

1. Tripathi.P.C. : Personnel Management and Industrial Relations
2. Mammoria & Mammoria : Dynamics of Industiral Relations in India
3. Kapoor N.D : Industrial Law
4. Arun.M. : Industrial Relations
5. D.Quinn Mills : Labour Managemnt Relations
6. Raymond Hilgent & Sterling Schoen: Cases in Collective Bargaining and Industrial Relations.

5.4. Human Resource Management. 9

HUMAN RESOURCE PLANNING AND DEVELOPMENT

60 Contact Hrs. – 100 Marks

1. Human Resource Management at Work – Changing environment of HRM – Strategic planning and HR management – Tomorrows HR today

2. HR Functions I – Recruitment and selection – Interviewing candidates

3. HR functions II – Compensation Determinants – Basic aspects of compensation – Building employer's commitment – Pricing Managerial and Professional jobs – current issues in compensation.

4. HR Function III – Pay for performance and financial incentives – Incentives for operations employees – Incentives for Managers and Executives – Organizations wide incentive plans and its development – various employee benefits and services.

5. Employee safety and health – occupational safety – causes of accidents and its prevention – supervisors role in safety – Labour welfare activities in overview

6. Human Resources Development I – Role of Training – Training process – Training need analysis – Training techniques – Evaluation of Training effectiveness.

7. Human Resources Development II – Performance Appraisal its methods and types – need for performance appraisal – Problems in performance appraisal and solutions – Role of appraisal in managing performances – Developing managerial career – Techniques for managerial career development – Role of counseling in management.

8. Labour Relations and collective Bargaining – CB process – Employees grievance resolution – Participation of employees in Management.

9. Future challenges of HR – Managing Human Resources in International Business.

References:

1. Monappa Arun & Saiyadain Mirza : Personnel Management
2. Tyson Shaun & York Alfred : Essentials of HRM,
3. Fisher Cynthia D, Schsenfeldt Lyle F, Shaw James B: Human Resources management
4. Dressler Gary : Human Resource Management
5. DeCenzo david A and Robbins Stephen P: Personnel / Human Resources management
6. Ivancevich John M: Human Resources Management
7. Kossek Ellen Ernst & Block Richard N : Human Resources Management in the 21st Century

5.4. Human Resource Management. 10

MANAGING SELF AND OTHERS

60 Contact Hrs. – 100 Marks

1. Concept of self: Ego and ego states; Attitude; Skills. Introduction to Transactional Analysis; Use of psychometrics, projective/situational tests- tools and techniques.

2. Group as a medium for learning; Group cohesiveness; Interpersonal communication; Interpersonal awareness; Interpersonal feedback; Interpersonal trust; Johari Window; Group decision making; Group synergy; team building. Sensitivity Training; Rational –Emotive therapy; Assertiveness training.

3. Counseling: Approaches to counseling; Counseling process – beginning, developing and terminating a counseling relationship and follow up; Assessing client's problems; Selecting counseling strategies and interventions; Application of counseling to organizational situations with a focus on performance Counseling.

4. HRD intervention: HRD approaches for coping with organizational changes.

5. Cross cultural differences and management implications; Cross cultural leadership and Decision making; Cross cultural communication and negotiation.

Reference.

1. Maclennan, Nigel: Counseling for Managers.
2. Cormer, L.S. and hackney, H.: The Professional Counselor's Process Guide to Helping
3. Bennis, W.G.: Essay in Interpersonal Dynamics
4. McShane, Steven L and Von Glinow, Marry Ann: Organsiational Behaviour
5. Moore, M.D. et el: Inside Organizations: Understanding the Human Dimensions
6. Adler, N.J.: International Dimensions of Organisational Behaviour
7. Hofstede, G.: Culture's Consequences: International Differences in Work Related Values

5.5. Information Technology & Systems. 1

DATABASE MANAGEMENT IN BUSINESS

60 Contact hrs. – 100 marks

1. Data base – meaning – Components – Data base systems – Operations data base – Managerial data bases – Design principles for data bases – Impact of data bases in management process – Data base administration – Disadvantages of data bases – Three level data base management systems .
2. Different models of data bases – network, model – Hierarchical data base models – Rational model – Codasyl model – Total data base structures.
3. Object oriented Date base – Model – Languages – Object – Relational Data Base – Nested Relations – Complex Type and object orientations.
4. Data base teleprocessing – On line System – Data communication systems – Management data base environment – cost-benefit analysis of data base management.

Reference:

1. Jeffrey O Ulman : Principles of data base systems
2. James Brandley : Introduction to data base management in business
3. George M Scott : Principles of management information systems chapter II
4. Martin : Computer Data Base Management
5. Gordon C. Everest : Data Base management
6. David Stamper : Data Base Design and Management
7. Henry F Korth & Abraham Silberschatz: Data Base System Concept.
8. C.J.Data : An Introduction to Data Base System.

5.5. Information Technology & Systems. 2

ENTERPRISE RESOURCE PLANNING

60 Contact hrs. – 100 marks

1. Enterprise resource planning – ERP Concepts – Resource management – Single data to various departments – Data Processing Concepts to various industrial departments – Methods of data processing – Data processing moods – Integrated management information – Supply chain management – Integrated data model.
2. Business engineering and ERP - Meaning of business engineering – Significance – Principles – Business engineering with information technology – ERP and management concerns.
3. Business modeling of ERP – Building in business model.
4. ERP implementation – Pre Evaluation screening , Package evaluation- Project planning phase – Gap analysis – Re engineering – Configuration – Implementation team training – testing – End user training – Role of consultants – Vendors and users – Customization and precaution – ERP implementation methodology
5. ERP and competitive advantage – competitive strategy – The ERP domain
6. Marketing of ERP – Market dynamics and competitive strategy.
7. Case studies

Reference:

1. Vinod Kumar & Venkitakrishnan : Enterprise resource planning –concepts & Practice
2. George M.Scott : Principles of management information systems
3. Jerome Kanter : Managing with Information
4. alexis Leon : Enterprise Resource Planning
5. Garg & Venkitakrishnan : ERPWARE^{TM} – ERP Implementation framework
6. Michael Hammer : Enterprise Resource Planning

5.5.Information Technology & Systems. 3

EMERGING TRANDS IN IT/E-COMMERCE

60 Contact hrs. – 100 marks

1. Introduction to internet – Resources of internet – Hardware and software requirements of internet – Internet Service Providers (ISP) – Internet addressing – Multi using mail from a shell account – Introduction to the WEB – Using the WEB
2. URLs – Schemes – Host names and Port numbers – Using the Browser – Hype text and HTML – Using the WEB from a shell account – introduction to Usenet – Using Usenet from a shell account – Gopher – Veronica and Jughead – Using gopher from a shell account.
3. Anonymous FTP – Using FTP from a shell account – Archie – File types used on the internet – Downloading – Mailing list – Telnet – Using Telnet from a shell account – Talk facilities using talks from a shell account – IRC and Muds.
4. Electronic Commerce – the anatomy of E-Commerce – applications – E-Commerce and consumer applications – E-Commerce organization applications – The Internet Society – Overview of Internet applications – National Independent ISPs – Regional level ISPs – Local level ISPs – Service providers abroad – Service Provider Connectivity – network interconnection points.
5. Client – Server network security – Emerging client – Server security threats – Firewalls and Network security – World Wide Web (WWW) as the architecture – Web Background – Hypertext publishing – Technology behind the web – Security and the Web – Types of Electronic payment system – Designing electronic payment system – Cyber cash – Smart cards.
6. The New age of information based marketing – Advertising on internet – Charting the On-line marketing process – E-Commerce catalogues or directories – Consumer data interface – Emerging tools – Computer based education and training – Digital copyrights and E-Commerce – Digital Video and E-Commerce – Desktop Video conferencing – Mobile Computing Framework – Wireless delivery technology and switching methods – Mobile computing applications – Personal communication services (PCS).

Reference:

1. Carl Malamud : Exploring the Internet
2. Harley Hahn : The Internet – Complete Reference
3. Kamalesh K. Bajaj & Debjani Nag : E-Commerce – The cutting edge of business
4. Ravi Kalkota & Andrew B Whinston : Frontiers of Electronic Commerce
5. J.Easton : Striking it rich.com
6. Bill Gates & Collins : Business @ The Speed of thought

5.5.Information Technology & Systems. 4

SOFTWARE PROJECT MANAGEMENT

60 Contact hrs. – 100 marks

1. Introduction to Software Project Management- Software as an Evolving product, its characteristics and components.

2. Software engineering process - various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.

3. Planning a software project- Objectives, resources, estimation -methods of estimation. Make or -buy decisions. Software project scheduling -defining tasks, scheduling using PERT/CPM, Project planning and Analysis.

4. Software Configuration - Components of configuration, versions control and configuration audit.

5. Software Design Process- Concepts, modular, design, and design documentation.

6. Software Testing- Objectives, Methods of testing, testing GUI's testing, Clients/Server architectures; testing real systems ; strategies for testing, Unit testing Integration Testing, System testing and debugging.

7. Software implementation process and problems/issues

8. Emerging trends in Software Project Management

References.

1. Roger S. Pressman : Software Engineering -A Practitioners Approach.
2. Richard F. : Software Engineering Concepts
3. Carlo Ghezzi et. al : Fundamentals of Software Engineering

5.5. Information Technology & Systems. 5

ADVANCED OPERATIONS RESEARCH

60 Contact hrs. – 100 marks

1. Introduction: Nature and scope of Operation Research (OR). Basic concepts and definitions - methodology of OR. Construction, solution and testing of model. Basic phase in taking OR problems.

2. Linear Programming (L.P.): Concept and formulation of L.P. models – graphical technique, working on simplex algorithm and interpretation of final results, duality problems, Sensitivity Analysis.

3. Transportation and Assignment problems.

4. Network analysis (PERT/CPM): Drawing an arrow network and numbering the events. Estimation of job duration, the concept off slack and float, the concept of critical path analysis and probability considerations, crashing a network and determining project cost trade off.

5. Game Theory: 2-person zero-sum games, solution methods, use of L.P.

6. Waiting line series: Basic structures and components of a queuing system. Design of the queuing system. A single channel, single-phase queuing models, Multi-channel model with business examples.

7. Replacement Decisions: Replacement of capital equipment's that deteriorates with time, replacement of items that fail completely.

8. Simulation: Basic concepts, Montecarlo method, random number generation, some business application of simulation models.

9. Decision Theory: Decision making under uncertainty, Different decision criteria, evaluation of EVPI. Decision tree approach to solving problems.

10. Markov Analysis: Concepts – uses of matrices, solution to brand switching problems.

References.

1. Levin and Kirkpatrik.: Quantitative approaches to management
2. P.K. Gupta and Man Mohan : Operations Research and Statistical Analysis
3. Handy A. Taha : Operations Research : An introduction, Collin Macmillan
4. Wagner: Principles of Operations Research
5. Sa sieni,Yaspan & Friedman,John Wiley : Operations Research- Methods and Problems.
6. N.D. Vohra: Quantitative Techniques in Management

5.5.Information Technology & Systems. 6

SYSTEM ANALYSIS AND DESIGN

60 Contact hrs. – 100 marks

1. Overview of systems analysis and Design- Software applications today-the changing scenarios- Introduction to different methodologies and Structured system analysis- Problem identification – requirement analysis- tools and techniques feasibility analysis – Operational Technical and Economical Feasibility – details of SDLC approach
2. Business Systems Concept- Systems Development Life Cycle- Project Selection- Feasibility Study- Tools for Analysis and Design of business Systems- Methodologies Available- Need for Structured Techniques structured Techniques Available System Requirement Specification and Analysis.
3. Data Flow Diagrams- Data Dictionaries- Process Organisation and Intersections- Decision Analysis- Decision Trees and Tables- Expansion-Explosion and Normalization Detailed 1 Design Modulation- Module Specification File Design- Data Abase Design system Control and Quality Assurance- Documentation Tools
4. Testing techniques Available- System Controls and Audit Trails- System Administration and Training- Conversion and Operations Plan hardware and Software Section- hardware Acquisition Bench marking- Vendor Selection
5. Operating System Selection- Language Processors Performance and Acceptance Testing Criteria- managing data Processing in an Organization- Data Processing Setup- Project management Techniques for Managing Software Projects

References.

1. Award Elias M : Systems Analysis and design
2. Senthil : MIS and System Analysis and Design
3. Coad Peter and Edward, Yourdon : Object-Oriented Analysis
4. Macro, T.D : Structured Analysis & System Specification
5. Rajaraman, V : Analysis and Design of information systems
6. Van Over, David : Foundations of business Systems
7. Whitten J L et al : System Analysis and Design methods

5.5.Information Technology & Systems. 7

BUSINESS PROCESS REENGINEERING

60 Contact hrs. – 100 marks

1. Business Process Reengineering: Conceptual foundations of Business Process Reengineering; Need for BPR; Business process vs management process; Role of Information Technology in Business Process Reengineering; Process of Business Reengineering; BPR and TQM.

2. Process identification and mapping; Role/ Activity Diagrams; Process visioning and Benchmarking. Types and process of benchmarking; Business Reengineering – a strategy driven approach.

3. Business Process improvement; Business process redesign; Reengineering methodologies and tools- Project management, coordination, modelling, business process analysis, HR analysis and design and systems development.

4. Man-management of BPR implementation; Reorganising people for organisational change.

5. BPR experiences in Indian industry: Case studies of two Indian companies.

Reference.

1. Carr, D.K. and Johasson, H.J.: Best Practices in Re-engineering
2. Champy, James: Re-engineering Management: The Mandate for New Leadership
3. Jayaraman, M.S. et el: Business Process Re-engineering
4. Coulson, Thomas, C.: Business Process Re-engineering: Myth and Reality
5. Vikram Sethi and William R.King: Organisational Transformation through Business Process Reengineering
6. Davenport, T.H.: Process Innovation: Reengineering Work Through Information Technology
7. Hammer, Michael: Re-Engineering the Corporation- A Manifesto for Business Revolution
8. Peppard, J and Rowland P: The Essence of Business Process Re-engineering

5.5.Information Technology & Systems. 8

MANAGEMENT SUPPORT SYSTEM

60 Contact hrs. – 100 marks

1. Overview of CBIS Applications- Decision making Concepts – A Need for Decision Support- Decision Modelling Exercises- Role of Decision Support Systems in Business

2. Modelling in Decision Support, Spread Sheet Software systems as DSS Tool- Development of planning Models in Various Functional Areas

3. Introduction to Integrated Financial Planning System for Financial Modelling Group Decision Support Systems' Use of DSS Technology for Marketing Finance, Production and HRM. Modelling of Multi-objective and Analytic Hierarchy Process.

4. Artificial intelligence- Need and Application. Al Based Systems- Fuzzy Knowledge in Rule Based Systems- Expert System Shells- Working on an Expert System Shell

5. Development of a expert System Model for a Functional Area. PROLOG A Tool for Al Programming Executive Information Systems and their Applications.

Reference.

1. Bratko, Ivan, Prolog :Programming for Artificial Intelligence
2. Davis, Michael W : Decision Support
3. Jayashankar, R :Decision Support System
4. Patterson, Dan W :Introduction to Artificial Intelligence and Expert systems
5. Rolph, Paul :How to choose and Use an Executive Information System
6. Sprague, Ralph H : Decision Support for Management
7. Turban, E : Decision Support & Expert Systems

5.5.Information Technology & Systems. 9

ELECTRONIC COMMERCE (E-Commerce)

60 Contact hrs. – 100 marks

1. Electronic Commerce (EC)- Definition, Scope and Types: B2B, B2C, C2B, C2C, Intra-business EC . Electronic Marketing Process, Interdisciplinary nature of EC. Driving forces of EC. Business models in E-commerce.

2. E-business strategies and their implementation; E-commerce for service oriented industries- Online publishing, Securities broking, Travel and Tourism, Job market services, Real estate, Cyber banking and auctions; B2B Electronic Commerce: characteristics and Models of B2B E-Commerce;

3. Technology Infrastructure for E-Commerce: The Internet T\technology and standards; Internet Protocols; EDI, Mark up languages, Web servers, browsers and Clients. Search Engines, E-mails; Intranet and Extranet; Biometrics and grid computing. Development of E-Commerce Portals:

4. Electronic payment systems: Online Credit card; Electronic fund Transfer and Debit Cards; Stored Value Cards and E-Cash, E-Cheque, Unified payment systems. Security schemas in Electronic payment Systems.

5. Marketing for E-Commerce: Electronic marketing in B2B; Retailing on the Net – Online shops, Online services, Career and job search services; Internet Marketing Technologies: Web transaction logs and Customer profiling and targeting; Data warehousing and mining; Spam; Marketing and Branding Strategies in E-Commerce. Online Marketing Research.

Reference.

1. Turban, Efraim, David King et. el.: Electronic Commerce: A Managerial Perspective Kalakota, Ravi: Frontiers of Electronic Commerce, Addison.
2. Rayport, Jeffrey F and Jaworksi, Bernard J: Introduction to E-Commerce
3. Smantha Shurety,: E-Business with Net Commerce, Addison.
4. Rich, Jason R: Starting an E-Commerce Business
5. Laudon, Kenneth C and Carol Guercio Traver : E-Commerce business. Technology. Society
6. Stamper David A, and Thomas L.Case: Business Data Communications
7. Willam Stallings: Business Data Communications