

**MANONMANIAM SUNDARANAR UNIVERSITY
TIRUNELVELI – 12**

**DIRECTORATE OF DISTANCE AND CONTINUING EDUCATION
M.B.A**

(Effective from the Academic Year 2016-2017 onwards)

Title of the Paper	Credits
I YEAR	
1.1 Management Process and Behaviour	4
1.2 Managerial Economics	4
1.3 Accounting For Managers	4
1.4 Business Environment	4
1.5 Business Law	4
1.6 Managerial Communication	4
1.7 Computer Application and Management	4
1.8 Research Methodology	4
II YEAR	
2.1 Human Resource Management	4
2.2 Marketing Management	4
2.3 Financial Management	4
2.4 Operations Management	4
2.5 Decision Support Systems	4
2.6 International Business Management	4
2.7 Strategic Management	4
2.8 Project work (no viva vice) / Entrepreneurship	4
Total No. of Credits	64

ELIGIBILITY FOR ADMISSION:

Pass in any degree except B.Lit. No entrance examination for admission.

This comes into effect from the academic year 2016 – 2017, following are the optional subjects.

1. MBA Marketing
2. MBA Production
3. MBA Finance
4. MBA Human Resources
5. MBA Systems

All the above courses will have the following papers in common. The first year papers are as in MBA.

The II year papers are as follows:

1. Functional Management – I
2. Functional Management – II
3. Strategic Management
4. Project work / Entrepreneurship

FOR MBA MARKETING

Title of the Paper
II YEAR
2.1 Functional Management – I
2.2 Functional Management – II
2.3 Strategic Management
2.4 Project work / Entrepreneurship
2.5 Marketing Research
2.6 Advertising and sales promotion
2.7 International Marketing
2.8 Services Marketing

FOR MBA PRODUCTION

Title of the Paper
II YEAR
2.1 Functional Management – I
2.2 Functional Management – II
2.3 Strategic Management
2.4 Project work / Entrepreneurship
2.5 Materials Management
2.6 Supply Chain Management
2.7 Project Management
2.8 Operations Research

FOR MBA FINANCE

Title of the Paper
II YEAR
2.1 Functional Management – I
2.2 Functional Management – II
2.3 Strategic Management
2.4 Project work / Entrepreneurship
2.5 Security Analysis and Portfolio Management
2.6 Financial Services
2.7 Working Capital Management
2.8 Corporate Taxation

FOR MBA HUMAN RESOURCES

Title of the Paper
II YEAR
2.1 Functional Management – I
2.2 Functional Management – II
2.3 Strategic Management
2.4 Project work / Entrepreneurship
2.5 Management of Training and Development
2.6 Organisational Development
2.7 Industrial and Labour Relations
2.8 Personality Development

FOR MBA SYSTEM

Title of the Paper
II YEAR
2.1 Functional Management – I
2.2 Functional Management – II
2.3 Strategic Management
2.4 Project work / Entrepreneurship
2.5 System Analysis and Design
2.6 Business Process re – engineering
2.7 Management Decision Support System
2.8 E – Commerce

1.1. Management Process and Behaviour

Unit – I

Nature and functions of Management – Levels of management – Different approaches to management – Evolution of Management – Planning – Nature – Importance –Types – Steps in planning process – MBO – Strategic planning process – Decision making process – Models of decision making.

Unit – II

Formal / Informal organisation – Organisational structure – Organising process – Departmentalisation – Authority delegation – Decentralisation – Coordination – Line / Staff relations – Staffing procedure – Training and development – Performance appraisal.

Unit – III

Direction and Communication – Processes and Barriers – Leadership – Characteristics of a leader – Approaches to leadership – Motivation concepts – Theories of motivation – Controlling – Control techniques.

Unit – IV

Organisational Behaviour (OB) – Definition – Nature and scope – OB model – Group dynamics – Formation of groups – Team effectiveness – Team building – Individual level concepts – Learning – Perception – Values – Attitudes – Personality.

Unit – V

Organisational Dynamics – Organisational culture – Organisational change – Organisation Development (OD) interventions – Business Ethics and Social Responsibility – Corporate governance.

References :

1. Stephen P. Robbins, Organisational Behaviour, Prentice Hall of India.
2. Fred Luthans, Organisational Behaviour, McGraw Hill Book Co.
3. Udai Pareek, “Understanding Organisational Behaviour”, Oxford University Press, N.Delhi.
4. Essentials of Management – Harold Koontz, Heinz Weihrich.
5. Principles of Management – Tripathi, Reddy
6. Management : A competency based approach – Hellriegel and Slocum.

1.2. Managerial Economics

Unit – I

Managerial Economics – Meaning, Nature and scope – Role in decision making – Concepts of Managerial Economics.

Unit – II

Supply meaning and determinants – Production decisions – Production function – Cost concepts – Cost output relationship. Economy of scale – Cost functions.

Unit – III

Market Structure – Characteristics – Pricing and output decisions – Methods of pricing – Differential pricing Government intervention in pricing.

Unit – IV

Profit – Meaning and nature – Profit policies – Profit planning and forecasting – cost volume profit analysis – Investment analysis.

Unit – V

Macro Economics, aggregates and concepts – GNP, GDP, GDS. National Income – Business Cycle – Inflation and deflation – Balance of payments – Monetary and fiscal policies.

References :

1. G.S. Gupta – Managerial Economics Tata Mc Graw Hill.
2. Varshney and Maheswari – Managerial Economics, Sultan Chand and Sons.
3. Mehta P.L. – Managerial Economics, Sultan Chand and Sons.
4. Joel Dean – Managerial Economics, Prentice Hall.
5. Rengarajan L – Principles of Macro Economics, Tata McGraw Hill.

1.3 Accounting For Managers

Unit – I

Accounting principles – Concepts – Basic of accounting – Journal – Ledger – Trial Balance – Preparation of trading Profit and loss account and balance sheet (problems) – Depreciation methods.

Unit – II

Financial statement analysis – Objectives – Accounting Ratio's; Liquidity; profitability, turnover and market test ratios – Problems and computation and interpretation of various accounting ratios.

Unit – III

Fund flow statement analysis sources and applications of funds – Statement of changes in working capital – Computation of fund from operations – Working for computation of various sources

and uses – Preparation of fund flow statement – Cash flow statement – Problems Distinction between funds flow and cash flow statement.

Unit – IV

Cost accounting meaning – Distinction between accounting and cost accounting – Cost terminology; cost, cost centre, cost unit – Elements of cost – Cost sheet – Problems – Activity based costing – Concept – Methodology, application and uses – Target costing; concept and applications.

Unit – V

Marginal costing – Definition – Distinction between marginal costing and absorption costing – Decision making under marginal costing system – Contribution, P/V Ratio, limiting factor, margin of safety, breakeven point – problems – Computation of breakeven point – Break even chart – Uses and limitation of break even chart – Uses and limitation of break even analysis.

Budget, Budgeting, and Budgeting control – Distinction between budgetary control and standard costing – Types of budgets – Preparation of production, purchases and cash budget – Preparation of flexible budgets – Problems – Zero base budgeting.

References :

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

1.4. Business Environment

Unit I

Business Environment – The concept and significance – Constituents of business environment – Business and society – Business and ethics – Business and culture – Social Responsibility – Business and Government – Political System and its influence on business – Indian constitution – Directive principles of state policy.

Unit – II

Indian Economy – Economic Systems – National income, expenditure – Investment – Economic planning – Priorities of IX plan – Income distribution and poverty – Capital formation and domestic savings – Public and Private Sectors – Privatisation move – Fiscal Policy.

Unit – III

Industrial Development – Industrial Policy resolution – Small Scale and Cottage industries – Problems solutions – The new economic policy and its impact economy.

Unit – IV

Legal Environment of Business – Forms of Business Organisation – Environmental pollution and contrast – Ecosystem concepts – Basic concepts and their application in business – Industrial ecology and recycling industry.

Unit – V

International Business – Overview – Types of international Business – External Environment – Economy and Political Environment Human and Cultural Environment – Influence on Trade and investment pattern – Working financial environment – Cross national Co-operation and agreements – Tariff and non – tariff barriers GATT, WTO – Regional Block.

References :

1. Rudder Dutt and Sundaram – Indian Economy.
2. Cherunilam – Business Environment
3. Tuteja S.K. – Business Law for Managers
4. Amar Chand – Government and Business
5. Bhalla V.K. and Shivaramu – International Business Environment and Business.

1.5. Business Law

Unit I

Legal environment and business – Forms of business – Forms of Business organisation – Indian contract – performance of contract – Essentials of agreements – Void and voidable and illegal contract – Offer and Acceptance – Capacities of the parties to create contract – Consideration – Breach of contract – Remedies.

Unit – II

Sale of goods Act – Transfer of property from buyer and seller. Law of Agency – relation of principal and agency – Personal liabilities of agents – Termination of agency.

Unit – III

Indian Companies Act – Definition – Kinds – Incorporation of Companies – Memorandum of association articles of Association and Articles of Association – Certificate of Incorporation – Prospectus.

Unit – IV

Monopolies and Trade restrictive practices Act – Securities Exchange Board of India Act – Custom and Central Excise Act – Central and States Sales Tax Act.

Unit – V

Foreign Exchange Management Act – Patent Act. Intelligent Property Right – Consumer Protection Act.

References :

1. N.D. Kapoor – Elements of Commercial Law
2. N.C. Shukla – A Manual of Mercantile Law
3. R.S. Daver – Indian Mercantile Law

1.6. Managerial Communication

Unit – I

Communication – Managing and Significance for management – Types of Communication Media – Barriers to communication – Principles of effective communication.

Unit – II

Correspondence Norms for business – Letters for different kinds of situations – Personalised standard letters, enquiries, customer's complaints, collection letters, sales promotion letters.

Unit – III

Report Writing – Structure of Reports – Long and short reports – Formal and informal reports – Writing research reports – Technical reports – Norms for including exhibits and appendices.

Unit – IV

Conducting Meeting – Procedure – Preparing agenda, Minutes and resolutions – Conducting seminars and conferences. Procedure of regulating speech – Evaluating oral presentation – Group Discussion – Drafting speech.

Unit – V

Resume Writing – Application Letter – Interview Techniques – Body Language – Manners for Managers.

References :

1. Murphy and Peek – Effective Business Communication 2nd Ed. Tata McGraw Hill N.D.

2. Asha Kaul – Effective Business Communication Prentice Hall
3. Rajendra Paul and Koraiyahaili – Business Communication
4. L.Shuster and Peter Willimson – Written Communication in Business.

1.7. Computer Application in Management

Unit I

Computers – Introduction – Computers in business – Elements of computer systems setup; Indian computing environment; components of a computer system; generations of computers and computer languages.

Unit II

Personal computers in business – PC software packages – introduction – Disk Operating system and windows.

Unit III

Word Processing Software – Creating document – File management – Editing – formatting – Using tools – Tables – Working within tables.

Unit IV

Spreadsheet software – Introduction – Creation of spreadsheet application; range, formula, functions database functions in spreadsheet – Graphics on spreadsheet.

Unit V

Managerial applications of computers – Computer and management functions – Computer based financial accounting systems – Inventory systems – Computerised MIS and control systems.

References :

1. Summer M. – Computer Concepts and Uses (PHI)
2. Long, L. – Computers (PHI)
3. David. Van Over – Foundation of Business systems (Dryden)

1.8. Research Methodology

Unit I

Research – Meaning, Scope and Significance – Type of Research – Research process – Characteristics of good research – Scientific method – Problems in research – identifying research problem – Objectivity in research.

Unit II

Hypothesis – Meaning – Sources – Types – Case study – Features of good design measurement – Meaning, need, errors in measurement, tests of sound measurement, techniques of measurement. Scaling techniques – meaning, types of scales, scale construction techniques – Sampling design – meaning. Concepts, steps in Sampling – Criteria for good sample design – Types of sample designs, probability and non-probability sample.

Unit III

Data Collection – Types of data – Sources – Tools for data collection, methods of data collection, constructing questionnaire – Pilot study – Case study – Data processing coding – Editing and tabulation of data – Data analysis.

Unit IV

Test of significance – Assumptions about parametric and nonparametric tests. Parametric tests – chi – square, t – Test, F Test, Z Test. Introduction to ANOVA, One way, Two way and three way classification.

Unit V

Interpretation – meaning, Techniques of interpretation, Report writing – significance and steps – layout of report – types of reports – oral presentation – executive summary – mechanics of writing research report – Precautions for writing report – norms for using tables, chart and diagrams – Appendix – norms of using Index and Bibliography.

References :

1. Rao K.V. Research Method for Management and Commerce – Sterling.
2. Kothari C.R. – Research Methodology.
3. Wilkinson Bhadarkar – Methodology and Techniques of Social Research.
4. Anderson et.al. – Assignment and Thesis writing.

II YEAR

2.1. Human Resource Management

Unit I

Human Resource Function – Human Resource Philosophy – Changing environments of HRM – strategic human resource management using HRM to attain competitive advantage – trends in HRM – organisation of HR departments – line and staff functions – role of HR Managers.

Unit II

Recruitment and Placement – Job Analysis: Methods job specification. HR and the responsive organisation recruitment and selection process, employment planning and forecasting – building employee commitment. Promotion from within – sources, developing and using application forms.

Employee Testing and Selection – Selection process, basic testing concepts, types of test, work samples and simulation. Selection techniques interview. Common interviewing mistakes, designing and conducting effective interview, small business applications.

Unit III

Training and development – Orientation and Training: Orientating the employees, the training process, need analysis, training techniques, special purpose training.

Developing Managers: Management Development – The responsive managers – On the Job and Off the Job development techniques – Using HR to build a responsive organisation.

Performance Appraisal: Methods problems and solutions – MBO approach –the appraisal interviews – Performance appraisal in practice. Managing careers, career planning and development – Managing transfers and promotions.

Unit IV

Compensation and managing quality – Establishing Pay plans: Basics of compensation – factors determining pay rate – current trends in compensation – job evaluation.

Pay for performance and Financial Incentives: Money and motivation – incentives for operations, employees and executives – organisation wide incentive plans – practices in Indian organisations.

Benefits and Services: Statutory benefits, non statutory benefits (Voluntary) – Insurance benefits – Retirement benefits and other welfare measures to build employee commitment.

Unit V

Labour Relations and Employee Security : Industrial relation and collective bargaining: Trade unions – collective bargaining – future of trade unionism. Discipline Administration – Grievance handling – managing dismissals and separation.

Labour Welfare: Importance and implications of labour registrations – employee health – auditing HR Functions. Future of HRM Function.

References :

1. Human Resource Management – Garry Dessler, Prentice Hall
2. Human Resource Management – H. John Berhardin and Joyce R.A. Russel
3. Personnel and Human Resource Management – David A Decenzo and Stephen P. Robbins.
4. Human Resource Management – Text and Cases V.S.P. Rao Excel Books, New Delhi.
5. Industrial Relations and Labour Welfare – Dr.R. Venkatapathy, Assissi Meriacheri, Adithya Publications, CBE – 2001.

2.2. Marketing Management

Unit I

Marketing – meaning – functions – marketing and selling; - marketing classification – marketing planning and organisation scanning; marketing segmentation, buyer behaviour, marketing information system.

Unit II

Product management – new product – meaning – product mix – product planning and development, product policies – product line decision – product positioning and targeting – managing product life cycle – product failures – branding and packaging.

Pricing – meaning – pricing factors – objectives and policies – pricing methods and procedures.

Unit – III

Promotion mix decisions – advertising role – budgeting – copy writing, media selection, measuring advertising effectiveness – sales promotion tools and techniques, personal selling – salesman qualities, sales force determination – determining sales territory, fixing sales quota and target; public relating role and methods.

Unit IV

Distribution – meaning – role – distribution mix strategies – types of channels – role of intermediaries – managing and controlling intermediaries – marketing logistics – transport, warehousing and inventory control.

Unit V

Identifying and analyzing competitors – designing competitive strategies for leaders, challengers, followers and nichers; relationship marketing – on line marketing – consumerism and consumer protection in India - evaluating and controlling of marketing performance – New Issues in marketing, globalisation, Greymarketing – legal issues.

References :

1. Marketing management – Philip Kotler. PHI
2. Fundamentals of Marketing – Stanton, Etzel, Walket, Mc Graw Hill
3. International Marketing – Borce, Huston and thill, McGraw Hill
4. Marketing – Bennett, McGraw Hill
5. Marketing – Ramasamy and Namakumari, Mac Millan, India

2.3. Financial Management**Unit I**

Financial Management – objectives – Functions – Role of Financial Management in the organisation – Risk, Return Relationship – Time value of money concept – Indian Financial System.

Unit – II

Sources of capital – Long term, short term capital structure theory – Net Income – Net operating Income approach. Cost of capital – Computation for each source of finance and weighted average cost of capital.

Unit III

Debt – EPS Analysis – operating leverage – Financial leverage. Working capital Management – Definition – Objective – Determinants – Fore Casting working capital elements (Problem) working capital financing – Implications of various committee reports.

Unit IV

Cash management – objectives – Cash budget – Cash management strategies. Receivable management – Objectives – Credit policy – Credit terms – Collection policies. Inventory – objectives – decision areas – classification – reorder point – EOQ – Safety stock.

Unit V

Capital Budgeting – Importance – Procedure – methods of appraisal – risk analysis in capital budgeting. Dividend policy – theories – determinants, valuation of firm – CAPM.

References:

1. Chand and Jain – Financial Management
2. M. Pandey – Financial Management
3. Prasanna Chandra – Financial Management Theory, Practice
4. James C. Van Horns – Financial Management and Policy.

2.4. Operations Management

Unit I

Nature and scope of production and operations management – Functions POM – Facility location – Types of Manufacturing systems and layouts – material handling – line balancing – operations decisions.

Unit II

Production planning and control – meaning – functions, master production schedule – material requirement planning – capacity requirement planning – models, process planning – maintenance management concepts.

Unit III

Materials management – An overview of materials planning – material planning and inventory control, types of inventory and inventory control – inventory control systems – materials planning, budgeting and material requirement planning. Purchase management – stores management.

Unit IV

Quality control – purposes, quality assurance – acceptance sampling – statistical quality control – control for variables and attributes – quality circles – TQM – ISO 9000.

Unit V

Economics – Meaning – Importance – work study method study. Time and motion study – work measurements work sampling – industrial safety.

References:

1. Operations Management – Lee / Schniederjans – All India Pub. & Dis. Ltd., 1st Indian Ed.
2. Production & Operations Management – Everet E. Adam & Ebert – PHI Pub. 4th Ed.
3. Elements of production planning and control – Samuel Eilon – Universal Pub. Cor. Bombay.
4. Modern Production Management – Buffa, New York, John Wiley, 1987.
5. Production and Operation Management – S.N. Chary, Tata McGraw Hill, 1989.
6. Manufacturing Organisation and management – Amrine Harold T. Prentice Hall Inc. 1993.

2.5. Decision Support System

Unit I – Decision Support System

Decision concept – Steps – Decision Support System – Components – characteristics – classifications and applications.

Unit II – Model Management

Modeling process – Types of models – Optimisation Simulation – Heuristic Descriptive – Predictive Model base – Modeling Languages – Model directory – Model base management system model execution – Integration and command processing – Model package.

Unit III – Data Management System

Data Base – Source of data – Data Directory – Data structure and Data Base Language – Query Facility – Data Management System – DBMS as DSS Development Tool.

Unit IV – Dialog Management

User Interface – Graphics – Multimedia – Visual interactive Modeling – Natural Language Processing – Speech Recognition and understanding – Issues in user interface.

Unit V – Development of Decision Support System

Development process – Software and Hardware – Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.

References:

1. Ranks, Decision Support System.
2. Janakiram and Sarukesi, Business Support Systems.
3. Fraim Turban, Decision Support and Expert System.

2.6. International Business Management

Unit I

History of International business – Reasons for foreign entry – patterns of International business – Types of FDI – Multinational corporations – market imperfection approach – Approaches on firm based and location specific advantages – Environmental factors – Economic, Financial, Political, Legal, Cultural, Technological.

Unit II

International business strategy – Internationalisation – Management philosophies – Porter's model – Prehalad and Doz's model – International marketing strategy – Introduction to Product, Price (INCOTERMS), Distribution, Promotion in international context.

Unit III

Technology and MNC – Technological Interdependence - Strategy and innovation – Technology accumulation – Home or overseas R & D – Organisational issues – Technological performance –

Introduction to International finance – Exchange rate, Changes, forecasting, risk – International cash management, taxation.

Unit IV

International operations strategy – Procurement – Subcontracting – Plant location decision – plant design and interplant relationships – Staffing policies – Globalisation and HRM – International labour strategy – New directions in Organisational structures – Performance evaluation.

Unit V

International acquisitions – Cultural, legal, political dimensions – conventional perspective of acquisition process – alternative perspective – Acquisitions and business strategy – Successful integration – Problems in acquisition integration – Approaches to integration – Future of multinational – International Co – operation – Determinants of competition – International managers for millennium.

References:

1. International Business – James H Taggart, Michael C McDermott
2. International Business – Alexander Hill
3. International Business – Francis Cherunilam

2.7. Strategic Management

Unit I

Business policy an overview – the General management function – concept of corporate strategy – corporate goals and objectives formulation strategy – Rating opportunity and resources – the company and environment the company and its resources – Strategy and personal values – strategy and social responsibility.

Unit II

Corporate and strategic planning – mission – vision of the firm – Development, maintenance & the role of leader – Hierarchical levels of planning – strategic planning process – merits and limitations of strategic planning.

Unit III

Environment Analysis and Internal Analysis of firms – General Environment scanning, competitive environment analysis – to identify opportunities and threat assessing internal environment through Financial approach and value chain – Identifying matrix – Implication core competencies.

Unit IV

Strategic Formulation – Generic Strategies – Grand Strategies – Strategies of leading Indian Companies – the role of Diversification Limits – means and forms – Strategic management at Corporate level, at Business level and the function level with special reference to companies, operating in India.

Unit V

Concepts of tools of strategic evaluation competitive cost dynamics – experience curve – BCG approach cash flow implication – Assessment of economic contribution to strategy – cost of equity capital assessing market values of a business – Profitability matrix Strategy Implementation and control.

References:

1. Strategic Management – Pearce & Robinson. All India Travellers ND 1988.
2. Strategic Management – An Integrative perceptive A.C. Hak & N. Smajluf. Prentice Hall, 1984.
3. Competitive Strategies – Michael Porter
4. Competitive Advantage of Nations – Michael Porter.
5. Strategic Management Concepts & Application – Samuel, C.Corto and J. Paul peter, McGraw Hill, 2nd Ed.
6. Strategic Management – Gregory G. Dess & Alex miller McGraw Hill.
7. Exploring Corporate Strategy – Text and Cases, Gerry Johnson & kever Scholes, Prentice Hall.
8. Strategic Planning formulation for corporate Strategy –V.S. Ramasamy & Namakumari – Macmillan
9. Business Policy and Strategic Management – P. Subbarao Himalaya.

2.8. ENTREPRENEURSHIP

Unit – I

Entrepreneurship – Meaning – Importance, Types – Role of Entrepreneurs in Economic Development – Qualities of an Entrepreneur – Entrepreneurship as a career.

Unit – II

How to start Business – Product selection – Form of ownership – plant location – land, Building Water and Power – Raw Materials – Machinery – Man Power – Other – Infrastructural facilities – Licensing, Registration and local byelaws.

Unit – III

Institutional arrangement for Entrepreneurship Development – D.I.C., I.T.C.O.T., S.I.D.C.O., N.S.I.C., S.I.S.I., - Institutional Finance to Entrepreneurs – T.I.I.C., S.I.D.B.I., Commercial Banks – Incentives to small scale Industries.

Unit – IV

Project Report – Meaning and importance – Project Identification, Contents of Project Report – Formulation of a project report – Project appraisal – Market Feasibility – Technical feasibility – Financial Feasibility and Economic Feasibility.

Unit – V

Entrepreneurship Development in India – Women Entrepreneurship in India – Sickness in Small scale industries and their remedial measures.

References :

1. Entrepreneurship Development in India – Dr. C.B. Gupta, Dr. N.P. Srinivasan
2. Entrepreneurial Development Principles, Policies and Programmes – P. Saravanel
3. Dynamics of Entrepreneurial Development in India – Vasant Desai
4. Fundamentals of Entrepreneurship – Mohanty (PHI)

ALL THE OPTIONAL SUBJECTS WILL HAVE THE FOLLOWING PAPERS IN COMMON. (II YEAR ONWARDS)**2.1. Functional Management - I****Unit I**

Introduction – Functions – Marketing and Selling –Segmentation : Approach, Patterns and Segmentation procedures. Basis for segmenting consumer and industrial market product positioning. Marketing Mix.

Unit II

Product – Product classification – New Product Development – Product life cycle. Pricing – Setting and modifying the price, initiating price units, Price increases, responding to price changes. Channel Decisions – Nature of Marketing channels, Functions, Type of retailer's.

Unit III

Promotion Strategies – promotion mix, measuring results. Marketing Organisations – Control Strategies Marketing Strategies : for leaders for followers, market strategies for niche makers, for challengers, market strategies for global markets.

Unit IV

Human Resource Function : Human Resource Philosophy – Role of HR Managers. Job Analysis – Selection Process – Selection techniques – Orientation and Training – training techniques – Performance Appraisal – Compensation – factors determining Pay rate – current trends in compensation – job evaluation. Pay for performance and financial Incentives.

Unit V

Industrial relation and collective bargaining: Trade unions – Collective bargaining – future of trade unionism. Discipline Administration. Grievance handling – managing dismissals and separation. Labour Welfare: Importance and Implications of labour registrations – employee health – auditing HR functions. Future of HRM Function.

References:

1. Philip Kotler, “Marketing Management Analysis Planning and Control”, Prentice Hall, 9th Edn. New Delhi, 1996.
2. Ramaswamy V.S. and Namakumari S., “Marketing Managemnet Planning, Implementation Control”, Prentice Hall, New Delhi, 1996.

3. Human Resource Management – Garry Dessler, Prentice Hall.
4. Human Resource Management – H. John Berharding and Joyce R.A. Russel
5. Personnel and Human Resource Management – David A Decenzo & Stephen P. Robbins.
6. Human Resource Management Text and Cases V.S.P. Rao Excel Books, New Delhi.

2.2. Functional Management – II

Unit I

Financial Management – Objectives – Functions – Role of financial Manager Risk – Return Relationship – Time value of Money – Sources of Capital – Cost of Capital, Cost of debt, Cost of preference shares, Cost of equity, weighted average cost of capital, Average and marginal cost of capital.

Unit II

Capital Budgeting, Capital budgeting under the conditions of Capital rationing and inflationary conditions. Working Capital Decisions – Working capital policy – Management of cash and near – cash assets. Management of Receivables. Management of inventory.

Unit III

Financial analysis and Planning: Financial Statements, Financial Ratio Analysis, Operating and Financial leverage. Break even Analysis.

Unit IV

Production and Operations Management – Definition – Scope – Importance. Plant Location – Selection techniques for new and expansion. Layout – Types – Advantages – Applicability. Capacity Planning. Models – Process Planning – Economic Batch Quantity – Joint Cycle – Multiple Products.

Unit V

Production Planning and Control – Master Production Schedule – Sequencing – Scheduling – Statistical Techniques in controlling – Maintenance Management. Quality Management. Work Study. Procedures –Applicability. Industrial Safety.

References:

1. Prasanna Chandra : Financial Management
2. I.M. Pandey : Financial Management
3. M.Y. Khan & P.K. Jain: Financial Management
4. Modern Production and Operations Management – E.S. Buffa
5. Production and Operations Management – N.G. Nair
6. Production and Operations Management – Pannerselvam
7. Production and Operations Management – S.N. Chary
8. Production and Operations Management – Everet E. Adam and Ebert
9. Elements of Production Planning and Control – Samuel Eilon.

2.3. Strategic Management

Unit I

Business policy an overview – the General management function – concept of corporate strategy – corporate goals and objectives, formulation strategy – Rating opportunity and resources – the company and environment, the company and its resources – Strategy and personal values – strategy and social responsibility.

Unit II

Corporate and strategic planning – mission – vision of the firm – Development, maintenance and the role of Leader – Hierarchical levels of planning – strategic planning process – merits and limitations of strategic planning.

Unit III

Environment Analysis and Internal Analysis of firms – General Environment scanning, competitive environment analysis – to identify opportunities and threat, assessing internal environment through Financial approach and value chain – Identifying critical success factors to identify the strength and weakness – SWOT audit – SWOT matrix – Implication core competencies.

Unit IV

Strategic Formulation – Generic Strategies – Grand Strategies – Strategies of leading Indian Companies – the role of Diversification Limits – means and forms – Strategic management at Corporate level, at Business level and the function level with special reference to companies, operating in India.

Unit V

Concepts of tools of strategic evaluation competitive cost dynamics – experience curve – BCG approach cash flow implication – Assessment of economic contribution to strategy – cost of equity capital assessing market values of a business – Profitability matrix Strategy Implementation and control.

References:

1. Strategic Management – Pearce and Robinson. All India Travellers ND 1988.
2. Strategic Management – An Integrative perceptive A.C. Hak & N. Smajluf. Prentice Hall, 1984.
3. Competitive Strategies – Michael Porter
4. Competitive Advantage of Nations – Michael Porter
5. Strategic Management Concepts and Application – Samuel, C.Corto and J. Paul peter, McGraw Hill, 2nd Ed.
6. Strategic Management – Gregory G.Dess and Alex miller McGraw Hill.
7. Exploring Corporate Strategy – Text and Cases, Gerry Johnson & kevar Scholes, Prentice Hall

8. Strategic Planning formulation for corporate Strategy – V.S. Ramasamy & Namakumari – Macmillan
9. Business Policy and strategic Management – P. Subbarao – Himalaya.

2.4. ENTREPRENEURSHIP

Unit – I

Entrepreneurship – Meaning – Importance, Types – Role of Entrepreneurs in Economic Development – Qualities of an Entrepreneur – Entrepreneurship as a career.

Unit – II

How to start Business – Product selection – Form of ownership – plant location – land, Building Water and Power – Raw Materials – Machinery – Man Power – Other – Infrastructural facilities – Licensing, Registration and local byelaws.

Unit – III

Institutional arrangement for Entrepreneurship Development – D.I.C., I.T.C.O.T., S.I.D.C.O., N.S.I.C., S.I.S.I., - Institutional Finance to Entrepreneurs – T.I.I.C., S.I.D.B.I., Commercial Banks – Incentives to small scale Industries.

Unit – IV

Project Report – Meaning and importance – Project Identification, Contents of Project Report – Formulation of a project report – Project appraisal – Market Feasibility – Technical feasibility – Financial Feasibility and Economic Feasibility.

Unit – V

Entrepreneurship Development in India – Women Entrepreneurship in India – Sickness in Small scale industries and their remedial measures.

References :

1. Entrepreneurship Development in India – Dr. C.B. Gupta, Dr. N.P. Srinivasan
2. Entrepreneurial Development Principles, Policies and Programmes – P. Saravanavel
3. Dynamics of Entrepreneurial Development in India – Vasant Desai
4. Fundamentals of Entrepreneurship – Mohanty (PHI)

For MBA Marketing :

2.5. Marketing Research

Unit I

Introduction to marketing Research – marketing research as a tool of Management – relevance of marketing research in the Indian Context.

Unit II

Basic concepts – Scientific method – Types of Research – basic method of collection data – Secondary Data – The Marketing research process – planning the research project.

Unit III

The data collection forms – attitude measurement.

Unit IV

Introduction to sampling – applications of sampling methods of marketing problems.

Unit V

Data collection and the field force – tabulation of collected data – analysis techniques – research report presentations.

Application of Marketing research:

- a. Identifying Market Segments
- b. Product Research
- c. Advertising Research
- d. Market and Sales Analysis Research

2.6. Advertising and Sales Promotion

Unit I

Nature and scope of advertising, classification and type of advertising – Role of advertising in India's economic development – Problem and prospects – Industrial advertising and rural advertising.

Unit II

Campaign planning, creativity, copy writing concepts – layout principles – guidelines for preparation of art work, typesetting, photography and Block making.

Unit III

Media – types – factors guiding media selection – circulation readership data studies ORG, IENS, NRS I, II, III, IV, frequency, OTS. Advertising research -media research – copy research – measuring advertising performance.

Unit IV

Scope and importance of sales promotion – The promotion blend scope of sales promotion consumer sampling – sampling – premium contents and education.

Unit V

Trade association and sales promotion comprehensive sales promotion – programme planning and budgeting for sales promotion.

Reference:

1. Aaker and Myers – Advertising Management
2. Rathor – Advertising Management
3. Robert, Anderan and Thomas Harry – Advertising Management
4. Alfred Gross – Sales Promotion

2.7. International Marketing

Unit I

Export – Meaning, Scope, functions – Role of export in Economic Development Planning for export Market analysis – Market intelligence and market research market selection and entry strategies for export.

Unit II

Legal aspects of exports and trade – International Law – Private Law Transport Contracts – Payment and Credit Settlement of disputes – Indian Laws: Exim Policy – Law relating to packing – Pricing – Advertising Distribution.

Unit III

Export financing – methods and sources of export finance – terms of payment for export – letter of credit – Institutional aid for export financing. RBI – Exim Bank, ECGC – Commercial Banks – Export pricing; factors influencing export price – forms of pricing – Pricing approaches – Transfer pricing – Dumping – international price quotation – Incoterms.

Unit IV

Indians export performance – Problems in Export Trade Export Promotion need – Export promotion India : Industrial support for export promotion – export Promotion Incentives – EPZ & FTZ, 100% EOU, Export houses, Trading Houses, Star Trading Houses, Project and consultancy export.

Unit V

Export Procedure and documentation export order execution, Project Preparation – Quality control and shipment inspection – packaging – freight forwarders – cargo insurance – customs clearances – documentation procedure and clearing export bills, Import procedure – import licencing – Replenishment licence – Advance import license – Pass book scheme – import of capital good.

References:

1. TAS Balagopal – Export Management – Himalaya.
2. Varshney & Bhattacharya – International Marketing, Sultan Chand & Sons
3. B.S. Rathor – Export Management Himalaya
4. Francis Cherunilam – International Trade and Export Marketing, Himalaya.

2.8. Services Marketing

Unit I

Service Marketing – Meaning – Nature of Services – Types and importance – Relationship marketing – Mission, Strategy, elements of design marketing plan market segmentation.

Unit II

Marketing mix decisions – unique feature of developing, pricing, promoting and distributing services – Positioning and differentiation strategies, quality of service industries – achievement and maintenance, customer support service.

Unit III

Marketing of hospitality – perspectives of tourism, Hostel and travel services – Airlines, Railways – Passenger goods transport – leisure services.

Unit IV

Marketing of financial services – concept – features of Banking, insurance, lease, mutual fund, factoring, folio, and financial services.

Unit V

Marketing of Non-profit organisations – Services offered by charities – Educational services – miscellaneous services – power and telecommunication.

References:

1. Adrian Pync, Essence of service marketing.
2. Palmor “Service Marketing” Principles & Practice.
3. Lovelock, Service Marketing”.

For MBA Production :**2.5. Materials Management****Unit I**

Introduction to integrated materials management – organisation for materials Management, Materials – planning – Budgeting – Applications of Forecasting Techniques – exponential Smoothing – Time Series Analysis – Materials Management – Purchase Policies, Purchase procedures, Development of Source. Import Substitution for rating.

Unit II

Price trends – make or by decision. Capital equipment purchases. International buying and Import procedure. Legal aspects of Purchase DGS & D Organisation, Policies and Procedure Purchase ethics, value analysis, codification and Standardisation.

Unit III

Introduction to Inventory Control – Inventory costs – Selective Control (ABC analysis, VED analysis etc.) Inventory models – EOQ Model – Modification of EOQ under different conditions (Price discounts, working capital restriction, Space restrictions, no.of. orders restrictions).

Unit IV

Dynamic inventory models Q system, P – Systems, Z bin systems, concept of safety stock. Determination of safety stock for variation in consumption during lead time. Variation in lead time. Determination of service level based on cost optimization. Application of simulation in inventory control. Spares planning and control.

Unit V

Storage and preservation stores accounting, verification, valuation, disposal of surplus and scrap material, performance evaluation of material management.

Suggested Readings:

1. Material Management – An integrated Approval Gopalakrishnan and Sundaresan.
2. Stores Management and Logistics – Gopalakrishnan and M.Sandhya
3. Integrated Materials Management – Gather
4. Scientific Inventory Management – Buchan and Kolnigsbar

5. Purchasing and materials management, Text and cases – lamer lie and Donald W. Dubber.

2.6. Supply Chain Management

Unit I

Introduction to supply chain management (SCM) – concept of SCM – components of SCM, an overview – features of supply chain management, strategic issues in SCM, SCM current scenario – value chain management and customers relations management.

Unit II

Customers focus in SCM demand planning. Purchase planning – make or buy decisions – Indigenous and global sourcing – Development and Management of suppliers – legal aspects of buying – cost Management Negotiating for purchasing, subcontracting – purchase insurance – Evaluation of purchase performance (Performance indices) inventory management – Financial impact of inventory.

Unit III

Manufacturing scheduling – manufacturing flow systems – work flow automation – flexibility in manufacturing to achieve dynamic optimization. Material handling system design and decision warehousing, storekeeping – strategies of warehousing and storekeeping space management.

Unit IV

Logistics management – Role of logistics in SCM – integrated logistics management – transportation design and decision multimodalism – Third Party logistics Services and providers – facilities management (Port / Airport / ICD's) channels of distribution logistics and customer service.

Unit V

Information technology and SCM – EDI, ERF, Internet and intranet, e – Commerce, Advance Planning Systems. Bar coding, Telecommunication Network, Video Conference and Artificial Intelligence. Best practice in Supply chain management – Organisational issues to implement SCM.

Reference:

1. Supply chain management - For global competitiveness – B.S. Sahay – Mac Millan India Ltd., 1999.

2.7. Project Management

Unit I

Project planning – Procedure – application of network analysis for project planning – critical path method.

Unit II

Principle construction – uses – Programme Evaluation and Review Techniques – Time / Cost trade off – Probability of completion of project – Resource allocation and resource Smoothing.

Unit III

Technical Analysis – location, size, production Technology. Equipment – supplementary engineering – effluent disposal system – layout of site, building and plant – work schedule.

Unit IV

Project cost analysis – Project estimation time / cost over run of the project – task classification – estimate forms – cost estimation – material, labour production cost, overhead cost – cost of production.

Unit V

Working capital cost for projects – investment analysis – alternate of investment proposal – source of finance for projects – bank view of financing.

References:

1. Prasanna Chandra – Projects
2. Dennis Lock Project Management.
3. Brook – Production Management.

2.8. Operations Research

Unit I

Mathematical models – Deterministic and probabilistic – Simple business examples – OR and optimization models – Linear programming – Formulation – Graphical solution – Simple solution – Dual of linear programming problem.

Unit II

Transportation model – initial basic feasible solutions – Optimum solution (only for non – degeneracy) – Simple problems – Transshipment model – Simple problems – Assignment model – Simple problems.

Unit III

Network model – Networking – CPM – Critical path – PERT – Time estimates – Critical Path – Crashing – Waiting line models – Structure of model – MIMI I for Infinite population – Simple problems for business decisions.

Unit IV

Inventory models – Deterministic – EOQ – EOQ with price breaks – Simple problems – Probabilistic – Inventory models – Probabilities EOQ model – Game theory – Pure and mixed strategy – Dominance.

Unit V

Simulation – Types of simulation – Decision theory – Pay-off Tables – Decision Criteria – Decision trees – Simple Problems – Sensitivity techniques.

References:

1. Operations Research – Paneerselvam
2. Operations Research – Kanthi Swarup

For MBA Finance :

2.5. Security Analysis and Portfolio Management

Unit I

Investment setting – securities, securities market – sources of investment information – security contract Regulation Act.

Unit II

Valuation of Securities – Equity – Preference Shares – Debt Instruments – Hybrid Securities – derivatives – Asset pricing theories – CAPM – APT – Portfolio theory – Option Pricing Theory.

Unit III

Economic Analysing – Economic Forecasting and stock investment decisions – Industry Analysis – Industry Life cycle – External industry information sources.

Unit IV

Company analysis – Measuring Earnings – Forecasting earnings – Applied valuation techniques – Technical Analysis – Charting methods – market indicators Trend – Trend reversals – Patterns.

Unit V

Port Folio – Construction – Diagnostic Management – Port Folio revision. Efficient market theory – Comparison with fundamental and Technical School of Thought – Port folio analysis – Techniques of revision and performance measurement.

Reference :

1. Preethi Singh – Investment Management, Himalaya Pub. House.
2. Donald E. Fisher and J. Jorden – Security Analysis and Port Folio Management, Prentice Hall

3. Steven E. Bolten – Security Analysis and port folio Management, Holk, Rinehart and Winstan.
4. Fuller and Farvel – Modern Security Analysis of Port Folio Management

Financial Services

Unit I

Leasing, Types of Leasing, Accounting, Tax and Legal aspects of Leasing, Leasing agreements, Evaluation of a Lease agreement from both the Lessee's and Lessor's point of view

Unit II

Hire Purchase, Determination of EMI, IRR, Flat rates, Floating rates, Diminishing Balance and such others, Factoring, Forfeiting, Investment decisions in accounts receivables, Securitization

Unit III

Credit rating, Credit rating process, sovereign rating, Venture Capital, Venture Capital Funds, Investment Banking Concepts

Unit IV

Insurance – Life and General, the concept of Premium, risk and return, Mutual Funds – Organization, Functions, schemes, risk and returns

Unit V

Introduction to Merchant Banking Services: Corporate Counseling, Project Counseling, Loan Syndication, Technology tie-ups, Bought-out deals, Rehabilitation of sick units, Merchant Banking in India - SEBI guidelines, Issue Management

References

1. Merchant Banking by J. C. Verma
2. Hand book for SEBI Guidelines - ICSI Publication
3. NABHI'S book on SEBI Guidelines.
4. Strategic Perceptions in Leasing and Hire-Purchase-Vinod Kothari
5. Financial Services – MY Khan

2.7. Working Capital Management

Unit I

Working capital concepts – components of Current Assets and Current Liabilities – Working Capital Policy – factors determining working capital requirements – Forecasting the working capital requirements – Operation cycle time analysis.

Unit II

Cash Management – Rationale for cash – cash budgeting – Collection Methods – Cash Management models – Strategies for Marketable Securities – Receivables Management – Payables Management – Credit analysis – studying the impact of credit policy changes – Cost of Trade Credit.

Unit III

Inventory Management – types of inventory – inventory cost – determining inventory levels – inventory Management Systems.

Unit IV

Control of working capital – ratios used in control in working capital – use of ratios, Fund flow cash flow analysis in working capital control.

Unit V

Financing working capital needs – money market bank finance; the frame work, assessment and – bank finance – Factoring monetary policy of RIB – its implications on working capital finance – industry – Recommendations of various committees.

References:

1. Working capital – Leslie R. Howard. Vadonalds Evans Ltd.
2. Guide to Working Capital Management – Keith V. Smith, McGraw Hill.
3. Books on Financial Management.

2.8. Corporate Taxation

Unit I

General Principles of Tax – Direct and Indirect Taxes – State power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

Unit II

Tax Planning in relation to Business Income, Capital gains and other sources – Income Tax authorities – Tax deducted at source and advance payment of Tax.

Unit III

Wealth Tax.

Unit IV

Customs and Excise Duties.

Unit V

Provisions of Central Sales Tax and Tamilnadu General Tax Act.

References:

1. The Income Tax Act – Relevant Bare Acts as amended upto date
2. The Wealth Tax Act – Relevant Bare Acts as amended upto date
3. Income Tax Law and Practice – S. Battacharya
4. Direct Taxes Law and Practice – Dr. Vinod K. Singhamia Laxmann

For MBA Human Resources**2.5. Management of Training and Development****Unit I**

The purpose of this paper is to provide an in depth understanding of the role of training in HRD and to enable the course participants to manage the Training Systems and processes.

Unit II

Training Process – an overview, Role responsibilities and challenges to training managers, objectives, identifying location, duration and techniques Training need assessment and action research. Instructional objectives and lesson planning.

Unit III

Learning process – Training climate and pedagogy development training modules. Training methods and techniques; facilities planning and training aids. Training communication Evaluation of Training.

Unit IV

Development objectives, identifying development needs – Evaluation Development policy – preparing development policy.

Unit V

Development plans and designing development programme. Issues in Development appraisal, remuneration and succession. Evaluation of Development effectiveness.

References:

1. Taylor and Lippiff – Management Development and Training Hand Book
2. L.W. Humble – Management Development and Training Hand Book
3. T.A.A. Latiff – Training for Management
4. Lynton & Pareek – Explorations in Management Development.

2.6. Organisational Development

Unit I

Introduction to organizational Development: Concepts, Nature and Scope of O.D. Historical perspective of O.D. underlying assumptions & Values Theory and practice on change and changing: The nature of planned change. The nature of client Systems: Group Dynamics, Inter group, Dynamics and Organisation as System.

Unit II

Operational Components of O.D. Diagnostic Action and Process – Maintenance – Components.

Unit III

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

Unit IV

Implementation and Assessment of O.D. Implementation conditions for failure and success of O.D. efforts.

Unit V

Assessment of O.D. and change in organisational performance – The impact of O.D. Some key considerations and issues in O.D. – Issues in Consultant – Client relationship mechanistic & organic system: and contingency approach. The failure of O.D. – Some India Experience in O.D.

References:

1. Wendell L French cooil H. Bell. Jr – organisation development, PHI fourth edition.
2. French, Bell and Zawacki – Organisation development Theory, Practice and Research, Universal Stall 3rd Edition.
3. Rasabeth Moss Kanter, the change masters, simson & Schaster.

2.7. Industrial and Labour Relations

Unit I

Industrial Relations – concepts and systems – IR at national and International levels – Infrastructure that guide and direct industrial relations – trends in India.

Trade Unionism – theory, policy, their influence on HRM – objectives and functions – structure – types – Indian trade union movement – their strength and weakness.

Unit II

Industrial relations industrial disputes – causes – handling and settling disputes – employee grievances – steps in grievance handling – causes for poor industrial relations – remedies.

Unit III

Concept – function and Importance – principles and forms of collective bargaining – procedure conditions for effective bargaining – workers participation in management – Role and methods of workers participation.

Unit IV

Factories Act 1948 – the Workman’s Compensation Act, 1923 – the Employees State Insurance Act 1948 – the Employees Provident Funds and Miscellaneous Provisions Act, 1952.

Unit V

The Payment of Wages Act, 1936 – the Minimum Wages Act, 1948 – the Industrial Disputes Act 1987 the Industrial Employment (standing orders) Act, 1946 – the Trade Union Act, 1926 and latest legislations.

References:

1. Personnel management & industrial relation – P.C. Tripathi.
2. Dynamics of personal management – C.B. Memoria
3. Human Resource Management – N.G. Nair, Latha Nair.
4. Mercantile Law – N.D. Kapoor
5. Essentials of Human Resource Management and Industrial Relations – P. Subbarao Himalaya.

2.8. Personality Development

UNIT – I

PERSONALITY – Definition- Determinants – Personality Traits – Theories of Personality – Importance of Personality Development. **SELF AWARENESS** – Meaning – Benefits of Self-Awareness – Developing Self-Awareness. **SWOT** – Meaning – Importance – Application – Components. **GOAL**

SETTING Meaning – Importance – Effective goal setting – Principles of goal setting – Goal setting at the Right level.

UNIT – II

SELF MONITORING – Meaning – High self-monitor versus low self monitor – Advantages and Disadvantages of self monitor – Self-monitoring and job performance. **PERCEPTION** – Definition – Factors influencing perception – Perception process – Errors in perception – Avoiding perceptual errors. **ATTITUDE** – Meaning – Formation of attitude – Types of attitude – Measurement of Attitudes – Barriers to attitude change – Methods to attitude change. **ASSERTIVENESS** – Meaning – Assertiveness in Communication – Assertiveness Techniques – Benefits of being Assertive – Improving Assertiveness

UNIT – III

TEAM BUILDING – Meaning – Types of teams – Importance of Team building – Creating Effective Team. **LEADERSHIP** – Definition – Leadership style – Theories of leadership – Qualities of an Effective leader. **NEGOTIATION SKILLS** – Meaning – Principles of Negotiation – Types of Negotiation – The Negotiation Process – Common mistakes in Negotiation process. **CONFLICT MANAGEMENT** – Definition – Types of Conflict – Levels of Conflict – Conflict Resolution – Conflict management

UNIT – IV

COMMUNICATION – Definition – Importance of communication – Process of communication – Communication Symbols – Communication network – Barriers in communication – Overcoming Communication Barriers. **TRANSACTIONAL ANALYSIS** – Meaning – EGO States – Types of Transactions – Johari Window – Life Positions. **EMOTIONAL INTELLIGENCE** – Meaning – Components of Emotional Intelligence – Significance of managing Emotional Intelligence – How to develop Emotional Quotient. **STRESS MANAGEMENT** – Meaning – Sources of Stress – Symptoms of Stress – Consequences of Stress – Managing Stress

UNIT – V

SOCIAL GRACES – Meaning – Social Grace at Work – Acquiring Social Graces. **TABLE MANNERS** – Meaning – Table Etiquettes in Multicultural Environment – Do's and Don'ts of Table Etiquettes. **DRESS CODE** – Meaning – Dress Code for Selected Occasions – Dress Code for an Interview. **GROUP DISCUSSION** – Meaning – Personality traits required for Group Discussion – Process of Group Discussion – Group Discussion Topics. **INTERVIEW** – Definition – Types of skills – Employer Expectations – Planning for the Interview – Interview Questions – Critical Interview Questions

References:

1. Dr. S. Narayana Rajan, Dr. B. Rajasekaran, G. Venkadasalapathi, V. Vijuresh Nayaham and Herald M. Dhas, **Personality Development**, Publication Division, Manonmaniam Sundaranar University, Tirunelveli, 2010.
2. Stephan P. Robbins, **Organisational Behaviour**, Tenth Edition, Prentice Hall of India Private Limited, New Delhi, 2008.
3. Jit S. Chandan, **Organisational Behaviour**, Third Edition, Vikas Publishing House Private Limited, 2008
4. Dr. K. K. Ramachandran and Dr. K.K. Karthick, **From Campus to Corporate**, Macmillan Publishers India Limited, New Delhi, 2010.

For MBA Systems:

2.5. System Analysis and Design

Unit I

System concept & Information system environment: system concepts – definition – characteristic a system – elements of systems – introduction to systems analysis and design – system analysis – system design – system development life cycle.

Unit II

Introduction – where does the systems analyst come from? What does he do? Preparing for case as a system analyst general business knowledge – Technical skills – Communication skills – Role of system analyst – change agent – investigator and monitor – Psychologist – Sales person – motivator – Politician plan of the system analyst – position in the MIS organisation.

Unit III

Problems with development life cycle approach need for structured approach: Information gathering A problem solving approach – Data flow diagrams: data modeling with logical entity relationship ; process modeling with logical data flow diagram; data dictionary; decision TREE – Decision Tables; structures English.

Unit IV

Introduction to the process of design logical and Physical: designing conventional computer files and control modern computer data bases, computer outputs and controls, computer inputs and control. Code design, computer based methods, procedures and controls.

Unit V

System testing conversion – combating Resistance to change: past implementation Review: software maintenance: Hardware / Software Selection: Security disaster / Recovery and Ethics in System Development.

References :

1. System analysis and Design – Elias M. Awad
2. System Analysis and Design Methods – Jeffrey I. Written Lonney D. Benticy & Victor M. Bar
3. System Analysis and Design – A case study approach – Robert J. Thicrant.

2.6 Business Process Reengineering

Unit I

Historical background: Nature, significance and rationale of business process reengineering (BPR), Fundamentals of BPR.

Unit II

Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes, Role of information technology (IT) and identifying IT levers.

Unit III

Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.

Unit IV

Typical BPR activities within phases: Change management, Performance management, and programme management.

Unit V

BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR.

References

Harmon, P. (2007), Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals, Elsevier/Morgan Kaufmann Publishers.

R. Anupindi et al. (2006), Managing Business Process Flows: Principles of Operations Management, Pearson Education Inc.

Kock, N.F., 1999, **Process Improvement and Organizational Learning: The Role of Collaboration Technologies**, Idea Group.

Walford, R.B., 1999, **Business Process Implementation for IT Professionals and Managers**, Artech House.

Hammer, M. and Stanton, S.A., 1995, **The Re-engineering Revolution**, Harper Business.

2.7. Management Decision Support System

Unit I Decision support System

Decision concept – Steps – Decision Support System – Components – Characteristics – Clarifications and applications.

Unit II Model Management

Modeling process – types of models – optimization simulation – Heuristic Descriptive – Predictive model case – modeling languages – model directory – model base management system model execution – integration and command processing – model package.

Unit III Data Management System

Data Base – Sources of Data – Data directory – Data Structure and Data Base Language – Query Facility Data Management System – DBMS as DSS development Tool.

Unit IV Dialog Management

User Interface – Graphics – Multimedia – visual interactive modeling – natural language processing – speech recognition and understanding – Issues in user interface.

Unit V Development of decision support system

Development process – software and hardware – data Acquisition – Model acquisition – dialog development – Integration – Testing and validation – Training and Implementation.

References:

1. Ranks – Decision support system
2. Janakiram & Sarukesi – Business Support Systems.
3. Fraim Turban – Decision support and expert System.

2.8. E- COMMERCE

Unit I : Electronic Commerce - Introduction – benefits & impact - application - architectural frame work - media convergence. Electronic Commerce – Applications - Types. Business Models - Business to Business, Business to Customer, Customer to Customer. Basics of Internet and networking

Unit II : Electronic payment systems – Overview - types - Requirements - digital token, smart cards, credit card. Digital Cash – Properties – Trust – Reliability. Financial Instruments - Debit Card - Point of Sale (POS) - E-Benefit Transfer - Smart Cards - Electronic Fund Transfer - Intelligent Agents. Online Credit Card – Types. Designing electronic payment systems. Secure Electronic Transactions (SET).

Unit III : Electronic Data Interchange - applications in Business - Legal, Security, and Privacy Issues - EDI and Electronic Commerce. E-Commerce Application - Sales promotion – Advertising – Segmentation - Consumer Behavior analysis – PLC analysis.

Unit – IV: E-security - Firewalls - Virus - Security Protection and Recovery – Encryption. Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

UNIT-V: E-Com Strategies: Setting up e-commerce shop, nature of strategy & strategic. 7 Stages of Internet Marketing; Critical Success Factors for Internet Marketing. Legal and Ethical issues. Futures of E-Commerce - Cyber-laws - Entrepreneurial Opportunities - Embedded E- Commerce.

Reference

1. Elias. M. Awad, " Electronic Commerce", Prentice - Hall of India Pvt Ltd, 2002.
2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce- A Manager's guide", Addison - Wesley, 2000.
3. Efraim Turban, Jae Lee, David King, H. Michael Chung, "Electronic Commerce – A Managerial Perspective", Addison - Wesley, 2001.
4. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, 2006
5. Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RD Edition, Pearson Education, 2003
