

**MBA MANONMANIAM SUNDARANAR UNIVERSITY  
TIRUNELVELI**

**PG - COURSES – AFFILIATED COLLEGES**

Course Structure for Master of Business Administration

( Choice Based Credit System)

( with effect from the academic year 2016- 2017 onwards )

(44<sup>th</sup> SCAA meeting held on 30.05.2016)

Sem.	Sub 'Pr.No	Subject status	Subject Title	Hrs/ week	Cre- dits	Marks				
						Maximum			Passing Minimum	
						Int.	Ext	Tot.	Ext.	Tot
III	11	Core -11	Research Methodology	6	5	25	75	100	38	50
	12	Core – 12	Entrepreneurship	6	5	25	75	100	38	50
	13	Core – 13	Operations Research	6	4	25	75	100	38	50
	14	Elective	Major Elective M1	6	5	25	75	100	38	50
	15	Elective	Major Elective M2	6	5	25	75	100	38	50
IV	16	Core – 14	Business Policy and Strategic Management	6	4	25	75	100	38	50
	17	Core – 15	International Business Management	6	4	25	75	100	38	50
	18	Elective	Major Elective M3	6	5	25	75	100	38	50
	19	Elective	Major Elective M4	6	5	25	75	100	38	50
	20	Project	Project	6	4	50	50	100	25	50

List of Elective offered in the III and IV Semester

<i>CC</i>	<i>III Semester</i>	<i>CC</i>	<i>IV Semester</i>
<b>A. Marketing</b>			
<i>1M</i>	<i>Services Marketing</i>	<i>5M</i>	<i>Retail Management</i>
<i>2M</i>	<i>Advertising And Sales Promotion</i>	<i>6M</i>	<i>Sales Management</i>
<i>3M</i>	<i>Brand Management</i>	<i>7M</i>	<i>Product Management</i>
<i>4M</i>	<i>Consumer Behavior</i>	<i>8M</i>	<i>Global Marketing</i>
<b>B. Finance</b>			
<i>1F</i>	<i>Insurance Management</i>	<i>5F</i>	<i>Project Finance</i>
<i>2F</i>	<i>Security Analysis And Portfolio Management</i>	<i>6F</i>	<i>Merger And Acquisitions</i>
<i>3F</i>	<i>Derivatives Management</i>	<i>7F</i>	<i>Treasury And Risk Management</i>
<i>4F</i>	<i>Tax Management</i>	<i>8F</i>	<i>Strategic Financial Management</i>
<b>C. Human Resource</b>			
<i>1H</i>	<i>Strategic Human Resource Management</i>	<i>5H</i>	<i>Training And Development</i>
<i>2H</i>	<i>Labor Legislation</i>	<i>6H</i>	<i>Managerial Behavior And Effectiveness</i>
<i>3H</i>	<i>Human Resource Accounting And Auditing</i>	<i>7H</i>	<i>Union- Management Relations</i>
<i>4H</i>	<i>Creativity And Innovation Management</i>	<i>8H</i>	<i>Stress Management</i>
<b>D. Logistics</b>			
<i>1L</i>	<i>Materials Management</i>	<i>5L</i>	<i>Supply Chain Management</i>
<i>2L</i>	<i>Inventory Management</i>	<i>6L</i>	<i>Legal Aspects In Logistics</i>
<i>3L</i>	<i>Distribution And Logistics Management</i>	<i>7L</i>	<i>Procurement &amp; Quality Management</i>
<i>4L</i>	<i>Export- Import Trade And Freight Logistics</i>	<i>8L</i>	<i>Cargo Management</i>

## RESEARCH METHODOLOGY

### Unit-1

Introduction: Meaning – Objectives – Types – Research Approaches – Significance of Research – Research Process - Research Problems – Techniques/Steps in Defining a Problem – Research Design: Meaning- Types of Research Design – Principles of Research Design – Types of Experimental Design – Collection of Data: Primary and Secondary Data – Methods of Collection of Data – Case Study

### Unit II

Sampling Design – Census Method – Sample Method – Method of Sampling – Measurement and Scaling Techniques: Scales – Source of Error in Measurement Test of sound Measurement – Scaling Techniques – Questionnaire Design: Designing Questionnaire and Interview S schedule – Processing of Data: Editing – Coding – Graphical and Diagrammatical Representation – Case Study

### Unit III

Testing of Hypothesis – Procedure for Hypothesis Testing – Tests of Hypothesis: z- test, t-test, Chi-square test and f-test-Analysis of Variance

### Unit IV

Testing of Hypothesis (Non-Parametric): Test Non-Parametric Test (Simple problem): Sign Test – Fisher – Irwin Test – McNemer Test – Signed Rank Test – Rank Sum Test – U-test – One Sample Runs Test – Correlation and Regression Analysis – Partial And Multiple Correlation – Discriminate Analysis – Cluster Analysis- Factor Analysis and Conjoint Analysis –Multifactor Evaluation, Two-factor Evaluation Interpretation and Report Writing: Interpretation – Techniques of Interpretation – Approaches – Garratt Ranking Technique – Using Statistical Software (IBM-SPSS 20v)

### Unit V

Significance of Report Writing – Steps in report writing-layout of Research Report- Types of Reports – Mechanics of writing Research Report

### References:

1. Rao, K.V. - Research Methods for Management and Commerce, Sterling Publishers, New Delhi-110 002, 2007.
2. Richard I. Levin & David S. Rubin- Statistics for Management, Prentice Hall India, 2002.
3. Wilkinson Bhadarkar – Methodology and Techniques of Social Research, Himalaya Publishing House, 2002.
4. E. Raja Justus and C. Sathya Kumar. Research Methodology for Commerce and Management, Humming Words Publishers, Faridabad, 2012.
5. Cooper D.R and Schindler P.S, Business Research Method: McGraw Hill International Editions, Singapore.
6. Kothari, C.-Research Methodology Methods & techniques, New Age International publishers, New Delhi, 2001

## **ENTREPRENEURSHIP**

### **UNIT – I**

Evolution of the concept of entrepreneur and entrepreneurship – Characteristics of entrepreneur – functions of entrepreneur – functions of entrepreneur – types of entrepreneurs. Role of entrepreneurship in economic development – growth of entrepreneurship in India – factors affecting entrepreneurship

### **UNIT – II**

Entrepreneurship development Programs (EDPs) - Objectives – Course content – phases- problems – Women entrepreneurship – Rural entrepreneurship Procedure for starting the enterprise – project formulation and appraisal – Case Study

### **UNIT – III**

Industrial finance: Commercial banks – IDBI-IFCI-ICICI-SIDB I-EXIM Bank- SFCs- SIDCs  
Institutional support: NSIC – SIDCO – SISI-DIC-TCOs – KVIC Subsidies and incentives.

### **UNIT – IV**

Marketing Management – Segmentation, targeting, positioning – Marketing Mix – Production Management – Plant Location and Layout – Quality Control – Case Study

### **UNIT – V**

Financial management: Working Capital Management – Human Resource Management: Recruitment, Selection Training, And Compensation.

### **References:**

1. Entrepreneurship Development - S.S. Khanka, S. Chand &C. Ltd., New Delhi
2. Entrepreneurial Development – C.B Gupta and N.P. Srinivasan
3. Dynamics of Entrepreneurial Development and Management Vasand Desai
4. Entrepreneurial Development, P. Saravanavel, Ess Pee Kay Publishing House
5. Entrepreneurial Management, A.H.Cole
6. Innovation and Entrepreneurship, Peter Drucker

## OPERATIONS RESEARCH

### Unit I:

Mathematical models –deterministic and probabilistic – simple business examples – OR and optimization models – Linear programming – formulation – graphical solution – Big M – 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 – travelling sales man – simple problems.

### Unit III

Network model-Networking-CPM&PERT- Crashing-Time estimate-Waiting line models- Structure of model – M/M/I for infinite population- simple problems for business decisions.

### Unit IV

Inventory models – Deterministic-EOQ – EOQ with price breaks – simple problems-probabilistic- inventory models- probabilistic EOQ m ode –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 –An introduction – Handy A.Taha
2. Operations Research – Kanti Swarup, Gupta and Man Mohan
3. Operations Research - Dharani Venkitakrishnan
4. Operations Research – Dr.J.Sharma, Macmillan India Ltd.
5. Quantitative Techniques – Dr. E. Raja Justus & Dr. C. Sathya Kumar, Humming Words Publishers, Faridabad
6. Quantitative Techniques in Management, N. D. Vohra, Tata McGraw hill

## **MARKETING**

### **SERVICES MARKETING**

#### **Unit I**

Services & Services Sector: Introduction of services and services sector – Concept of services and Services Marketing- Characteristics of services- Classification of services- Challenges in Services Marketing – Growth of the services sector in Indian Economy and World Economics – Case Study

#### **Unit II**

Services Marketing Mix: Key ‘P’ of Services Marketing Services – Services Product- Pricing Designing Services Marketing Communications Mix – Place and distributing services – Physical Evidence and the services cape- services process and designing strategy –people – Case Study

#### **Unit III**

Managing and Demand Capacity – Managing Queues- Customer role in services delivery- Building Customer Relationships – Services Recovery – Case Study

#### **Unit IV**

Service Quality: Defining and Measuring customer satisfaction – Service Quality: Quality Gaps- Measurement of Quality S ERVQUAL & SERVPERF – Factors and Techniques to closing the gaps – Programs for organizational Quality Improvement – Services Productivity – Case Study

#### **Unit V**

Applications of Services Marketing: Financial Services – Health Services – Hospitality Service including travel, hotels and tourism – Professional Services – Public Utility Services – Educational Services – IT enabled services – Case Study

#### **References**

1. Valarie A. Zeithaml and Mary Jo Bitner, Services Marketing: Integrating Customer Focus across the firm, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi
2. James A. Fitzsimmons and Monaj. Filzsimmons, Services Management; Operations, Strategy and Information Technology, 3<sup>rd</sup> Edition, McGraw Hill, International Edition, Boston, 2004
3. K. Douglas Hoftman and John G. Bateson, Essentials of Services Marketing Concepts, Strategy and Case Study; 2<sup>nd</sup> Edition, Thom son – South Western Singapore- 2002
4. Jha S.M. Services Marketing, Himalaya Publishing House, Bangalore 2000.
5. Valarie.A.Zathami, Services Marketing
6. Christopher lovelock and Jochen Wirtz, Services Marketing; People, Technology Strategy, 5<sup>th</sup> Edition, Pearson Education, 2004

## **ADVERTISING AND SALES PROMOTION**

### **Unit – I**

ADVERTISING – AN INTRODUCTION – Origin and Development – Definition and Classification – Planning Framework – Organizing Framework- the Advertiser and the Advertising Agency interface – STRATEGIC ADVERTISING DECISIONS- Setting Advertising Objectives – The Budget Decision – Preparing the product and Media Brief – Case Study

### **Unit – II**

COPY DECISIONS – Visualization of Ad Layout- Elements of Ad Copy and Creation – Principles of verbal versus visual thinkers, styles and stages in advertising copy creation – Copy (Pre-) Testing methods and measurements – Case Study

### **Unit – III**

MEDIA DECISIONS – Media Planning and Selection- Concepts of Reach, Frequency Continuity and Selectivity- Measures of Media Cost Efficiency- Media(Readership/Viewership) Research-- The Internet as an Advertising Medium– Case Study

### **Unit – IV**

Layout & Production- Functions, Characteristics, essentials, steps involved in preparation of a layout- Principles of effective design and layout – steps for producing T.V. commercials steps for producing Radio commercials – Principles and types of Printing – Case Study

### **Unit- V**

SALES PROMOTION – Rationale, Types – Consumer and Trade Promotions- Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues- Outsourcing sales promotion – National and International promotion strategies – Integrated Promotion – Co-ordination with a various promotion techniques – Case Study

## **REFERENCES**

1. Wells Burnet & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice – Hall
2. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill
3. Aaker, Batra & Myers: ADVERTISING MANAGE MNT; Prentice Hall India
4. Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.
5. J.T. Russel and Ronald Lane: KLEPPNERS ADVERTISING PROCEDURE; Prentice Hall
6. Pranath Chowdhury: SUCCESSFUL SALES PROMOTION

## **BRAND MANAGEMENT**

### **Unit I:**

Introduction to Brand – What is a brand – Value of brands – Strongest Brands – Branding Challenges and Opportunities – Product- Product Vs Brand- Brand Success & Failure – Case Study

### **Unit II:**

Brand Equity – Cost based methods – Price based methods – Customer based Brand Equity – Building a Strong Brand – Brand Positioning & Values – Case Study

### **Unit III:**

Brand Extension – Types, Need- Category – Unrelated Extension – Choosing brand elements to build Brand Equity – Designing Marketing programme to build Brand Equity – Case Study

### **Unit IV:**

Brand Personality – Brand Image- Building Brand Image – Integrating Marketing Communications to Build Brand Equity – Advertising and Promotion of the Brand – Case Study

### **Unit V:**

Brand Positioning – Repositioning of Brand- Designing and Implementing Branding strategies- Managing Brands Overtime – Conditions for Global brands – Branding on Net- Future Brand Priorities – Case Study

## **References**

1. YLR Moorthi – “Brand Management – The Indian Context” – 2002, Vikas Publication.
2. Kevin Lane Keller, Strategic Brand Management, 2nd Edition, Pearson Education, 2003.
3. Geoffrey Rendell – “Branding – A practical guide to Planning your strategy” – Crest Publishing House, 2003
4. Ries, Al and Trout – “Jack Positioning: The battle of our mind” – Mc Graw Hill Publishing.
5. Sen Gupta, Subrato – “Brand Positioning – Strategies for Competitive Advantage”, Tata Mc Graw Hill Publishing. 1994
6. Rajesh Kumar. S “Managing Indian Brand: - 2 Edition, Vikas Publishing group 2004



## **CONSUMER BEHAVIOUR**

### **Unit I:**

Consumer Behavior and Marketing Action: An overview – Consumer involvement, decision-making processes and purchase behavior and marketing implications- Consumer Behavior Models – Case Study

### **Unit II:**

Environmental influences on consumer behavior- Cultural influences – Social class, reference groups and family influences- Opinion leadership and the diffusion of innovations- Marketing implications of the above influences – Case Study

### **Unit III:**

The individual consumer and buying behavior and marketing implications – Consumer perceptions, learning attitudes, motivation and personality psychographics, values and lifestyles – Case Study

### **Unit IV:**

Strategic marketing applications- Market segmentation strategies- Positioning strategies for existing and new products, Re-positioning, perceptual mapping, marketing communications- Source, message and media effects. Store choice and shopping behavior- In-store stimuli, store image and loyalty – consumerism- consumer rights and Marketers responsibilities – Case Study

### **Unit V:**

The Borderless consumer market and buying behavior- Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses to direct marketing approaches- Issues of privacy and ethics – Case Study

## **REFERENCES**

1. Loudon and Della Bitta: CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata Mc-Graw Hill.
2. Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, (Kent Publishing Co.)
3. Berkman & Gilson: CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, Kent Publishing Co.)
4. Bennet and Kassarjian: CONSUMER BEHAVIOUR, (Prentice Hall of India)
5. Hawkins, Best & Concy: CONSUMER BEHAVIOUR. Tata McGraw Hill.
6. Efraim Turban, Jae Lce, David King, & I-I Michael Chung: Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.

## **FINANCE**

### **INSURANCE MANAGEMENT**

#### **Unit I**

Introduction – Insurance- meaning, nature and significance- Insurance Regulatory Development Authority Act, Risk Management: Its methods and techniques.

#### **Unit II**

Life insurance-Law relating to Life Insurance, general principles, proposals and policy titles and claims, concepts of trust in life policy- General Insurance- Law, different types- nature of fire insurance, types of fire policy; double insurance- claims and recovery.

#### **Unit III**

General insurance- Accident and Motor insurance- nature, terms and conditions, claims and recovery, accident insurance- compulsory motor vehicle insurance. Deposit and credit insurance-nature terms and conditions claim and recovery- Marine insurance- nature and scope, law and types of policy

#### **Unit IV**

Insurance Survey-Insurance surveyor ship-appointment, legal provisions, functions, insurance and contract analysis

#### **Unit V**

Insurance Institutions- Structure and functions – General Insurance Corporation of India, LIC, DICGC, Claim Tribunal.

#### **References:**

1. C. Arthur Williams Jr, Michael L Smith & Peter C Young, Risk Management & Insurance, 6<sup>th</sup> Edition, Tata McGraw Hill Publications, 1989
2. Kenneth S. Abraham, Insurance Laws & Regulation Case & Materials, Foundation Press.
3. Emmett J. Vaughan & Therese Vaughan, Fundamentals of Risk and Insurance
4. FICCI, Emerging Horizon in the Indian Insurance Industry
5. Prof. Anand M. Agrawal & Krishna A. Goyal (E ds.), Emerging Trends in Banking, Finance and Insurance Industry
6. Nalini Prava Tripathy & Prabir Pal, Insurance - Theory and Practice

## **2F. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

### **Unit I**

Investments- Investment Vs Speculation – Investment Process- Investment Categories – Risk and Return – Factors Influencing Risk – Measuring Risk and Return, Valuation of Equity; Dividend Models, Price/Earnings Approach.

### **Unit II**

Equity Stock Analysis: Economic Analysis: Key Macroeconomic Factors. Industry Analysis: Industry Life Cycle Analysis. Analyzing the Structure and Characteristics of an Industry–Profit Potential of Industries. Company A analysis: Analyzing the financial Statements, the Chemistry of Earnings, Forecasting via the Earnings Model, Market Share/Profit Margin approach, Independent Forecast of Revenue and Expenses. Bond Analysis – Returns and Risk – Valuation of Bonds- Bond Management Strategies Duration

### **Unit III**

Options: Types - Determinants of Option Value- Option Position and strategies – Option Pricing. Futures: Stock Index futures – Portfolio Strategies using futures – Futures on fixed income securities – Futures on long term securities.

### **Unit IV**

Technical Analysis: Market Indicators, Forecasting Individual Stock Performance – Efficient market Theory – Random Walk – The Efficient Market Hypothesis, Portfolio Analysis: Effects of combining securities – Markowitz’s Mean – Variance model. Portfolio selection : Risk and investor Preferences – Constructing the Portfolio –Significance of beta in the portfolio

### **Unit V**

Capital Market Theory: CAP M – Arbitrage Pricing Theory. Management Portfolios and performance evaluation: Sharpe Index. Treynor Index, Jensen’s Model.

### **References:**

1. Donald E. Fischer and Ronald J Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAEMENT 6<sup>th</sup> Edition Prentice Hall of India 2000
2. Prasanna Chandra, MANAGING INVESTMENTS, Tata McGraw Hill.
3. R.J. Fuller and J.L. Farrel , MODERN INVESTME NTS AND SECURITY ANALYSIS, McGraw Hill.
4. Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill
5. Stron Robert, PORTFOLIO MANAGEMENT HAND BOOK, Jaico Bombay
6. Punithavathy Pandian, S ECURITY ANALYSIS AND PORTFOLIO MANAEMENT SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, Vikas Publishing House.

### **3F. DERIVATIVES MANAGEMENT**

#### **Unit I**

Introduction-Meaning and purpose of derivatives; Forward contracts, Future contracts, options, swaps and other derivatives; type of traders; Trading future contracts; Specification of the future contracts; Operation of margins; Settlement and regulations Sources of Financial Risk; Credit Vs Market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc; Systematic and non-systematic risk.

#### **Unit II**

Options- Types of options; Option trading; Margins; Valuation of options; Binomial Option Pricing Model; Black – Scholes model for Call options; Valuation of put options; Index options; Option markets-exchange traded options, over-the-counter options quotes, trading, margins, clearing regulation and taxation; Warrants and convertibles.

#### **Unit III**

Futures: Hedgers and speculators; Future contracts; Future markets – clearing house, margins, trading, future positions and taxation; future prices and spot prices; Forward prices Vs Future Prices; Future Vs options.

#### **Unit IV**

Managing Market Risk: hedging schemes – delta hedging, theta, gamma; Relationship in delta, theta and gamma; Vega and rho; Portfolio Insurance

#### **Unit V**

Derivatives Market in India: Present position in India – regulation, working and trading activity.

#### **References:**

1. Chance, Don M: An Introduction to Derivatives, Dryden Pres, International edition
2. Chew Lilian: Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit: Swap & Derivative financing, Probus.
4. Hull J: Options: Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert W. Understanding Futures Markets, Prentice Hall Inc., New Delhi.
6. Robert. E. Whaley, Derivatives: Markets, V valuation, and Risk Management, Wiley Eastern.

## **4F. TAX MANAGEMENT**

### **Unit I**

Introduction – Definitions: Person – Average rate of income tax- Assessee – Capital Asset – Non-resident – Agricultural Income – Residential status – Scope of total income – Deemed to be received – Deemed to accrue or arise in India – Charging Section. 4

### **Unit II**

Taxation of Salary & Perquisites – Salary –Allowances – Perquisites – Retirement Benefits – Deductions – House Property – Annual Value – Deduction charging Sec.15 and 24.

### **Unit III**

Taxation of Income from Business & Profession – Business or Profession – Charging Sec.28 – Deductions allowable Expenses which are expressly disallowed- Presumptive Tax u/s. 44AD, 44AE and 44AF – Maintenance of Books – Tax Audit-Firm – Company –MAT

### **Unit IV**

Taxation of Capital Gains – Capital Gains- Transfer – Transactions which are not “Transfer” Exemptions- Charging Sec. 45 – Other Sources – Sec. 56 – Deductions.

### **Unit V**

Assessment Procedure- Clubbing – set off and Carry forward and set-off – Deductions from sec. 80 CCC to 80 U- Assessments Procedural Aspects – Advance Tax- Return Filling–Assessments – Block assessments – Rectification of mistakes – Revision by Commissioner – Appeals

### **References:**

1. T. N. Manoharan – Direct Taxes, Sujatha Publishers, Latest Edition
2. V.K. Singhanian, Direct Taxes, V.K . Bhargava Taxmann Publications, Latest Edition
3. Taxmanns, Income Tax Act as amended by Finance Act 2012, Latest edition
4. Madhusudan Agarwal, Handbook to Income Tax Rules.
5. Girish Ahuja, Ravi Gupta Systematic Approach to Tax Laws
6. Girish Ahuja, Ravi Gupta, Direct Taxes Law & Practice including Tax Planning

**MAJOR SPECIALISATION:**

**HUMAN RESOURCE MANAGEMENT**

**1H. STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Unit I**

Understanding strategy – Strategy, Vision, Mission, Value, Generic Strategies – Business and strategy – Competitive Strategy- Ambitions beyond the resources – The concept of Strategic Intent – A hand in every pie- The five forces Model as a model to analyze the business entity/strengths Weakness opportunities and threats- Portfolio Models/BCG Matrix – Competition from the strategy perspective – Case Study

**Unit II**

Understanding the Organization from the strategic perspective – The Organization: a new look – Organization, Culture and strategy – A value addition perspective of organizational processes– Beyond structure – Case Study

**Unit III**

Strategic Human Resource management : The transformation in HR from a strategy perspective – Versions of HRM : hard and Soft – The Miles and snow typology of organization – The systematic approach to strategy/ formality in strategic management – The idea of fit or congruence – The models of SHRM : high commitment, high performance and high involvement – The resource based view of HR strategy – Case Study

**Unit IV**

Competitive advantage through people: the best practices approach – Competitive advantage through people: Best fit – Competitive advantage through people: bundling- Competencies – Rewards and strategy – Employee Needs satisfaction and organization capabilities – the scorecard approach: a tool to bridge HR and strategy – Why strategies fail: A human dilemma – HRM – and the firm – Leadership and strategy – The Manager's job – Case Study

**Unit V**

Culture and Change Management-Change management – Models of Change Management Lewin, Beckhard, Thurley – Managing Culture / Institutionalizing the Strategy – Case Study

**References:**

1. The Mind of the Strategist – Kenichi Ohmae
2. Strategic Human Resource Management – Michael Armstrong
3. Strategic Management Et Business Policy, Thomas L. Wheeter Et. David Hunger
4. Strategic Management, Paul Shrivastava, South Western Publishing Co.
5. The New Corporate Strategy, H.J. Ansoff, John Wiley and Sons.
6. Strategic Management, Leslie. W. Rue and Phyllis G. Holland, McGraw-Hill Book Co

## **2H. LABOUR LEGISLATION**

### **Unit I**

Introduction : Historical Dimensions of Labor & Employee Legislation in India including the fillip from Indian Freedom Movement; Place of Tata Enterprise as a forerunner of Indian Labor Welfare Legislation ; Labor Protection & Welfare [Social security & social justice] and system of economic governance [ Open, regulated & controlled economics and globalize scenario]; International Labor Standards & India – Evolution & Track Record – Case Study

### **Unit II**

Indian Labor Statutes : Trade Union Act, Factories’ Act, ID Act, & Industrial Employment Act – Provisions, Implementation Agencies, Reporting Processes & Procedures including a brief view on formats to be submitted to authorities; Experiences from implementation of each of these acts from employers ‘employees’ government & society points of view and from landmark judgments; New look at the labor law and needed labor reforms to be in tune with market imperatives; Concept & Mechanics of Employment Standards & Employee Rights – An Overview – Case Study

### **Unit III**

Indian Labor Wage & Welfare Legislation: Wage and Bonus Legislation including equal remuneration act; Welfare oriented acts including workmen’s compensation act, ESI, PF, Maternity Benefits and Gratuity – Provisions, Implementation Agencies, Reporting Processes & Procedures including a brief view on formats to be submitted to authorities; Experiences from implementation of each of these acts from employers’ employees’ government & Society points of view and from landmark judgments; New look at the labor law and needed labor reforms to be in tune with market imperatives – Case Study

### **Unit IV**

Employee Legislation in the emerging economy: The role of human capital [Call it labor/ employee /stakeholder] in the liberalized, private enterprise and global work environment; Distinction between organized and unorganized [Informal] labor vis a vis labor legislative framework; Increasing contract labor & Related Legislation; Experiences in organizing the unorganized labor – Illustrations from Kerala, Orissa, Tamil Nadu, Karnataka, & Andhra Pradesh; Federal and State Legislative Efforts on unorganized labor – Case Study

### **Unit V**

Emerging Dimensions; Quality of life of workers[of all levels and governance of enterprises – views on the role of labor legislation; Scope & Place of labor legislation for knowledge bases organizations in the areas, including the BPO, KPO, Call Centers, Software Design and Consulting, Gender Dimensions of Labor Laws – Case Study

### **References:**

1. Globalization and Labor Management Relations – Dynamics of Change , “C S Venkata Ratnam’ Response Books[2001]
2. Human Resource Management, “ Biswajeet Pattanayak”, 2/e PHI ISBN 8120323483
3. Creating Performing Organizations: International Perspectives for Indian Management, Edited by Vipin Gupta, Et al, Response Books, ISBN: 0-7619-9652-4

Text & Case Study on each of the laws may be referred to for clear import and implications.

### **Websites:**

1. Labor.nic.in
2. <http://WWW3.ov.ab.ca/hre.employmentstandards/about/index.asp>
3. [http://WWW.scottish-enterpise.com/sedotco\\_home/services-to-business/people-and\\_kills/employment\\_legislation.htm](http://WWW.scottish-enterpise.com/sedotco_home/services-to-business/people-and_kills/employment_legislation.htm)

### **3H. HUMAN RESOURCE ACCOUNTING AND AUDITING**

#### **Unit I**

An introduction to the course/An introductory case- Human Resource Planning – Meaning, definition and importance – Natural resources and human resources investment in human resources and efficient use of HR- Modern Market Investment theory, Market Portfolio- Human Capital and Investment in Human Capital– Case Study

#### **Unit II**

Human Resource Accounting- Concept, objectives and limitations- Investment approach to Human Resource Accounting- Investment in Human Resources, Rate of Return, HR Wastage – Case Study

#### **Unit III**

Organizational Climate Approach HR Accounting – Improvement and deterioration of organizational climate and its effects – Case Study

#### **Unit IV**

Responsibility Accounting and Management Control – Behavioral aspects of management control – Human resources as social capital – Mentoring and development of social capital- Social Control – HR accounting and Bench Marking– Case Study

#### **Unit V**

Personnel Cost- Accounting and Auditing Techniques – HRD Audit, HRD Score Card–Balance Score Card, Accounting & Financial Statements – Case Study

#### **References:**

1. Human Resource Accounting by E.G. Flamholtz
2. Managing Human Assets by Lawrence P & Beer M
3. Human Resource Management – People and Performance by Keithy Bradley
4. HRD Audit by T.V.Rao
5. Human Resource Management by V.S.P.Rao
6. Accounting for Human Assets by D. Prabhakara Rao



## **4H.Creativity and Innovation Management**

### **Unit I**

Introduction to Creativity & Innovation : Concepts of Creativity and Innovation – Importance–Characteristics Common to creative people and Innovators – Steps to develop creativity – Provocation and creativity – Creative Personality Creative Period – Group Creativity Theories – Creativity and Innovation – Significance to competition Barriers to Creativity and Innovation – Case Study

### **Unit II**

Methods and Techniques in C&I: Basic Nature of Lateral Thinking – Use – Techniques – Generation of Alternatives – Challenging Assumption – Attitudes towards Lateral Thinking –Suspended Judgment – Dominant Ideas and Crucial Factors – Morphological Analysis – Brainstorming – Computer Aided methods– Case Study

### **Unit III**

Process restricting in C&I : The Creative Planning Process- Imaginative Strategic Thinking– Taking Creative Leaps – Building Strategic Concepts – Strategic Decision Making and Implementation – Leading Creative Teams – Creating the Competitive Difference – Leveraging the Organization – Creative Corporate Restructuring – Case Study

### **Unit IV**

Factors Influencing Changes: Coping with change – Customer Focus- Employee Focus – Focus on quality – Focus on Productivity – Focus on Cost – Sharing and Learning – Case Study

### **Unit V**

KM Practices in Learning Organization: Meaning – New Paradigm of Management- Core Issues and Themes – Fostering Knowledge and Learning – Role of Information Technology in knowledge management – Leveraging Organizational knowledge – Knowledge Management Practices at Leading Companies – Change and the Learning Organization – Case Study

### **References:**

1. Tony Proctor – “ The Essence of Management Creativity “ – Prentice Hall of India, New Delhi, 1998
2. Bhatia R.L., The Executive Track – “An Action Plan for Self Development” –Wheeler Publishing, New Delhi, 1996
3. Edward De Bono – “Lateral Thinking “ – Pelican Books, 1995
4. Kewal K. Nohria – “Painless Transformation” – Macmillan India Ltd., 1999
5. Tony Proctor - “ The Essence of Management Creativity “ – Prentice Hall of India, New Delhi, 1998
6. Rastogi P.N. – “ Building a Learning Organization” – Wheeler Publishing Co. New Delhi 1998

**MAJOR SPECIALISATION: LOGISTICS**

**1L. Materials Management**

**Unit I**

Material Management: Evolution, Importance, Scope and Objectives, Objectives-Organization of material management-codification & standardization- value analysis in material management. Interface with other functions.

**Unit II**

Aggregate material planning – Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Bill of Materials – BOM Explosion –Concept of Material flow in MRP- MRP II- ERP

**Unit III**

Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor Rating- Vendor appraisal- Vendor verification Vendor relations - Purchasing Methods - Global sourcing- E-Procurement, Framework of E-Procurement- Case Study

**Unit IV**

Principles of Materials Handling system - Materials Handling Equipment – Lifting Equipment- Conveying Equipment- Safety issues- Benefits and Risk of Outsourcing- Case Study

**Unit V**

Types of Materials used and stored – Computerization of Materials function – MIS Reports – Concept and frame work of supply chain management – concept of Just in time and Central purchasing – Concept of Logistics and Supply Chain Management and evolution to 4PL-Case Study.

**References:**

1. Purchasing and Supply Management - Dobler and Burt
2. Gopalakrishnan, P. and Sunderashan, M : Handbook of Materials Management, Prentice Hall of India
3. R. Mishra: Materials Management, Excel Books
4. Purchasing and Materials Management - K S Menon

## **2L. Inventory Management**

### **Unit I**

Inventory Management: Definition, Importance, Function- Classification of Inventory- Inventory related Cost- Objectives of Inventory Control- Planning for Inventory Control- Case Study

### **Unit II**

Selective Inventory Control Model- Pareto's law- ABC Analysis, VED, XYZ, FSN, SOS, GOLF, P & Q System, Economic Order Quantity - Safety Stocks – Inventory Management Systems- Concept of JIT.

### **Unit III**

Classification of Raw material Inventory- Classification of W.I.P Inventories-Factors influencing W.I.P inventory--Factors influencing: Finished Goods inventory- Use of Information Technology in Inventory- Case Study.

### **Unit IV**

Definition – Significance – effect of changing technological, VE Techniques – selecting products / operating – timing the VE – steps in VE – benefits value and decision – decision processes – theory of decision- Computer Aided Business Process Reengineering (CABPR)- Case Study.

### **Unit V**

Use of Computers in Inventory Management - Evaluation of Performance of Materials Function - Criteria and methodology of evaluation- Requirement of inventory control Systems - concept of Just in time – Case Study.

### **References:**

1. 'Inventory Control Theory and Practice' – Starr & Miller, Prentice Hall of India, NewDelhi,1989.
2. 'Material Management' – Ahuja, K.K., CBS Pub., New Delhi, 1992
3. 'Value analysis in Design' – C. Flower.
4. 'Reengineering for sustainable Industrial production' – Camarinha, Matos.
5. 'Business Process Reengineering' – Maureen Weicher, McGraw Hill Publisher.
6. 'Business Process Reengineering'- Guha S; Kettinger, W.J Teng, Summer Publication, 1993.

### **3L. Distribution and Logistics Management**

#### **Unit I**

Physical Distribution: Meaning, Importance, objective- Physical Distribution Process- Different forms of channels- Functions unconventional channels-Channels for consumer goods, Industrial goods and Services-Integrated marketing channels-Horizontal- vertical- multi-Channel marketing system- International marketing channel.

#### **Unit II**

Distribution Resource Planning (DRP)- Distribution mix, Role of distribution in marketing Transportation: Types- Functions- Advantages and Limitations- Managing transport – Criteria for selecting good transport- Modes of transportation.

#### **Unit III**

Wholesaling-Function of wholesalers, Wholesaler Marketing decisions, Trends in wholesaling Channel Selection Process- Performance appraisal of channel members- channel conflict and techniques to resolve channel conflicts-Codification - Distribution Channel Management

#### **Unit IV**

Logistics Information System – EDI – Order Cycle – Advanced Order Processing Systems – DSS – AI & ES – Neural Networks – DBMS – LAN – WAN – Applications for integrated Logistics Management – Case Study

#### **Unit V**

Logistics and Traffic Management – Routing and Scheduling benefits – Application of Network Analysis Global Logistics – International Distribution Channel Strategies – Management of Export Shipment – Conceptual model for Logistics audit.

#### **References:**

1. 'Fundamentals of Logistics Management' – Douglas M. Lambert, James R. Stock and Lisa M. Ellram, McGraw Hill, International Edition, Singapore, 1998
2. 'Supply Chain Management' – John T. Mentzer, A South Asian Reprint India, Sage Publication Ltd., New Delhi, 2001.
3. 'Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services' – Christopher, M., Pitsman, London, 1992.
4. 'Logistics Management – The Supply Chain Imperative' – Sople Vinod V, Pearson Education, Indian Reprint, 2004.
5. 'Logistics Management' – Ailawadi C Sathish& Rakesh Singh, Prentice Hall India, 2005.
6. 'Logistics Management – The Integrated Supply Chain Process' - Bowersox Donald J, Tata McGraw Hill, 2000.

#### **4L. Export- Import Trade and Freight Logistics**

##### **Unit I**

Export Sales – Selling and Purchasing- Consignment - Leases – Export Finance - Forex - Major currencies, Exchange rates, relations & impact - Export costing and pricing & Incoterms – Export License –Import License

##### **Unit II**

Export Packaging - Preparation of pre shipment documentation – Methods of Transportation – Country of Origin Marking- Inspection of Export consignment – Export by Post, Road, Air, Sea - Claiming for Export benefits and Duty drawbacks

##### **Unit III**

Acts for export/import - Commencement - Customs Formalities – Export Documentation - Export of Services - Export of Excisable Goods – Import Documentation - Clearance - 100% export oriented units - customs house agents -Import of different products - import/export incentives.

##### **Unit IV**

Economic Factors of Transportation- Pricing Strategy in Transportation- Rating Systems: Class Rates, Commodity Rates, Special Rate -Transport Documentation – Bill of Lading, Freight Bill, Shipping Manifest- Responsibilities of Traffic Department.

##### **Unit V**

Transportation Formats – Common Carriers, Contract Carriers, Private Carriers, Exempt Carriers. Suppliers of Transportation Services – Single Mode Operator, Specialized Carrier, Intermodal Operator – Piggy Back, Containership, Freight Forwards, Shippers Associations.

##### **References:**

1. Export Import Procedures- Documentation and Logistics, Publisher: New Age International,
2. Guide to Export Policy, Procedures and Documentation – Mahajan
3. The New Export Marketer -Young G
4. Export Management, P K Khurana
5. Practical Guide to the Foreign Trade of India -Arora R.S

### **Business Policy and Strategic Management**

#### **Unit I:**

Firm environment: Environmental analysis- macro, micro and relevant environment models for environmental analysis – SWOT analysis, BCG Matrix, GE’s Stoplight Matrix.

#### **Unit II:**

Strategy and resources: Strategy, tactics – Strategic Planning, review of concepts of vision, mission, goal, objectives, policy, procedure, standard operating plans, rules etc. Pyramid of business policies- master strategies and program strategies, strategic management process, feedback and review – Case Study

#### **Unit III:**

Types of strategic growth strategies, dependency, reduction strategies horizontal and vertical integrations – backward integration. Forward integration – generic strategies – turnaround strategies- entrepreneurial turnaround strategies efficiency turnaround strategies. Generation of strategic alternative – brain storming, consultancy, Delphi technique. Strategic gap analysis, strategic information systems – Case Study

#### **Unit IV:**

Organization level strategies: expansion, mergers, joint ventures, acquisitions, takeovers, consortia networking, franchising, licensing, sub controlling diversification, concentric diversification, conglomerate expansion – Case Study

#### **Unit V:**

Strategy implementation – evaluation and control

#### **References:**

1. Jauch Lawrence R. Et. Glueck William F., “Business Policy and Strategic Management”, McGraw Hill Co. (5<sup>th</sup> Edition)
2. Johnson Gerry Et Schools Kevin, “Exploring Corporate Strategy”, Prentice Hall of India (4<sup>th</sup> Edition)
3. Charles W.L.Hill Et Garrett Johns, “Strategic Management”, Houghton Mifflin company, New York
4. Thomas L. Wheeter ET. J. David Hunger, “Strategic Management Et Business Policy”, Prentice Hall.
5. Azhar Kazmi, “Business Policy and Strategic Management”, Tata Mc Grew Hill Publishing Company, New Delhi
6. Francis Cherunilam, Strategic Management.

### **International Business Management**

#### **Unit I:**

Introduction – Definition –trade and investment flow- economic theories- forms of international business- Trade Policy- Export Promotion- Export procedures and documents – FOREX management – exchange rate determination – Exchange risk – Managing exchange rate – Case Study

#### **Unit II:**

International Business environment – Globalization of business – economic, political and cultural environment of international business – WTO and trade liberalization – emerging issues-implications for India – regional trade blocks – inter- regional trade among regional groups – Case Study

#### **Unit III:**

Global Strategic Management – Structural design of MNE s Strategic Planning – Strategic Considerations – national Vs Global competitiveness– Case Study

#### **Unit IV:**

Control and evaluation of international business- control of MNEs – approaches to control – the role of information systems – performance measurement –mechanics of measurement – Various performance measurements –mechanics of measurement – Various performance indicators – evaluation and evaluation systems– Case Study

#### **Unit V:**

Conflict in international business & negotiations – Factors causing conflict – conflict resolution actions – the role of negotiations in international business- the role of international agencies in conflict resolution– Case Study

#### **References**

1. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi 2000.
2. Richard M. Hodgetts and Fred Luthans, International management, Tata McGraw Hill, New Delhi, 2003.
3. Charles W. L. Hills, International Business, Tata McGraw Hill, New Delhi 2005.
4. Francis Cerunilam International Business, Wheeler Publication.
5. Anand K. Sundaram and I. Stewart Black, The International Business Environment, Prentice Hall of India, New Delhi, 2001.
6. Michael R, Czinkota, Iikka A. Ronkainen and Michael M. Moffett, International Business, Thompson,. Asia, Bangalore, 2003.

**Finance  
Retail Management**

**Unit I**

Introduction to Retailing- Overview of scope of retailing framework – Retailing industry – Benefits of retailing – Ethical, legal, social, economic and technological environment for retailing - Types of retailers – retail strategy – Positioning and retail planning – retail marketing mix – Case Study

**Unit II**

Retail Store location and layout- Country /Region analysis – Trade area analysis - Site evaluation and selection – Store design and layout- Comprehensive store planning – Exterior design and layout – Interior store design and layout – interior design elements – Case Study

**Unit III**

Planning merchandise needs and merchandise budgets- Methods for determining inventory evaluation- Assortment planning buying and vendor relations- Merchandise pricing – Price Strategies- Psychological pricing – Mark-up and markdown strategies– Case Study

**Unit IV**

Communicating with the retail customer – Retail promotion mix, - Advertising –Sales promotion – Publicity – Retail Selling process – Retail database – Case Study.

**Unit V**

Globalization and changing retail formats – Virtual store – E-retailing International Retailing – Opportunities – Market entry formulas – new customized formats (Customized stores, portable stores, merchandise depots, retail theatre, service malls, customer –made stores, interactive kiosk shopping arcades) – Case Study

**References:**

1. Ron Hasty and James Reardon: RETAIL MANAGEMENT
2. Lucas, Robert Bush and Larry Gresham: RETAILING (Hononghton Mifin, AIPD, India
3. Dunne & Lusch, Retailing, South-Western Educational Publishing 5<sup>th</sup> Edition
4. Barry Berman and Joel R. E vans, Retail Management: A strategic Approach, (9<sup>th</sup> edition), Macmillan Publishing Com pany, New York 2003.
5. Michael Levy and Barton A. Weitz, Retail Management, McGraw, Hill/Irwin
6. Hasty and Reardon, Retail Management (1st Ed.), 1997, McGraw Hill-Iriwn.



## **Sales Management**

### **Unit I**

Meaning and functions-Introduction- meaning and Objectives-responsibilities of sales managers - sales management Vs. Marketing management-Organizations of the sales departments-structures-Objectives- determination of functions- sales departments' integration with other departments– Case Study

### **Unit II**

Sales Force Management- Salesmanship-Meaning-importance-process of selling- focus on customer salesmanship - Sales force management Quantitative and qualitative planning of sales force-recruitment and selection-training-motivating- compensation-appraisal of performance and promotion direction and control of sales force – Case Study

### **Unit III**

Sales volume and territory management-Objectives of sales forecasting-methods and procedures of sales forecasting-sales budgets, designing Sales Territories and Quotas-assigning territories-reasons for selling and using quotas-types of quotas and quota selling procedures-administering the quota system – Case Study

### **Unit IV**

Distribution Management- Nature of distribution and channels- need for marketing intermediaries - channel behavior and organization channel design decisions – setting channel objectives and constraints-designing international distribution channels- channel management decisions-selecting channel members-Retailing-Wholesale- Wholesale marketing decisions – Case Study.

### **Unit V**

Industrial selling - concepts of industrial selling - nature and characteristic of industrial goods-concepts of industrial goods-role of service in industrial selling-sales policies and procedures - Terms and conditions of sale – handling complaints– Case Study

### **References :**

1. Richard R.Still, Edward W .Cundiff, Norman, A.P., Goveni, Sales Management, Decisions, & Strategies Case Study, Prentice Hall, 5<sup>th</sup> Edition, 2005
2. Charles M. Futvell, Sales Management, Team work, Leadership and Technology, Thomson learning, South Western, Sixth Edition, 2003.
3. Fundamental of Sales Management, Ramneek Kapoor, Mac Millan India, Pvt. Ltd.
4. Salesmanship & Sales Management, P.K. Sahu. K.C.Raut, Vikas Publications, Third Revised Edition.
5. Sales Management: A Global Perspective, Earl D. Honeycutt, John B.Ford, Antonis C. Sirm initiras, Rotledge publisher.
6. Market &Sales Forecasting, Gordon Bolt, Crest Publishing House.

## **Product Management**

### **Unit I**

Introduction – what is a new product, Factors contributing to NPD, product life cycle concept, New product development process, Strategic Planning for New Product, Invention Vs Innovation, Product innovation charter, Theory of diffusion of an Innovation – Case Study

### **Unit II**

Concept Generation & Evaluation – Approaches, Sources of new product ideas, Productivity of sources of New Product ideas, Criteria for screening, Concept testing – purpose & procedure, Classification of Technologies – Case Study

### **Unit III**

Product Development – Economic Analysis – Purpose, Market potential and Demand, Estimating first time sales, Replacement Sales, Repeat Sales, Estimating costs, Sales & Profits– Case Study

### **Unit IV**

Test Marketing & Commercialization – Test Marketing, Purpose, Advantages & disadvantages, Test marketing strategies, Launch cycle – Case Study

### **Unit V**

Organizing & Control of the New Product Function – Managing the product & Product line, Managing R&D, The future of New Product management – Case Study

### **References**

1. Ramanuj Manjumdar, “Product Management in India” – 2 Edition, Prentice Hall Publication, 2002
2. C. Merle Crawford – “ New Product Management” – Tata McGraw Hill, 2003
3. Edgar A . Pressemier – “ Product Management Strategy & Organization” – John Wiley& sons, Hamilton Publications
4. Oswald A. J. Mascarenhan S.J. Oxford – “ New Product Development “ – IBM Publishing Co.(P ) Ltd, New Delhi
5. William L. Moore & Edger – “Product Planning & Management”, A Pressemier McGraw Hill Inc. Publication. 1993
6. C. Merle Crawford, [New Products Management](#)

## **Global Marketing**

### **Unit I**

Global Marketing- conceptual aspects- Economic environment- Socio Cultural environment- political environment- planning for global marketing – international marketing research and information system- Global segmentation, training and positioning – Global market analysis and foreign market entry strategies – Case Study

### **Unit II**

The international marketing environment – Political and legal systems – Multilateral and Geographical Groupings- Culture and Business Customs – Economic and Financial imensions – Case Study.

### **Unit III**

Assessing international market opportunities- marketing research- international marketing management – planning and organization- market entry strategies- export, joint ventures and direct investments– Case Study.

### **Unit IV**

Global product management- standardization Vs differentiation- Product planning and development – Marketing industrial products and services globally- Pricing for international markets – Case Study

### **Unit V**

Global logistics management – International distribution systems- Global advertising and promotional strategies- Sales management – Developing marketing strategies and programs for international markets – Case Study

### **References**

1. Philip R. Cateora and John L. Graham : INTERNATIONAL MARKETING, (Irwin McGraw Hill 1999, 10<sup>th</sup> edition
2. Micheal R. Czinkota and Illkka A. Ronkainen: GLOBAL MARKTING, (The Dryden Press, 1996)
3. Terpstra & Sarathy: INTERNATIONAL MARKETING, Thomson Press.
4. Daniels and Raderbaugh: INTERNATIONAL BUS INESS
5. Daniels, Raderbaugh & Sullivan: GLOBALIZATION AND BUSINE SS, Prentice- Hall India, 2002
6. Philip Cateora, Mary Gilly and John Graham, International Marketing

## **5F. Project Finance**

### **Unit I**

Project – Concept – Classification – Projects and Developments – External and Internal Causes of Delay – Avoiding Overruns- Project Assets-Issues and Problems – Strategic Variables: Contractual/legal, Engineering /Technology, Financial and Economical, Post – Commissioning operations, social and human aspects, material problems – Project Formulation Checklist.

### **Unit II**

Managing Resources – Phases from Project Planning to Project completion: Pre-investment, investment and operational phase- Capital Cost time- Value System – Project Feasibility Study: Stages- Opportunity Study: General and Specific- Prefeasibility Study: Functional or support Study – Feasibility Study – Components of Project Feasibility Study

### **Unit III**

Financial E valuation of projects under certainty: Pay Back Method, Average Rate of Return Method and Net Present Value method – Project Evaluation under Uncertainty and Risk.

### **Unit IV**

Appraisal Process – Concept – the methodology for project evaluation – Commercial Vs National Profitability: Social Cost benefit Analysis, Commercial or financial Profitability, Social or national Profitability – International Project Appraisal.

### **Unit V**

Planning, Implementation and Control: Network Analysis, Techniques, PERT, CPM – Crashing of Project Network – Resource Leveling and Resource Allocation and Line Balance

### **References**

1. Gopalakrishnan.P and Rama Moorthy, V.E., PROJECT MANAGEMENT, Mac Millian India Ltd., New Delhi.
2. Prasanna Chandra, PROJECTS; PLANNING, ANALYSIS, SELECTION, IMPLEMENTATION AND REVIEW, Tata McGraw Hill.
3. Goel B.B, PROJECT MANAEMENT – PRINCIPLES & TE CHNIQUES, Deep andDeep Publications, New Delhi.
4. TriMTOO Series on Project Management
5. Stefano Gatti, Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects.
6. Andrew Fight, Introduction to Project Finance

## **6F. Merger and Acquisitions**

### **Unit I**

Mergers, Acquisitions and Restructuring – An Overview: Forms of Corporate Restructuring - Corporate Control – Organization Behavior – Extensions and Conclusions. Strategy, Diversification and Mergers; Diversity in Strategic Planning –BCG- Porter – Adaptive P process- Formulation of Competitive Strategy- Diversification Strategy – Types and Characteristics of a Merger: Economic Rationale of Major Types of Mergers – Role of Industry Life Cycle

### **Unit II**

A Framework for Corporate Finance: Theory of the Firma and Corporate Finance- Capital Structure Theories – Dividend Policy Theories – The Financial Methodology of Valuation: Valuation Principle – Capital Budgeting Decisions – Basis for Firm Valuation: Dividend Growth Valuation Model S- Calculation of Cost of capital – Sensitive Analysis Agency Problems and Management.

### **Unit III**

Self Off and Divestitures – Definition Effects and Analysis – Spin Off – Self Off Gains – Explanation and Rationale – Divestiture Motives – Voluntary Liquidations and Takeover, Unsuccessful Takeover – Timing of Merger Activity- Mergers and Macro – economy, Aggregate Conglomerate Activity, Deal S structuring: Tax Planning Options – Payment and Leverage Methods - Restructuring Joint Ventures: JVs in Business Strategy, Rationale Tests of the Role of JVs – ESOPs: Nature and History, Usage, Analysis and Evidence Buy-out Economic and Financial Factors, Elements of an LBO operation, conditions and circumstances of Going- P private Buy-outs, Post Buy out Equity Value – Internal Mergers and Restructuring, International M&As.

### **Unit IV**

Corporate Control: Share Repurchase and Exchanges: Basic Stock Repurchase Model, Exchange Offers – Mechanism. Underlying Corporate Control Internal and External Control Mechanism, Managing Ownership and Corporate Performance, Voting Rights and value of control, Regulation of Securities and Trading and Takeovers – Evaluation of Arbitrate and Insider Trading, The Recent Developments and their implications

### **Unit V**

Managerial Strategies: Review of Theories and Case Study of M & A Activity, Models of Takeover Process, Strategic Cost Management: Traditional Cost Accounting Vs. Strategic Cost Management, ABC Costing - Value Chain Analysis – Cross Subsidization of Products – Implications for Corporate Strategy, Life Cycle Costing Target Costing.

### **References**

1. Mergers Restructuring and Corporate Control – J. Fred Westron, Kwon Shun & Susan E. Hoag – PHI
2. Doing Deals – Investment Banks at Work – Robert G. Eccles & Dwigths B. Crane – (HBS)
3. A Merger acquisition Buyout guide, Stanley Foster Reed,
4. Mergers and Acquisitions from A to Z, Andrew J. Sherman
5. Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions (Wiley Finance), Joshua Rosenbaum.
6. Valuation: Mergers, Buyouts and Restructuring (Wiley Custom Select, Enrique R. Arzac

## **7F. Treasury and Risk Management**

### **Unit I**

An overview of International Finance – Importance, Uniqueness, Rewards and Risks – Foreign Exchange Markets – Exchange Rates – Types Spot and Forward Markets Arbitrating. Determination of Exchange Rates – Balance of Payments Accounts, Stability of Exchange Rates, Alternative S systems

### **Unit II**

International Parity Conditions – Fundamental Principles, Purchasing Power Parity, Managing Foreign Exchange Risk and Exposure – Accounting, Real Operating exposures, Risks speculation, Market Efficiency.

### **Unit III**

An Overview of Derivatives Forwards, Options and Futures - Types of options and futures, Factors influencing, links between futures market organization, Scope in India

### **Unit IV**

Role of Exchanges in derivatives management, Commodity Exchanges, Emerging Scenario

### **Unit V**

International Investment and Financing- Euro Currencies and instruments Cash Management, Transaction Costs, Transfer Pricing, Capital Markets, FDI International Country Risks Equity and Long Term Debt Financing.

### **References:**

1. International Finance, Maurice Levi
2. International Finance, Eun and Resnick
3. Futures, Options and Derivatives – Hul
4. The Essentials of Risk Management, Robert Mark
5. Credit derivatives: Trading, Investing and Risk Management, Geoff Chaplin
6. Understanding Credit Derivatives and other Instruments, Antulio N. Bomfim

## **8F. Strategic Financial Management**

### **Unit I**

Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic Planning Process

### **Unit II**

Investments Decisions under Risk and Uncertainty: Techniques of investment decision – risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate Strategy and high technology investments.

### **Unit III**

Expansion and Financial Restructuring: Mergers and Amalgamations – Corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

### **Unit IV**

Leasing: Meaning, importance, types, tax considerations, and accounting considerations, Evaluation of lease from the point of view of lessor and lessee; Lease Versus buy decision; Venture Capital : Concept and developments in India; Process and methods of financing fiscal incentives.

### **Unit V**

Financing Strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes convertible preference shares; Option financing, Warrants, convertibles and exchangeable.

### **References:**

1. Allen D : An Introduction to Strategic Financial Management, CIMA/Kogan Page, London.
2. Chandra, Prasanna : Financial Management, Tata McGraw Hill Delhi
3. Copeland T. T.Koller and J. Murrin: Valuation: Measuring and Managing the value of companies, John Wiley, International Edition New York
4. Copeland T.E. and J.F. Weston : Financial Theory and Corporate policy Addison– Welsely New York
5. P.V.Kulkarni and B.G. Sathyaprasad, Financial Management- HimalayaPublishing House, Delhi
6. Hampton, Jone: Financial Decision Making, PHI New Delhi.

## **5H. Training and Development**

### **Unit I**

Training & Development: Meaning – Differences between Training and Development – Need for Training – Steps in Training Programme – Training for different Employees – Training Methods: Features, Merits and Demerits – Case Study

### **Unit II**

Executive Development: Knowledge and Skills of Manager – Objective of Management Development – Importance – Components of Management Development Programme – Factors Inhibiting Management Development – On-the-job Techniques – Off-the-job Techniques – Case Study

### **Unit III**

Performance Appraisal: Meaning – Purpose of Appraisal – Evaluation Process- Appraisal Methods: Traditional and Modern Methods – Management by Objectives – Problems of appraisal – Case Study

### **Unit IV**

Employee Morale: Meaning – Individual and Group Morale – Factors Affecting Morale – Measurement of Morale – Measures for improving Morale – Case Study

### **Unit V**

Participative management: Meaning – Scope and Ways of Participation – Importance of Participation – Limitations of Participation. Job Design – Quality Circles – Work Re- Structuring – Quality of work life – Case Study

### **References:**

1. Gary Dessler – Human Resource Management, Prentice Hall Of India, 1999
2. K. Aswathappa – Human Resource & Personnel Management, Himalaya Publishing House, 2001
3. David A. DeCenzo & Stephen P. Robbins - Personnel/ Human Resource Management, Prentice Hall of India 2000.,
4. C.B. Memoria – Personnel Management, Himalaya Publishing House, 1999
5. Rakesh. K. Chopra- Management of Human Resources- V.K. Publishing House. Bareilly.
6. Pylee, M.V. Workers' Participation in Management: Myth and Reality- N.V. Publications. New Delhi



## **6H.Managerial Behaviour and Effectiveness**

### **Unit I**

Defining the Managerial Job Descriptive Dimensions of Managerial Jobs- Methods – Model –time dimensions in Managerial jobs – effective and ineffective job behavior – Case Study

### **Unit II**

Designing the Managerial Job: Identifying management Talent – Selection – Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective management Criteria – Performance Appraisal measures –Feedback – Career Management- Current Practices – Case Study

### **Unit III**

The Concept of managerial Effectiveness: Definition – the person, process, product approaches- Bridging the gap – measuring managerial effectiveness – Current industrial and government practices in the management of managerial effectiveness- the effective managers as an optimizer – Case Study

### **Unit IV**

Environmental issues in Managerial Effectiveness: Organizational processes –Organizational Climate – Leader – group influences – job challenges – competition – Managerial styles – Case Study

### **Unit V**

Developing the winning Edge: Organizational and Managerial Efforts – Self Development – Negotiation skills – Development of the competitive spirit- Knowledge Management – Fostering Creativity – Case Study

### **References:**

1. Reddin W.J. Effective Management, Tata McGraw Hill Company, New Delhi 1998.
2. Tmpe D.A (ed) The Art and Science of Business Management Performance, Jaico Publishing Company, New Delhi 1996
3. Frances Clark, Total Career Management, McGraw Hill/ Henly Management Series , 1994
4. Helga Drummrod, Effective Decision Making, Wheeler Publishing, 1995
5. Rao, S.L Successful Negotiation, Wheeler Publishing 1995
6. Chakraborty, Managerial Effectiveness and Quality of Work Life: Indian Insights, Tata McGraw Hill 2000.

## **7H. Union- Management Relations**

### **Unit I**

Conceptual Framework: Union Management Relations Perspective – Public policies and Union Management Relation – Major Events and International Issues– Case Study

### **Unit II**

Unions Unionism: Trade Union Development and Function – Trade Union Structures and Trade Union recognition – Leadership and Management in the Trade Unions – White Collar Management and Employees Association – Case Study

### **Unit III**

Conflict Resolution: Dynamics of Conflict and Collaboration – Nature and Content of Collective Bargaining – Role of Labor Administration: Conciliation, Arbitration and Adjudication – Case Study

### **Unit IV**

Workers Participation in Management: Evolution, Structure and process – design and dynamics of participative forums – strategies and planning for implementing participation – Case Study

### **Unit V**

Trends in Union Management relations: Emerging Trends in Union Management Relations– Cross Cultural Aspects of Union Management Relations – Case Study

### **References:**

1. Industrial Relations – Arun Monappa – Tata McGraw Hill
2. Personnel Management & Industrial Relations – P.C Tripathi. S Chand & Sons
3. Dynamics of Industrial Relations in India – C.B.Memoria ,Himalaya
4. Aspects of Labor Welfare and Social Security – A.M. Sarma – Himalaya
5. Industrial Law – N.D Kapoor – S.Chand & Sons
6. Legal Aspects of Business- Akhileshwar Pathak- Tata McGraw Hill

## **8H. Stress Management**

### **Unit I**

Understanding Stress - Meaning – Symptoms – Work Related Stress – Individual Stress – Reducing Stress – Burnout – Case Study

### **Unit II**

Time Management – Techniques – Importance of Planning the day – developing concentration – Prioritizing - Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say 'No' – Case Study

### **Unit III**

Career Plateau: Career Plateauing – Identifying Career plateaus – Structural and content Plateauing -Makin a fresh start – importance of sabbaticals – Counseling Out –Executive leasing – Sustaining a marketable career – Case Study

### **Unit IV**

Crisis Management: Implications – People Issues – Structure issues – Environmental issues – Learning to keep calm preventing interruptions- Controlling crisis – Pushing new ideas – Empowerment-Work Place Humour, - Developing a sense of Humour –Learning to laugh – role of group cohesion and team spirit – Case Study

### **Unit V**

Self Development, Improving personality – Leading with Integrity – Enhancing Creativity – Effective decision making – Sensible Communication – the Listening Game –Managing Self-Meditation for peace – Yoga for life – Case Study

### **References:**

1. Bhatia R.L. The Executive Track: An Action Plan for Self Development Wheeler Publishing, New Delhi 1966
2. Charavathy, S.K. Human Values for Managers, McGraw Hill/Henely Management Series, 1996
3. Jeff Davision, Managing Stress, Prentice Hall of India, New Delhi, 1998
4. Swami Ranganathananda, External Values for a Changing Society, Bharatia Vidya Bhavan, 1995
5. L. Ron Hubbard. Self Analysis, Pustak Mahal, New Delhi,2000
6. Mahatma Devesh Bhikshu. Hints for Self Culture, Shri Sultan Chand Trust, New Delhi

## **5L. Supply Chain Management**

### **UNIT I Introduction**

Supply Chain – Definition, Objectives, Decision phases, Process view, Types-Importance of supply chain –Scope – Supply chain drivers – Framework, Inventory, Transportation, Facilities, Information, Obstacles.

### **UNIT II Managing Demand and Supply**

Strategic Fit – Competitive and supply chain strategies, Achieving strategic fit, expanding strategic-Demand Forecasting in a supply chain – role of forecasting – components, methods, measures of forecasts error- managing supply- managing demand, implementations

### **UNIT III Inventories and Transportation**

Role of cycle inventory in a supply chain- Role of safety inventory – Fixing appropriate level safety inventory, impact of supply uncertainty. Transportation – role, factors affecting, modes, design options, trade-offs, Tailored, routing and scheduling.

### **UNIT IV Information Technology**

Information technology – Role, Need, Importance, Use, Application E-business – Role, Impact, value of E-business in different industries, Types, Technologies, Setting up E-business in practice – Case Study

### **UNIT V Coordinating in a Supply Chain**

Aligning the Supply Chain with Business Strategy - SCOR Model –Outsourcing and3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies– Case Study.

### **References:**

1. ‘Supply Chain Management’ – Sunil Chopra & Peter Meind; Pearson Education Asia (2001).
2. ‘Logistics Engineering & Management’ – Blanchard; Pearson Education Asia.
3. ‘Supply Chain Management’ – G. Raghuram, N. Rangaraj; Mc Millan (2001).
4. ‘Supply Chain Management’ – Sarika Kulkarni, Tata McGraw Hill Publishing Company, New Delhi.

## **6L. Legal Aspects in Logistics**

### **Unit I**

Indian Contract Act – Meaning and Definition of Contract – Essential Elements – Types of Contracts – Offer and Acceptance – Consideration- Capacity of Parties – Flaw in Consent – Void and Illegal Agreements- Remedies for Breach of contract – Quasi contracts Bailment and Pledge and Law of Agency- The Customs Act.

### **Unit II**

A general introduction in defining international Trade and its items- A general approach to the international Trade Law-principles, traits, sources and usages.

### **Unit III**

Efforts of United Nations and World Trade Organization (WTO) in unifying the basis of the International Trade Law-General principles in the international trade contracts/ negotiations, formulation and impact of the international trade contracts.

### **Unit IV**

International Regulations for Vessels-International Agencies -regulations relating to ship construction - ship maintenance - ship navigation - ship breaking- Role of Intermediaries such as Ship's Agents in ports, Stevedores for cargo handling, Custom House Agents (CHA) / Clearing & Forwarding (C&F) Agents and Brokers.

### **Unit V**

Claims Handling-Insurance Claims – Risks – Reinsurance – Demurrage – Claim procedures and Documentation – Right of Subrogation. Marine Insurance for ships and Cargoes. Protection and Indemnity Insurance.

### **References:**

1. Rosa Greaves, EC Transport Law, Pearson Education, Maritime & Transport Law area
2. Dr. TalibH.Musa, Almujaaz in the International Trade Law, Althaqafeh Publishers, 20012 Shipping Law by Simon Baughen (Routledge-Cavendish)
3. Maritime Security and the Law of the Sea by Natalie Klein (Oxford University Press)
4. Marine Cargo Claims (International shipping laws) by William Tetley (Intl Shipping Pubns)
5. The Modern Law of Marine Insurance by D. Rhidian Thomas (Lloyd's List)

## 7L. Procurement & Quality Management

### Unit I

Purchase- Overview, Objective, Importance -Purchasing Organizations- Ethical Concepts in Purchase- Make or Buy or Outsourcing - Price and Pricing Impact- Purchase Orders- Negotiations.

### Unit II

General Problems of Vendor Quality, Suppliers Quality Survey, Model for evaluation of Suppliers Quality-Benefits and Risk of Outsourcing- Online-Procurement, Framework of Online-Procurement- Application of Computers in Purchasing- Quality Control of Purchased Materials in a Supply Chain

### Unit III

Stores function – location and layout – Standardization, Codification and Classification of materials – accounting and physical distribution – Store documentation – condemnation and disposal of scrap, surplus and obsolete materials – Types of stores – Case Study

### Unit IV

Definition of Quality, Quality Standard, Quality Control, Aspects of Quality Control,. Teboul model. Continuous process improvement – Deming Philosophy, Contribution of Crosby, Walker Shewhart, Ishikawa, Juran Trilogy, PDSA cycle, JAPAN 5S, 8D Methodology, KAIZEN, POKA YOKE,

### Unit V

Benchmarking – definition, Reasons to benchmark, process. Quality function deployment (QFD) – Benefits of QFD, QFD process. Total productive maintenance (TPM) – concept, the plan, training, Improvement needs, Business Process Re-engineering (BPR) – Principles, application, process, benefit, limitation.

### References:

1. Designing & Managing The Supply Chain – David Simchi -Levi, Philip Kamiusky, Edith Simchi Levi, Tata Mc Grew Hill
2. Essentials of Supply Chain Management – Dr. R.P. Mohanty & Dr. S.G. Deshmukh, Jaico Publishing House
3. Production Management – L.C. Jhamb, EPH.
4. ‘Total Quality Management’ – Dale H. Bester field, Pearson Education.
5. ‘Total Quality Management’ – Shridhara Bhat, K., Himalaya Publishing House, Mumbai, 2004.
6. ‘TQM in Action’ – Pike, John and Barnes, Richard, London, Chapman & Hill, 1990.
7. Ansari, A. and Modaress, B., JIT Purchasing, New York, Free Press, 1990.

## 8L. Cargo Management

### Unit I

Shipping Industry and Business - Description of a ship- Uses of a ship or a floating vessel- superstructure - tonnages & cubic's - drafts & load lines - flag registration - Different types of cargo. (packaging, utility or value). Trimming - Cleansing -Unitized cargo

### Unit II

Air Freight Forwarding: Air freight Exports and Imports - Introduction to Air Cargo International Air Routes - Airports - codes – Consortium –Hub & Spoke – Process Flow - Special Cargoes - Consolidation - Documentation - Air Way Bill (AWB) – Communication – Handling COD shipments – POD – Conditions of contract - Dangerous (DGR) or Hazardous goods

### Unit III

Types of Charter - voyage Ships –Vessel Descriptions - Vessel requirements – tramp chartering services - Passenger Ship Chartering – Cargoes - Freight Markets – Liner Operations –Tanker Charter - tanker trades - International Tanker Chartering Market

### Unit IV

Contracts - Individual rights, responsibilities and liabilities - Clauses in time charters - Documentation - Bill of Lading basics – MBL - HBL – CY – CFS - Advanced learning in Bills of Lading -Chartering Market Practice - Ethical requirements - lien clause – Disputes- General Arbitrations.

### Unit V

Sea Way bill - Combined transport - MTO – Multimodal Transport Document (MTD) - Invoicing - Release of cargo - Cross Trade & Documentation -Conditions of Contract – Managing Key Accounts – Trade Lane Development –Consortium.

### References:

1. Carriage of goods by sea / John F. Wilson (Harlow : Longman)
2. Shipping and Logistics Management by Yuen Ha Lun, Kee Hung Lai, Tai Chiu Edwin Cheng(Springer)
3. Containerization / (by) J.R. Whittaker (Hemisphere ; Wiley)
4. The economics of tramp shipping / (by) B.N. Metaxas. (Athlone Press)

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For the following problem oriented papers, 40 percent of the questions may be asked to test the theoretical knowledge of the students and the remaining 60 percent of the questions may be as ked to test the analytical knowledge of the student, choosing the question pattern as suggested in the question paper pattern schedule Below :

### PROBLEM ORIENTED PAPERS:

1. CORE 2: Accounting for Management,
2. CORE 5: Quantitative Techniques for Management
3. CORE 8: Financial Management
4. CORE 13 : Operations Research

Theory – 40%

Problems – 60%

**MSU / 2016-17 / PG –Colleges / Master of Business Administration / Semester –IV / Ppr.no.20 / Project**