

MBA (EDUCATION MANAGEMENT)

E) INSTRUCTIONAL DESIGN
MBA EDUCATION MANAGEMENT

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
33911	Management – Principles and Practices	25	75	100	4
33912	Organizational Behaviour	25	75	100	4
33913	Managerial Economics	25	75	100	4
33914	Quantitative Techniques	25	75	100	4
33915	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
33921	Research Methods	25	75	100	4
33922	Business Environment	25	75	100	4
33923	Business Laws	25	75	100	4
33924	Management Information System	25	75	100	4
33925	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
33931	Marketing Management	25	75	100	4
33932	Financial Management	25	75	100	4
33933	Laws Relating to Education	25	75	100	4
33934	Curriculum Designing	25	75	100	4
33935	Education Infrastructure	25	75	100	4
Total		125	375	500	20
IV Semester					
33941	Education Institution Management	25	75	100	4
33942	Institutional Linkage for Education Management	25	75	100	4
33943	Marketing of Education Services	25	75	100	4
33944	Quality in Education	25	75	100	4
33945	Contemporary issues in Education	25	75	100	4
Total		125	375	500	20
GRAND TOTAL				2000	80

33911- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK IV: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

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66. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
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68. Peter F. Drucker, Management, 2008.
69. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
70. Ricky W. Griffin, Management, South-Western College Publications, 2010
71. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
72. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

33912 - ORGANISATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

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62. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
63. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

33913 - MANAGERIAL ECONOMICS

Objectives:

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

BLOCK I: BASICS OF MANGERIAL ECONOMICS

- UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.
- UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –
- UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.
- UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

BLOCK II: DEMAND AND SUPPLY MANGEMENT

- UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox
- UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.
- UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly
- UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner's Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

BLOCK III: COST AND BREAK FROM POINTS

- UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.
- UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.
- UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

BLOCK IV: MACRO ECONOMICS AND REGULATIONS

- UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.
- UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.
- UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

REFERENCES

82. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
83. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
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89. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
90. Mehta P L, Managerial Economics, Sultan Chand and Sons.
91. Joel Dean, Managerial Economics, Prentice-Hall.

33914- QUANTITATIVE TECHNIQUES

Objectives:

- To help develop analytical skills based on problem solving approach
- To learn quadrature problems solving of business issues.
- To acquire the knowledge in statistics and their use in business decision making.

BLOCK I: BASICS OF QUANTITATIVE TECHNIQUES

- UNIT 1 Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development. Variables notion of Mathematical models – concept of trade off – Notion of constants – concept of Interest.
- UNIT 2 Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem Optimization Statistics: Meaning and Applications of Statistics in business decision making and research - Collection, Tabulation and presentation of data - Measures of central tendency: Mean, Median and Mode. Measures of dispersion
- UNIT 3 Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior. Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Decisions on Minimizing Costs and Maximizing output/profits.
- UNIT 4 Linear Programming: Introduction to the linear programming – Concepts of optimization- Formulation of different types of linear programming –Standard form of LP problems - Importance and practical implementation in Industry

BLOCK II: LINEAR PROGRAMMING PROBLEMS

- UNIT 5 Simple regression and Correlation analysis: Introduction, Correlation, Correlation analysis, linear regression analysis and Co-efficient. Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making
- UNIT 6 Special Algorithms of LPP: Transportation Algorithm - Balanced and Unbalanced Problem Formulation and solving methods: North West Corner, Vogel's Approximation-MODI method- Assignment and Travelling Executive Algorithms
- UNIT 7 Theory of Probability: Introduction to the Concept – Development of probability – Areas and Utilisation of probability theories in the Business – Sample space – terminology – Types of probability.
- UNIT 8 Theoretical Probability Distributions: Introduction - Concept of events – Probability of events – Joint, conditional and marginal probabilities Probability

distributions: Binomial, Poisson and Normal – Features and Applications – Use of Normal Tables.

BLOCK III: OPERATIONAL RESEARCH AND SIMULATION TECHNIQUES

UNIT 9 Operational research for Decision Making: Historical background and Developments – Definition – Phases in the use of Operations research – Models – Characteristics of quantitative methods - Benefits and Limitations of Quantitative methods.

UNIT 10 Sequencing /Scheduling Methods : Concepts – terminology – Notations – Assumption for scheduling models – Job sequencing priorities – Processing the job and Mass production system.

UNIT 11 Simulation Techniques: Introduction to simulation as an aid to decision-making- Advantages and Disadvantages of Simulation – Applications of simulations models – Types: Inventory, Cash, and Project – Random Numbers.

BLOCK IV: QUERY AND DECISION TREE ANALYSIS

UNIT 12 Queuing Theory: Introduction – Definition – Queue priorities Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.

UNIT 13 Decision Analysis: Concepts – Definition – Decision Tables Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – decision making process

UNIT 14 Decision Tree Analysis: Decision making environments – Concept of Posterior probabilities Decision Tree approach to choose optimal course of action Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

REFERENCES

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82. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
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88. V.K. Kapoor, Operations Research.
89. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
90. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

33915 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.
- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

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85. S.N. Maheswari, Management Accounting &Management Accounting, Vikas Publishers.
86. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
87. N. K. Prasad,Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
88. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
89. Hoyle,Advanced Accounting, McGraw Hill.

33921 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 Economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.
- UNIT 8 Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques –Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview

BLOCK III: TOOLS OF DATA COLLECTION

- UNIT 9 Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire– Schedules Vs. Questionnaires
- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.
- UNIT 11 Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multi-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - The process of interpretation of Test Results– Guidelines for making valid interpretation
- UNIT 14 Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.

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9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

3922 - BUSINESS ENVIRONMENT

Objectives:

- To understand the concepts and constituents of Business environment
- To know the environmental issues in the business context
- To analyze the changes in the global environmental relating to business

BLOCK I: BASICS OF BUSINESS ENVIRONMENT

- UNIT 1 Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro Environment – Micro and Macro Economics to the business – Constituents of Business environment
- UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.
- UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions
- UNIT 4 Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT

- UNIT 5 Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business Opportunities – capacity utilisation – Regional disparities and evaluation - Global Trade and investment environment.
- UNIT 6 Financial System and Business capital: Monetary and Fiscal policies - Financial Market structure – Money and Capital markets – Stock Exchanges and Its regulations – Industrial Finance - Types, Risk - Cost-Role of Banks; Industrial Financial Institutions - Role of Management Institutions
- UNIT 7 Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.

- UNIT 8 Labour Environment: Labour Legislation – Labour and social securities – Industrial Relations – Trade Unions – Workers participation in management – Exit Policy – Quality Circles.

BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT

- UNIT 9 Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business Opportunities
- UNIT 10 Technology Environment: Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology. – Time lag in technology – Appropriate technology and Technology adoption- Impact of technology on globalization.
- UNIT 11 Legal and Ecological Environment: Legal Environment as the all-enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses – IDRA and Industrial licensing – Public, Private, Joint and Cooperative Sectors.

BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT

- UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.
- UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth
- UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

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61. Amarchand D, Government and Business, TMH.
62. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
63. Maheswari & Gupta, Government, Business and Society.

33923 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

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33924 - MANAGEMENT INFORMATION SYSTEM

Objectives:

- To learn the principles of Management Information System for organizations
- To understand the uses , function of application MIS in organization
- To analyze the scope of MIS for business organizations

BLOCK I: BASICS OF MIS

- UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS
- UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS
- UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.
- UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS and AI – Overview of AI - DSS models and software.

BLOCK II: COMMUNICATION USAGE OF MIS

- UNIT 5 MIS and Operations Research- Executive information and Decision support systems – Artificial intelligence and expert system – Merits and De Merits – Pitfalls in MIS.
- UNIT 6 MIS in Indian organizations – Recent developments in information technology - Installation of Management Information & Control System in Indian organization
- UNIT 7 Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video
- UNIT 8 Communication Channels: Advantages disadvantages – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS- Usage in Business process.

BLOCK III: MIS FUNCTIONS AND FEATURES

- UNIT 9 Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.
- UNIT 10 Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications - Enterprise resource planning

systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.

- UNIT 11 Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI) - Applications of internet and website management - Types of Social Media - uses of social media in business organization

BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS

- UNIT 12 Computer System and Resources: Computers systems: Types and Types of computer system processing - Secondary storage media and devices – Input and output devices – Hardware standards – Other acquisition issues.
- UNIT 13 Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.
- UNIT 14 Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology

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33925 - HUMAN RESOURCE MANAGEMENT

Objective:

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT

- UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management
- UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.
- UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.
- UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

BLOCK II: RECRUITMENT & SELECTION

- UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.
- UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors
- UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization

UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

BLOCK III: EMPLOYEES APPRAISALS

UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry

UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

BLOCK IV: APPRAISAL AND TRAIL UNION

UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment

UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management- Separation: Need and Methods.

UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

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33931 - MARKETING MANAGEMENT

Objectives:

- To help the learners understand markets, consumers and marketing principles.
- To understand the buyer behaviour and influencing factors
- To learn marketing plan, pricing, promotion and distribution in global context

BLOCK I: BASICS OF MARKETING MANAGEMENT

- UNIT 1 Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing.
- UNIT 2 Marketing segmentation: Meaning – Bases for segmentation, benefits – Systems approach - Four Ps of Product and Seven Ps Service marketing mix and Extensions- Targeting and Positioning - meaning and importance.
- UNIT 3 Marketing Environment: Internal and External and Demographic factors – Adopting marketing to new liberalized and globalized economy – Digitalization – Customization and E business settings.
- UNIT 4 Consumer Behaviour : Meaning and importance – Consumer buying process – Determinants and Theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing-

BLOCK II: MARKETING RESEARCH AND PROCESS

- UNIT 5 Marketing Research: Procedure. Meaning – Objectives – Process- Demand Forecasting- Marketing Information System – Strategic marketing plan and organization – Changing marketing practices.
- UNIT 6 Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product line management: Practices – Implications and Strategies for current market condition.
- UNIT 7 Product life cycles: Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.
- UNIT 8 Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing. Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle

BLOCK III: DISTRIBUTION MIX

- UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.
- UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.
- UNIT 11 Promotional Mix: Personal selling Vs. impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance

BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS

- UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.
- UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.
- UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

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33932 - FINANCIAL MANAGEMENT

Objectives:

- To help the students to know the basic concepts of financial management
- To understand capital structure, dividend policy and working capital management.
- To learn the various concepts of financial management along with applications

BLOCK I: BASICS OF FINANCIAL MANAGEMENT

- UNIT 1 Introduction: Financial management: objectives - Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Role of Financial management in the organization – Indian Financial system.
- UNIT 2 Financial System: Legal and Regulatory frame work – Financial Functions: Meaning and scope – Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.
- UNIT 3 Investment Function: Meaning and scope - Time value of Money concepts and applications –Risk return relationship - Dividend function – Risk return trade off – Management planning- Global management environment
- UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares – types of preference share - debentures – types - sources of long-term capital.

BLOCK II: CAPITAL STRUCTURE

- UNIT 5 Capital Issues: Meaning, Nature, Purpose – Roles and Guidelines of SEBI in capital issues- Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in financing decision areas.
- UNIT 6 Cost of Capital : Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning - Weighted average cost: EBIT –EPS Analysis- Tax, Capital structure and Value nexus - Computation of overall cost of capital – Tax and cost of capital.
- UNIT 7 Capital structure: Determinates - Concept and Types- Optimum capital structure – Theories of capital structure – Net income and net operative income approach – M.M. Approach – Traditional theory – Their assumptions – Significance and limitations – Management leverage operating leverage – Combined leverage.
- UNIT 8 Capital budgeting: Meaning, Nature and Types of Capital Investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques - Basic and International capital budgeting.

BLOCK III: SOURCES OF FINANCE

- UNIT 9 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures- Tax considerations in Investment Decisions Cost of capital and Investment Decisions.
- UNIT 10 Working Capital Management: Definitions and Objectives - Concept and types – Determinants – Financing approaches – Conservative approaches - Sources of working capital finance Factors affecting working capital requirements- Working capital financing by commercial banks – Types of assistance
- UNIT 11 Inventories and receivables Management under conditions of certainty and uncertainty – Operating cycle – Planning of funds through the management of assets – Various techniques used.

BLOCK IV: WORKING CAPITAL AND DIVIDEND POLICY

- UNIT 12 Cash and liquidity management: Credit Management and evaluation alternative credit variables Methods and Functions- Tax considerations in Remittances and Purchases.
- UNIT 13 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. Theory – Assumptions – Limitations - Implications and contributions of theories in financial decision making process.
- UNIT 14 Dividend Policy: Types – Share valuation practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

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33933 - LAWS RELATING TO EDUCATION

Objectives:

- To know the concept trust and its types Define trust and its types
- To understand the rules related to submission of accounts, renewal, ensure and cancellation of societies under societies registration act.
- To make use of consumer redressal agencies.

BLOCK I: BASICS OF LAWS RELATING TO EDUCATION

UNIT 1	INDIAN TRUST ACT, 1882: Definitions - types of trusts – registration of trusts
UNIT 2	TRUST : characteristics of trusts – renewal of trusts – duties and liabilities of trustees – vacating the office of trust.
UNIT 3	Cancellation of trusts - Rights and liabilities of beneficiaries -- tax exemptions.
UNIT 4	SOCIETIES REGISTRATION ACT, 1860: Definitions – registration of societies – submission of accounts – renewal – closure – cancellation of societies – offences and penalties.

BLOCK II: CONSUMER PROTECTION

UNIT 5	PRIVATE COLLEGES (REGULATION) ACT, 1976: Objectives – definitions – establishment of Private colleges
UNIT 6	payment of grants Management – obligations of managing committee
UNIT 7	Government control of private colleges – accounts, audit, inspection and returns – offences and penalties.
UNIT 8	CONSUMER PROTECTION ACT, 1986: Definitions – consumer protection councils – structure, constitution, objects and jurisdiction

BLOCK III: EPF AND MISCELLANEOUS PROVISIONS

UNIT 9	consumer redressal agencies – procedure for complaints – enforcement of orders of the council.
UNIT 10	EMPLOYEES' PROVIDENT FUND & MISCELLANEOUS PROVISIONS ACT, 1952: Objects – application – definitions – EPF schemes – contribution

UNIT 11 determination and recovery – obligations of employers – offences and penalties.

BLOCK IV: TYPES OF INSTRUMENTS

UNIT 12 NEGOTIABLE INSTRUMENTS ACT, 1881: Definitions – characteristics of negotiable instruments

UNIT 13 NEGOTIABLE INSTRUMENTS ACT, 1881: Definitions – characteristics of parties to an instrument

UNIT 14 Types of instruments – Negotiation – types- crossing – types – payment of crossed cheques – endorsement – features – types and effect.

REFERENCE :

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33934 - CURRICULUM DESIGNING

Objectives:

- To know the meaning of Curriculum designing
- To Make use of different methods of instruction viz. lecture, demonstration, seminars, symposia, brainstorming, case analysis and team teaching
- To appreciate the use of interest and Computer for effective curriculum transaction

BLOCK I: BASICS OF CURRICULUM DESIGNING

UNIT 1	Curriculum – meaning - philosophical, sociological, and psychological bases of curriculum
UNIT 2	Principles of curriculum designing - curriculum as an instrument of national development
UNIT 3	Factors influencing curriculum construction such as national political, economic, cultural, social and intellectual aspects
UNIT 4	Systems approach to curriculum construction – curriculum as an output in the system.

BLOCK II: TRADITIONAL AND NON-TRADITIONAL STRATEGIES

UNIT 5	Curriculum planning – development of programmes, syllabi and textbooks, characteristics of a good curriculum and a good textbook
UNIT 6	Overcoming present drawbacks in curriculum construction.
UNIT 7	Curriculum implementation – curriculum as an input in the system – curriculum transaction strategies at higher education level
UNIT 8	Traditional and non-traditional strategies – group and individual methods of instruction

BLOCK III: INSTRUCTIONAL MATERIALS AND DEVICES

UNIT 9	Lecture, demonstrations, seminars, symposia, workshops, brainstorming, case analysis and team teaching.
UNIT 10	Components effective curriculum transaction- Resources for curriculum transaction

UNIT 11 Instructional materials, library and electronic devices, audio-visual devices, the chalkboard, overhead projector, liquid crystal display projector, laboratory and field experience – using internet and computers for effective curriculum transaction.

BLOCK IV: CURRICULUM EVALUATION PRINCIPLES AND NEED

UNIT 12 Curriculum evaluation – meaning of evaluation – objectives and methods of evaluation-measurement and evaluation in education

UNIT 13 Formative and summative evaluation tools of evaluation such as achievement test-psychological scales such as attitude scales, interest inventories,

UNIT 14 Personality test-curriculum revision-need -principles to be adopted - curriculum designing and redesigning as continuous process.

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33935 - EDUCATION INFRASTRUCTURE

Objectives:

- To know the concept of education infrastructure.
- To appreciate the role of modern communication technologies in education
- To Analyse the role of electrical and water supply as education infrastructure

BLOCK I: BASICS OF EDUCATIONAL INFRASTRUCTURE

- UNIT 1** Education Infrastructure: Meaning – Significance – Components
- UNIT 2** Macro – Micro Infrastructure – Its impact on academic / institutional development
- UNIT 3** Educational Infrastructure – Present scenario.
- UNIT 4** Funding for Infrastructure: Existing methods – Sources – Drawbacks – Additional sources – Alternative funding pattern.

BLOCK II: BUILDINGS AND MAINTENANCE

- UNIT 5** Buildings- Importance of buildings as education infrastructure
- UNIT 6** Types of Buildings – Laboratories – Class rooms – Seminar Hall – Auditoriums – Sports complex – Indoor
- UNIT 7** Outdoor Gymnasium – Swimming Pool
- UNIT 8** Their maintenance - Roads – Types of roads – Maintenance

BLOCK III: TELECOMMUNICATIONS TECHNOLOGIES

- UNIT 9** Electrical and Water supply – Importance of Electrical and Water Supply as Education Infrastructure - External Electrification – Internal Electrification
- UNIT 10** Electrical and Water supply External water supply – Internal water supply- Drinking water – Purification - Distributions – Maintenance
- UNIT 11** Telecommunications – Modern communication Technologies such as Internet – Internet – Edusat – Satellite linkages

BLOCK IV: HIGHER EDUCATION COMPLEX MODEL

UNIT 12 Establishment of Multimedia Labs – Maintenance.

UNIT 13 Macro infrastructure – National Highways – Airports – Ports –Its relevance and impact on Education

UNIT 14 Development - Suggestive Model for Higher Education Complex.

REFERENCES:

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33941- EDUCATION INSTITUTION MANAGEMENT

Objectives:

- To acquire the knowledge of education institution management
- To make use of strategies for change management
- To appreciate the role of communication management in educational institution

BLOCK I: BASICS OF EDUCATION INSTITUTION MANAGEMENT

- UNIT 1 Issues in Institution Management: Goal setting – Institution nurturing – Manpower grooming- Alliance with society
- UNIT 2 Planned development – Learning institution and environmental adaptation.
- UNIT 3 Institutional Climate and Culture: Facts of institutional climate and culture
- UNIT 4 Factors influencing institutional climate and culture in our Education institution – Impact of these on institutional performance

BLOCK II: CHANGE AND DEVELOPMENT

- UNIT 5 Power and politics and their management.
- UNIT 6 Change Management: Need for Change - Strategies for change management
- UNIT 7 Dealing with resistance to change- Planned obsolescence and change
- UNIT 8 Process and tools of change and development .

BLOCK III: MANAGEMENT EDUCATION SYSTEMS AND FORMS

- UNIT 9 Institutional Development: Organisation Development Intervention Strategies
- UNIT 10 Institutional Effectiveness: Nature and criteria – Management implications– Management of crisis – Management of growth.
- UNIT 11 Communication Management in Education institutions – Forms, Systems and other aspects– Online and Offline communication management.

BLOCK IV: SYSTEMATIC APPOINTMENTS AND VALUATION

- UNIT 12 Activity Management: Managing student admissions – Planning, execution and control of the same – Managing conflicts with students and among students and among staff-members.
- UNIT 13 Management of Examinations: Preparation for planning carrying out and control

of conducting examination – Difficulties involved

UNIT 14 Use of systematic appointments – Managing valuation of students' works -
Managing result publication and dispatch of mark statement – Convocation.

Reference Books:

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2. Fred Luthans , Organisation Behaviour
3. AIU, University News (Various Issues)
4. Rajavel, N., Management of Higher Educational Institutions

33942 - INSTITUTIONAL LINKAGE FOR EDUCATION MANAGEMENT

Objectives:

- To enumerate the agencies of higher education
- To analysis the administrative structure of higher education
- To appreciate the role of funding agencies like UGC, DST, MCI, ICMR etc.

BLOCK I: BASICS OF INSTITUTIONAL LINKAGE FOR EDUCATION MANAGEMENT

- UNIT 1 Higher Education in India: Higher education system – National Policy on higher education – Agencies of higher education
- UNIT 2 Institutions in the higher education system – Administrative structure of higher education – Types of higher educational institutions.
- UNIT 3 Institutional Linkage-I : University Grants Commission (UGC): Objectives – Functions – Schemes
- UNIT 4 Department of Science and Technology (DST): Objectives – Functions – Projects and programmes – Schemes for funding

BLOCK II: NCTE

- UNIT 5 National Assessment and Accreditation Council (NAAC) – Objectives – Functions – Assessment and accreditation procedures – Quality indicators.
- UNIT 6 Institutional Linkage-II :All India Council for Technical Education (AICTE): Objectives – Functions – Policies and programmes
- UNIT 7 National Council for Teacher Education (NCTE): Objectives – Functions – Organisation structure – Regional Committees – Constitutions, functions – Procedure for recognition of teacher education institutes.
- UNIT 8 Institutional Linkage-III :Medical Council of India (MCI): Constitution – Objectives – Functions – Procedure for registration – Regulations relating to professional conduct – Indian Council of Medical Research (ICMR): Objectives – Functions – Indian Nursing Council: Constitution – Objectives – Powers – Registration – Dental Council of India (DCI): Organisation structure –

Registration – Pharmacy Council of India (PCI): Objectives – Functions – Regulations – Registration.

BLOCK III: ICAR & CSIR

- UNIT 9 Institutional Linkage-IV: Rehabilitation Council of India (RCI): Programmes of RCI – Rehabilitation training programmes – Inspection and recognition of institutions
- UNIT 10 Indian Council of Social Science Research (ICSSR): Functions – Sponsored programmes – Financial assistance – Research project programmes
- UNIT 11 Indian Council of Agricultural Research (ICAR): Functions – Thrust areas – Council of Scientific and Industrial Research (CSIR): Objectives – Functions – Structure.

BLOCK IV: SAI, BCI & DEC

- UNIT 12 Institutional Linkage-V: Sports Authority of India (SAI): Objectives – Programmes – Incentives for promotion of sports – Bar Council of India (BCI): Functions – Powers and functions of State Bar Council.
- UNIT 13 Institutional Linkage-VI: UNESCO: Organisation structure – Functions – Commonwealth of Learning (COL): Purpose and functions – Governance – Services offered –
- UNIT 14 IGNOU: Objectives – Features – Functions – Thrust areas – Distance Education Council (DEC): Objectives – Powers and functions – Assessment and accreditation.

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33943 - MARKETING OF EDUCATION SERVICES

Objectives:

- To state the meaning of service marketing.
- To explain the life cycle concept in education ventures.
- To analysis the importance of Students supports services.

BLOCK I: BASICS OF MARKETING OF EDUCATION SERVICES

- UNIT 1 Services Marketing: Concept – Significance – Salient features – Service Mission
- UNIT 2 The behaviour profile of the learners – Segmenting learners market
- UNIT 3 Services Mix: Product, Price, Place, Promotion, People, Process, Physical Evidence.
- UNIT 4 Product Mix: Education product planning and development – Innovative education – Modification – Diversification and dropping

BLOCK II: PLACE MIX AND DELIVERY

- UNIT 5 Life Cycle concept in education ventures.
- UNIT 6 Price Mix: Fee structure in Education – Objectives and methods – Regulatory aspects
- UNIT 7 Place Mix: Service delivery – Methods of distribution – Franchising – Off-Campus arrangement – Logistics management
- UNIT 8 Role of IT in dealing with barrier of distance.

BLOCK III: PEOPLE IN EDUCATION SERVICE

- UNIT 9 Promotion and Communication Mix: Education promotional strategies – Advertisement and publicity – Sales promotion
- UNIT 10 Personal selling – Word of mouth.
- UNIT 11 People in Education Service – Internal marketing – Processes

BLOCK IV: LEARNER RELATIONSHIP MARKETING

- UNIT 12 Student support services – Physical evidence in education service.
- UNIT 13 Service quality – Service quality dimensions – Developing service quality – Quality assurance in education – Bench marking

UNIT 14 Learner relationship marketing – Quality assurance in teaching –
Internationalization and Globalization of education marketing – Intellectual
Property Rights in education service.

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33944 - QUALITY IN EDUCATION

Objectives:

- To state the importance of quality in higher education
- To analysis the need for quality in higher education
- To develop strategies for matching global Standards

BLOCK I: BASICS OF QUALITY IN EDUCATION

UNIT 1	Quality in Higher Education: Quality related terminologies: Quality – Quality control – Quality assessment
UNIT 2	Quality assurance – Need for quality in higher education – Factors influencing quality
UNIT 3	Accountability: Impact of accountability and accreditation on stake-holders and society.
UNIT 4	Performance Indicators and Benchmarking in Higher Education: Performance Indicators: Concept – Types – Uses – Performance Indicators of NAAC

BLOCK II: NAAC, NBA & TQM

UNIT 5	Benchmarking: Meaning – Types – Benefits – Methodologies and procedures.
UNIT 6	Quality Assessment and Accreditation: Meaning – Types – Accreditation procedure – Accreditation by NAAC: Existing practices – New methodologies and initiatives of NAAC accreditation – Re-accreditation process
UNIT 7	National Board of Accreditation (NBA): Preamble – Need – Advantages – Process of Accreditation – Criteria and weightages.
UNIT 8	Total Quality Management in Education: Definition – Elements – Management plans – Approaches to TQM – TQM Process

BLOCK III: ISO CERIFICATION

UNIT 9	Academic Audit: Objectives – Advantages – Limitations – Accreditation and Academic Audit.
UNIT 10	Quality in Global Perspective: Global standards – Strategies for matching global standards – International practices of accreditation

UNIT 11 ISO 9000 Certification for Educational Institutions: Methodology for Implementation of ISO 9000

BLOCK IV: INDUSTRY AND ACADEMIC PARTNERSHIP

UNIT 12 ISO 9000 Benefits – Limitations – Accreditation Vs ISO 9000 Certification.

UNIT 13 New Quality Perspectives in Higher Education: Capacity Building Model – Modification of Accreditation System

UNIT 14 Industry Academia Partnership for quality education and research.

REFERENCE

1. Armond V. Feigerbaum, Total Quality Control, McGraw Hill.
2. Ron Collard, Total Quality, Jaico, Delhi.
3. John Bark, Essence of TQM, Prentice Hall, Delhi.
4. Willborn& Cheng, Global Management of Quality Assurance Systems, McGraw Hill.
5. Townsend &Gebhardt, Commit to Quality, John Wiley & Sons.

33945 - CONTEMPORARY ISSUES IN EDUCATION

Objectives:

- To state the meaning of multiplicity of course.
- To appreciate the role of change management
- To explain in his or her own words the concept of SWOC

BLOCK I: BASICS OF CONTEMPORARY IN EDUCATION

- UNIT 1 Multiplicity of Courses: Tradition and off-shoot specialization courses – Distance and e-learning courses, full-time, part-time and own-time courses, Interdisciplinary
- UNIT 2 Hybrid and Interface courses: Issues and significance.
- UNIT 3 Growth Dimensions: Growth in institutions at all levels – Growth in student strength
- UNIT 4 Heterogeneity of student population – Quantity vs Quality issues.

BLOCK II: AUTONOMY AND ACCOUNTABILITY & CHANGE MANAGEMENT

- UNIT 5 Autonomy and Accountability: Issues relating to autonomy, accountability and accreditation of individual, departmental and institutional levels
- UNIT 6 Impact on stake-holders and the societal system – Autonomy as an instrument of transformational leadership – Leadership in education management
- UNIT 7 Change Management: Issues – Innovators – Adopters – Legends.
- UNIT 8 Resources and Facilities: Govt. Funding: Size, trend and need for higher support – Private capital in educational investment

BLOCK III: SWOT ANALYSIS

- UNIT 9 Community resources: Financial, intellectual, infrastructural and motivational resources: Harnessing and commitment thereof.
- UNIT 10 Quality Management: Need for excellence in standard of education
- UNIT 11 Matching global standards: Challenges and strategies – Top-down and bottom-up approaches – SWOT analysis of every constituent – ISO standards.

BLOCK IV: MOU'S SYSTEM EDUCATION

- UNIT 12 Relations Management: Internal and external relations – Campus tranquility management – Stakeholders participation in management – Extracurricular activities for institution and social bonding extension services and outreach programmes for societal development initiatives.
- UNIT 13 Systems Orientation: Education as an integral part of every individual, family and society – Open Vs closed systems approach – Concepts of management, digital management, virtual management
- UNIT 14 System issues: Bench marking, MOUs, Franchising, Downsizing, Emotional intelligence and Tecno-ethics.

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2. Catherine M and David M, Educational Issues in the Learning Age, London.
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