

# **MBA (PROJECT MANAGEMENT)**

## E) INSTRUCTIONAL DESIGN

### MBA PROJECT MANAGEMENT

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
<b>I Semester</b>					
33211	Management – Principles and Practices	25	75	100	4
33212	Organizational Behaviour	25	75	100	4
33213	Managerial Economics	25	75	100	4
33214	Quantitative Techniques	25	75	100	4
33215	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
<b>II Semester</b>					
33221	Research Methods	25	75	100	4
33222	Business Environment	25	75	100	4
33223	Business Laws	25	75	100	4
33224	Management Information System	25	75	100	4
33225	Human Resource Management	25	75	100	4
Total		125	375	500	20

<b>III Semester</b>					
33231	Marketing Management	25	75	100	4
33232	Financial Management	25	75	100	4
33233	Project Formulation and Appraisal	25	75	100	4
33234	Project Support System	25	75	100	4
33235	Project Control System	25	75	100	4
Total		125	375	500	20
<b>IV Semester</b>					
33241	Project Risk Management	25	75	100	4
33242	Project Contracting and Clearance	25	75	100	4
33243	Project Exports	25	75	100	4
33244	Disaster Management	25	75	100	4
33245	Project Preparation	25	75	100	4
Total		125	375	500	20
<b>Grand Total</b>				<b>2000</b>	<b>80</b>

## **33211- 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 III: 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.

#### REFERENCES

33. Stoner, et-al, Management, Prentice Hall, 1989.
34. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
35. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
36. Peter F. Drucker, Management, 2008.
37. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
38. Ricky W. Griffin, Management, South-Western College Publications, 2010
39. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
40. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

## **33212 - ORGANIZATIONAL 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

## REFERENCES

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30. Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
31. Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
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33. Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
34. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
35. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.



## **33213 - 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

41. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
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46. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
47. Gupta G S, Managerial Economics, Tata McGraw-Hill.
48. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
49. Mehta P L, Managerial Economics, Sultan Chand and Sons.
50. Joel Dean, Managerial Economics, Prentice-Hall.

## **33214 - 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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42. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
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47. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
48. V.K. Kapoor, Operations Research.
49. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
50. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

## **33215 - 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-Manual 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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40. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
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45. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
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47. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
48. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
49. Hoyle, Advanced Accounting, McGraw Hill.

## **33221 - 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.

## REFERENCES

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6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, Research Methodology in social Sciences, HPH, Mumbai
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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

## **33222 - 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.

## REFERENCES

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33. Amarchand D, Government and Business, TMH.
34. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
35. Maheswari & Gupta, Government, Business and Society.

## **33223 - 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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## **33224 - 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 MANAGEMENT INFORMATION SYSTEM**

- 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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## **33225 - 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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### **33231 - 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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## **33232 - 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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## **33233 - PROJECT FORMULATION AND APPRAISAL**

- To understand the concept of Project Management
- To gain knowledge on project identification project formulation and project report preparation

### **BLOCK I: BASICS OF PROJECT FORMULATION AND APPRAISAL**

UNIT 1 Economic Planning and Development: meaning, definition, Need and importance in the globalisation era – nature of economic planning.

UNIT 2 Project and sectoral development: Agricultural, industrial, infrastructural, educational and social welfare sectors.

UNIT 3 Conceptual Framework of Project Management: Project – Meaning and definition - Features of projects

UNIT 4 Classification – Types – Overseas projects – Turnkey projects and its significance.

### **BLOCK II: PROJECT IDENTIFICATION**

UNIT 5 Project life cycle: Significance – Stages – Approaches of privatisation projects: BOOM, BOT, BOO, BOOT.

UNIT 6 Project Identification: Scouting and screening of project ideas – Basic criteria for selecting the best project opportunities–

UNIT 7 Project Formulation: Meaning – Stages in project formulation – Need for feasibility studies.

UNIT 8 Project identification for an existing company – sources of problems - steps in identification of project problem - case study.

### **BLOCK III: PROJECT APPRAISAL & ECONOMIC ANALYSIS**

UNIT 9 Technical and organizational aspects – Economic and commercial aspects

UNIT 10 Project Appraisal: Market appraisal Appraisal of managerial and technical aspects – Financial and commercial appraisal.

UNIT 11 Economic analysis: Economies of scale – Employment generation - Social cost and benefit analysis – Contribution to Government Revenue Political stability.

### **BLOCK IV: PROJECT REPORT**

UNIT 12 Priority and evaluation of international competitiveness - Feasibility Studies: Need – Components – Feasibility report preparation.

UNIT 13 Tools of Research: questionnaire – Characteristics of Questionnaires – Schedule – Rating Scales -

UNIT 14 Project report: Project Report Preparation - Need for detailed report – Contents of ideal project report (preliminary section, title page, main body, reference section, bibliography, appendix, index and Glossary, footnotes)

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2. Goel B B, Project Management: A Development Perspective.
3. Turnkey Plants and Project Engineering Services, ITC Publication, Geneva.

## **33234 - PROJECT SUPPORT SYSTEM**

- To gain knowledge on marketing process
- To understand the need for support system

### **BLOCK I: BASICS OF PROJECT SUPPORT SYSTEM**

UNIT 1 Project Support Facilities: Need for support system – Nature and types of project supporting facilities.

UNIT 2 Incentives and subsidies – Role of Governmental Departments: Department of Planning and Programme.

UNIT 3 GOI – Department of Planning in the State Government – Department of Science and Technology – Indian Investment Centre.

UNIT 4 Marketing support – Marketing plan – Marketing process – Market positioning, Marketing intelligence

### **BLOCK II: KVIC & ITCOT**

UNIT 5 Institutional support: NSIC, STC, MMTC, State Small Industries Corporation – Export Trade Promotion Councils – Commodity Boards, KVIC.

UNIT 6 Technical Support: Know-how designing and development – Process designing – Selection of machinery and equipment – Setting quality standards – Appropriate technology – Licensing and registration – Pollution and effluent treatment

UNIT 7 Institutional support: Department of Science and Technology, CSIR, ITCOT, SISI, STED & Steps, Productivity Councils, Project and Equipment Corporation of India.

UNIT 8 Financial Support – Estimating the project cost – Designing judicious financing plan – Means of financing – Institutional support:

### **BLOCK III: MANAGEMENT AND CONSULTANCY SUPPORT**

UNIT 9 Central and State level development banks: IDBI, NABARD, SIDBI, SFCS, EXIM Banks – Commercial Banks

UNIT 10 Leasing companies and investment institutions – Role of international financial agencies: World Bank, ADB and IBRD.

UNIT 11 Management and Consultancy support: Advisory services such as legal, environmental, managerial and human aspects.

### **BLOCK IV: ENTREPRENEURSHIP DEVELOPMENT BOARD**

- UNIT 12      Training Support: need and importance of training - Awareness training - motivation training -management training.
- UNIT 13      Institutional Support: District Industries Centre, Small Industries Service Institute – Small Industry Extension Training Institute – SIDCO, FASSI, National Science and Technology
- UNIT 14      Entrepreneurship Development Board – Management consultancy organizations: Centre for Entrepreneurship Development – Non-Governmental Organisations.

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2. Pahwa H P S, Project Financing: Policies, Procedures andPractice.
3. Vasant Desai, Dynamics of Entrepreneurial Development andManagement.



## **33235 - PROJECT CONTROL SYSTEM**

Objective:

- To understand the implication of project decisionmaking
  - To gain knowledge on linear programming model
- ### **BLOCK I: BASICS OF PROJECT CONTROL SYSTEM**

UNIT 1            Project Decision-making: Concept and design – Types of decision Meaning- Importance – Implication-Scope-features

UNIT 2            Approaches to decision-making – Decision systems – Information needs of different decision systems.

UNIT 3            Multiple Projects and Constraints: Methods of ranking – Mathematical programming approach

UNIT 4            Linear programming model – Goal programming model.

### **BLOCK II: RISK ANALYSIS**

UNIT 5            Queuing models for decision-making – Elements of different queuing models – Uses and limitations.

UNIT 6            Risk Analysis: Measures of risk – Mathematical analysis Meaning-Importance – Implication-Scope-features

UNIT 7            Sensitivity analysis – Simulation analysis – Decision Tree analysis – Selection of project.

UNIT 8            Risk Analysis in Practice: Portfolio theory approach – CAPM approach – Little Mirrlees approach.

### **BLOCK III: NETWORK ANALYSIS**

UNIT 9            Applied utility theory approach – Abandonment value analysis. Meaning- Importance – Implication-Scope-features

UNIT 10           Network Analysis and Decision-making: PERT and CPM techniques Meaning- Importance – Implication-Scope-features

UNIT 11           Nature and uses thereof in decision-making – Project Scheduling: Crash coursing of a project – Resourcelevelling.

### **BLOCK IV: PROJECT MONITORING**

UNIT 12           Marginal costing and Cost volume profit anlaysis – Pricing decisions and profit planning – Break-even analysis

- UNIT 13                      Application of differential costing in project decision – steps in decision making.
- UNIT 14                      Project monitoring and management information system – Role of computers – Resource monitoring and control.

#### REFERENCES

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2.            Srivastava J K et-al, Quantitative Techniques for Managerial Decision-making.
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## **33241 - PROJECT RISK MANAGEMENT**

### **Objectives:**

- To understand the concept of Riskmanagement
- To gain knowledge on risk management inbusiness

### **BLOCK I: BASICS OF PROJECT RISK MANAGEMENT**

UNIT 1 Risk Management: Concept and objectives – Definition of risk and uncertainty

UNIT 2 Classification of risk: Pure and speculative risks – Cost of risk – Risk management process – Contributions of risk management to business, society and family.

UNIT 3 Risk Management in Business: Risk vis-à-vis size and types of business – Scope of risk manager's duties – Risk management corporate policy and strategy.

UNIT 4 Risk Identification and Measurement: Identification methods: Checklist, questionnaire,

### **BLOCK II: DECREASE IN INCOME**

UNIT 5 Financial statement analysis, flow-chart, on-site inspection Meaning- Importance –Implication-Scope-features

UNIT 6 Record of losses, threat analysis, event analysis, safety audit – Measurement methods: Frequency and severity measures – Probability approach.

UNIT 7 Risk Exposure Losses: Property loss exposures – Types – Net income loss exposures – Valuation of potential loss

UNIT 8 Decrease in income – Increase in expenses Meaning- Importance – Implication- Scope-features

### **BLOCK III: RISK RETENTION**

UNIT 9 Liability loss exposure: Civil liabilities of business houses: Form contracts, omissions, commissions, bankruptcy,etc.

UNIT 10 Risk Management Techniques: Avoidance – Loss control – Separation – Combination –Transfer.

UNIT 11 Risk Retention: Concept and need – Methods of financing risk retention – Insurance –Reinsurance.

### **BLOCK IV: CRITICAL PROBABILITY METHOD**

UNIT 12 Approaches to selecting risk management tools: Quantitative approaches: Loss method

UNIT 13 Expected loss method – Worry method Meaning- Importance – Implication- Scope-features

UNIT 14      Critical probability method – Risk adjusted capital budgeting- Key performance parameters - Key result area.

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4. Insurance Institute of India: Study Materials.

## **33242 - PROJECT CONTRACTING AND CLEARANCE**

### **Objectives:**

- To know about the project contracting
- To understand the principles of project contract
- understand the Legal Aspects of Project Management and insurance
- To develop favorable attitude towards project management and clearances

### **BLOCK I: BASICS OF PROJECT CONTRACTING AND CLEARANCES**

- UNIT 1 Principles of Project contracts: Concept of contract, offer and acceptance, contract objectives / packaging.
- UNIT 2 Project Contracting: Principles – Contracting process – Compilation of contracts
- UNIT 3 3 R's of Contracting: Responsibility, Risk and Reimbursement – Globaltendering – Bidding and bid evaluation –
- UNIT4 Pricing terms and estimation – Project negotiation – Delivery terms and its significance

### **BLOCK II: PRACTICAL ASPECTS OF CONTRACT**

- UNIT5 Negotiations for Projects: Significance of Negotiation, Objectives of Negotiation, Parameters negotiation, Pre-negotiation home work s Strategy and tactics.
- UNIT6 Compilation of Project contracts: Need for communication, contents of contract, Terminology of contracts.
- UNIT7 Practical Aspects of contract : Contract practices, Time / quality / safety, INCO Terms, purpose of INCO terms.
- UNIT8 Legal Aspects of Project Management : Knowledge of Legalities, Agency and Power of attorney, Sale of goods act.

### **BLOCK III: PROJECT CLEARANCES**

- UNIT 9 Insurance for Projects : Need for insurance, fire and natural insurance, Erection all risks (EAR) insurance, marine – cum – erection (MCE) Policy
- UNIT 10 contractors all risk (CAR) Policy, contractors plant and machinery policy, machinery breakdown policy, Boiler explosion insurance, Electronic equipment insurance.
- UNIT 11 Project Clearances: Soil Investigation Reports, Clearance under Competition Act, Industrial License or Letter of Indent

### **BLOCK IV: ELECTRICITY CLEARANCE**

- UNIT 12      Approval of Foreign Collaboration, Approval for Appointment of Foreign consultant, Foreign Exchange Clearances, Import of Capital Goods
- UNIT 13      Approval for setting up Export Oriented units, Environmental / Pollution control clearance, clearance from the International Airport Authority, Railway clearance
- UNIT 14      Electricity clearance, Explosives clearance, Forest Clearance, State Industries Department Clearance.

#### REFERENCES:

1. Joy P.K, Total Project Management, Macmillan.
2. Gopalakrishnan P, Rmamoorthy VE, Textbook of Project Management, Macmillan

## **33243 - PROJECT EXPORTS**

- To gain knowledge financing projectexport
- To understand the concept of Projectexport

### **BLOCK I: BASICS OF PROJECT EXPORTS**

- UNIT 1      Project Exports: Meaning – Nature and scope - Importance – Implication-features.
- UNIT 2      Environment for project exports – Marketing of overseas project – Turnkey projects Meaning- Importance – Implication-Scope-features.
- UNIT 3      Construction projects – Engineering and consultancy exports. Meaning-Importance – Implication-Scope-features.
- UNIT 4      Project Export Scenario: Activity-wise analysis – Region-wise analysis – Destination- wise analysis – Exporter-wiseanalysis.

### **BLOCK II: PROJECT EXIM BANK**

- UNIT 5      Project Exports from India – Role of EXIM Bank and ECGC.
- UNIT 6      Indian Consultancy Exports Scenario Meaning- Importance – Implication-Scope-features
- UNIT 7      Background snapshot of consultancy contracts Meaning- Importance – Implication- Scope-features
- UNIT 8      Turnkey projects – Merits and Limitations – Methods of contracting. Meaning- Importance – Implication-Scope-features

### **BLOCK III: APPRAISAL OF EXPORT PROJECT**

- UNIT 9      Financing Project Exports Meaning- Importance – Implication-Scope-features
- UNIT 10      Institutional support Meaning- Importance – Implication-Scope-features.
- UNIT 11      Appraisal of export projects. Meaning- Importance – Implication-Scope-features.

### **BLOCK IV: PROMOTIONAL MEASURES**

- UNIT 12      Problems of project exports Meaning- Importance – Implication-Scope-features.
- UNIT 13      Marketing project exports Meaning- Importance – Implication-Scope-features.
- UNIT 14      Promotional measures and incentives: Meaning- Importance – Implication-Scope-features.

## REFERENCES:

1. Srivastava, International Marketing Management, SultanChand.
2. ITC Publications, International TradeCentre.
3. Francis Cherunilam, International Trade and ExportManagement.



## **33244 - DISASTER MANAGEMENT**

### **Objectives**

- To understand the concept of disaster and need for disaster management
- To understand the management of natural disaster and management of manmade disaster
- To teach the concept of Disaster management and measures to be taken at different stages of disaster management
- To understand Emerging Technologies in Disaster Management

### **BLOCK I: BASICS OF DISASTER MANAGEMENT**

UNIT 1	Disaster Management: Meaning, Nature and Importance – Types — Natural - Manmade.
UNIT 2	Natural Disasters- Meaning and nature of natural disasters - Management of Hydrological Disasters Flood, Flash flood , Drought, cloud burst.
UNIT 3	Management of Geological Disasters: Earthquakes, Landslides, Avalanches, Volcanic eruptions, Mudflow
UNIT 4	Management of Wind related: Cyclone, Storm, Storm surge, tidal waves (Tsunami)- Heat and cold Waves, Climatic Change, Global warming, Sea Level rise, Ozone Depletion

### **BLOCK II: FACTORS OF DISASTER MANAGEMENT**

UNIT 5	Management of Manmade Disaster: Chemical disasters (Household), biological disasters, radiological disasters, nuclear disasters and Terrorism- Fire: building fire, coal fire, forest fire, Oil fire.
UNIT 6	Accidents: road accidents, rail accidents, air accidents, sea accidents - Pollution and deforestation: air pollution, water pollution, deforestation, Industrial wastewater pollution, deforestation.

UNIT 7 Disaster Determinants (Factors affecting damage): scale population, social status, habitation pattern, physiology and climate.

UNIT 8 Factors affecting mitigation measures: prediction, preparation, communication, area and accessibility, population, physiology and climate. Management of event Disaster: Festivals, Melas, Bull Fight,

### **BLOCK III: PROJECT PREPARATION**

UNIT 9 Emerging Technologies in Disaster Management: Remote sensing, Disaster Mapping, Aerial Photography, land use zoning, Wireless and Radio.

UNIT 10 Disaster Management-I: Project Preparation for disaster related projects – Awareness

UNIT 11 Project preparation – Implementation and monitoring – Meaning- Importance – Implication-Scope-features

### **BLOCK IV: VOLUNTARY AGENCIES OF DISASTER MANAGEMENT**

UNIT 12 Management of epidemics – Prevention methods – Precautions.

UNIT 13 Disaster Management-II: Role of Hospital, Community, Meaning- Importance – Implication-Scope-features

UNIT 14 Voluntary agencies and Government in disaster management. Meaning- Importance –Implication-Scope-features

#### **REFERENCES:**

- 1.Shahunth and Panekar V, First Aid, VoraPublication.
- 2.First Aid Manual: Accident and Emergency, Vora MedicalPublication.

## **33245 - PROJECT PREPARATION**

### **Objectives:**

- To understand the basic concept of Project
- To gain knowledge on issues relating to project appraisal

### **BLOCK I: BASICS OF PROJECT PREPARATION**

- UNIT 1      Project - Meaning - Features and steps involved in projects Meaning- Importance – Implication- Scope-features
- UNIT 2      Merits and Demerits of case analysis in projects. Meaning- Importance – Implication- Scope-features
- UNIT 3      Issues relating to Project Identification and Formulation: SWOT analysis
- UNIT 4      Market Survey- Project report preparation Meaning- Importance – Implication- Scope- features

### **BLOCK II: PROJECT IMPLEMENTATION**

- UNIT 5      Marketing Project Exports Meaning- Importance – Implication-Scope-features
- UNIT 6      Issues relating to Project Appraisal: Market appraisal - Financial Appraisal.
- UNIT 7      Commercial Appraisal – Social appraisal – Feasibility Study. Meaning- Importance – Implication-Scope-features
- UNIT 8      Issues relating to Project Implementation- Project Net-working- Meaning- Importance – Implication-Scope-features.

### **BLOCK III: TIME AND COSTING MONITORING**

- UNIT 9      Project Organization- Project Contracting- Project Personnel Meaning- Importance – Implication-Scope-features.
- UNIT 10      Issues relating to Project Control- PERT and CPM Meaning- Importance – Implication- Scope-features.
- UNIT 11      Time and Cost Monitoring – Project over-run- Performance Reporting – abandonment analysis. Meaning- Importance – Implication-Scope-features

### **BLOCK IV: PUBLIC AND PRIVATE SECTOR PROJECTS**

- UNIT 12      Issues relating to nature specific of Projects Meaning- Importance – Implication-  
Scope- features.
- UNIT 13      Agricultural Projects, Industrial Projects, Infrastructural Projects Meaning-  
Importance – Implication-Scope-features.
- UNIT 14      Public and Private sector Projects      and Disaster Projects.      Meaning-  
Importance – Implication-Scope-features.

#### REFERENCES:

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2. Narendresingh, Project Management and control
3. Rao PCK, Total Project Management

# **MBA HOSPITAL MANAGEMENT**

**E)INSTRUCTIONAL DESIGN**  
**MBA HOSPITAL MANAGEMENT**

<b>Course Code</b>	<b>Title</b>	<b>CIA Max.</b>	<b>ESE Max.</b>	<b>TOT Max.</b>	<b>C</b>
<b>I Semester</b>					
33311	Management – Principles and Practices	25	75	100	4
33312	Organizational Behaviour	25	75	100	4
33313	Managerial Economics	25	75	100	4
33314	Quantitative Techniques	25	75	100	4
33315	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
<b>II Semester</b>					
33321	Research Methods	25	75	100	4
33322	Business Environment	25	75	100	4
33323	Business Laws	25	75	100	4
33324	Management Information System	25	75	100	4
33325	Human Resource Management	25	75	100	4
Total		125	375	500	20
<b>III Semester</b>					
33331	Marketing Management	25	75	100	4
33332	Financial Management	25	75	100	4
33333	Principles of Hospital Management	25	75	100	4
33334	Hospital Planning and Designing	25	75	100	4
33335	Materials Management in Hospitals	25	75	100	4
Total		125	375	500	20
<b>IV Semester</b>					
33341	Hospital Records Management	25	75	100	4
33342	Hospital Related Laws	25	75	100	4
33343	Marketing of Hospital Services	25	75	100	4
33344	Quality Management in Hospitals	25	75	100	4
33345	Hospital Hazards Management	25	75	100	4
Total		125	375	500	20
<b>Grand Total</b>				<b>2000</b>	<b>80</b>

## **33311- 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 III: 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.

### **REFERENCES**

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43. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
44. Peter F. Drucker, Management, 2008.
45. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
46. Ricky W. Griffin, Management, South-Western College Publications, 2010
47. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
48. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.



## **33312 - ORGANIZATIONAL 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

#### **REFERENCES**

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37. Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
38. Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
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41. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
42. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

### **33313 - 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**

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58. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
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## **33314 - 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.

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## **33315 - 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-Manual 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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## **33321 - 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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## **33322 - 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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## 33323 - 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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## **33324 - 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 MANAGEMENT INFORMATION SYSTEM**

- 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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## **33325 - 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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### **33331 - 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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## **33332 - 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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## 33333: PRINCIPLES OF HOSPITAL MANAGEMENT

Objective:

- To examine the concept of Hospital management principles
- To understand the concept of Hospital organizations and leadership.

### **BLOCK I: BASICS OF HOSPITAL MANAGEMENT**

- UNIT 1      Hospital Management - Meaning - Importance - Hospital Planning - Meaning - Rationale - Types of plans - Planning process
- UNIT 2      Steps in hospital planning Process - MBO in hospitals - Need - Process - Advantages and limitations
- UNIT 3      Decision-making – decision tree – analysis – Sources - Meaning and importance - Types - Process.
- UNIT 4      Hospital Organisation - Meaning - structures - Organisation Chart - Delegation Vs Decentralisation

### **BLOCK II: LEADERSHIP**

- UNIT 5      Depart mentation- supermarket – hypermarket – assortment- Organisational competence - Core competence - Strategic alliances.
- UNIT 6      Direction– concept – definition – Meaning and significance – traits- Problems - Prospective
- UNIT 7      Principles of effective direction – meaning – types – structure – scope – features- implications of Supervision
- UNIT 8      Leadership in hospitals – Meaning – Scope – Importance – Styles – Qualities of successful leader.

### **BLOCK III: HOSPITAL COMMUNICATION**

- UNIT 9      Motivation in Hospitals – Meaning – Types – Motivational theories – Their impact on hospital management – Motivating the employees of hospitals.
- UNIT 10     Hospital Communications – Essentials – vertical communications – horizontal communications – oral communications- Types – Barriers
- UNIT 11     Methods to overcome barriers – personal connivance - Principles of effective communication – Problem

#### **BLOCK IV: ERP**

UNIT 12      Coordination – types – essentials – problems - Importance of coordination in hospitals – Techniques of coordination.

*UNIT 13      New Perspectives in Management: Business Process Outsourcing – Business Process Re-engineering*

UNIT 14      Enterprise Resource Planning – Supply Chain Management – types – private – public – integrated - logistics.

#### **REFERENCE:**

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### **33334: HOSPITAL PLANNING AND DESIGNING**

Objective:

- To Know the basic Concept of Hospital Planning and designing
- To identify the standards in Hospital

#### **BLOCK I: BASICS OF HOSPITAL PLANNING AND DESIGNING**

- UNIT 1 Introduction :Introduction to Hospital – meaning – definition – concept – types nature – scope - Classification – Changing role of hospitals
- UNIT 2 role of hospital administration – hospital as a system – hospital and community
- UNIT 3 Planning :Principles of planning – regionalization – Hospital planning team – Planning process
- UNIT 4 Size of the hospital – Site selection – tactic – strategic – problems – accommodations

#### **BLOCK II: FACTORS OF HOSPITAL UTILIZATION**

- UNIT 5 Hospital architect – Architect report – Equipping a hospital – Interiors and Graphics – Construction and Commissioning.
- UNIT 6 Technical Analysis : Assessment the extent need for the hospital services – Demand and need
- UNIT 7 Factors influencing hospital utilization – Bed planning –Land requirements – Project cost
- UNIT 8 Space requirements – Hospital drawings and documents – layout – designing – budget estimate – approval.

#### **BLOCK III: FACILITIES PLANNING**

- UNIT 9 Hospital Design : Building requirement – Entrance and ambulatory zone – Diagnostic zone – Intermediate zone
- UNIT 10 Critical zone – Service zone – Administrative zone.
- UNIT 11 Facilities Planning : Transport – Communication –Food services

#### **BLOCK IV: STANDARDS IN HOSPITAL**

- UNIT 12 Mortuary - Information system – Minor facilities – others.
- UNIT 13 Standard in Hospital : Voluntary and mandatory standards – General standards –Mechanical standards
- UNIT 14 Electrical standards – Standard for centralised medical gas system – Standards Biomedical waste.

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5. Frank E-Fischer – How to Achieve Effective Communication
6. BM Sakharkar – Principles of Hospital Administration and Planning

### **33335- MATERIALS MANAGEMENT IN HOSPITALS**

Objective:

- To know the material management concepts in Hospital
- To analysis the purchasing methods and policies

#### **BLOCK I: BASICS OF MATERIALS MANAGEMENT IN HOSPITALS**

UNIT 1 Materials Management: Concept – Objectives – Importance- meaning - nature – scope – features

UNIT 2 Material planning – Objectives – Integrated approach to material planning and control - Relevance of materials management to hospitals.

UNIT 3 Purchasing –meaning – Types- sources -prudential purchase - problems – Significance of purchasing policy

UNIT 4 Principles of scientific purchasing – Essentials – barriers - Factors of influencing- implications

#### **BLOCK II: HOSPITAL DOCUMENTS**

UNIT 5 Essence of sound purchasing policy – active purchase policy – day to day purchase

UNIT 6 Purchasing methods – Purchasing procedure – types – significance – features- implications

UNIT 7 Imports of equipment's and medicines for hospitals – types – nature – features- problems – implications

UNIT 8 Documents – meaning – concept – significance – scope - Procedure - implications

#### **BLOCK III: MATERIAL PLANNING**

UNIT 9 Material Handling: Importance – Principles – Benefits – types – features – methods – procedure - implications

UNIT 10 Material handling equipment's – meaning – definitions – concept – nature – types – significance

UNIT 11 Selection of material handling equipment's - procedure – methods- problems – implications



#### **BLOCK IV: INVENTORY MANAGEMENT**

UNIT 12      Stores Management: Objectives – meaning – concept – nature – scope -  
Functions – features

UNIT 13      Stores location – Store accounting and records – Stock verification – layout –  
types- protection – insurance

UNIT 14      Inventory Management: Concept – meaning - Importance – Techniques –  
ABC analysis – EOQ

#### **REFERENCE :**

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## 33341- HOSPITAL RECORDS MANAGEMENT

Objective:

- To gain knowledge from the Hospital record management
- To expose the students to prepare medical forms and registers

### **BLOCK I: BASICS OF HOSPITAL RECORDS MANAGEMENT**

- UNIT 1 History & Significance of Medical Records: History – Meaning - definition – types – nature – scope – features- implications
- UNIT 2 Significance of Medical Records: Purpose – Meaning - definition – types – nature – scope – features Development and Content – Format
- UNIT 3 Significance of Medical Records: types – features – implications - Uses & Importance.
- UNIT 4 Medical Records Department: Meaning – types – nature Functions – Objectives – Assembling

### **BLOCK II: MEDICAL FORMS**

- UNIT 5 Filing - Filing System – Coding – Indexing – Deficiency Check – Retrieval – Retention – Storage – types
- UNIT 6 Other Services: Outpatient – Inpatient – Admission – Laboratory – Radiology
- UNIT 7 Pharmacy –meaning – definition – concept – nature – scope - Control of Movement of Records – Statistics - significance.
- UNIT 8 Medical Forms & Registers: Forms: Meaning – Standardization – Availability – Development

### **BLOCK III: MEDICAL RECORDS**

- UNIT 9 Medical Forms & Registers: Design – Control – Inventory – Uses – Basic Forms – types – features - implications
- UNIT 10 Registers: types – nature – scope - Hospital Administrative Records – Nurses Records.
- UNIT 11 Computerisation and Quality Control in Medical Records: Introduction – Administrative Application – Patient Related Application – Criteria

#### BLOCK IV: LEGAL ASPECTS

UNIT 12      Computerisation and Quality Control in Medical Records Computerisation of Medical Records – Uses – Inactive Medical Records.

UNIT 13      Quality Control: Quantitative Analysis, Qualitative Analysis - Medical Audit – Standards – Responsibility – Records in Infection Control – General Instructions.

UNIT 14      Legal Aspects of Medical Records: Introduction – Personal – Impersonal – Consumer Protection Act – Documentation Medical Audit Committee – Tools – Medicolegal Cases – Custody – Disposal – Consent – Release of Information – Code of Ethics – Purpose of Confidential Relationship – Law of Evidence – Responsibility.

#### REFERENCE:

1. Managing a Modern Hospital, A. V. Srinivasan, Response Books, I Ed.
2. Principles of Hospital Administration and Planning, BM Sakharkar, Jaypee Brothers, I Ed
3. Hospital and Health Service Administration, Syed Amin Tabish, Oxford University Press, I Ed.
4. Medical Records Organisation & Management, G. D. Mogli, Jaypee Brothers.

## 33342 - HOSPITAL RELATED LAWS

Objective:

- **To expose the students known the hospital related law**
- **To provide the knowledge about medical negligence +**

### BLOCK I: BASICS OF HOSPITAL RELATED LAWS

**UNIT 1**      **Laws pertaining to Health: Central Births and Deaths Registration Act, 1969 - health hazards**

**UNIT 2**      Medical Termination of Pregnancy Act, 1971 – treatment – concession – facility – private – public- quasi government

**UNIT 3**      Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992 – child kit

**UNIT 4**      **Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994**

### BLOCK II: PHARMACY ACT

**UNIT 5**      Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994

**UNIT 6**      Medical Negligence – Medico Legal Case – Dying Declaration

**UNIT 7**      Laws pertaining to Manufacture and Sale of Drugs: Drugs and Cosmetics Act, 1940

**UNIT 8**      Pharmacy Act, 1948 – Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954

### BLOCK III: ESI AND LABOUR LAWS

**UNIT 9**      Poison Act, 1919 – Legislation for Tobacco Control.

**UNIT 10**      **Labour Laws Applicable to Hospitals-I: Industrial Employment (Standing Order) Act, 1946 – Shops and Establishment Act, 1954**

**UNIT 11**      Employees' State Insurance Act, 1948 – Employees' Provident Fund Act, 1952 – Payment of Gratuity Act, 1972 – Maternity Benefit Act, 1961.

### BLOCK IV: INDUSTRIAL DISPUTES ACT

**UNIT 12**      Labour Laws Applicable to Hospitals-II: Minimum Wages Act, 1948 – Payment of Wages Act, 1936 – Payment of Bonus Act, 1965.

**UNIT 13**      Labour Laws Applicable to Hospitals-III: Factories Act, 1948 – Workmen's Compensation Act, 1923

UNIT 14      Industrial Disputes Act, 1947 – Trade Union Act, 1926 – Consumer Protection Act, 1986.

## **REFERENCE**

1. **Kapoor N D, Industrial Laws.**
2. **Bare Acts.**

### 33343: MARKETING OF HOSPITAL SERVICES

Objective:

- **To understand the concept of service marketing**
- To give exposure about marketing mix of hospitals

#### BLOCK I: BASICS OF MARKETING OF HOSPITAL SERVICES

UNIT I                      Services Marketing: Concept – Significance – Salient features –  
Service                      Mission Statement

UNIT 2                      Planning for marketing hospital services – Market Segmentation in hospital  
services

UNIT 3                      Services mix – Elements – Their relation to hospital marketing.

UNIT 4                      Hospital Services – Service product mix – Planning and development of new  
services – Modification – Diversification and Elimination of services

#### BLOCK II: RURAL CENTRES MANAGEMENT

UNIT 5                      Branding of hospital services – Their implication on marketing – Package of  
services.

UNIT 6                      Pricing of Hospital Services – Meaning – Factors influencing pricing –  
Pricing objectives and methods.

UNIT 7                      Distribution of hospital services – Need – Importance – Types – Medical  
camps – Suburban centers

UNIT 8                      Rural centers management – Logistics management – Franchise in hospital  
services.

#### BLOCK III: PEOPLE AND PROCESS IN HOSPITAL SERVICE

UNIT 9                      Promotion and Communication mix for Hospital Services – Promotional  
strategies

UNIT 10                      Advertisement and Public relations – Sales Promotion – Personal selling.

UNIT 11                      People and Process in hospital services – Internal marketing – processes -  
Customer relationship marketing

#### BLOCK IV: BROCHURES & PHYSICAL FACILITIES

UNIT 12                      Process – Service quality – Delivery of hospital services – Procedures, tasks,  
schedules, mechanisms, activities and routines.

UNIT 13                      Physical Evidence in hospital services – Meaning – Need

UNIT 14      Importance – Kinds – Brochures – Physical facilities and equipment.

REFERENCES:

1. Jha S.M, “Services Marketing”, Himalaya Publishing, Mumbai, 1998.
2. Adrian Payne, “The Essence Of Services Marketing”, Phi, New Delhi, 2000.
3. Helen Woodruffe, “Services Marketing”, Macmillan, Delhi, 1995.

### **33344: QUALITY MANAGEMENT IN HOSPITALS**

Objective:

- To provide an idea about quality concepts
- To understand the TQM measures

#### **BLOCK I: BASICS OF QUALITY MANAGEMENT IN HOSPITALS**

- UNIT 1      Quality Concepts and Total Quality Management - Quality: Significance – Meaning – Concept – Quality Terminologies
- UNIT 2      Total Quality Management: Concept – Elements – Aspects – Focus – Components – Process.
- UNIT 3      Quality Management -ISO 9000: Evolution – Meaning – Characteristics
- UNIT 4      Quality Management Benefits – ISO Manual – meaning – definitions - types

#### **BLOCK II: QUALITY AUDIT**

- UNIT 5      JCIA: Meaning – Purpose - ISO Case Study
- UNIT 6      Quality Assurance - Concept -Process - Purpose - Methods - Standards and Criteria
- UNIT 7      Quality Management - Quality Assurance Committee - scope - need and importance - objectives
- UNIT 8      Quality Audit & Evaluation of Health Care Services - Quality System Assessments: Quality Auditing – Purpose – Types – Techniques

#### **BLOCK III: TECHNIQUES OF QUALITY**

- UNIT 9      Quality Control - Quality Circles - Steps –Review - Measurements - Quality Delivery Process.
- UNIT 10     Evaluation of Hospital Performance: Purpose – Organization – Prerequisites – Methods – Parameters – Evaluation – Standardisation.
- UNIT 11     Tools and Techniques of Quality - Flow Charting – Brainstorming – Pareto Analysis – Cause and Effect Analysis – Fishbone Diagram – Scatter Diagram – Histograms

#### **BLOCK IV: TRAINING FOR QUALITY**

- UNIT 12     Company Self-Assessment Process – Quality Strategy – Quality Policies – Business Process Analysis – Process Re-engineering
- UNIT 13     Benchmarking – Redesign Process – Problem Solving – scope – implications-features.
- UNIT 14     Training for Quality - Training Process – Analyzing Training Needs – Training Plan.

#### **REFERENCES:**

1. Principles of Hospital Administration and Planning, BM Sakharkar, Jaypee Brothers, I Ed.
2. Hospital and Health Service Administration, Syed Amin Tabish, OxfordUniversity Press, I Ed.
3. Managing a ModernHospital, A. V. Srinivasan, Response Books, I Ed.



4. The Essence of Total Quality Management, John Bank, Prentice Hall International Ltd., I Ed.
5. Managing Quality, Desmond Bell, Philip McBride and George Wilson, Butterworth-Heinemann Ltd., I Ed.

## **33345 - HOSPITAL HAZARDS MANAGEMENT**

Objective:

- To analysis the hazards in hospital management
- To expose student about bio medical waste management

### **BLOCK I: BASICS OF HOSPITAL HAZARDS MANAGEMENT**

UNIT 1 Hospital Hazards: Meaning – definitions -Types – Physical – Biological

UNIT 2 Mechanical – Psychological – Its impact on employees – Preventive measures.

UNIT 3 Hospital Hazards Management: Meaning – Need – Principles – Purpose.

UNIT 4 Hospital Related Infection: Types of infection – Common Nosocomial infections and their Causative agents

### **BLOCK II: TNPCB RULES**

UNIT 5 Prevention of hospital acquired infection – insurance – building – persons-groups

UNIT 6 Role of the central sterile supply department – Infection control committee – Monitoring and control of cross infection – Staff health.

UNIT 7 Biomedical Waste Management: Meaning – Categories of biomedical wastes – Disposal of biomedical waste products – Incineration and its importance

UNIT 8 TNPCB Rules and Schedules – Standards for waste autoclaving, microwaving and deep burial – Segregation, packaging – Transportation and storage.

### **BLOCK III: DISPOSAL OF WASTES**

UNIT 9 Human Waste Disposal and Sewage Disposal: Diseases carried from excreta – Sanitation barrier – Methods of excreta disposal

UNIT 10 Sewage Wastes: Meaning – Composition – Aims of sewage disposal – Decomposition of organic matter – Modern sewage treatment

UNIT 11 Drawbacks of improper disposal of wastes – Solid and liquid – recycling - drawbacks.

### **BLOCK IV: STAR HEALTH SERVICES**

UNIT 12 Medical Insurance: Insurance companies – Life Insurance for people with medical problems – Medicare

UNIT 13 Third Party Insurance - Paramount health Care Services – mediclaim policy

*UNIT 14 Star Health and Services Ltd., - ICICI Lombard Insurance Co. – Their Payment terms and conditions – united india Insurance policy for the Government  
Servant*

REFERENCE

1. Park K, Preventive and Social Medicine.
2. Park K, Text Book on Hygiene and Preventive Medicine, BanarsidasBhanot

# **MBA HUMAN RESOURCE MANAGEMENT**

**E) INSTRUCTIONAL DESIGN****MBA HUMAN RESOURCE MANAGEMENT**

<b>Course Code</b>	<b>Title</b>	<b>CIA Max.</b>	<b>ESE Max.</b>	<b>TOT Max.</b>	<b>C</b>
<b>I Semester</b>					
34311	Management – Principles and Practices	25	75	100	4
34312	Organizational Behaviour	25	75	100	4
34313	Managerial Economics	25	75	100	4
34314	Quantitative Techniques	25	75	100	4
34315	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
<b>II Semester</b>					
34321	Research Methods	25	75	100	4
34322	Business Environment	25	75	100	4
34323	Business Laws	25	75	100	4
34324	Management Information System	25	75	100	4
34325	Human Resource Management	25	75	100	4
Total		125	375	500	20
<b>III Semester</b>					
34331	Marketing Management	25	75	100	4
34332	Financial Management	25	75	100	4
34333	Industrial Relations Management	25	75	100	4
34334	Labour Legislations – I	25	75	100	4
34335	Training and Development	25	75	100	4
Total		125	375	500	20
<b>IV Semester</b>					
34341	Compensation Management	25	75	100	4
34342	Global Human Resource Management	25	75	100	4
34343	Emotional Competence	25	75	100	4
34344	Labour Legislations – II	25	75	100	4
34345	Organizational Development	25	75	100	4
Total		125	375	500	20
<b>Grand Total</b>				<b>2000</b>	<b>80</b>

## **34311- 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 III: 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.

#### **REFERENCES**

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51. Weihrich and Koontz, Management: A Global Perspective, McGraw Hill, 1988
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53. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
54. Ricky W. Griffin, Management, South-Western College Publications, 2010
55. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
56. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

## **34312 - 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

#### **REFERENCES**

43. Fred Luthans, Organizational Behaviour, McGraw-Hill/Irwin, 2006.
44. Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
45. Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
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47. Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
48. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
49. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

## **34313 - 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**

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## **34314 - 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.

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## **34315 - 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-Manual 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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## **34321 - 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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## **34322 - 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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## **34323 - 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: IPR 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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## **34324 - 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 MANAGEMENT INFORMATION SYSTEM**

- 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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## **34325 - 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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### 34331 - 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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## **34332 - 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: WORKINGCAPITAL 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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### 34333 - INDUSTRIAL RELATIONS MANAGEMENT

Objective:

- To gain knowledge about the trade unions
- To know the basic concept of industrial relations management

#### **BLOCK I: BASICS OF INDUSTRIAL RELATIONS MANAGEMENT**

- UNIT 1 Constitution of India – Salient features – Fundamental rights and directive principles of State policy – Labour movement
- UNIT 2 Concept of labour movement and Union Organization – Trade union movement and various phases of the movement – Trade unions and economic development.
- UNIT 3 Development of Trade Unionism in India – Historical retrospect – Central organization of workers in India – Role of internal trade union
- UNIT 4 Inter and intra union rivalries – Union recognition – International Labour Movement: ICFTU – WFTU – ILO – History

#### **BLOCK II: IR MACHINERY AND LABOUR**

- UNIT 5 objective and functions – Convention and recommendations – PCR rights and duties – functions - problems-Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes
- UNIT 6 Concept of Industrial Relations – Social obligations of industry – Role of government employers and the unions in industrial relations
- UNIT 7 Industrial relations machinery – Joint consultation – Works committee – Negotiation: Types of Negotiations – Conciliations
- UNIT 8 Adjudication, voluntary arbitration – Workers participation in industry – Grievance procedure.

#### **BLOCK III: COLLECTIVE BARGAINING PROCESS**

- UNIT 9 Process of collective bargaining – Problems and prospects – Bipartisan in agreements – Code of conduct and code of discipline –
- UNIT 10 Wage boards – Reports of wage boards – Management of strikes and lockouts – measures to stop strikes and lock outs Disputes – Impact – Causes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.
- UNIT 11 Employee safety programme – Types of safety organization – functions – implications – features - Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

#### **BLOCK IV: WELFARE SAFETY COMMITTEE AND**

- UNIT 12 Safety committee – Ergonomics – Damage control and system, safety – insurance – grievance redressal.



- UNIT 13      Employee communication – House journals – Notice boards suggestion schemes – upward communication, personnel counselling and mental health –
- UNIT 14      Educational and social development – modern trends – employee education – NGC .Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications

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6. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publishers, Agra.
7. ArunMonappa, Industrial Relations, Tata McGraw Hill, New Delhi.
8. Michael V P,HRM and Human Relations, Himalaya Book House, Mumbai.
9. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.
10. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations & Labour Laws.Tata McGraw Hill. 2012

Objective:

- To know the basic concept of labour legislations .
- To gain knowledge about the labour act

**BLOCK I: BASICS OF LABOUR LEGISLATIONS - I**

UNIT 1 Factories Act, 1948: Provision's relating to health, safety, welfare, working hours, leave etc., of workers approval

UNIT 2 Licensing and registration of factories, manager and occupier – Their obligations under the Act, powers of the authorities under the Act, Penalty provisions.

UNIT 3 Workmen's Compensation Act, 1923: Employer's liability for compensation, amount of compensation method of calculating wages – Review

UNIT 4 distribution of compensation – Remedies of employer against stranger – Returns as to compensation – Commission for workmen's compensation.

**BLOCK II: INDUSTRIAL DISPUTE AND UNFAIR PRACTICES ACT**

UNIT 5 Industrial Dispute Act, 1947: Industrial dispute – Authorities for settlement of industrial disputes – Reference of industrial disputes

UNIT 6 Procedures – Power and duties of authorities, settlement and strikes – Lock-out – Lay-off – Retrenchment – Transfer and closure

UNIT 7 Unfair labour practices – Miscellaneous provision offences by companies, conditions of service to remain unchanged under certain circumstances, etc.

UNIT 8 Shops and Establishments Act, 1947: Definitions – Salient provisions – Powers of the authorities.

**BLOCK III: EMPLOYEES WELFARE INSURANCE ACT**

UNIT 9 Employee's State Insurance Act, 1948: Registration of Factories and Establishments, the employee's State Insurance Corporation, Standing Committee and Medical Benefit Council, provisions relating to contributions

UNIT 10 Inspectors – Their functions and disputes and claims – Offences and penalties – Miscellaneous provisions.

UNIT 11 Employees Provident Fund and Miscellaneous Provisions Act, 1952: Employees provident fund and other schemes

**BLOCK IV: EXEMPTION RELATING TO THE ACT**

- UNIT 12 Determination and recovery of money due from employer, appointment of inspectors and their duties
- UNIT 13 Provisions relating to transfer of accounts and liability in case of transfer of establishment exemption under the Act –
- UNIT 14 Contract Labour Regulations and Abolition Act, 1970 ,Court's power under the act - employer and employee relationship – Problems – pertaining to the employee – solvation at door steps.

#### REFERENCES :

5. Bare Acts
6. Kapoor N D, Industrial Law
7. Shukla M C, Industrial Law
8. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.

## 34335 - TRAINING AND DEVELOPMENT

Objective:

- To know the basic concept of training and development
- To understand the various training method

### **BLOCK I: BASICS OF TRAINING AND DEVELOPMENT**

- UNIT 1      Training: Meaning – Definition – Need – Objectives – Difference among education, training and development - Training, Development and Performance consulting – Design of HRD systems – Development of HRD strategies
- UNIT 2      Levels of Training: Individual, operational and organizational levels – horizontal , vertical , top , bottom& official training.
- UNIT 3      Training Organisation: Need assessment of Training- Organisational structure of training organizations
- UNIT 4      Training in manufacturing and service organizations – GST – Tax slap for state and central - Professional tax. Organisational analysis, task analysis and individual analysis – consolidation..

### **BLOCK II: ROLES OF MANAGERS**

- UNIT 5      Duties and responsibilities of training managers – Challenges – Selection of trainers: Internal and external.
- UNIT 6      Employees Training: Meaning – Need – importance = implications – features – functions- organizational climate for training and development
- UNIT 7      Areas of training: Knowledge, skill, attitude – Methods of training: On the job – Off the job.
- UNIT 8      Executive Development Programmes: Meaning – Need -importance – nature – scope – implications

### **BLOCK III: APPRAISALS AND AWARDS**

- UNIT 9      Methods of evaluation of effectiveness of training - development programmes - Key performance parameter
- UNIT 10      Evaluation of Training: Evaluation of training - meaning – nature – significance - types – implications
- UNIT 11      Concept of return on Investment and cost benefit analysis –ROI – IRR – CPA- CBA Linking training needs and objectives of various theories of learning and methods of training

#### **BLOCK IV: CURRENT SCENARIO OF TRAINING AND DEVELOPMENT**

- UNIT 12      Current practices in assessing training and development – latest scenario of assessing training. Learning cycles – factors for fixing duration – selection of participants – choice of trainers
- UNIT 13      Training and Development in India: Government policy on training – budget estimate – allocation - CSR - Conducting the programs – ice breaking and games – relevance of culture of participants
- UNIT 14      Training Institutes in India – Management Associations – Development programmes in Public and Private Sector organization- – Cost benefit analysis – Role of trainer and line manager in evaluations – Design of Evaluation – Kirkpatrick's model

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7. Ahmed Abad, Management and Organisational Development, RachanaPrakashan, New Delhi.
8. Memoria C B, Personnel Management, Himalaya Publishing House, Mumbai.
9. Larney M C & William J, Management Training: Cases and Principles, Richad D Irwin, Illinois.
10. RudraBaswaraj, Personnel Administration Practice in India, Vaikunta Lal Mehta Inst. of Co-op. Management, Pune.
6. Human Resources Development – Theory and Practice, Tapomoy Deb Ane Books India, 2008.
7. Human performance consulting, James. S. Pepitone, Guey publishing Company, Houston,2006.

## **34341 - COMPENSATION MANAGEMENT**

Objective:

- To know the basic concept of compensation management
- To gain knowledge on wage theories

### **BLOCK I: BASICS OF COMPENSATION MANGEMENT**

- UNIT 1 Introduction to Compensation, Rewards, Wage Levels and Wage Structures; Introduction to Wage -Determination Process and Wage Administration rules; - Pay - Compensation based on macroeconomic - micro economic factors – wage settlement – safety measures
- UNIT 2 Introduction to Factors Influencing Wage and Salary -Structure and Principles of Wage and Salaries Administration Wage theories – Evaluation of theories – Components of compensation – implications – problems – prospects
- UNIT 3 Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage-Differentials & Elements of a Good Wage Plans Wage Fixation Factors: Job factors – Personnel factors – Company factors
- UNIT 4 Trade unionism – Price levels – Competition factors – perfect competition – imperfect competition

### **BLOCL II: PROCESS OF PAY FIXATION**

- UNIT 5 Pay Fixation Process: Surveying pay and compensation practices – Designing pay structure.
- UNIT 6 Incentive Schemes: Monetary and Non-monetary dimensions – Incentive plans – Incentives for direct and indirect categories
- UNIT 7 Introduction to Importance of Wage Differentials; Introduction to Executive Compensation and Components of Remuneration Individual/ group incentives – Fringe benefits/ perquisites – Profit sharing
- UNIT 8 Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods; Employee Stock Option Plan – Non-monetary incentive schemes: Types and relevance.

### **BLOCK III: KPP AND PERFORMANCE COMPENSATION**

UNIT 9 Performance Linked Compensation: Measuring performance – KPP - implications – problems- prospects Introduction to Implementation of Evaluated Job; Introduction to Determinants of Incentives; Introduction to Classification of Rewards; Incentive Payments and its Objectives.

UNIT 10 Introduction to Institutional Mechanisms for Wage Determination Performance parameters – service benefit – merit cum reward –citation – token of gift - promotions

UNIT 11 Performance compensation – Structure – measures – Key performance parameters - Control of employee cost – implications - problems.

#### **BLOCK IV: CURRENT TRENDS IN WAGE INCENTIVES AND COMPENSATION**

UNIT 12 Legislations regarding Compensations – Key provisions of Payment of Wages Act, Minimum Wages Act and Payment of Bonus Act.

UNIT 13 Current Trends in Compensation: Executive compensation – International compensation – Challenges and scope. Introduction to Planning Compensation for Executives & knowledge Workers

UNIT 14 Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans- Compensation and satisfaction – Compensation and motivation – Compensation for knowledge personnel.

#### **REFERENCES :**

5. Suril G K, Wage, incentives: Theory and Practice.
6. Morris, Principles and Practices of Job Evaluation.
7. David W Belcher, Wage and Salary Administration.
8. Richard Henderson, Compensation Management in a Knowledge Based World.

## **34342 - GLOBAL HUMAN RESOURCES MANAGEMENT**

Objective:

- To understand the basic concept of Human Resource Management.
- To gain knowledge on GHRM

### **BLOCK I: BASICS OF GLOBAL HUMAN RESOURCES MANAGEMENT**

- UNIT 1 Nature and scope of International Human Resource Management (IHRM)- approaches to HRM-differences between domestic HRM and IHRM. Human Resources management: Overview of operative functions – Recruitment – Selection – Integration – Compensation
- UNIT 2 Training for development and separation – Challenges and opportunities of globalising HR. Human resource planning in IHRM- recruitment and selection-issues in staff selection of expatriates.
- UNIT 3 Global HR Recruitment and Selection: Home – Host – Third country nations – Selection criteria for global assignments

### **BLOCK II: GLOBAL HR INTEGRATION & COMPENSATION PROCESS**

- UNIT 4 Global HR - Election process – Challenges of global placements – current scenario.
- UNIT 5 Global HR Integration Process: Process of integration – Motivation and team in HR – Cultural adaptability vis-à-vis Individuality
- UNIT 6 Managing cross-cultural diversities – Multiculturalism – Organisational culture of MNCs – Experiences of best run companies.
- UNIT 7 Global HR Compensation Process: Direct and indirect compensation – procedure – wage linked performance
- UNIT 8 International compensation – Pay for performance – Executive incentive pay – Pay differences – Causes and consequences

### **BLOCK III: GLOBAL HR TRAINING AND DEVELOPMENT PRACTICE**

- UNIT 9 Compensation structure in MNCs – types – WTO – IBRD – Implications = problems Training and development -expatriate training-developing international staff and multinational teams. Brain drain and brain bank.



UNIT 10      Global HR Training and Development Practice: Relevance of training and development Compensation-objectives of international compensation approaches of international compensation.

UNIT 11      Area of training – Types: Standard Vs Tailor made training – Cultural assimilations and other approaches

#### **BLOCK IV: HR RELATIONS MANAGEMENT**

UNIT 12      Impact of different learning styles on training and development – Leadership training-Key issues in International relations-strategic choices before firms-strategic choices before unions-union tactics

UNIT 13      HR Relations Management: Labour relations in the international area – Relationship between employer and employee

UNIT 14      US, Japanese, UK, European approaches to labour relations –Role of strategic management of international labour relations-Issues and Challenges of IHRM.

#### **REFERENCE BOOKS:**

1. Venkataraman C.S &Srivatsava B.K ‘Personnel Management and Human Resources, Tata Mcgrew Hill, New Delhi.
2. Prasad, L.M, Human Resource Management, SulteyChend& Sons, New Delhi.
3. Edwin Flippo, Personnel Management.
4. Memoria, CB, Personnel Management, Himalaya Publishing House, Mumbai.

### 34343 - EMOTIONAL COMPETENCE

Objective:

- To know the basic concept of Emotional Competence.
- To gain knowledge on self marketing adoptability social skills

#### **BLOCK I: FUNDAMENTALS OF EMOTIONAL COMPETENCE**

UNIT 1	Emotions: Meaning – Types – Effects – Emotional Intelligence: Meaning – Significance –Working with emotional intelligence
UNIT 2	Emotional Competencies: Meaning – Types: Personal competence – Social competence-intercultural communication- creative and critical thinking
UNIT 3	Self-Marketing: The inner rudder – Source of gut feeling – Power of intuition – Emotional awareness – Recognizing one's emotions and their effects
UNIT 4	Accurate self-assessment – Knowing one's inner resources - abilities and limits – Self-Confidence

#### **BLOCK II: MUTUAL TRUST AND CONCIOUSNESS**

UNIT 5	Developing strong sense of one's self-worth and capabilities - Personal Competence: Self-control
UNIT 6	leadership straits-team work- career planning -Keeping disruptive emotions and impulses in check – passive emotions – stress
UNIT 7	Trustworthiness and consciousness – mutual trust – relationship between individual and institutions
UNIT 8	Adaptability – Innovation – Motivation: Achievement drive – Commitment – Initiative Optimism.

#### **BLOCK III: LEADERSHIP TYPES AND SOCIAL SKILLS**

UNIT 9	Social Competence: Empathy: Understanding others – Developing others – Service orientation – Leveraging diversity – Political awareness.
UNIT 10	Social Skills: Art of Influence – Communication – Conflict management-Organizational behaviour application of emotion and moods Training and development -Performance evaluation- Job enrichment, job enlargement, job analysis.
UNIT 11	Leadership – meaning - Types – Characteristic – approaches – leaders: Types, scope, controlling techniques - Change catalyst – Building bonds

#### **BLOCK IV: MULTIPLE INTELLIGENCE AND EMOTIONS**

- UNIT 12      Collaboration and cooperation – Team capabilities- Group Vs. team – objectives of team and group – types – nature – Purpose.
- UNIT 13      Managing Emotions: Building emotional competence – -Emotional intelligence- Motivation - Definition -Theories -Work environment - Employee involvement – rewarding employees
- UNIT 14      Multiple intelligences- emotional intelligence- managing changes-time management-stress management Guidelines for learning emotion – Competence training – Best practices.

#### **REFERENCE BOOKS:**

1. Daniel Goleman, 'Emotional Intelligence', Bantam Books.
2. Daniel Goleman, 'Working with Emotional Intelligence', Bantam Books.

Objective:

- To know the basic concept of LL and provisions.
- To gain knowledge on payment of gratuity act on 1972

**BLOCK I: BASICS OF LABOUR LEGISLATIONS - II**

- UNIT 1      Payment of Bonus Act: Computation of available surplus calculation of direct tax payable surplus calculation of direct tax payable by the employer
- UNIT 2      Eligibility for bonus and payment of bonus – deduction from bonus payable – adjustment of customary of interim bonus payable
- UNIT 3      Adjustment of customary or interim bonus linked with production or productivity – set on and set off allocable surplus
- UNIT 4      Set on and set off allocable surplus set on and set off allocable surplus presumption about accuracy of balance sheet and profit and loss account.

**BLOCK II: PAYMENT OF GRATUITY AND WAGES ACT**

- UNIT 5      Payment of Gratuity Act, 1972: Payment of Gratuity – exemption – nomination – determination and recovery of the amount of gratuity.
- UNIT 6      Payment of Wages Act, 1936: Objects, provisions relating to responsibility for payment of wages
- UNIT 7      Fixation of wage periods, time of payment, deduction and fines
- UNIT 8      Maintenance of records and registers, inspectors appointment of authorities and adjudication of claims.

**BLOCK III: MINIMUM WAGE ACT AND FEATURES**

- UNIT 9      Minimum Wages Act, 1948: Objects, fixing of minimum rate or wages – procedure for fixing and receiving minimum wages
- UNIT 10     Appointment of advisory board – payment of minimum wages, maintenance of registers and records contracting out
- UNIT 11     An Act to provide for fixing minimum rates of wages in certain employments. Powers of appropriate government offences and penalties.

**BLOCK IV: STANDING ORDERS AND LEVEL OUTS**

- UNIT 12     Industrial Employment(Standing Orders) Act, 1946: Provisions regarding certification and operating of standing orders .

UNIT 13      Duration and modification of standing orders – power of certifying officer – interpretation of standing orders.

UNIT 14      Trade Union Act, 1926: Registration of Trade Unions, rights, and liabilities trade unions – procedure – penalties

#### REFERENCE

- 5   Bare Acts
- 6   Kapoor N D, Industrial Laws
- 7   Shukla M C, Industrial Laws
- 8   Tax Mann, Labour Laws, 2008.

### 34345 - ORGANISATIONAL DEVELOPMENT

Objective:

- To know the basic concept of Organizational Development.
- To gain knowledge on theories and practices

#### **BLOCK I: BASICS OF ORGANISATIONAL DEVELOPMENT**

UNIT 1      *Introduction to Organization Development – Concept – Nature and scope of organizational development*

UNIT 2      History of organizational development – Underlying assumptions and values. OD interventions meaning – methods - classifications of interventions - team interventions

UNIT 3      Gestalt approach of team building - inter group interventions - comprehensive interventions Theory and practice of organizational development – Operational components

UNIT 4      Diagnostic, action and process – Maintenance component – nature – scope – implications

#### **BLOCK II: ACTION RESEARCH**

UNIT 5      Action Research as a process – An approach – History – Use and varieties of action research

UNIT 6      When and how to use action research in organizational development – concept - nature.

UNIT 7      Organizational development interventions – Team interventions – Inter-group interventions

UNIT 8      Personal, interpersonal and group process interventions – implications- OD diagnosis - action component - OD interventions - action research - its application and approach

#### **BLOCK III: MBO AND QWL**

UNIT 9      MBO - quality circle – TQM - QWL (quality of work life) Physical setting etc., Training – T groups - coaching and mentoring and other methods

UNIT 10      Implementation and assessment of organizational development – Conditions for success and failure

UNIT 11      Ethical standards in organizational development – Organizational development and organizational performance – Implications.

#### **BLOCK IV: KRA AND RESEARCH ON ORGANIZATIONAL DEVELOPMENT**

- UNIT 12      Key consideration and issues in organizational development- Comprehensive interventions – Structural interventions.
- UNIT 13      Models and theories of planned change - teams and teamwork - applied behaviour science Future of organizational development - current scenario – barriers-implications
- UNIT 14      Consultant – client relationship - power, politics and OD Research on OD - Indian experiences in organizational development – lesson drawn from abroad

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5. French and Bell, Organizational development, Prentice Hall, 1995.
6. French, Bell, Zawach (Edn) Organization Development: Theory, Practice and Research. UBP.
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