

School of Distance Education (SDE) : Bharathiar University, Coimbatore-46

5 Year Integrated M.B.A Degree Course

(Annual Pattern for the SDE students admitted during the academic year 2009-10 & onwards)

SCHEME OF EXAMINATIONS

Sl.No.	STUDY COMPONENTS	MARKS
	I – First Year	100
1.	Principles of Management	100
2.	Business Organization	100
3.	Organizational Behavior	100
4.	Principles of Accounting	100
5.	Quantitative Methods for Management	100
	II - Second Year	
6.	Economic Analysis for Managers	100
7.	Business Mathematics	100
8.	Marketing Management	100
9.	Introduction to Information Technology	100
10.	Business Communication	100
	III - Third Year	
11.	Language	100
12.	Cost and Management Accounting	100
13.	Research Methods for Management	100
14.	Company Law	100
15.	Corporate Accounting	100
16.	Business Environment	100
17.	Management Information System	100
18.	Human Resource Management	100
	IV - Fourth Year	
19.	International Business	100
20.	Business Policy and Strategy	100
21.	Legal Aspects of Business	100
22.	Financial Management	100
23.	Operations Management	100
24.	Entrepreneurship Development	100
25.	Banking Theory and Practice	100
26.	Organizational Development	100
	V - Fifth Year	
27.	Project Management	100
28.	Principles of Insurance	100
29.	Management of Inter-Personal Effectiveness	100
30.	Events Management	100
31.	E- Commerce	100
32.	Elective-1	100
33.	Elective-2	100
34.	Elective-3	100
	TOTAL	3400

Sl.No.	STUDY COMPONENTS	Marks
	V – Fifth Year - ELECTIVE PAPERS	
	1. Finance :	
1.	Security Analysis and Portfolio Management	100
2.	International Financial Management	100
3.	Management of Financial Services	100
(OR)		
	2. Marketing :	
1.	Retail Management	100
2.	Advertising and Promotion Management	100
3.	Brand Management	100
(OR)		
	3. Human Resource :	
1.	Change Management	100
2.	Performances Management Systems and Strategies	100
3.	Organization Development and Change	100
(OR)		
	4. System :	
1.	System Analysis and Design	100
2.	Software Project Management	100
3.	Data Mining	100

School of Distance Education (SDE)
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5 Year Integrated M.B.A Degree Course
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First Year

1. PRINCIPLES OF MANAGEMENT

Unit I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

Unit II

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

Unit III

The Nature of Organizing and Entrepreneuring - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

Unit IV

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

Unit V

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

References :

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.

2. BUSINESS ORGANISATION

Unit I

Nature of Business – Human Occupations – Characteristics of Business – Characteristics of Business – Divisions of Business Industry & Commerce – Business System – Management of Business – Objectives of Business- Requisites for Success in Modern Business – Business and Economic Systems. Launching a Business Enterprise – Problems in Launching an Enterprise – Project Report or Feasibility Report – Facilities for Promotion of Industrial Enterprises in India.

Unit II

Sole Proprietorship and Partnership – Characteristics of an Ideal form of Organisation – Sole Proprietorship – Joint Hindu Family Firm – Partnership Organisation – Features of Partnership – Types of Partners – Limited Partnership – Partnership Deed – Registration of Firms – Mutual Rights and Obligations – Dissolution – Evaluation.

Unit III

Joint Stock Company – Features of Company Organisation – Kinds of Companies – Incorporation of a Company – Basic Company Documents – Evaluation – Corporate Form of Organisation in India. Co-operative Organisation – Meaning & Features – Types of Co-operatives – Evaluation- Co-operative Movement in India – Non-credit Co-operatives Working in India.

Unit IV

Ownership Organisation Decision – Choice of Form of Organisation - The Initial Choice – Problems of Expansion . Organs of Company Management – Shareholders – Board of Directors – Chief Executives – Managing Director – Manager – Secretaries – State Regulation of Management – Company Law Board.

Unit V

Pattern and Problems of Company Management – Oligarchy in Company Management – Democratisation of Company Management – Effectiveness of Board of Directors – Managing Agency System – The Emerging Pattern of Company Management. Company Meetings and Resolutions – Meetings of Board of Directors – Meetings of Members – Conduct of Company Meetings.

Reference:

1. Fundamentals of Business Organisation & Management – Y.K. Bhushan.

3. ORGANISATIONAL BEHAVIOUR

UNIT - I

Concept of organizational Behaviors –scope of organizational psychology – individual differences – intelligence tests – personality tests – nature, types and uses.

UNIT – II

Perception factors affecting. Perception – Motivation – theories (maslow’s- herzlerg, MC gregor,- x and y theory) – financial and non financial motivation.

UNIT –III

Job satisfaction – meaning – factors – job simplification- job enlargement – job enrichment – job design – morale – employee – attitude – and behavior – and their significance to employee productivity quality of work life.

UNIT –IV

Concept of group Dynamics – concept and features of group – types of group behavior – formal and informal groups – group behavior – group norms hawthornle experiment conflict – types of conflict- resolution of conflict.

UNIT –V

Leadership – types – theories (Trait, managerial) organization development – communication – communication network –counseling and guidance.

TEXT BOOK :

1. Keith Davis – Human Behavior at work.
2. Ghos - Industrial psychology

Reference books:

1. Thred juthans – Organizational Behaviors
2. I.M Prasad – Organizational Behaviors
3. flippo - Organizational Behaviors

4. PRINCIPLES OF ACCOUNTING

UNIT - I

Basic Accounting concepts - Kinds of Accounts – Branches of Accounting - Fundamentals of Financial Accounting - Rules of Double Entry System – Preparation of Journal and Ledger Accounts- problems - Subsidiary books - cash book – types of cash book - problems - Trial balance – problems.

UNIT - II

Manufacturing - Trading - Profit & Loss Account - Balance sheet. – Problems with simple adjustments.

UNIT - III

Meaning-definition-scope-objectives-function-merits and demerits of Cost Accounting and Management Accounting - distinction between Cost, Management and Financial Accounting - Elements of cost-cost concepts and costs classification.

UNIT – IV

Preparation of cost sheet - Stores Control - ECQ-Maximum, Minimum, Reordering Levels - Pricing of Materials Issues - problems (FIFO, LIFO, and AVERAGE COST methods only) - labour cost - remuneration and incentives - problems.

UNIT – V

Standard Costing - Variance Analysis – problems (Material and Labour Variances only) - Marginal Costing - Cost Volume Profit analysis. Budgeting - preparation of various budgets.

(Theory and problems may be in the ratio of 20% and 80% respectively)

REFERENCE BOOKS

1. Grewal, T.S. : Double Entry Book Keeping
2. Jain and Narang : Advanced Accountancy
3. Shukla and Grewal : Advanced Accountancy
4. Gupta and Radhaswamy : Advanced Accountancy
5. Gupta R.L. : Advanced Accountancy
6. Jain and Narang : Cost Accounting
7. Nigam and Sharma : Cost Accounting
8. RK Sharna & K. Gupta : Management Accounting
9. S.N.Maheswari : Management Accounting

5. QUANTITATIVE METHODS FOR MANAGEMENT

UNIT I

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – optimisation concepts – use of differentiation for optimization of business problem

UNIT II

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

UNIT III

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to business.

UNIT IV

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

UNIT V

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests.

References :

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson
“Business Statistics: A First Course”, Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

Second Year

6. ECONOMIC ANALYSIS FOR MANAGERS

UNIT I : Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics. Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II : Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function. Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III : Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV: Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V : National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

References :

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

7. BUSINESS MATHEMATICS

Unit I

Analytical Geometry – Introduction – Distance between two Points in a plane – Equation of a straight line – Interpretations – (i) Cost – Output – (ii) Demand and Supply Curves – Break-even analysis.

Unit II

Differential Calculus – Average Concept and Marginal Concept – Differential Coefficient – The Technique of differentiation – Optimization – Increasing and decreasing functions – Criteria for maxima and minima – Applications.

Unit III

Integration – Introduction – Standard Forms – Some rules of Integration – Definite Integral – Meaning of a definite integral – Integration by substitution – Standard forms List II – Method of partial fractions – Some more standard forms – Integration by parts – Applications.

Unit IV

Commercial Arithmetic – Percentages – Simple and Compound Interest – Arithmetic Series and Geometric Series – Annuity – Simultaneous Linear Equations.

Unit V

Basic Concepts – Addition of Matrices – Scalar Multiplication – Multiplication of a matrix by a matrix – Inverse of a matrix – Solution of a system of Linear equations I – Input-Output Analysis – Rank of a Matrix – Solution of a system of Linear equation.

Reference Books:

1. Sundaresan and Jayaseelan – An Introduction to Business Mathematics
2. P.R. Vittal – Business Mathematics and Statistics.
3. Business Mathematics – Sanchetti & V.K. Kapoor (Sultan Chand & Sons)

8. MARKETING MANAGEMENT

Unit I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

Unit II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

Unit III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

Unit IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

Unit V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts. Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

References :

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmilan India, 2007.
4. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.
5. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
6. Case and Simulations in Marketing - Ramphal and Gupta - Gollatia, Delhi.
7. Case Studies in Marketing - R.Srinivasan - PHI.
8. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi, 2007.
9. Marketing Management – S.Jayachandran - TMH, 2003.

9. INTRODUCTION TO INFORMATION TECHNOLOGY

UNIT I : Business as a System - Business Applications - Accounting - Inventory - Purchase - Sales - Human Resources - Production System Need for On-Line Integrated Computer based system.

UNIT II : Enterprise Resource Planning - Objectives - Need - Advantages & Disadvantages of ERP products over traditional Development products - Migration - resource Planning.

UNIT III : Introduction to Internet - Internet Services - WWW - FTP - E mail - Newsgroup - Telnet. Intranets - Purpose - Users - Planning Development & Implementation of Intranets.

UNIT IV : E-Commerce - Need - Infrastructure requirements - Implementation Issues - security aspects.

UNIT V : Database Management System - Normalisation - Oracle terminology - Database Connection - Creating tables - The Basics of SQL: SQL grammar. Transactions - The Basics of PL/SQL creating and using stored procedures, Functions and Packages - Retrieving Data with cursors. Enforcing Business Rules with Database Triggers.

References :

1. Richard Hammer, Enterprise Resource Planning, 1998.
2. James O'Brien, Management Information System.
3. Ravi Kalkota, Frontiers of Electronic Commerce, 1998.
4. David Loctman, Developing Personal Oracle for Windows 95 Applications.
5. Ivan Bayross, Commercial Applications Development Using Oracle Developer 2000.
6. Ivan Bayross, Oracle – 7, The Complete Reference.

10. BUSINESS COMMUNICATION

UNIT I: Communication - Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication.

UNIT II: Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters, enquiries, customers complaints, collection letters - sales promotion letters.

UNIT III: Report writing - Structure of reports - long & short reports - formal & informal reports - writing research reports technical reports - norms for including exhibits & appendices.

UNIT IV: Non-verbal communication - personal appearance posture - body language - use of charts, diagrams & tables - visual & audio visual aids for communication - Dyadic communication:- face to face communication - telephonic conversation.

UNIT V: Conducting Meetings: Procedure - preparing Agenda, minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion: Drafting speech.

References :

1. WOOLCOTT & UNWIN - Mastering Business Communication, McMillan.
2. RAISHER: Business Communication - AITBS
3. KRISHNAMOHAN & MEERA BANNERJEE-Developing Communication Skills, Mc Millan
4. Lesikar and Flatley – Basic Business Communications Skills for empowering the Internet Generation, 10th Edition, TMH, 2005
5. Kitty O Locker and Stephen Kyo Kaczmarek – Business Communication Building Critical skills, 3rd Edition, TMH, 2007
6. Anderson & Others: Assignment & Thesis writing.
7. Rajendra Paul and Koralahalli - Business Communication.
8. Lesikar & Flatley, Basic Business Communication, TMH Publications, New Delhi,2002.

Third Year

11. LANGUAGE

12. COST AND MANAGEMENT ACCOUNTING

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method, Sinking fund method.

UNIT II

Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common - Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis.

UNIT III

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT IV

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.

UNIT V

Marginal Costing - Definition - distinction 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

References:

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

13. RESEARCH METHODS FOR MANAGEMENT**UNIT I**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant ananalysis. (NO Problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

References:

1. Rao K.V.Research methods for management and commerce - sterling
2. Zigmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill, 2007
5. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2004
6. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
7. Anderson etal - Assignment and Thesis writing.
8. Uma Sekaran, Research Methods for Business, Wiley Publications.

14. COMPANY LAW

UNIT I

Nature And Scope Of Business-Concept of Business-Branches of Business-Business System-Business organization as a system-systems approach applied in an organization-Objectives of modern business-Essentials of a successful business-Forms of Business Organisations- Forms of private and public sector enterprises-Rationality of public enterprises-Objectives of public enterprises-Management of state enterprises-Forms of state enterprises-Department undertaking-Government company-Public corporation-Features, merits and demerits.-Planning- Advantages and limitations of planning – organization structure- Line, functional, staff organisations-Line and staff conflicts-projects, committee organization-Management consultancy

UNIT II

Law Relating To Partnership: Growth of Law of Partnership-Customs and usage of trade as origin; partnership law under the different schools-Hindu Law of partnership, Jews Law, Roman Law, French Law, English Law, American Law and Indian Law.-Indian Partnership Act,1932 – Introduction-Applications to provisions of Act IX of 1872 (Indian Contract Act,1872)-Outline of the Act. Definition of Partnership-Mode of creating partnership-Deed of Partnership-Firm name-Property of the firm-Tenancy right-Position of minor-Position of alien enemy-Insolvent-Married and un married woman-Hindu Undivided Family-A foreigner, Convict, Corporation in partnership-Types of Partnership-Partnership at will and Particular partnership, Classification of partnership on the basis of liabilities-Limited liability partnership and unlimited liability partnership-and Partner by holding out of estoppels.

UNIT III

Partnership and Other Association-Partnership and H.U.F-Partnership and co-ownership-Partnership and club or non-trading association-Partnership and Joint Stock Company. Rights, Duties, Liabilities and Authorities of Partners-Mutual rights and duties-Rights and authorities-Liabilities-Rights of transferee of a partner's interest-Rights of a partner-Duties of partners-mandatory and duties subject to agreement-Authorities of partners-Limitation of implied authorities-Reconstruction-Liability of a

retiring partner-Liability of insolvent partner-Effect of change in constitution of the firm on guarantee given-Rights of outgoing partner-Agreement in restraint of trade.

UNIT IV

Registration of Firm-Mode of registration-Application for registration-Signature-Verification-Fees-Certificate of registration-Registrar of firm-Rectification of mistake-Amendment of register by order of court-Penalty for furnishing false particulars-Inspection-Copy and rules of evidence regarding register and filed documents-Effects of non-registration of firm-Dissolution of Firm – Types of dissolution-Compulsory dissolution - voluntary dissolution under supervision of court and without the supervision of court-Rights- duties-and liabilities after dissolution of firm-Mode of giving public notice.

UNIT V

Company Law – Nature of Company-Kinds of Companies-Formation of Company-Memorandum of Association-Articles of Association-Prospectus-Membership in a Company-Share Capital-Shares-Borrowing Powers-Management and Administration-Meetings and Proceedings-Accounts and Auditors-Prevention of Oppression and Mismanagement-Compromises, Arrangements and Reconstructions-Winding up. Indemnity And Guarantee-Bailment And Pledge-Contract Of Agency-Sale Of Goods – Formation of Contract – Conditions and Warranties –Transfer of Property – Performance of Contract – Rights of an Unpaid Seller-Negotiable Instruments – Negotiable Instruments – Notes, Bills and Cheques-Parties to a Negotiable Instrument – Negotiation-Presenment of a Negotiable Instrument-Dishnour of a Negotiable Instrument-Discharge of a Negotiable Instrument-Rules of Evidence.

REFERENCE :

1. SS Gulshan, Business Law, Excel Books, 3rd Edition, 2006
2. Y.K.Bhusan, Business organisation and management
3. R.K.Sharma and Sashi K. Gupta, Business organisations.
4. S.C.Khuchal, Business Law
5. N.D.Kapoor, Business Law

15. CORPORATE ACCOUNTING

UNIT – I

Preparation of Final accounts – Schedule VI Part I and Part II – Profit prior to incorporation – Managerial remuneration – dividend declaration out of the past and the current profits – Issue of Bonus shares – Preparation of Balance Sheet.

UNIT – II

Amalgamation – Absorption (Excluding inter –company holdings) – External reconstruction – Internal reconstruction (Excluding scheme of reconstruction).

UNIT – III

Holding company accounts excluding inter-company holdings – Liquidation of companies.

UNIT - IV

Accounts of Banking companies and Insurance Companies.

UNIT – V

Inflation accounting – Human resource accounting-Principles of Government accounting – responsibility accounting.

BOOKS FOR REFERENCE :

1. M.C. Shukla & T.S.Grewal : Advanced Accounting
2. R.L.Gupta : Advanced Accounting
3. Jain & Narang : Advanced Accounting

16. BUSINESS ENVIRONMENT

UNIT –I

Meaning definition international environment external environment: macro environment: environmental change: techniques for environmental analysis - strategic management.

UNIT –II

BUSINESS AND SOCIETY

Changing concept and objectives of business professionalisation; Business ethics, Business and culture social responsibility to shareholders; employees, consumers, community.

UNIT –III

ECONOMIC SYSTEMS :

Capitalism –socialism – mixed economy – the mixed economy of India. Economic roles of government regulatory role – promotional role – entrepreneurial role – planning role.

UNIT –IV

INDUSTRIAL SICKNESS:

Definition of sick units – magnitude – weak units causes of sickness – governments policy – sick industrial companies act –sick small scale units. Financial institution and industrial sickness. MRTP Act – MRTP Objectives – Amendments – MRTP – Commission.

UNIT –V

Industrial Financial Institutions:- IDBI, IFCI, ICICI, IRBI, SHCI, DFHI, UTI, LIC, GIC, Foreign capital and technology : Role of foreign capital – private foreign capital imitations and dangers of foreign capital, government policy.

Recommended books :

Francis chernunilam – business environment
K.Aswhappa – Essentials of business environment.

17. MANAGEMENT INFORMATION SYSTEM

Unit I

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

Unit II

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

Unit III

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

Unit IV

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

Unit V

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.

TEXT BOOKS :

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999.
2. Effy Oz, "Management Information Systems", Vikas Publishing House, Third Edition, 2002.
3. Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.
4. Waman S Jawadekar, "Management Information System Text and cases", Third Editions, Tata McGraw-Hill, 2007.
5. R.Srinivasan, "Strategic Management", 11th edition, Prentice Hall of India, New Delhi.
6. M.Senthil, "Management Information System", 2003.

18. HUMAN RESOURCE MANAGEMENT

Unit I : Human Resource Function

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

Unit II : Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification -

HR and the responsive organisation. Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet. 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 III : Training & Development

Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice. Managing careers : Career planning and development - Managing promotions and transfers.

Unit IV : Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations. Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

Unit V : Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

References:

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. H.John Bernardin & Joyee E.A.Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
3. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
4. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.
5. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

Fourth Year

19. INTERNATIONAL BUSINESS

UNIT - I

Introduction and Overview Introduction and Overview : Introduction - The Globalization of the World Economy - The Changing Nature of International Business - Differences in International Business.

UNIT - II

Country Factors National Differences in Political Economy : Introduction - Political Systems - Economic Systems - Legal Systems - The Determinants of Economic Development - States in Transition. Differences in Culture : Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change - Cross-Cultural Literacy - Culture and competitive Advantage.

UNIT - III

The Global Trade and Investment Environment International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism - Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond. The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact.

UNIT - IV

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries. The Global Monetary System The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

UNIT - V

The Strategy and Structure of International Business. The Strategy of International Business : Introduction - Strategy and the Firm – Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice. Mode of Entry and Strategic Alliances : Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work. Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing-Export Assistance - Counter trade.

References :

1. Hill.C.W., International Business : Competing in the Global market place, Irwin-McGraw Hill, 1999.
2. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
3. Shivaramu, International Business, Macmillan India.
4. Francis Cherunilam, International Business, Wheeler Publications.
5. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

20. BUSINESS POLICY AND STRATEGY

UNIT I

Business Plan : The Meaning - The ‘Why’ of Business Plan - Basic Parameters - Basic parameters : Timing of Decisions Undertaken - Project Parameters :The Common Considerations – Factor of successful business – capital management – eligibility to attract motivates- financial control – Anticipating change and adaptability.

UNIT II

Business Plan process – Sources of Information – Internet , government sources and statistics – offline research resources- Library –SBDC’s – Trade and industries association – sources of market research – evaluating data - Benefits of Market Study - Coverage of Market Study - Information Sources - Market Demand : A Five Dimensional Concept

UNIT III

Business Plan Components – The Executive Summary – Company Description – Industry Analysis & Trends – Target Market – Competition – Strategic Position & Risk Assessment – Marketing Plan & Sales Strategy – operations – Technology Plan – management & Organization – Community Involvement & Social Responsibility – Development, Milestones & Exit Plan – The Financials.

UNIT IV

Exploratory –cum-Desk Research (EDR) – Field Interviews : An Essential Skill – Field Interviews : useful Tips - Product / Service and EDR /DMR – Detailed Market Research (DMR) – Other Methods – Analysis of Information - Need for Judgments – Soft Drink Illustration – Errors and Precautions – Manufacturing Process – Sources of Technical Know-how - Reassurance on Manufacturing Process – Plant and Machinery – Supplier Identification – Interaction with Suppliers – Supplier Selection - Tips on Supplier – transaction.

UNIT V

The Lay – out – Built-up Area – Raw materials - Packing – Land Requirement – Utilities – Manpower – Search for Location : Reasons – Selection Criteria-Information Sources – Location / Site Selection - Purpose of Financial viability – Financial viability : Meaning – Project Cost – Avoid Differences with Loaning Agency – Working Capital and Working Capital Margin - Assessment of Working Capital Requirement – Working Capital Assistance. Capacity Utilization and Income, Expenditure, Profit Estimate – Viability Test – profitability – Cash Flow Estimate – Risk Analysis – Financial Viability : A Recapitulation – Implementation schedule.

REFERENCE :

1. Rhonda Abrams “The Successful business Plan Secrets & Strategies” Prentice
2. Rhonda Abrams “ The business Plan in a day ” Prentice
3. Business plan Preparation –Entrepreneurship Development Institute of India
4. Arthur R. DeThomas Ph.D. and Lin Gensing-Pophal, Writing a Convincing Business Plan
5. Mike P. McKeever, How to Write a Business Plan

21. LEGAL ASPECTS OF BUSINESS

UNIT I

Nature And Scope Of Business-Concept of Business-Branches of Business-Business System-Business organization as a system-systems approach applied in an organization-Objectives of modern business-Essentials of a successful business-Forms of Business Organisations- Forms of private and public sector enterprises-Rationality of public enterprises-Objectives of public enterprises-Management of state enterprises-Forms of state enterprises-Department undertaking-Government company-Public corporation-Features, merits and demerits.-Planning- Advantages and limitations of planning – organization structure- Line, functional, staff organisations-Line and staff conflicts-projects, committee organization-Management consultancy

UNIT II

Law Relating To Partnership: Growth of Law of Partnership-Customs and usage of trade as origin; partnership law under the different schools-Hindu Law of partnership, Jews Law, Roman Law, French Law, English Law, American Law and Indian Law.-Indian Partnership Act,1932 – Introduction-Applications to provisions of Act IX of 1872 (Indian Contract Act,1872)-Outline of the Act. Definition of Partnership-Mode of creating partnership-Deed of Partnership-Firm name-Property of the firm-Tenancy right-Position of minor-Position of alien enemy-Insolvent-Married and un married woman-Hindu Undivided Family-A foreigner, Convict, Corporation in partnership-Types of Partnership-Partnership at will and Particular partnership, Classification of partnership on the basis of liabilities-Limited liability partnership and unlimited liability partnership- and Partner by holding out of estoppels.

UNIT III

Partnership and Other Association-Partnership and H.U.F-Partnership and co-ownership-Partnership and club or non-trading association-Partnership and Joint Stock Company. Rights, Duties, Liabilities and Authorities of Partners-Mutual rights and duties-Rights and authorities-Liabilities-Rights of transferee of a partner's interest-Rights of a partner-Duties of partners-mandatory and duties subject to agreement-Authorities of partners-Limitation of implied authorities-Reconstruction-Liability of a retiring partner-Liability of insolvent partner-Effect of change in constitution of the firm on guarantee given-Rights of outgoing partner-Agreement in restraint of trade.

UNIT IV

Registration of Firm-Mode of registration-Application for registration-Signature-Verification-Fees-Certificate of registration-Registrar of firm-Rectification of mistake-Amendment of register by order of court-Penalty for furnishing false particulars-Inspection-Copy and rules of evidence regarding register and filed documents-Effects of non-registration of firm-Dissolution of Firm – Types of dissolution-Compulsory dissolution - voluntary dissolution under supervision of court and without the supervision of court-Rights- duties-and liabilities after dissolution of firm-Mode of giving public notice.

UNIT V

Company Law – Nature of Company-Kinds of Companies-Formation of Company-Memorandum of Association-Articles of Association-Prospectus-Membership in a Company-Share Capital-Shares-Borrowing Powers-Management and Administration-Meetings and Proceedings-Accounts and Auditors-Prevention of Oppression and Mismanagement-Compromises, Arrangements and Reconstructions-Winding up.

Indemnity And Guarantee-Bailment And Pledge-Contract Of Agency-Sale Of Goods – Formation of Contract – Conditions and Warranties –Transfer of Property – Performance of Contract – Rights of an Unpaid Seller-Negotiable Instruments – Negotiable Instruments – Notes, Bills and Cheques-Parties to a Negotiable Instrument – Negotiation-Presenment of a Negotiable Instrument-Dishnour of a Negotiable Instrument-Discharge of a Negotiable Instrument-Rules of Evidence.

REFERENCE :

1. SS Gulshan, Business Law, Excel Books, 3rd Edition, 2006
2. Y.K.Bhusan, Business organisation and management
3. R.K.Sharma and Sashi K. Gupta, Business organisations.
4. S.C.Khuchal, Business Law
5. N.D.Kapoor, Business Law

22. FINANCIAL MANAGEMENT

UNIT I

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance- Features of Capital market development in India - Role of SEBI in Capital Issues.

UNIT II

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT III

Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

UNIT IV

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM.

UNIT V

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

References :

1. Richard A.Brealey, Stevart C.Myers, “Principles of Corporate Finance” McGraw Hill,NewYork.
2. James C.Van Horns, “Financial Management & Policy” Prentice Hall of India (P)Ltd.,New Delhi.
3. John J.Hampton, “Financial Decision Making – Concepts, Problems and Cases” Prentice Hall of India (P) Ltd., New Delhi (1994).
4. Prasanna Chandra, “Financial Management – Theory and Practice”, Tata McGraw Hill, New Delhi (1994).
5. B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press.
6. I.M.Pandey, “Financial Management”, Vikash Publishing, New Delhi.

23. OPERATIONS MANAGEMENT

UNIT I : Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II : Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III : Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV : Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V : Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) –Joseph G Monks–McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications Anx.54.L - MBA -Industry Integrated - 2008-09
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase,Aquilano & Jacobs “Production and Operations Management”,Tata McGraw Hill.

24. ENTREPRENEURSHIP DEVELOPMENT

UNIT I : Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial - environment.

UNIT II : Evolution of entrepreneurs - entrepreneurial promotion: TRaining and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisations is promoting entrepreneurs - Forms of business for - entrepreneurs.

UNIT III : Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.

UNIT IV : Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance

UNIT V : Setting small scale industries - location of enterprise - steps in setting SSI unit - PRoblems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentics and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

References :

1. Vasanth Desai : Dynamics of Entrepreneurial Development and Management - Himalaya Publishing House.
2. N.P.Srinivasan & G.P. Gupta - Entrepreneurial Development - Sultanchand & Sons.
3. P.Saravanavelu - Entrepreneurship Development Eskapee publications.
4. David L.Bodde, The International Entrepreneur, Prentice Hall of India, New Delhi.

25. BANKING THEORY AND PRACTICE

Objectives : : To enlighten the students' knowledge on Banking Regulation Acts.

Unit – I

Definition of banker and customer – Relationships between banker and customer – special feature of RBI, Banking regulation Act 1949. RBI credit control Measure – Secrecy of customer Account.

Unit – II

Opening of account – special types of customer – types of deposit – Bank Pass book – collection of banker – banker lien.

Unit – III

Cheque – features essentials of valid cheque – crossing – making and endorsement – payment of cheques statutory protection duties to paying banker and collective banker - refusal of payment cheques Duties holder & holder id due course.

Unit – IV

Loan and advances by commercial bank lending policies of commercial bank - Forms of securities – lien pledge hypothecation and advance against the documents of title to goods – mortgage.

Unit – V

Position of surety – Letter of credit – Bills and supply bill. Purchase and discounting bill
Traveling cheque, credit card, Teller system.

Book for Reference

1. Sundharam & Varshney, Banking theory Law & Practice, Sultan Chand & Sons., New Delhi.
2. Banking Regulation Act, 1949.
3. Reserve Bank of India, Report on currency and Finance 2003-2004.
4. Basu : Theory and Practice of Development Banking
5. Reddy & Appanniah : Banking Theory and Practice
6. Natarajan & Gordon : Banking Theory and Practice

26. ORGANISATIONAL DEVELOPMENT

UNIT I

Introduction to Organization Development:- Concepts, Nature and Scope of O.D. :
Historical Perspective of O.D. - : Underlying Assumptions & Values
Theory and Practice on change and changing - The Nature of Planned Change - The
Nature of Client Systems : Group Dynamics, Intergroup - Dynamics and Organizations as
Systems.

UNIT II

Operational Components of O.D - Diagnostic, Action and Process - Maintenance
components.

UNIT III

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

UNIT IV

Implementation and assessment of O.D - Implementation conditions for failure and
success in O.D. - efforts. - Assessment of O.D. and change in organisational
performance - The impact of O.D.

UNIT V

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D.

References :

1. Wendell L.French & Cecil H. Bell,Jr.Organization Development, PHI Fourth edition.
2. French, Bell and Zawacki - Organization Development Theory, Practice and Research Universal Book Stall, Third Edition.
3. Rosabeth Moss Kanter: The change Masters, Simson & Schaster.

Fifth Year

27. PROJECT MANAGEMENT

UNIT I

Project management – Concept of a Project – Categories of Project - Project life cycle- Definition of project management - The project as a conversion Process - project environment - complexity of projects - the relationship between project Management and line management - current issues in project management- system approach to project management - Roles and responsibilities of project manager.

UNIT II

Project planning - project planning as a value adding activity - process of project planning - managing the planning process - communicating project plans - dealing with increased complexity through net work diagrams - Analyzing the network- Critical Path Analysis - Activity on Nodes diagramming- Dealing with the uncertainty Programme Evaluation and Review Technique- Computerized Project Management - planning with standards.

UNIT III

Project financing and development banks - Development banking and western world - debt Equity ratio-Equity and Preference Share Capital- Internal Generation of Funds- Leasing Financing - Public sector bonds-Debentures- Assistance from International financial- Short Ten Rupee Funds for Working capital- All India Development Corporation- Specialized Institution - Investment Institution - means of financing - project financing package - procuring funds.

UNIT IV

Project implementation - stages - Bottlenecks in project implementation -Guidelines for effective implementation - Management techniques for project management - project monitoring - essentials - roles - tools and techniques Project management performance performance indicators performance improvement - project management environment - management reporting - report designing - project evaluation - project review.

UNIT V

Project feasibility study- Market Feasibility- Technical Feasibility-Financial FeasibilityEconomic Feasibility-Critical Success factors- Demand forecasting techniques.

Reference Books:

1. Project Management - Harvey Maylor - Macmillan India Ltd.
2. Project Management - S. Choudhury - Tata McGraw Hill publishing
3. Project Management Principles & Techniques -B.B.Goel- Deep & Deep pub.Pvt Ltd.
4. Project Planning, Analysis, Selection, implementation and Review – Prasanna Chandra- Tata McGraw Hill Publishing Company Ltd
5. Project Management A systems Approach to Planning Scheduling and Controlling- Harold Kerzner, CBs Publishers & Distributors, New Delhi.
6. Project Management Strategic Financial Planning Evaluation and Control Bhavesh M Patel- Vikas Publishing House Pvt Ltd., Delhi
7. Total Project Management-P.K Joy-Macmillan India Ltd.

28. PRINCIPLES OF INSURANCE

Unit I

Introduction to life insurance: Definition of Insurance-Legal Position in India-Principles of a valid contract-special principles of Life insurance-Structure of a life insurance company-Life insurance Intermediaries- Insurance products and classes-Life and General.

Unit II

Premium and Application-Acceptance: Proposal form-Underwriting-role of intermediary in selection-Mortality tables-stages in Premium Calculation-Premium Payment-Non – forfeiture regulations-Revival of Lapsed Policies.

Unit III

Claim Procedures and Underwriting Practices: Underwriting Process-Identifying, Developing, and Evaluating Alternatives-Moral Hazard-Morale Hazard-Physical Hazard-Retention-Implement the Decision-Monitor the Exposure-Claims Notification-Claims Handling-Surveyors and Loss Assessors-Franchise –Arbitration.

Unit IV

Insurance pricing- fundamentals of insurance pricing- pricing objectives- types rating- life insurance Vs. Non- life insurance pricing-Identify possible rate classes-Measure the statistical significance of possible classes- Rate making entities-pricing of catastrophe events-Excess and Deductible Rating

Unit V

Introduction to reinsurance- Reinsurance market structure - trade barriers -The historical development of reinsurance- Purpose and Objectives of reinsurance-The methods of reinsurance-Proportional and non-proportional reinsurances- Catastrophe reinsurance-Reinsurance cost and retention theory (classical and pragmatic theories)-Reinsurance accounting-Reinsurance markets.

References :

1. Dr.P.K.Gupta, Insurance and Risk Management, Himalaya Publishing House
2. John R.Ingrisano, The Insurance Dictionary, S.Chand & Co., New Delhi (2000).
3. Publications of Insurance Institute of India, Mumbai, on Motor Insurance, Fire Policy Drafting, Marine Underwriting and Miscellaneous (Accident) Insurance.
4. Publications of National Insurance Academy, Pune.
5. Kenneth Black and Harold Skipper, Life and Health Insurance.
6. Insurance and risk management- Gupta R.K
7. Management of insurance companies –Vivek Gupta
8. Seethapathi .K and Jawaharlal Insurance Underwriting: A managerial Perspective Vol:1
9. Agarwal and Abhishek, Reinsurance: Concepts and cases

29. MANAGEMENT OF INTER-PERSONAL EFFECTIVENESS

Managing Interpersonal Effectiveness. This is a self and Personality development course to be integrated with exercises and experiential learning.

UNIT I

Self Definition and Perception. Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management.

UNIT II

Communication :

Communication and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication - Barriers - ways of over coming - Nonverbal Communication - Paralanguage, Eye Contact, Facial expression, Kinesthetics, Body language, Deception, and Detecting deception.

UNIT III

Assertive Training

Nature, importance & relevance to organizational life - Assertion and aggression , Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion. When to say Yes/No. Being assertive with oneself - cutting, rewriting, editing and How to enhance individual assertiveness?

UNIT IV

Transactional Analysis

Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.

UNIT V

Counseling

Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance Predicting People's Problems Journey into life space.

Anxiety and stress Counseling to develop organisations, Check list for Counselors, Training for Counseling.

References :

1. Venkatapathy.R and Jackson.P.T. Managing Interpersonal Effectiveness, Adhithya Publishers, 2003.
2. Thomas Harris I'm okay, you're okay.
3. Fishert Uray Getting to Say yes: Negotiating an agreement without giving in AMA,1993.
4. www. Ta Tutor.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

30. EVENTS MANAGEMENT

Unit I

Events - nature definition and scope, C's of events, designing, interaction and importance. As a marketing tool - various needs addressed by events, focusing and implementing events, advantages and disadvantages of events.

Unit II

Elements of events - event infrastructure, target audience, organizers, venue, media activities to be carried out. Concept of market in events, segmentation and targeting of the market events.

Unit III

Positioning in events and the concept of event property. Events as a product. Methods of pricing events, Events and promotion, various functions of management in events.

Unit IV

Strategic market planning, Development and assessment of market plan.

Unit V

Strategic alternatives arising from environment, competition and defined objectives. Pricing objectives, Evaluation of event performance - measuring performance & correcting deviations,

References :

1. Gaur.S.S. and Saggere.S.V., Event Marketing Management.
2. Panwar.J.S., Marketing in the New Era, Sage Pub., 1998.
3. Kotler.P., Marketing Management, Analysis, Planning, Implementation and Control, Prentice Hall, 1997.
4. Avrigh.Barry, Event and Entertainment, Delhi, Vision Books, 1994

31. E- COMMERCE

Unit I

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management

Unit II

The Internet and the World Wide Web: The Internet Today - History of the Web - Unique benefits of the Internet - Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages - Launching a Business on the Internet.

Unit III

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

Unit IV

E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

Unit V

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.

Reference :

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

32. Elective- 1

33. Elective- 2

34. Elective- 3

ELECTIVE PAPERS

1 - FINANCE

1. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT I : Investment setting - Securities - Securities Market - Sources of investment information - Security market indicators - Security Contract regulation Act.

UNIT II : Valuation of Securities : Equity - Preference shares - Debt instruments - Hybrid securities - derivatives - Asset pricing theories - CAPM - APT - Portfolio theory - Option pricing theory.

UNIT III : Economic Analysis - Economic forecasting and stock Investment Decisions - Forecasting techniques. Industry Analysis - Industry classifications. Economy and Industry analysis. Industry life cycle - Evaluating Industry relevant factors - External industry information sources.

UNIT IV : Company Analysis : Measuring Earnings - Forecasting Earnings - Applied valuation techniques - Graham and Dodds investor ratios value investing.

Technical Analysis : Fundamental Analysis Vs Technical Analysis - Charting methods - Market Indicators - Trend - Trend reversals - Patterns - Moving Average - Exponential moving Average - Oscillators - ROC - Momentum - MACD - RSI - Stoastics.

UNIT V : Portfolio - Construction - Diagnostics Management - Performance Evaluation - Portfolio revision, Case Analysis, Review of relevant articles.

References :

1. Investment Management and Portfolio Analysis - Reilly.
2. Fundamentals of Investing - Gitman
3. Security Analysis - Graham and Dodd
4. Management of Investments - Clark Francis
5. Modern of Security Analysis and Portfolio Management - Fuller and Farvell.
6. Investment Management - Balla and Tuteja.

2. INTERNATIONAL FINANCIAL MANAGEMENT

UNIT I : Foreign exchange market - Cash and spot exchange markets - Forward, Futures and option market. Interest rate Parity theory - expectation theory - law of one price - capital market equilibrium - International monetary system Exchange rate determination - Factors governing Exchange rate Behaviour.

UNIT II : Foreign Risk - Types of Exposure - Management of Exposure - Currency Market Hedges - Insuring Currency Risks.

UNIT III : International Investment decisions - Cost of Capital and Foreign Investment - International Working Capital Management. Short term Financial markets -Eurodollars – Euro currencies - Cash management and market efficiency, Long term Financial markets. Portfolio Investment - Financing of international operations. Interaction of Investments and Financing decisions.

UNIT IV : Evaluation and Explanations of Foreign Direct Investment - the growth and special problems of multinational corporations - Financing multinational companies - Foreign Institutional Investments.

UNIT V : International Investing - Multinational diversification - American Depository receipts - Global Investment companies - International Investment strategies - Forming International Portfolios. Future of International Financial Systems.

References :

1. International Finance: The Markets and Financial Management of Multinational Business, Mauric D.Levi, McGraw Hill Inc, Newyork (1990).
2. International Financial Management - Dr. P.K.Jain & others, McMillan
3. Financial Management and Policy, James C Van Horne, prentice Hall of India Pvt.Ltd., New Delhi (1994).
4. Principles of Corporate Finance, Richard A Brealely, Stewart C.Myers, McGraw Hill Book Company, NewYork (1988)
5. Management of Investments, Jack Clark Francies, McGraw Hill Inc (1993)
6. Modern Investments & Security Analysis, Russel J Fuller & Fuller & James L Farrell Jr.McGraw hill Inc.(1981)

3. MANAGEMENT OF FINANCIAL SERVICES

Unit I

FINANCIAL SYSTEM, MARKETS & SERVICES -Financial System-Financial Markets & Institutions- Financial Services: An Introduction – Management of Risk in Financial Services – Regulatory Framework.

Unit II

FINANCIAL MARKET: OPERATIONS AND SERVICE- Stock Exchange: Functions and Organisations – Broking and Trading in Equity – Broking and Trading in Debt – Depositories

Unit III

FEE BASED SERVICES -Issue Management – Corporate Advisory Services – Credit Rating – Mutual Funds – Asset Securitisation

Unit IV

FUND BASED SERVICES - Leasing and Hire Purchase – Housing Finance – Credit Cards – Venture Capital – Factoring, Forfeiting and Bill Discounting.

Unit V –

INSURANCE SERVICES-Life Products – Non-life products – Broking Services

Reference :

1. L.M. Bhole, 2005, Financial Institutions and Markets: Structure, Growth and Innovations, Tata-McGraw Hill Publication Co., New Delhi.
 2. M.Y. Khan, 2005, Financial Services, Ttat McGraw-Hill Publishing Co.: New Delhi
 3. Indian Financial System – Varshney and Mittal (Sultan Chand & Sons)
-

2 - MARKETING

1. RETAIL MANAGEMENT

Unit I

Retailing - An introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

Unit II

Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management- positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

Unit III

Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

Unit IV

Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations; Customer service management.

Unit V

Impact of information technology in retailing - Integrated systems and Networking EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, on line retailing, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.

Reference :

1. Berman and Evens, Retail Management, PHI.
2. David Gilbert, Retail Management, Financial Time/Prentice Hall.
3. Gibson Vedamani, Retail Management, Jaico Books.
4. Levy & Weitz, Retail Management, Tata McGraw Hill.

2. ADVERTISING AND PROMOTION MANAGEMENT

UNIT I : PROMOTION MIX & PERSONAL SELLING: Promotion Mix Tools, Steps in Communication process, Factors in deciding promotion mix.

Personal selling - Sales force Design - objectives, strategy six, structure and

compensation. Principles of Personal Selling - Salesmanship, steps in selling process, Negotiation - Models, Strategy & Tactics, Customer Relationship Management. Evaluation of personal selling.

UNIT II : ADVERTISING MANAGEMENT:

Meaning, Objectives, Importance, Classification of advertisement, Economic and Social Effects of Advertising, Organisation of Advertising Department, Advertising Agency Management, Campaign Planning, Advertising Budget.

UNIT III : ADVERTISING MEDIA MANAGEMENT:

Types - Print, Radio, TV, Cinema Outdoor and other forms - Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling.

UNIT IV : ADVERTISING CREATIVITY:

Advertising Copywriting for Print and Broadcast Media - Principles, Styles, Advertising Visualization and Design, Production of Print, Broadcast and other Advertisements, Evaluation of Advertising.

UNIT V : SALES PROMOTION AND PUBLIC RELATIONS

SALES PROMOTION : Objectives, Tools, Planning, Implementation and Control, Evaluation of Sales Promotion.

PUBLIC RELATIONS : Objectives, Tools, Media and Message, Evaluation of Public Relations.

UNIT VI Case Analysis

References :

1. Promotion Management - John.J.Burnett - AITBS.
2. Advertising - Theory & Practice - Vernon Fryburger - AITBS.
3. Advertising Excellence - Bovee & Thill - Mc Graw Hill International.
4. Advertising and Promotion: An Integrated Marketing Communications Perspective – George E Belch and Michael E Belch, 6th Edition, TMH, 2006
5. Sales Promotion - Tony Dakin.
6. Sales Promotion - Julian Cummins.
7. Successful Sales Promotion - Pran Chowdhry .et.al. - MacMillan
8. Sales Management - Cundiff, Stil & Govani – PHI/Pearson.
9. Practical Public Relations - Sam Black - Universal Book.
10. Managing Public Relations - Gruning and Hunt - CBS College Publishing.

3. BRAND MANAGEMENT

UNIT – I

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

UNIT – II

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers – Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference - Buying decision perspectives on consumer behaviour, Building a strong brand – Method & implications.

UNIT – III

Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

UNIT – IV

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalisation of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

UNIT – V

Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online. Indianisation of Foreign brands & taking Indian brands global – issues & challenges.

Reference:

1. Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
2. Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
3. Harsh Varma, Brand Management, Excell Books, New Delhi.
4. Majumdar, Product Management in India, PHI.
5. Sengupta, Brand Positioning, Tata McGraw Hill.
6. Rameshkumar, Managing Indian Brands, Vikas.
7. Chandrasekar, Product Management, Himalaya.

3 - HUMAN RESOURCE**1. CHANGE MANAGEMENT****Objective**

To enable students to analyze strategic change & how change impacts managerial issues.

Topics

Understanding change - nature , forces, types and models of organizational change. impact of change, transition management.

Organisational change – progress and challenges in organizational change management. learning organisation, role of politics.

The human change process – motivating and enabling change , managing complex major changes

Effective change leader –Mapping change – the cultural web – cultural attributes to change – resistance to change.

Intervention strategies: - systems approach to change, intervention strategy model, total project management model.

Pedagogy:

The course will use a combination of methods as its pedagogy including case analyses, lectures and discussions.

Evaluation Method:

Method/Item	Weightage
Assignments	20%
Class participation	20%
Presentations	20%
Test	40%

Text:

1. Harigopal K, Management of Organisational change – Leveraging transformation, sage Publications Pvt. Ltd., New Delhi, 2001.
2. Paton A.R, Mc Calman J, Change Management – A guide to effective implementation, Sage Publications Pvt. Ltd., New Delhi, 1992.

References :

1. Carr K.D, Hard J.K.Tralant W.J, Managing the change process, Mc GrawHill, New York,1996.

2. PERFORMANCE MANAGEMENT SYSTEMS AND STRATEGIES

OBJECTIVE

To show students performance management.

UNIT I

What is performance Management? Its linkage with other HR Systems Elements of Performance Management – Defining Performance, Facilitating Performance and Encouraging performance – Setting Goals & Targets – Responsibilities before, during, after Performance & Development - Planning – Monitoring and Appraising Performance (performance Appraisal) – What is Performance Appraisal – The Performance Appraisal system – Performance Appraisal methods – Errors and Biases in Performance Appraisal - Reducing biases / errors – Features of a effective system – Performance Counseling (What is it, What to do, What not to do)

UNIT II

Performance management and compensation strategies – Job analysis, Job description, Job Employee benefits required by laws – Discretionary major employee benefits – Employee

services, Health care, Lon term care-Requirements of an effective benefits programme – Concerns of management – Important issues in Executive compensation – International compensation.

UNIT III

What is PfM, Process of PfM, PfM system, PfM Theatre, Pillars of PfM theatre – Planning Managee Performance & Development, Monitoring Managee Performance & Mentoring, Managee Development, Ongoing Performance Monitoring & Review, Mentoring and Managee Development. Annual Stock taking – Stock taking Performance, Stocktaking Potential, Appraising for Recognition and Reward-Getting to grips – Transmuting Learning into Action, Operational zing Change through Performance Management, Building & Leading High Performing Teams.

UNIT IV

Performance Management and Organizational Change – Reward management and the Management of Change – Strategic Reward Management – Employee Relations and Involvement Strategies and the Management of Change – 360 Degree Feedback and Performance Management System – 360 Degree Feedback and Assessment Development Centers.

UNIT V

Issues and concerns in Performance Management.
Cases relating to issues discussed in the previous units.

REFERENCE BOOKS

1. T.V. RAO, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2004.
2. Premchada, Performance Management: It's about Performance – Not just appraising, Macmillan, New Delhi, 2003 (Reprint-2005)
3. Srinivas Kandula, R., Strategic Human Resource Development, Prentice Hall of India, New Delhi, 2001.
4. T.V. Rao, Gopla Mahapatra, et all, 360 Degree Feedback and Performance Management System, Vol 2, TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2002, (Reprint 2006).
5. T.V, Rao and Nandhini Chawla, 360 Degree Feedback and Assessment & Development Centres, Vol 3, TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2005.
6. Adrian Thornhill, Phil Lewis, et all, Managing Change: A Human Resource Strategy Approach, Financial Times-Prentice Hall, Pearson Education, New Delhi, 2000.
7. Wendell.L.French, Cecil H.Bell Jr., and Robert. A.Zawacki, Organization Development and Transformation: Managing Effective Change, 6th Edn., Tata McGraw Hill Publishing Co. Lt., New Delhi, 2006.

3. ORGANIZATIONAL DEVELOPMENT AND CHANGE

OBJECTIVE

To explain students how organizations change and how to manage it.

UNIT I

OD – definition – history of OD – values, assumptions and beliefs in OD. OD – overview – foundations of OD – models and theories – systems theory participation and empowerment – teams and team work – parallel learning structures.

UNIT II

OD – interventions – classifications: teams interventions – inter group and third party peace making interventions – comprehensive OD interventions. Theory and Practice on change and changing; The Nature of Planned Change; The Nature of Client Systems: Group Dynamics, Inter group Dynamics and Organizations as Systems.

UNIT III

Managing the OD process – action research: a process and approach – history and varieties of action research. Operational Components of OD: Diagnostic, Action and Process – Maintenance Components.

UNIT IV

Implementation and Assessment of OD. Implementation conditions for failure and success in OD efforts; Assessment of OD and change in organizational performance; The impact of OD Structure interventions and applicability of OD – training experiences – T-groups – behavioral modeling – life and career planning – coaching and mentoring – instrumental training.

UNIT V

Power, Politics and OD – research on OD – future and OD. Some key considerations and issues in OD: Issues in consultant – client relationship; Mechanistic & Organic systems and contingency approach; The failure of OD.

REFERENCE BOOKS

1. Wendell I. French & Cecil H. Bell, Jr. – Organization Development – PHI.
 2. French, Bell and Zawacki – Organization Development Theory, Practice and Research, Universal Book Stall, Third Edition.
 3. Rosabeth Moss Kanter, the change Masters, Simson & Schaster.
 4. Daniel Robey, Carol A Sales – Designing Organizations – fourth edition.
 5. Advian, Phil, Mike & Mark – Managing Change – FT & Prentice Hall.
 6. Blake & McCanse – Leadership Dilemmas – Grid Solutions – GPC (Gulf).
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4 - SYSTEM

1. SYSTEMS ANALYSIS AND DESIGN

Unit I

System Concepts & Information System Environment : System concepts - definition, characteristics of a system, Elements of a system, Types of a System, introduction to System Analysis and Design - System Analysis, System Design, System Development Life Cycle.

Unit II

The Information System Analysis : Introduction - where does the system analysis come from? - What does it do? - Preparing for Career as a System Analyst - General Business Knowledge - Technical Skills - Communication skills - Role of System Analyst - Change Agent - Investigator and Monitor - Psychologist, Sales Person, Motivator, Politician, Place of the System analyst position in the MIS organization.

Unit III

System Analysis : Problems who System Development Life Cycle approach, Neet for a Structured approach, Information Gathering. A problem solving approach - Data Flow Diagrams, Data modeling with logical entity relationship. Process modeling with logical data flow diagram, Dta dictionary, Decision Tree, Decision tables and Structured English.

Unit IV

System Design : Introduction, The Process of Logical & Physical design - Modern Computer Databases - Different kinds of databases - E-R models - E-R diagrams - Normalization. Computer outputs and controls, computer inputs and controls, Code design, Computer based methods, procedures and controls.

Unit V

System Implementation : System testing Conversion Compating resistance to change Post Implementation review Software maintenance Hardware/Software Selection Seuruty disaster/ recovery and ethics in System development.

Case Analysis.

References :

1. System Analysis and Design - Elias M.Awad.
2. System Analysis and Design - Jerry L.Whitten, Lonnie D.Bently & Victor M.Bar
3. System Analysis and Design - A case study approach - Robert J Thierauf.
4. Data base System Concepts - Henry F.Korth,Abraham Silberchatz & Sudharsan.
5. System Analysis and Design - Kendall, Pearson, 2002

2. SOFTWARE PROJECT MANAGEMENT

Unit I

Introduction to Software Projects : Introduction- software projects - software projects versus other types of projects - Projects Management - Requirements specification - An overview of project planning - Project evaluation: Strategic and technical assessment - Risk evaluation - Project Analysis and Technical planning - Software Estimation.

Unit II

Activity planning : Objectives- Project schedules and activities-Different lanning models - Sequencing and Scheduling projects - Network planning model - shortening project duration - Identifying critical activities - Risk Management: Nature of risk-Management risk-Evaluation risk

Unit III

Resource Allocation : Nature of resources-Resource requirements-Creating Critical path and counting the cost- Monitoring and control: Responsibility-assessing progress-setting check points- taking snap shots- collecting data - visualizing progress - Cost monitoring - Priority monitoring - Managing people and organizing teams.

Unit IV

Software Configuration Management : Basic Functions - Responsibilities - Standards - Configuration management - Prototyping - Models of Prototyping -Planning for small projects: Introduction - Some problem with student projects - Content of project plan.

Unit V

Software maintenance and configuration Management : Maintenance characteristics - Management tasks - Maintenance side effects - Maintenance issues - Configuration Management - Source code metrics - Case study - PRINCE project management.

TEXT BOOKS :

1. Mike Cotterell, Bob Hughes, "Software project management", Inclination/Thomas Computer press, 1995.
2. Darrel Ince, H.Sharp and M.Woodman, "Introduction to software project management and Quality Assurance", Tata McGraw Hill, 1995.

3. DATA MINING

Unit I

Data Warehousing: Introduction - Datawarehousing overview - Overall Architecture - Data Warehouse Database - Sourcing, Acquisition, Cleanup and Transformation Tools - Meta data - Access Tools - Data Marts - Data Warehouse Administration and Management - Impact of the Web.

Unit II

Data Mining: What is Data Mining? - What Data Mining is not? - The motivation for data mining - Learning from past mistakes - Measuring Data Mining effectiveness - Discovery versus prediction - Over fitting - State of the industry - Data Mining Methodology.

Unit III

Data Mining Business Value: Customer Profitability - Customer Acquisition - Cross Selling - Customer retention - Customer Segmentation. Building the Business Case: Introduction - Uncovering the needs for data mining in the company - Defining the business value - The Costs-Build the business case.

Unit IV

Deploying Data Mining for CRM: Define the problem - Define the user - Define the data - Scope the project - Trial - Quality Assurance - Launch - Collecting Customer Data: Introduction - Types of Customer data - Collecting Customer data - Connecting Customer data - privacy and data mining - Guidelines for privacy - Legal issues associated with data mining.

Unit V

Customer Scoring: Introduction - The process - preparing the data - Integrating scoring with other applications - Optimizing the CRM Process: Introduction - Improved Customer Profitability - Optimized CRM - The Complete loop - Optimal CRM process - Using data mining to optimize CRM process - Optimization techniques - Data Mining tools and CRM tools.

Unit VI : Cases in Data Mining

TEXT BOOK

1. Alex Berson, Stephen Smith, Kurt Thearling, "Building Data Mining Applications for CRM", Tata McGraw Hill, 2000.
2. Jaiwei Jan, Micheline Hamber, "Data Mining Techniques", Prentice Hall of India, 2002.
