

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046  
SCHOOL OF DISTANCE EDUCATION (SDE)  
for the SDE students admitted during the academic year 2011-12 & Onwards

**M.B.A**  
**(Annual Pattern)**

<b><u>Paper</u></b>	<b><u>Name of the Subject</u></b>	<b><u>Marks</u></b>
<b><u>First Year</u></b>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
<b><u>Second Year</u></b>		
2.1	Productions and Operations Management	100
2.2	Executive Communication	100
2.3	Brand Management	100
2.4	Management Information Systems	100
2.5	International Business	100
2.6	Event Management	100
2.7	Micro-Finance: Perspectives and Operations	100
2.8	Business Environment and Ethics	100
2.9	Strategic Management	100
<b>Total</b>		<b>1800</b>

## **1.1.Principles of Management and Organizational Behaviour**

### **UNIT I**

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

### **UNIT II**

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

### **UNIT III**

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

### **UNIT IV**

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity.

Personality - Determinents, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

### **UNIT V**

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams.

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

### **REFERENCE**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6<sup>th</sup> Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

## **1.2. Managerial Economics**

### **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

### **REFERENCE**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

## **1.3. Accounting and Finance for Managers**

### **UNIT I**

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

### **UNIT II**

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

**UNIT III**

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.

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

**UNIT IV**

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

**UNIT V**

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Dividend Policy. 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.

**REFERENCE**

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

### **1.4. 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.

#### ***REFERENCE***

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgatiya, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

### **1.5. 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.

### **REFERENCE**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.

3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

### **1.6. Quantitative Techniques for Management**

#### **UNIT I**

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

#### **UNIT II**

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

#### **UNIT III**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

#### **UNIT IV**

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

#### **UNIT V**

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

#### **REFERENCE**

1. Statistics for Management – Richard L Levin & David S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

### **1.7. 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 ananlysis. (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.

#### **REFERENCE**

1. Rao K.V.Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.



## **1.8. CORPORATE COMMUNICATION**

### **Unit 1:**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

### **Unit 2:**

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

### **Unit 3:**

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

### **Unit 4:**

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

### **Unit 5:**

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

### **References:**

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

## **1.9. 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
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.

Questions : 40% of the questions shall be problems  
60% of the questions shall be theory based.

## **II Year**

### **2.1. PRODUCTION AND OPERATIONS MANAGEMENT**

**Objectives:** To introduce the basic concepts of production management and to provide practical insights for operations management.

#### **Unit I**

Production and Operations Management – Meaning – Importance-historical contributions-systems view of OM- Functions Of OM- Efficiency and effectiveness- Types Of Production Systems

#### **UNIT II**

11: Product design and process selection – Evaluation and selection of appropriate Production and Operations Technology. Product Design and Process selection.

#### **Unit III**

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.

Production Planning and control – meaning – functions-aggregate planning – master production schedule(MPS) – Material Requirement Palnning(MRP) – BOM – Capacity

Requirement planning (CRP)- Techniques – Problems in MRP and CRP – an introduction to MRPII and ERP – Business Process Re-engineering – Total Productive Maintenance

#### **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 – Concept of O.C.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 & Operations Management- Everest E Adam & Ebert – PHI- Publication forth edition
2. Operations Management(Theory & Problems)- Joseph G Monks- McGraw Hill Intl.
3. Production And operations Management – S.N.Chary- TMH Publications
4. Production And Operations Management – Pannerselvam, PHI
5. Chunawalla And Patil- Production And Operations Management, Himalaya
6. Modern Production And operations Management- E.S. Buffa
7. Operations Management: Strategy and Analysis Lee j. Krajewski and Larry P. Ritzman, Adison walley
8. “Production And Operations Management Chase, Aquilano & Jacobs” Tata Mcgraw Hill.

Questions 60% Theory 40% Problem

### **2.2. EXECUTIVE COMMUNICATION**

**Objectives:** To develop written and oral communication skills in students to groom them as effective management professionals.

**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 - 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.

**Reference**

Mastering Business Communication Woolcott& Unwin –, Mcmillan  
Business Communication Raisher: - Aitbs  
Developing Communication Skills Krishna Mohan & Meera Bannerjee, Mcmillan  
Assignment & Thesis Writing Anderson & Others :  
Business Communication ;Rajendrapal & Korlahalli  
Business Communication – Lesikar and Flatly.

**2.3. BRAND MANAGEMENT**

**Objectives:** To increase the understanding of important issues in planning and evaluating branding strategies across goods and services.

**Unit-I**

Concept of a Brand-Evolution-perspectives, anatomy, types of brand names, brand name associations, brands vs products, advantages of brands to consumers and firms, brand elements: components and choosing brand elements, branding challenges and opportunities.

**Unit II**

Brand positioning-basic concepts-alternatives-risks-brands and consumers-strategies for positioning the brand for competitive advantage-points of parity-points of difference-buying decisions, perspectives on consumer behaviour, building a strong brand-method and implications

**Unit III**

Brand image – dimensions-brand associations and image, brand identity-perspective levels and prism. Managing brand image-stages-functional, symbolic and experiential brands. Brand equity – sources of equity-brand equity models, brand audits, brand loyalty and cult brands.

**Unit IV**

Leveraging brands – brand extensions, extendibility, merits and demerits, line extensions, line trap-co branding and licensing brands. Reinforcing and revitalization of brands-need, methods, brand architecture-product, line, range, umbrella and source endorsed brands. Brand portfolio management.

**Unit V**

Brand valuation-methods of valuation, implications for buying and selling brands, applications-branding industrial products, services and retailers-building brands online.  
Indianisation of foreign brands and taking Indian brands global-issues and challenges.

**References**

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, Excel Books, New Delhi
4. Majumdar, Product Management In India, PHI
5. Sengupta, Brand Positioning, Tata Mcgraw Hill
6. Rameshkumar, Managing Indian Brands, Vikas Pub.
7. Chandrasekar, Product Management, Himalaya Pub.

## **2.4. MANAGEMENT INFORMATION SYSTEM**

**Objectives:** To familiarise the students with the fundamental concepts of information system and its role in business decision making

### **UNIT I**

Foundation of information systems ; a framework for business users - Roles of information systems - System concept - 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 - Centralized , Decentralized and Distributed - EDI supply chain management-CRM-ERP.

### **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 - social challenges of Information technology .

### **References**

- 1.James A O'Brian , Management Information System
- 2.Effy Oz , Management Information System Third Edition
- 3Laudon & Laudon , Management Information System Eight Edition

## **2.5. INTERNATIONAL BUSINESS**

**Objective:** To familiarize the students with the intricacies of international business in terms of investment, monetary systems and strategies .

### **Unit-I**

The Globalisation of the world Economy -The Changing Nature of International Business. Differences in International Business

**Unit: II**

World business environment — Political Environment -Economic Environment - Legal Environment -The Determinants of Economic Development - States in Transition.

Difference in Culture: Introduction - Social Structure - Religion - Language - Education -Culture and the Workplace - Cultural Change -Cross-Cultural Literacy - Culture and competitive Advantage. Risks in international business.

**Unit:III**

The Global Trade and Investment Environment -International trade theory: Introduction - An Overview of Trade Theory - Absolute Advantage - Comparative Advantage - Heckscher - Ohlin Theory - The New Trade Theory - National Competitive Advantages - Porter's Diamond

The Revised Case for Free Trade - Development of the Multilateral 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 Function of the Foreign Exchange Market.

**Unit: V**

Strategies of International Business - - Strategy and the Firm - Profiting from Global Expansion - Pressure 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 – International Marketing Operations.

Exporting, importing and counter trade- introduction - Export and Import Finance- Export assistance.

**References:**

International Business : Hill.C.W;Competing In The Global Market Place , Irwin - Mcgraw Hill 1999

International Marketing , Philip R.Cateora , ,Irwin Mcgraw Hill,9th Edn ,  
International Business, Shivaramu , , Macmillan India .

International Business , Francis Cherunilam , ,Wheeler Publications.

International Business, Charles W.L , Hill, Irwin - Mcgraw Hill, 1998.

**2.6. EVENTS MANAGEMENT****Unit I**

Introduction - Definitions and frameworks - Categories and typologies -Historical contexts and precedents -Characteristics of events -The market demand for events -Introduction - Size and scope of the events market - Determinants and motivations- The structure of demand for events.

THE EVENTS BUSINESS: supply and suppliers: Introduction -The structure of events services: public sector -The structure of events services: private sector - Companies and their roles - Voluntary bodies, committees and individuals. SOCIAL, ECONOMIC, POLITICAL AND DEVELOPMENTAL IMPLICATIONS: Introduction - Social and community implications - Economic implications - Political implications - Developmental implications –

**Unit II : Managing Events**

MAKING A START: Introduction - Getting organized- Event feasibility: finding and testing an idea - The screening process - Progressing the idea. EVENTS PLANNING: Introduction - The planning process - Objectives, environmental search and information-gathering - Demand and operational planning - Financial planning - Marketing planning - Getting it together

**Unit III: FINANCIAL MANAGEMENT AND THE BUDGET**

Introduction - Objectives and financial planning - Creating a budget - The detailed budget -Who spends what -Other sources of income -Sponsorship and public funding. THE EVENT: Creating the ambience

**Unit IV: MARKETING AND PUBLIC RELATIONS FOR EVENTS**

Introduction - The target market - How to influence the target market - The marketing plan - Marketing for a new event - Marketing for repeat events and new editions. MANAGING THE EVENT AS A PROJECT: Introduction - The event as a project - Risk management - Legalities and insurance - Systems set-up and ticketing - Operational activities

**Unit V: THE ORGANIZATION MANAGER AND THE TEAM**

Introduction - Organization - Organizational effectiveness -Staffing: professional or volunteer - Factors influencing the number and type of staff - Finding staff - Running the event on the day. CLOSE-DOWN, EVALUATION AND LEGACIES: Introduction - Close-down Evaluation - Divestment and legacies.

**REFERENCES :**

1. Anton Shone & Bryn Parry, *Successful Event Management*, Cengage Learning India Edition Fenich, G. (2005). *Meetings, Expositions, Events, and Conventions: An introduction to the industry*. New Jersey: Pearson Prentice Hall.
2. Getz, D. (1997). *Event Management & Event Tourism*. New York: Cognizant Communication Corporation.
3. Montgomery, R. J. and Strick, S. K. (1995). *Meetings, Conventions, and Expositions: An Introduction to the Industry*. New York: John Wiley & Sons, Inc.

**2.7. MICRO-FINANCE: PERSPECTIVES AND OPERATIONS****Unit I**

Micro Finance: Introduction – Economic growth and Transformation – Micro Finance Definitions, Scope and Assumptions; Micro Finance: Lessons from International Experience; Micro Finance Services – Scope, Achievements and Challenges – Micro Finance and the poor : A critique.

**Unit II**

Current Debates and Challenges for Micro-Finance : An Overview; State Interventions in Rural Credit in India; NABARD and SHG – Bank Linkage Programmes; Constraints in Mainstreaming of MFIs; Governance and the Constitution of the Board of various Forms of MFI's; Micro-Finance versus Informal Sources of Lending; Micro- Finance Delivery Methodologies; Legal and Regulatory Framework.

**Unit III**

Micro-Finance in India : Present and Future; Some innovative and Creative Micro-Finance Models; Impact of Micro-Finance; Emerging Issues; Impact Assessment and Social Assessment of MFIs

**Unit IV**

Financial Product and Services : Introduction – Minimalist vs Integrated – Financial services – Credit delivery methodologies – Non Financial Services – Fundamentals of Designing products – Sustainable Interest Rate; Financial Accounting and Reporting : Characteristics of Financial Statement – Components of Financial Statement – The Accounting equation – Financial Report Format – Mechanics of Accounting.

**Unit V**

Revenue Models of Micro-Finance : Profitability, Efficiency and Productivity ; Risk Management; Basics of Banking

**REFERENCES :**

1. Indian Institute of Banking & Finance “Micro-Finance Perspectives and Operations” – Mcmillan India.
2. Debadutta K.Panda “ Understanding Microfinance” – Willey India – 2009

**2.8. BUSINESS ENVIRONMENT AND ETHICS**

**Objectives:** To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

**UNIT 1 :-** Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

**UNIT II:-** Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards-reforms in Boards – compensation issues – ethical leadership.

**UNIT III :-** Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.

**UNIT IV:-** Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts & deficit financing

**UNIT V:-** Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.



**REFERENCES:**

Adhikari.m - Economic environment of Management  
 Francis cherunnilam - Business environment  
 Pruti s . economic & managerial environment in India  
 Davis & Keith William c . frederik - business and society  
 Amarchand d - Government and business  
 Mankard \_ Business Economics  
 A.N Agarwal \_ Indian economy  
 Steiner and Steiner – Business Ethics – Mc-Graw Hill  
 Raj Agarwal – Business Environment – Excel Books.

**2.9. STRATEGIC MANAGEMENT**

**Objectives:** To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies

**UNIT I**

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

**UNIT II****Environmental Analysis & Internal Analysis of Firm:**

General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders' expectations, Scenario-planning - industry analysis.

**UNIT III****Strategy formulation**

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non- profit organizations and large multi product and multiple market organisations.

**UNIT IV****Tools of Strategy Planning and evaluation**

Competitive cost dynamics - experience curve -BCG approach - cash flow implication. IA -BS matrix - A.D Little's Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

**Unit V****Strategy implement & Control:**

Various approach to implementation of strategy - Matching organization structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management.

**Reference**

- 1.Pearce& Robinson, Strategic Management ,All Indian Travellers N.D
- 2.A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
- 3.Micheal Porter, Competitive Strategies.
- 4.Micheal Porter, Competitive Advantage Of Nations.
- 5.Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill.
- 6.Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
- 7.Gerry Jhonson & Keven Scholes, Exploring Corporate Strategy: Text And Cases,Ph
- 8.Jaunch .L ,Rajive Gupta & William.F.Glueck ,Business Policy And Strategic Management ,Frank Bros & Co,20003
- 9.Fred R.David ,Strategic Management Concept &Cases ,Pearson,2003

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**QUESTION PAPER PATTERN**

**Time : 3 Hours****Max Marks : 100****Answer any Five Questions****(5 X 20 = 100 Marks)**

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