

# **SNDT Women's University**

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## **Syllabus – MBA Executive**



**SNDT Women's University  
1, Nathibai Thackersey Road,  
Mumbai 400 020**

**Revised - 2008**

# **Title of the Course**

## **MBA – Executive**

### **Introduction :**

The MBA Executive programme of JDBIMS focuses on knowledge and skills required by management professionals will plan to work for Indian and multinational corporations. It would provide the students with a general management and introduce them to the latest concepts and practices related to functional areas of management. The MBA Executive programme is structured in a flexible manner so that working executives can pursue this programme without disturbing their careers.

This is well structured programmes, curricula at par with full time MMS programme based on industry-institute interaction / experiences the need of changing Business Environment.

### **Objectives:**

The MBA aims at imparting professional education and training in modern management techniques for handling marketing operations in a highly dynamic and competitive environment. The main objective of the programme are :

- 1) To give an opportunity to working women to upgrade & empower themselves with a management degree.
- 2) Prepare the participants for professional careers in the various streams of management.
- 3) Promote among the future women executives a scientific approach and capability to undertake senior management responsibilities in various management streams.

The programme aims at providing a comprehensive coverage incorporating all the important subject areas in the disciplines of Marketing, HR, Finance & systems.

## Course Name : MBA Executive

### SCHEME: Semester I

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Principles of Management	4	4	--	3	100	--	--	100
2.	Financial Accounting	3	4	2	2	75	25	--	100
3.	Cost Accounting	2	3	2	1.5	50	25	--	75
4.	Organisational Behaviour (Including Business Ethics)	2	3	2	1.5	50	25	--	75
5.	Statistics for Management	2	3	2	1.5	50	25	--	75
6.	Business Law I	3	3	--	2	75	--	--	75
7.	Introduction to Computers	2	3	2	1.5	50	25	--	75
8.	Managerial Communication	2	3	2	1.5	50	25	--	75
9.	Managerial Economics	4	4	--	3	100	--	--	100
10.	Taxation – Direct and Indirect	4	4	--	3	100	--	--	100
	<b>Total</b>	<b>28</b>	<b>34</b>	<b>12</b>		<b>700</b>	<b>150</b>		<b>850</b>

### SCHEME: Semester II

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Indian Economics	4	4	--	3	100	--	--	100
2.	Operational Cost Management	2	3	--	1.5	50	25	--	75
3.	Operations Research	2	3	--	1.5	50	25	--	75
4.	Marketing Management	2	3	--	1.5	50	25	--	75
5.	Human Resource Management	2	3	--	1.5	50	25	--	75
6.	Financial Management	2	3	--	1.5	50	25	--	75
7.	Production and Operations Management	2	3	--	3	50	25	--	75
8.	Productivity Techniques <b>OR</b> Programming in 'C' Language	2	3	--	1.5	50	25	--	75
9.	Research Methods in Management	4	4	--	3	100	--	--	100
10.	Summer Project : Project Report and Viva Voce		--	--		100	--	--	100
	<b>Total</b>	<b>22</b>	<b>29</b>			<b>650</b>	<b>175</b>		<b>825</b>

### SCHEME: Semester III

#### Core Paper

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Management Information System	2	2	--	1.5	50	--	--	50
2.	Marketing Control	2	2	--	1.5	50	--	--	50
3.	Management Control Systems	2	2	--	1.5	50	--	--	50
	<b>Total</b>	<b>6</b>	<b>6</b>			<b>150</b>			<b>150</b>

## Specialization

### (A) Marketing

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Marketing Research	4	4	2	3	75	25	--	100
2.	Advertising and Sales Promotion	3	4	2	2	75	25	--	100
3.	Sales and Distribution	4	4	2	3	75	25	--	100
4.	Retail Management and Social Marketing	4	4	2	3	75	25	--	100
5.	Quantitative Models in Marketing	2	2	--	3	50	--	--	50
6.	Sectoral Specialization		4	4		100	--	--	100
	<b>Total</b>	<b>17</b>	<b>22</b>			<b>525</b>	<b>25</b>		<b>550</b>

### (B) Finance

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Financial Management – II	4	4	2	3	75	25	--	100
2.	Business Law – II	3	4	2	2	75	25	--	100
3.	Project Management	4	4	2	3	75	25	--	100
4.	Security Analysis and Portfolio Management	4	4	2	3	75	25	--	100
5.	Quantitative Models in Finance & Accounting	2	2	--	3	50	--	--	50
6.	Sectoral Specialization		4	4		100	--	--	100
	<b>Total</b>	<b>17</b>	<b>22</b>			<b>450</b>	<b>100</b>		<b>550</b>

### (C) HRM

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Human Resources Development	4	4	2	3	75	25	--	100
2.	Behavioural Dynamics in Organisations	4	4	2	3	75	25	--	100
3.	Industrial Relations Environment and Management	3	4	2	3	75	25	--	100
4.	Organisational Theories, Structure and Design	3	4	2	3	75	25	--	100
5.	Quantitative Model in HRM	2	-	--	3	50	--	--	50
6.	Sectoral Specialization		4	4		100	--	--	100
	<b>Total</b>	<b>16</b>	<b>22</b>			<b>450</b>	<b>100</b>		<b>550</b>

### (D) Systems

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Computer Org. Architecture and System Software	3	4	2	3	75	25	--	100
2.	Database Management Systems	3	4	2	3	75	25	--	100
3.	Data Communication and Computer Network	3	4	2	3	75	25	--	100
4.	Structure Systems Analysis and Design	3	4	2	3	75	25	--	100
5.	The Internet and E-commerce	3	4	2	3	75	25	--	100
6.	Enterprise Resource Planning	2	2	--	3	30	20	--	50
7.	Sectoral Specialization		4	4		100	--	--	100
	<b>Total</b>	<b>17</b>	<b>26</b>			<b>530</b>	<b>120</b>		<b>650</b>

## SCHEME: Semester IV

### Core Paper

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Strategic Management & Business Policy	4	4	--	3	100	--	--	100
2.	International Business	4	4	--	3	100	--	--	100
3.	Management Audit	4	--	--	3	50	--	--	50
4.	Seminar in Business Ethics	--	2	--		50	--	--	50
	<b>Total</b>					<b>300</b>			<b>300</b>

## Specialization

### (A) Marketing

	Subject	L	CR	P/T	D	TP	TW	P/V	T
1.	International Marketing	3	4	2	3	75	25	--	100
2.	Consumer / Industrial Buyer Behaviour	3	4	2	3	50	25	--	75
3.	Research Based Project		8	-		200	--	--	200
	<b>Total</b>					<b>325</b>	<b>50</b>		<b>375</b>

### (B) Finance

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	International Finance	4	4	-	3	100	--	--	100
2.	Strategic Management Accounting	3	3	2	3	50	25	--	75
3.	Research Based Project		8	-		200	--	--	200
	<b>Total</b>					<b>350</b>	<b>25</b>		<b>375</b>

### (C) HRM

	Subject	L	CR	P/T	D	TP	TW	P/V	T
1.	Organisational Development	4	4	-	3	100	--	--	100
2.	Human Resources Planning and Human Resource Audit	3	3	-	3	50	25	--	75
3.	Research Based Project		8	-		200	--	--	200
	<b>Total</b>					<b>350</b>	<b>25</b>		<b>375</b>

### (D) Systems

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Software Engineering	4	4	2	3	75	25	--	100
2.	Performance Evaluation and Computer System Management	4	3	2	3	50	25	--	75
3.	Research Based Project		8	-		200	--	--	200
	<b>Total</b>					<b>325</b>	<b>50</b>		<b>375</b>

<b>ELIGIBILITY:</b>	<b>Graduation in any discipline with work experience of minimum 2 years</b>
<b>DURATION:</b>	<b>2 years</b>
<b>INTAKE:</b>	<b>60 students</b>
<b>MEDIUM OF INSTRUCTION:</b>	<b>English</b>
<b>SELECTION PROCEDURE:</b>	Aptitude test followed by Personal Interview by the panel of experts.

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1	Principles of Management	4	4	--	3	100	--	--	100

## PRINCIPLES OF MANAGEMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>Management:</b> Conceptual analysis, evolution of management, philosophy, definition, principles of management functions of management, role of management techniques in modern industry and commerce -its relevance to different types of organisations like Universities, Hospitals, Hotels, Social Organisations etc.	07	10
<b>Evolution of Management thought:</b> contribution of Taylor , Gilbert, Gantt, Elton Mayo and others. Its evolution in India and trends, Historical Perspectives.	07	10
<b>Planning:</b> Planning a continuous process. goals, objectives, standards and other types of planning -policies, processes, methods and the (concepts of decision making. Factors involved in decision making process; types of decisions, science at decision making and personal traits; hierarchy of planning process, statement of problems and determination of alternatives. Corporate Planning.	08	20
<b>Organising:</b> Organisation as a structure and science of organising, formal and informal organisation, principles of organisation - establishment of a network for appropriate authority -work relationships -kinds of authority : line, staff and functional - decentralisation of authority -limitation of delegation of authority, chain of command; relationships amongst authority, responsibility, responsibility and accountability, span of management, types of organisational structures and delegation of function on the basis of levels of authority, failure of organisational structure; limitations of ideal organisational, system.	09	20
<b>Motivating:</b> Motivation as a basic instrument of getting the work done; factors affecting performance, leadership, managerial skills and techniques of communication and coordination -basic characteristics of ideal motivational and communication systems in the context of Indian conditions; Management by objectives.	07	20
<b>Controlling:</b> Concept of Managerial control, control of personnel vis performance, areas of performance control product, finance, morale, Process of control; standards, Appraisal and corrective action -control aids, ideal organisational structure etc. Types of standards for control of management, management audit, social audit; norms for the effective managerial control, coordination of all controls in the organisation. (7 hours) (20 Marks)	07	20
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
2.	Financial Accounting	3	4	2	2	75	25	--	100

## 2. FINANCIAL ACCOUNTING

Topic	No. of Lectures (Hrs)	Weight age (%)
<ul style="list-style-type: none"> <li>□ Financial Accounting -Scope and Importance</li> <li>□ Accounting Concepts and Conventions</li> <li>□ Balance Sheet and related Concepts</li> <li>□ Profit and Loss Account and Related Concepts</li> </ul>	04	10
<ul style="list-style-type: none"> <li>□ Accounting Mechanics: Basic Records -Understanding of Transactions and related documents - Process leading to preparation of Trial Balance and Financial Statements</li> </ul>	15	20
<ul style="list-style-type: none"> <li>□ Revenue Recognition and measurement - Revenue Vs Capital (Receipts and Expenditure)</li> <li>□ Accounting Methods -Cash, Accrual, Hybrid</li> <li>□ Inventory Accounting -Perpetual and Periodic System Accounting and Physical Flow-Valuation.</li> </ul>	03	10
<ul style="list-style-type: none"> <li>□ Fixed Assets and Depreciation Accounting</li> </ul>	03	15
<ul style="list-style-type: none"> <li>□ Understanding of the following Items : Net Worth Reserves Provisions Intangible Assets Fictitious Assets</li> <li>□ Revaluation of Fixed assets and its impact on financial statements</li> </ul>	10	05
<ul style="list-style-type: none"> <li>□ Overview of External and Internal audit</li> <li>□ Inflation Accounting</li> <li>□ Corporate Financial Reporting in India</li> <li>□ Mandatory Accounting Standards</li> </ul>	10	15
<b>Total</b>	<b>45</b>	<b>75</b>



	Subject	L	Cr	P/T	D	TP	TW	P/V	T
3.	Cost Accounting	2	3	2	1.5	50	25	--	75

### 3. COST ACCOUNTING

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>SPECIALISED AREAS OF ACCOUNTING</b> - Financial, Cost and managerial Accounting - Aims and objectives of Cost and Managerial Accounts as part of Management Information System.	04	10
<b>COST CLASSIFICATION</b> -The Elements of Cost -Direct Material, Direct Labour Direct Expenses; Overheads; Cost other methods of classification to suit the requirements of management. <b>FACTORY ORGANISATION</b> in conjunction with Costing System. Organisation of Cost Accounts Work / Department.	06	15
<b>MATERIALS:</b> Purchasing procedures; Organisation of Stores. Stores Records – Methods of valuing material issues -inventory control procedures. <b>LABOUR:</b> Engagement, Time keeping and Time booking Methods of remuneration -factors influencing the wage settlements -Treatment of different items included in the compensation package for labour - Preparation of wage sheet and payment of wages – Accounting for labour. <b>OVERHEAD EXPENSES:</b> Classification into Production Administration and Selling and Distribution – distribution of overheads – Apportionment, recovery of overheads Methods of calculating depreciation; obsolescence; Interest on Capital treatment of overheads in valuation of work – in – progress and finished goods inventory.	15	20
<b>COST BOOK KEEPING:</b> Cost ledgers and Control accounts for recording transactions e Link between financial and cost books - Reconciliation of Cost and financial accounts -Integrated accounts.	05	15
<b>COSTING METHODS:</b> Basic grouping: job / process costing methods -job order cost system -Contract costs. <b>PROCESS COSTING:</b> Cost flows in job, Process costing methods treatment for joint and by products in process costing. <b>COST ACCOUNTING</b> for services.	15	15
<b>Total</b>	<b>45</b>	<b>75</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
4.	Organisational Behaviour (Including Business Ethics)	2	3	2	1.5	50	25	--	75

#### 4. ORGANISATIONAL BEHAVIOUR

Topic	No. of Lectures (Hrs)	Weight age (%)
The Individual personality – personality and behaviour – personality, structure, ability and emotion, personality and environment	03	10
Perception, learning, interest, attitude and values, motives, frustrations and conflict, adjustment, adaptation and integration of personality. Management of one-to-one relationship	03	10
Group Behaviour in the organizational environment – defining environment. Organisation structure, Organisation as a structural group. Team Development; formal and informal groups. Individual motives and group goal. Role Concept: role dynamics.	06	10
Leadership and supervision, Leadership styles and effectiveness. Communication in groups, structural situations	06	05
Organisational structure and human behaviour. Management sources, uses and applications of power. Group Dynamics, Organisational change	06	05
<b>ETHICS IN BUSINESS:</b> Evolution of thought of Ethics in Business – Culture and Ethics. An overview of Ethics, Values systems, Attitude, Beliefs and Life patterns.	04	10
Social and Economics values and Responsibilities. Trusteeship Management. Gandhian philosophy of Wealth Management	05	10
Ethics and Decision Making. Social Responsibility of Business. Ethical Aspect of Corporate Policy	06	05
Morality and Rationality in formal organizations. Relationship between Ethics and Corporate Excellence	03	05
Approaches for developing various orientations towards ethical business behaviour.	03	05
<b>Total</b>	<b>45</b>	<b>75</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
5.	Statistics for Management	2	3	2	1.5	50	25	--	75

## 5. STATISTICS FOR MANAGEMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
Basic Statistical Concepts Summarisation of Data Frequency Distribution Measurement of Central Tendency Measures of Dispersion Relative Dispersion, Skewness	06	10
Elementary Probability Theory: Relative Frequency Approach Axiomatic Approach Subjective Probability Marginal & Conditional Probability Independence / Dependence of Events Bayes Theorem Chebychef's Lemma, Elementary Statistical Distributions Binomial, Poisson, Hyper geometric Negative Exponential, Normal Uniform	08	5
Sampling Distributions For Mean, Proportion, Variance For Random Samples Standard Normal (z), student's Chi-square Variance Ratio (F) Distribution.	08	5
Statistical Estimation Point & Interval estimation & confidence interval for Mean, Proportion & Variance	08	10
Test of Hypothesis Tests for specified values of Mean, Proportion and Standard Deviation. Testing equality of two Means, Proportion and Standard Deviation Test of Goodness of Fit	05	5
Simple Correlation and Regression Spearman's rank Correlation  Analysis of Variance One – way and Two ways Classification (for Equal Class)	05	15
Term Work	05	25
<b>Total</b>	<b>45</b>	<b>75</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
6.	Business Law I	3	3	--	2	75	--	--	75

## 6. BUSINESS LAW – I

**Course Code : 1006**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Indian Contract Act	9	15
Sale of Goods Act	9	15
Negotiable Instruments Act	9	15
Salient Features of Companies Act	9	15
Restrictive and unfair Trade Practices (instead of Monopolies and Restrictive Trade Practices)	9	15
<b>Total</b>	<b>45</b>	<b>75</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
7.	Introduction to Computers	2	3	2	1.5	50	25	--	75

## 7. INTRODUCTION TO COMPUTERS

Topic	No. of Lectures (Hrs)	Weight age (%)
Introduction to personal Computer Systems Classification of Computers Historical Development of PC : H/W evolution 4 – bits to 32 bits S/W evolution DOS, Windows 95	8	15
<b>Internals of PC :</b> Chips I/O Bus Memory Disks Monitors Backup Devices CD-ROM Technology Output Devices Various kinds of printers	8	15
<b>Application Packages :</b> Word Processors Spreadsheets Presentation Packages	9	10
<b>Virus :</b> Introduction PC Virus	10	10
<b>Term Work</b>	10	25
<b>Total</b>	<b>45</b>	<b>75</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
8.	Managerial Communication	2	3	2	1.5	50	25	--	75

### **MANAGERIAL COMMUNICATION**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Process of Communication	7	05
Communication in Organisation - Nature, Function and Scope	8	09
Management of written & oral communication	5	09
Barriers to effective communication	5	07
Report writing	5	10
Communication technology and its impact on office procedures and automation.	5	10
Term Work	10	25
<b>Total</b>	<b>45</b>	<b>75</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
9.	Managerial Economics	4	4	--	3	100	--	--	100

## 9. MANAGERIAL ECONOMICS (100 marks)

Topic	No. of Lectures (Hrs)	Weight age (%)
The meaning, scope and methods of Managerial Economics. Economic concepts relevant to business; Demand and supply, production, distribution, consumption and consumption function; Cost, Price, Competition, Monopoly, Profits, Optimisation, Margin and Average, Elasticity, Macro and Micro Analysis	6	20
Demand Analysis and Business Forecasting, Market Structures, Factors influencing Demand, Elasticities and Demand levels. Demand Analysis for various products and situations, Determinants of Demand, Durables and Non-durable goods. Long run and Short run Demand, Derived and Autonomous Demand, Industry and Firm Demand	6	10
Cost and Production analysis – cost concepts, short term and long term, cost-output relationship, cost of multiple products, Economics of scale, production functions, Cost control, Cost and profit forecasting, Break even analysis	6	20
Market analysis, Competition, Kinds of Competitive situations, Oligopoly and monopoly, Measuring concentration of economic power. Pricing decisions, policies and practices, pricing and output decisions under perfect and imperfect competition, oligopoly and monopoly : pricing methods, product line pricing, specific pricing problems, price discrimination, price forecasting	6	20
Profit Management, role of profit in the economy, Nature and measurement of profit, Profit policies, policies on profit maximization, profits and control, profit planning and control	7	10
Capital budgeting, demand for capital, supply of capital, capital rationing, cost of capital, appraising of profitability of a project, risk and uncertainty, Economical probability analysis	7	10
Macro economics and business, business cycle and business policies, economic indicators, forecasting for business, input output analysis	7	10
<b>Total</b>	<b>45</b>	<b>100</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
10.	Taxation – Direct and Indirect	4	4	--	3	100	--	--	100

## 10. TAXATION – DIRECT AND INDIRECT TAXES

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
<b>Contents :</b> Scope of Income Tax Definitions / Concepts. (To the extent necessary to compute taxable income). Residential status and scope of income – Incidence of Taxation.	07	15
Heads of Income and computation thereunder: Salaries House property Business income Capital Gains Other sources	08	15
Exclusions from Total Income (S.10)	07	15
Deduction from Gross Total Income (Chapter VIA)	08	20
An overview of the Central Excise Act – Introduction to the basic principles of classification and valuation. Excise Audit	08	20
An over view of the Sales Tax laws in Maharashtra	07	15
<b>Total</b>	<b>45</b>	<b>100</b>



## SECOND SEMESTER

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Indian Economics	4	4	--	3	100	--	--	100

### INDIAN ECONOMICS

Topic	No. of Lectures (Hrs)	Weight age (%)
National Income, Savings and Investment	05	10
Poverty, Unemployment, development and Planning	04	10
Population and agriculture; Rural Development	04	10
Industrial Policy	04	10
Public and Private Sectors, role of small industries	04	10
Industrial labour	04	10
Banking trends	05	10
Role of money	05	10
Inflation, Monetary policy, Fiscal Policy : Objectives and Trends	05	10
Centre – State financial relationship	05	10
Black Money		
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
2.	Operational Cost Management	2	3	--	1.5	50	25	--	75

## OPERATIONAL COST MANAGEMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>Cost Concepts:</b> Relevant, opportunity and national cost, cost behaviour.	02	04
<b>Information for decision making:</b> Marginal costing versus absorption costing, the concept of contribution, relevant costs, Product sales pricing and mix, Break even analysis, brake even and profit / volume graphs; limiting factors, including problems requiring graphical linear programming solutions. Decisions about alternatives.	09	12
<b>Budgets and Budgetary control :</b> The budget manual – preparation and monitoring and procedures; reporting against actual financial data; flexible budgets, preparation of functional budgets for operating and non-operating functions, cash budgets: the master budget, problems and techniques of forecasting; principal budget factors.	09	12
<b>Standard Costing:</b> Types of standards and sources of standard cost information, Evolution of standards, continuous improvement keeping standards meaningful and relevant, variance analysis covering material (price/usage), labour (rate/efficiency), variable overhead (expenditure/efficiency) fixed overhead (expenditure/volume) and sales (price / volume) and sales (price / volume) variances, standard cost book keeping.	09	12
<b>Form Cost Accounting to Cost Management :</b> The modern business environment, just – in – time, manufacturing resources planning (MRP2), automated manufacturing, synchronous manufacturing and back flush systems to reflect the importance of accurate bills of materials and routings; world class manufacturing, total quality management, accounting in an advanced management techniques environment, Activity based approaches to cost analysis, problems of common costs in manufacturing and service cost analysis; problems of common costs in manufacturing and service industries, techniques for profit improvement, cost reduction, value analysis, target costing; cost ascertainment and pricing of products and services, life cycle costing, Problems of shut-down divestment.	06	10
<b>Total</b>	35	50
<b>Term Work</b>	10	25
<b>Grand Total</b>	45	75

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
3.	Operations Research	2	3	--	1.5	50	25	--	75

### 3. OPERATIONS RESEARCH

Topic	No. of Lectures (Hrs)	Weight age (%)
<p><b>Introduction to OR:</b> Concepts, genesis, application potential to diverse problems in business and industry, scope and limitations.</p> <p><b>Assignment Problem (AP):</b> Concepts, formulation of model, Hungarian method of solution maximization / minimization, balanced / unbalanced prohibited assignments problems.</p> <p><b>Transportation problems (TP):</b> Concepts, Formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization – case of degeneracy, prohibited routing problems – post optimal sensitivity analysis.</p>	7	10
<p><b>Liner Programming (LP):</b> Concepts, formulation of models, solution procedures for IFS and Optimality check, balanced / unbalanced, maximization / minimization - case of degeneracy, prohibited routing problems - post optimal sensitivity analysis.</p> <p><b>Liner Programming (LP):</b> Duality Principle Primal / Dual inter relation post optimal sensitivity analysis for changes in the b-vector, c-vector, addition / deletion of variables / constraints, dual simplex method, problems, limitations of LP vis-a-vis Non linear programming problems, brief introduction to non LP methods an associated problems.</p>	9	10
<p><b>Network Analysis:</b> Minimal spanning, tree problems, shortest route problem, maximal flow in capacitated network concepts and solution algorithm as applied to problems project planning and control by use of CPM / Pert. Concepts : definitions of project jobs events; arrow diagrams - time analysis and derivation of the critical path. Concepts of floats (total free, interfering and independent) crashing of a CPM network. Probability assessment in PERT network.</p> <p><b>Queuing (waiting line) Models:</b> Concepts : Type of queuing systems (use of 6 character codes) Queues in series and parallel problems and based on the results of following models (M/m/1) single channel queue with Poisson arrival rate negative exponential service time, with and without limitations of queue size, (m/G/1) single channel with Poisson arrival and general service time, PK-formulae.</p> <p><b>Inventory models:</b> Types of Inventory situations: Fixed quantity, fixed review period; costs involved, deterministic probability</p>	7	10

models; Economic order quantity (EOQ) and EOQ for finite production rate; sensitivity analysis of EOQ, EOQ under price break. Determination of safety stock and re-order levels. Static inventory models (Insurance spares).		
<b>Digital Simulation:</b> Concepts area of application, random digits and methods of generating probability distributions, application to problems in queuing, inventory, new product profitability maintenance, etc.	6	10
<b>Replacement and maintenance models:</b> replacement of items subject to deterioration and items subject to random failure. Groups V/s individual replacement policies. <b>Game Theory:</b> Concepts - 2 person, n person game-zero sum games and non zero games; solution procedures to 2 person zero sum games; saddle point, mixed strategy sum games method for mx2 games. Graphical methods equivalence of game theory and linear programming models. Solution of 3x3 games by LP simplex method including duality application for maximizing / minimizing players strategy	06	10
Term Work	10	25
<b>Total</b>	<b>45</b>	<b>75</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
4.	Marketing Management	2	3	--	1.5	50	25	--	75

#### 4. MARKETING MANAGEMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
Introduction to marketing concept, its relevance in India, Marketing mix marketing structures and systems. Environmental scanning and market opportunity analysis	05	10
Buyer behaviour – household and institutional / organisational. Market segment and segmental analysis. Market estimation – market potential, demand forecasting and sales forecasting. Marketing information systems. Marketing research Market planning Performance and control : Marketing audit. Ethical issues in marketing management.	10	25
Product mix decisions, product identification, product life cycle, branding and packaging. New product development and management	05	10
Pricing policies; structures and methods. Concepts of regulated prices in selected industries/	05	10
Promotion decision – communication process, promotion mix, promotion strategies with reference to consumer and industrial product. Advertising and personal selling decision.	05	10
Distribution management – importance of distribution in a developing country. Role of Middle man, identification, selection and managing dealers; distribution channels – channel management – physical distribution	05	10
Term Work	10	25
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
5.	Human Resource Management	2	3	--	1.5	50	25	--	75

### HUMAN RESOURCES MANAGEMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
Human resource management – its scope; relationship with other social sciences – approaches to human resource management / interdisciplinary approach	03	05
Organisation of personnel function – personnel department, its organization, policies, responsibilities and place in the organisation	03	05
Manpower planning, job analysis, job description	05	10
Scientific recruitment and selection methods	04	05
(a) Motivating employees – motivational strategies, incentive schemes, job enrichment, empowerment. (b) Job satisfaction, morale, personnel turn over.	03	05
Performance appraisal systems – MBO approach; performance counseling, career planning.	03	05
Training and development, identification of training needs, training methods, management development programmes.	04	05
Organisation development – organization structures – re-engineering, multiskilling, BPR.	05	05
Management of organizational change (a) HRD strategies for organizational change. (b) Productivity and Human Resource Management. Ethical issues in human resources Management	05	05
Term Work	10	25
<b>Total</b>	<b>45</b>	<b>75</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
6.	Financial Management	2	3	--	1.5	50	25	--	75

## 6. FINANCIAL MANGEMENT

Course Code : 2006

Topic	No. of Lectures (Hrs)	Weight age (%)
Financial Objectives – Financial planning and control analysis profit and loss A/C – Balance Sheets. Financial Ratio analysis – A Tool in planning and control – inter firm comparisons.	06	15
Fund flow analysis – analysis of statement of long term sources and uses of funds – working capital based fund flow statements – cash flow statements.	04	10
Sources of term finance – term loans – fixed deposits – debentures – bonds – role of financial institutions – equity capital as a source of finance – Govt. regulations of issue of securities in India – integral generation as source of finance.	05	10
Cost of capital – weighted average and marginal concept – application in capital budgeting decisions. Effect of corporate taxation and its implication of financing.	10	15
Capital expenditure decisions – project appraisal – non financial factors influencing capital budgeting decisions – payback period method. ROI approach – discounted cash flow techniques and its applications.	10	15
Working capital management – assessing working capital requirements – financing working capital requirements – RBI guidelines influencing working capital finance – management of receivable and inventory. Dividend policy – guidelines for issue of bonus shares. Ethical issues in financial management.	10	10
<b>Total</b>	<b>45</b>	<b>75</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
7.	Production and Operations Management	2	3	--	3	50	25	--	75

## 7. PRODUCTION & OPERATIONS MANAGEMENT

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
The production function – nature and scope in Management – interface with other functional areas like Marketing, finance, personnel, materials, service and business sectors.	06	05
Role of Operations Management in design and development of products / services, elementary knowledge of OFD to reduce a cycle time of product introduction in market.  Impact of product and production system decisions – Job, Batch, Flow, assembly, Process, Intermittent and continuous isolated services.	06	10
Elementary knowledge of manufacturing process – assembling, fabrication, forming and heat treatment, welding, machining and continuous process.  Plant layouts – objectives, symptoms of poor layouts, types of layouts – functional, line and static product layouts, group layouts, factors influencing layouts, techniques of optimizing layouts, computer models, CRAFT, CORELEP.	05	05
Materials handling – objectives, principles and methods of efficient handling, Introduction to material handling equipment.  Problems of location – Types of locational decisions and factors affecting location, location of manufacturing and service units, location of distribution and retail units, location of procurement centres.	05	10
Role of production planning and control and its objects – estimating, routing, inventory management, Aggregate planning, capacity planning and scheduling, MRP III and introduction to ERP.  Reliability, maintenance and plant services – objectives, types of maintenance – breakdown and preventive maintenance, safety.	05	10



<p>Quality Control – total Quality Control. What is quality inspection, quality control. Introduction to control charts. ISO 9000 and 14000.</p> <p>Emerging trends – just – in time manufacturing, robotics, CAD/CAM/CIM, FMS, Value Engineering and Analysis.</p> <p>Ethical issues in production and operations management.</p>	08	10
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>75</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
8.	Productivity Techniques	2	3	--	1.5	50	25	--	75

### 8. a) PRODUCTIVITY TECHNIQUES

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
<p>Concept of productivity – application in manufacturing and service industries, application in different functional areas.</p> <p>Measurement of Productivity – Partial, multifactor and total factor models. Sumath's total productivity model, Sink's multi factor model, productivity by objectives, American productivity centre models.</p>	06	05
<p>Approach to productivity improvement – Classic ILO approach, Modern TQC approach, Sumath's 5-pronged approach – product based, technology based, people based, Material based and task based techniques.</p> <p>Value analysis and value Engineering – job plan and Darsiri method, functional analysis, brain storming, evaluation and implementation phases, practical application for product and process development and cost reduction.</p>	06	10
<p>Learning curves – the concept of learning curves, its applicability, barriers to its application, quantitative estimation and implication of the learning curve, practical applications in the industry.</p> <p>Job evaluation – objectives and need for job evaluation techniques – point rating, factor comparison, job classification and ranking systems. Relation between job evaluation and rational wage structure.</p>	05	05
<p>Wage incentives: Financial motivation techniques, piece rate and time based systems, Halsey, Wiser, Rucker systems, profit sharing systems, Scanlon plan.</p> <p>Work measurement – Objectives, methods, - time study, work sampling, predetermined motion time systems – applicability and limitations.</p> <p>Diagnostic techniques – Kepner – Tregre Problem analysis – decision analysis and potential problem analysis – practical applications with case studies.</p> <p>Quality circles – Relationship with total quality management, objectives, 7 tools – Fishbone diagram, pareto analysis, Scatter diagrams, checklists, control charts, etc. – use in solving chronic problems, organising for quality circles, structures, method of</p>	05	10

implementation of quality circles.		
Creativity based techniques: brainstorming, synectics, whole brain thinking, nominal group techniques – use in creative problem solving with practical applications.  Ergonomics – Concept, design of work place to suit the human being, use of anthropometric data, principle of motion economy, effect of environment of productivity – Hawthome experiment.	05	10
Just – in - time management for raising productivity in the entire organisation – JIT manufacturing, JIT inventory, mixed model systems of inventory management, JIT labour accounting, JIT computerization, JIT marketing.  Total quality management – concept of supremacy of the customer, internal customer concept, definition of quality as fitness for use, control, V/s improvement – different approaches for each; applicability in practice, method of induction of TQC in organisations.	08	10
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>75</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
8.	Programming in 'C' Language	2	3	--	1.5	50	25	--	75

### INTROUCTION TO PROGRAMMING WITH 'C'

Topic	No. of Lectures (Hrs)	Weight age (%)
Programming with 'C' Introduction to programming	06	05
Programming process Problem definition Program design Coding Compiling and execution Testing and debugging Documentation	06	10
History of 'C'	05	05
'C' Primitives	05	10
Sequential Structure Selective Structures Repititive Structures Functions	05	10
Recursions Arrays File processing Macros 'C' preprocessor	08	10
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>75</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
9.	Research Methods in Management	4	4	--	3	100	--	--	100

## 9. RESEARCH METHODOLOGY IN MANAGEMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
Relevance and scope of research in management. Steps involved in the research process.	09	15
Identification of research problem Identification and types of research variables.	06	15
Research design. Data collection methodology, primary data collection methods / measurement techniques – characteristics of measurement techniques – reliability, validity etc. secondary data collection methods – library research, references – bibliography, abstracts etc	06	15
Analysis techniques – qualitative and quantitative analysis techniques – techniques of testing hypothesis – chi-square, t-test, correlation and regression analysis, analysis of variance etc. Making choice of an appropriate analysis technique.	06	15
Research report writing Computer aided research methodology.	08	15
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

### Semester III

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
1.	Management Information System	2	2	--	1.5	50	--	--	50

#### 1. MANAGEMENT INFORMATION SYSTEMS

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Introduction to MIS : overview of MIS, Structure of MIS Need for MIS Decision making process; Concept of Information Processing of information; Concept of planning and control	08	10
Management tools Decision making models Role of MIS Requirements OF Information Systems	08	20
MIS Organisation Development, implementation and Management of Information Systems Resources EIS	08	20
<b>Total</b>	<b>24</b>	<b>50</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
2.	Marketing Control	2	2	--	1.5	50	--	--	50

## 2. MARKETING CONTROL

Topic	No. of Lectures (Hrs)	Weight age (%)
SALES REVENUE : as an Integral Element of Cost – revenue – investment Framework by ROI – Management of Sales Revenue Analysis of Revenue by Products, Territories, Channel, Customers, Ordersize etc. Analysis of Marketing Costs in terms of Engineered costs, capacity (fixed) Costs and Managed costs – Classification of Marketing Costs by Function – Marketing Cost allocation and its limitations for Managerial Decisions.	06	10
MARKETING INVESTMENT : Management of Accounts Receivables and Inventories – Credit decisions and Credit Policy – Special Promotion and Marketing Research Expenditure. Marketing Investment and their Evaluation using the Probability Theory and Decision Trees – Evaluating Return on Marketing Investment – Developing and Launching New Products and the concept of Investment in Life Cucle of product – Application of DCF to Evaluations of Investment in Product – Product Mix and Linear Programming.	06	10
POLICY DECISIONS AND MARKETING FINANCE : Pricing of joint Product and Application of Linear Programming – Pricing of New Products under ROI Concept – Bayesian Decision Theory and Pricing – Government Price Control – Dual Pricing – Approaches of Government price Control – Dual Pricing – Approaches of Government Bodies to Development of “Fair Price”- Submitting Tenders – Applications of DCF Techniques.  EXPORT MARKETING AND FINANCE : Financial Incentives, Export Costs and Export Pricing – Export Credit – Tax Concessions.	06	10
APPLICATIONS OF FORECASTING TECHNIQUES : to Developing Marketing Budgeting – Developing Sub – budgets by Marketing Segments – Advertising Budget – Dealers – Developing Compensation Plans for Sales Force – Budgeting Samples.  Warehousing Decisions – Transportation Decisions – Delivery Route Decisions – Cost Analysis of Distribution Alternatives – Financial Analysis for switching over from Sole selling agency to Direct selling to Trade channels – economics of Direct routing by Manufacturer.  Impact of marketing strategies on organisation structure design and the consequent financial implications.	06	20

The Concept of Marketing Cost and Value – Measuring Marketing Value – “Value Added” by marketing effort – Productivity Marketing and its social Justification.		
<b>Total</b>	<b>24</b>	<b>50</b>



	Subject	L	Cr	P/T	D	TP	TW	P/V	T
3.	Management Control Systems	2	2	--	1.5	50	--	--	50

### 3. MANAGEMENT CONTROL SYSTEMS

Topic	No. of Lectures (Hrs)	Weight age (%)
Financial goal setting – Analysis of Incremental ROI – Sensitivity Analysis – Developing financial goals along organization hierarchy – Concept and Technique of Responsibility Budgeting – Analytical framework for Developing Responsibility Budgets – Integrating Responsibility Budgets – Budgeting with MBO Systems.	08	10
ORGANISATION GROWTH ; Responsibility of profit centres – identification and creation of profit centres, Profit centres as a control systems – organization on and profit centres. Mechanics of determining profit objectives of profit centres – Problems and perspectives of transfer pricing – Linear programming technique for determining divisional goals in a multi-divisional company – problems of growth and corporate control.	08	20
CONTROL IN SPECIAL SECTORS : Scrap Control of R & D – Project Control – Administrative Cost Control – audit Efficiency Audit – Internal Audit – Government Cost Audit – Management Audit. Financial Reporting to Management Under Conditions of price level change : Objective and methodology.	08	20
<b>Total</b>	<b>24</b>	<b>50</b>

## SEMESTER – IV

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Strategic Management & Business Policy	4	4	--	3	100	--	--	100

### STRATEGIC MANAGEMENT AND BUSINESS POLICY & CORPORATE TAX PLANNING

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>THE STRATEGY PROCESS :</b> The scope of Strategic Management. Aspects of Strategic Management. Strategy statement. Management of Strategic change Models of Strategic Management. Strategic leadership and values. Strategic leadership and values. Strategic leadership and Risk Assessment. Entrepreneurship. Decision Making and Problem Solving	03	07
<b>CULTURE AND VALUES :</b> Culture and the rganization. Culture and value creation, culture structure and styles of Management. Culture and Power. Determinants of culture. Levels of culture. The searching for excellence, changing culture : Western culture versus Japanese culture	03	07
<b>SITUATION ASSESSMENT :</b> Mission statements. Objectives. Social responsibility and ethics. Financial Analysis for situation Assessment. Analysing competition. Analysing an industry. Competitive advantage : Busines Failures; Symptoms of decline; causes of decline.	04	08
<b>SITUATION ANALYSIS :</b> Understanding the environment; the opportunities and threats. Strategic resources : Marketing, operations, finance, People, Technology and Information. Competitive Advantage, Sources of Competitive Advantage, Value Chain Analysis.	03	08
<b>CHANGES IN STRATEGY :</b> Strategic Planning techniques. Strategy formulation. Strategy statements. Alternative strategies and the making of choices. Growth strategies through diversification, acquisition and joint ventures, Recovery, recession and divestment strategies. Management Buy-outs. Strategy Evaluation.	03	08
<b>STRATEGY IMPLEMENTATION :</b> Structure and Management styles. Measuring and Rewarding Performance. Corporate Resource Allocation. Policies, Plans, procedures, budgets, Central systems, Crisis management. Planning and Implementing change. Organisational policies and the change process.	03	07

<b>EMERGING CONCEPTS IN STRATEGIC MANAGEMENT</b> Analysis of Core Competencies. Technology and its impact on strategy. Strategic thinking.	03	05
<b>Total</b>	<b>22</b>	<b>50</b>

### **CORPORATE TAX PLANNING**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Concept of Tax Planning, Tax Avoidance and Tax Evasion	03	10
Tax Management – PAN, Types of Returns and Types of Tax assessment	05	10
Tax aspects of Mergers and acquisitions	05	10
Taxation of Non Residential persons	05	10
Tax havens and Double Taxation Avoidance Treaty	05	10
<b>Total</b>	<b>23</b>	<b>50</b>
<b>Grand Total</b>	<b>45</b>	<b>100</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
2.	International Business	4	4	--	3	100	--	--	100

### **INTERNATIONAL BUSINESS**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
<b>STRUCTURE:</b> Structure of International business, their missions & values. Difference between MNC & International companies – starting of resources in international companies (Technical, Human and financial resources).	12	20
Research and Development	03	10
Marketing strategies in International business	06	20
Dealing with economic and political issues	03	10
Legal Issues	03	10
Direction of International/regional economic co-operation	06	10
Role of international rganization (World Bank, UNCTAD)	06	10
Multi locational manufacturing	06	10
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
3.	Management Audit	4	--	--	3	50	--	--	50

## 5. MANAGEMENT AUDIT

Topic	No. of Lectures (Hrs)	Weight age (%)
Nature and Scope of Management Audit. Steps involved in doing a management audit. Internal / Management controls and the role of the auditor	03	10
Audit of Management processes. Audit of functions and operations	03	10
Frauds : their detection and prevention. Auditor – Auditee relationships.	06	10
Auditing the company as a social entity : Corporate image – ethics and corporate governance	03	10
Social Accounting and Reporting	03	10
<b>Total</b>	<b>18</b>	<b>50</b>

## SPECIALISATION : MARKETING

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
1.	Marketing Research	4	4	2	3	75	25	--	100

### MARKETING RESEARCH

**Course code : 3101**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Fitting MR into marketing framework. What is MR and not MR.	05	10
Defining Problems and structure of survey. Primary data / Secondary data collection.	09	20
Sample decision / Field work / Tabulation. Analysis and Interpretation of Data Analysis. Factor analysis – using computer based techniques like SPSS packages, special emphasis on cluster Analysis and Determinant Analysis.	12	25
Application of MR to advertising research / Industrial marketing research.	09	20
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
2.	Advertising and Sales Promotion	3	4	2	2	75	25	--	100

### **ADVERTISING AND SALES PROMOTION**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Communications Process – Communication models for rural communication and urban communication	05	10
Advertising – Organisational structure of advertising agency and its functions. Evaluation of agency functioning. Advertising objectives with specific reference to DAGMAR, Brand objectives and consumer attitudes and market structures	07	15
Brand position and brand image strategy development. Persuasion and attitudinal change through appropriate copy development. Copy decision – creation and production of copy.	05	10
Advertising budget. Media planning and media research. Measuring the effectiveness of advertising campaign.	07	15
Public relations.	04	10
Planning and designing sales promotion programme with specific reference to sales contest, trade – in – discount, coupons etc.	07	15
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
3.	Sales and Distribution	4	4	2	3	75	25	--	100

## SALES AND DISTRIBUTION MANAGEMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
Sales Organisation and its evolution – Job and role of Sales Management in rganization . The selling function – the importance of system selling in contemporary environment, selling of services, services as opposed to selling of tangible products – selling process	04	09
Sales Management Planning – Sales Management Information Systems, Sales Management Planning – Forecasting. Sales Budgeting and planning for quotas	04	08
Manpower Planning for the sales rganization and development of sales rganization. Recruitment and selection and training and development of Sales Personnel.	04	08
Time and Territory management – Territory planning, establishing and revising territories, bases of territory design, methods of territory design including computer modesl, assigning sales people to territories; route planning and territory coverage. Sales incentives and sales compensation Sales force performance evaluation and control.	06	12
<b><u>Distribution management</u></b> Techniques of moderm Physical Distribution Management – distribution as a link between production and marketing – Distribution as a service function – Measuring service needs and levels – Information Systems for Physical Distribution – Distribution Budgeting and Control Systems – Distribution Budget as a basis for Management Control – Key Ratios – Standard Costs and Control of Key activities – Designing a Distribution System.	04	08
Warehouse management – Basic Inventory Control Techniques – Developing Multi-depot Net-work – Consideration of Cost and Service – Approaches to Depot Location – Operation Research Techniques and Computers in Depot Control – Warehouse operations and Materials handling – Storage Methods and Warehouse Equipment – Warehouse Design and Layout. Techniques for Mass Distribution of Consumer Goods – Designing and Controlling Large Chains of Retail Outlets – A system	07	15



Approach to Operations Control in mass Retailing.		
Road Transport – Freight rate Structure and Suitability for Movement of Goods – Operation of a Road Transport Organisation – Route Planning and Vehicle Scheduling for Optimal Results – Productivity Studies for Road Transport Operations. Management of Company Owned Vehicles – Purchasing, replacement and Costing – Vehicle maintenance – Operating Costs and Control System for efficiency	02	05
Rail Transport – Freight rate Structure – Container service – Door Delivery and Pick up Service – Marketing of Rail Transport services. Transporting by Air – Air Cargo Tariff Structure – Cost benefit Analysis – Air Freight handling by Indian Airlines – System Improvement.	02	05
Sea Transport –Freight Rate Structure – Indian Coastal Shipping – Handling of Cargo, Passengers and Ships at harbours – Operation Research Techniques. Containers and packaging for Distribution – packing Materials and techniques – Preservation – New Trends.	02	05
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
4.	Retail Management and Social Marketing	4	4	2	3	75	25	--	100

### **RETAIL MANAGEMENT AND SOCIAL MARKETING**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Retail Management Place of Retailing in the Marketing Mix Trends in retailing Retail Economics Comparative Retailing across the world Retail Strategies, Retail Marketing	07	15
Retail Merchandising and Shop Displays Retail Advertising and Sales Promotions Communication and Customer Relations	07	15
Managing People at work – Recruitment and Motivation. Inventory Control and Financial Management	04	10
Retail Management Information System – Use of New Technology	07	15
<b><u>Social Marketing</u></b> Retailing of Social issues in the Indian Context. Attitude formation and change. Marketing of family planning. Marketing of literacy, health management. Small saving, afforestation. Measurement of effectiveness of social marketing programme	10	20
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
5.	Quantitative Models in Marketing	2	2	--	3	50	--	--	50

### **QUANTITATIVE MODELS IN MARKETING**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
The place of models in Marketing. Decision making theories like the Bayesian Decision Theory. Consumer Behaviour Models : Attitude, perception & brand Switch. Organisation Buying Models.	05	05
New Product Design Pricing Models : Pricing a New Product, Price – elasticity of Demand, Cross – Elasticities	05	15
Communication Models : Objective Setting, Promotion – Mix, Budget Allocation. Media Models. Models to Measure the Effects of Advertising	06	15
Distribution / Location Decision Forecasting. Sales – Force Decisions	06	15
<b>Total</b>	<b>22</b>	<b>50</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	International Marketing	3	4	2	3	75	25	--	100

## INTERNATIONAL MARKETING

Topic	No. of Lectures (Hrs)	Weight age (%)
Financial transitions between exporter and importer, Open account D/P, D/A, Letters of Credit etc. – Exchange control regulation regarding export and foreign exchange. Expenditure on export promotion, pre-shipment and post-shipment finance from bank – policies of ECGC.	09	20
Decision and need to enter into International Marketing, Organisation problems – International Marketing environment – Institutions in the world economy, GATT/UNCTAD – Trade group in different countries – Legal environment of International Marketing – Political environment – Cultural environment – Economic environment – India's trade relations with other countries – Government assistance for export.	10	20
International Marketing intelligence and task – Appraising opportunities and risk – Product Planning and development – Managing channels distribution, Foreign market channels and global logistics – Study of U.S.A., Canada, Latin America and export promotion – International Marketing Operations and Communications – Export Pricing and costing – Case Studies.	06	15
Export procedures and Documentation – Registration with various agencies – Compulsory quality control and pre-shipment wit inspection – Processing export orders – Export production and packing – Procedure for claim of Central Excise duty on export goods – Customs and shipment procedure – Duty drawback – Precedure to claim REP licence and cash assistance – Export house etc.	10	20
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	<b>Subject</b>	<b>L</b>	<b>CR</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
2.	Consumer / Industrial Buyer Behaviour	3	4	2	3	50	25	--	75

### **CONSUMER / INDUSTRIAL BUYER BEHAVIOUR**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Introduction : Why consumer behaviour including economics of consumer behaviour? Social psychology and its impact on marketing	07	05
Influence on consumer behaviour, environmental and individual determinants; organisational influence. Models and theories of consumer behaviour.	16	25
Consumer research and market segmentation	06	10
Specifics of decision process. a) Problem recognition b) Search and evaluation of alternatives c) Purchase behaviour d) Post purchase behaviour e) Consumerism in India.	06	10
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>75</b>

## SPECIALISATION: FINANCE

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Financial Management – II	4	4	2	3	75	25	--	100

### 1. FINANCIAL MANAGEMENT II

Topic	No. of Lectures (Hrs)	Weight age (%)
Theories of Capital Structuring – factors influencing capital structuring decisions.	09	15
Valuation Concepts – Valuation of equity – valuation of debt instruments – CAPM – evaluation of instruments using IRR and other financial techniques – Pricing of Bonds.	09	15
Indian Financial System – Banking and Non Banking financial intermediaries – role of RBI – Development of financial institutions – Insurance and Investment Companies – Funding of Financial Institutions.	06	10
Securities Markets – Bills Market – Over the Counter. Banks – Lending Policies – RBI and various committee recommendations. Commercial Banking – Regulation of Commercial Banks.	06	10
Project Finance – Project identification – Project Financing – Institutional Considerations in evaluating projects – SEBI guidelines – Risk analysis.	06	10
Interest Rate Structuring – Institutional considerations – free market rate mechanism.	03	05
Mergers and acquisitions.	06	10
<b>Total</b>	35	75
<b>Term Work</b>	10	25
<b>Grand Total</b>	45	100

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
2.	Business Law – II	3	4	2	2	75	25	--	100

## BUSINESS LAW – II

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>INCORPORATION OF COMPANIES:</b> Preparation of Memorandum of Association – Name of Company, its registration and procedure for changing the name – Articles of Association, Alteration of Articles – membership of Company – Contracts, Deeds, Investments and service of Documents – Legal provisions relating to holding Companies, Private Company, Unlimited Companies	03	05
<b>ISSUE OF CAPITAL:</b> Drafting of prospectus – Registration of Documents – Commission and discount on issue of Capital – Issue of Shares at a premium or discount – Provisions governing issue of Capital; Issue of Shares at a Premium or discount – provisions governing issue of redeemable preference share capital – Transfer of Shares and Debentures – Rights of Share holders – Provisions relating to payment of dividend, payment of interest out of Capital; Fixed Assets.	05	10
<b>RAISING OF LOANS:</b> Provisions relating to debentures – Registration of charge – inter-company borrowings	05	10
<b>RECORDS, RETURNS, ACCOUNTS AND MEETINGS :</b> Register of members and debentures holders – Annual returns and penalty for failure to submit returns – Meetings : Statutory, Annual general and extraordinary general meeting – Quorum, proxies, voting procedure, Kinds of resolutions and recording of minutes – Books of Accounts to be kept and inspection – Appointment of auditors – Auditing of Cost Accounts – Investigational powers of Government.	05	10
<b>MANAGEMENT:</b> Constitution of Board of Directors – Appointment of Managing Directors – Qualification of Directors – Board Meeting – Powers of Board – Remuneration of Directors – Restriction imposed on Directors – Power of the Government to regulate corporate management – provisions relating to mismanagement – Amalgamations, Reconstructions, Arrangements and Compromise and Provisions relating thereto.	05	10
<b>MRTP ACT RESTRICTIVE AND UNFAIR TRADE PRACTICES ACT:</b>  Investigation by Commission – Registration of agreements relating to restrictive trade practice – Presumption as to public interest – Resale maintenance – Offences and penalties under the Act – Procedures to be complied with – Unfair Trade Practices.	05	10

<b>FERA</b> Definitions Provision relating to FERA Companies Regulations Concerning Import and Export Acquisitions and sales of Immovable properties Overview of Exchange Control regulations.	06	10
<b>SEBI</b> SEBI Act SEBI Rules SEBI Guidelines SEBI Procedures	06	10
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>50</b>	<b>100</b>



	Subject	L	Cr	P/T	D	TP	TW	P/V	T
3.	Project Management	4	4	2	3	75	25	--	100

## PROJECT MANAGEMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
Total Project Management – Concept, relationship with other functions, and other rganization , rganizati for project management – matrix rganization – the project manager as an entrepreneur	05	05
Project Identification – Scouting for project ideas and promoters, identification of investment opportunities, basis of governmental regulatory framework; various acts and laws affecting project identification Locational Decisions – Objectives, factors affecting location, concept of Industrially backward Areas, Incentives available for appropriate location	05	05
Project appraisal – Market Appraisal, Demand Estimation and Forecasting, Technical Appraisal – Raw materials – technology – product mix – plant capacity – distribution channels	05	10
Project financing – Basic concepts of cost of project, profitability Analysis, Means of Financing, raising capital, assessing tax burdens and using financial projections, Appraisal criteria used by lending institutions	05	10
Risk Analysis of Project – measures of risk, use of subjective probabilities, mathematical analysis, sensitivity analysis, simulation analysis, decision tree analysis	05	15
Project planning, Monitoring & control – network Techniques Gantt charts, network cost system, resource allocation and scheduling, progress reports, updating, Management information system for projects	05	10
Use of computer in network Analysis – project management packages – choosing and using them Case Studies	05	20
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
4.	Security Analysis and Portfolio Management	4	4	2	3	75	25	--	100

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>THE INVESTMENT ENVIRONMENT:</b> Investment : Objectives and Risks – the stock Market in India – new Issue Market – Listing of Securities – Capital market intermediaries – investment companies and mutual funds – market Indices	05	15
<b>ALTERNATIVE INVESTMENT OUTLETS:</b> Bond Valuation and Analysis – Valuation of Equity and preference Shares – Dividend Policies and Decisions, Equity Valuation and Analysis, Government Securities, Options, Warrants, convertible securities, Non-security forms of investment	06	20
<b>SECURITY ANALYSIS:</b> A brief of fundamental and technical analysis, Efficient market Theory	12	20
<b>PORTFOLIO MANAGEMENT:</b> Portfolio Analysis : Risk and return, Markowitz Portfolio Selection Model, Sharpe's Single Index Model, Capital Asset Pricing Model, Factor Models and Arbitrage Pricing theory, Portfolio investment process Investment Timing and Portfolio Performance Evaluation	12	20
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
5.	Quantitative Models in Finance & Accounting	2	2	--	3	50	--	--	50

### QUANTITATIVE MODELS IN FINANCE AND ACCOUNTING

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>COST ANALYSIS FOR PROFIT PLANNING:</b> Application of learning Curve Models to profit Planning. Volume – Cost Analysis – the Multiple Regression Analysis Approach. Forecasting and measuring with Correlation Analysis. Profit Measurement through Statistical Correlation. Capacity Utilisation and Contribution Margin. Opportunity Cost – An Application of Mathematical Programming.	07	10
<b>PROFIT PLANNING AND BUDGETING:</b> Break – Even Analysis and linear Programming. Application of Curvi – Linear Break – Even Analysis. Cost Volume – Profit Analysis Under Conditions of Uncertainty Budgeting with Net – work Analysis	07	10
<b>COSTING AND PRICING:</b> Role of Cost in Pricing Joint Products. Multiple Product Costing and Multiple Correlation Analysis. Application of LP to Determine Profitability of Products involving Joint Costs.	03	10
<b>COST CONTROL:</b> Evaluation of Training Expenses. Management Accounting for Research Development. Applying Linear programming to Pay Structure. Model for Human Resources Utilisation. Controlling Inventory – A practical Approach Application of Probability to Cost Control. Linear Programming and Accounting Information Model. Productivity Costing and Management.	03	20
<b>Total</b>	<b>20</b>	<b>50</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	International Finance	4	4	-	3	100	--	--	100

## INTERNATIONAL FINANCE

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>LEVEL OF KNOWLEDGE : Advanced</b>  <b>FOREIGN EXCHANGE RATES:</b> Theories of exchange rate Purchasing power parity theory. Demand supply and elasticities in foreign exchange rate determination, Balance of payments theory, Historical perspective on exchange rate, Gold standard, Inter – War instability, Bretton Woods, Fixed exchange rates, fluctuating exchange rates. Case for fixed or fluctuating exchange rates. The changing nature of world money. Eurocurrencies, Eurodollars, European Currency Unit, C.R.U, their mechanics and impact. International capital – flows and stocks. International debt problem – its origin, history and status. International liquidity and SDRs.  International Financial institutions – International Monetary Fund, World Bank, International Finance Corporation, Washington D.C., Asian Development Bank.  The basics of currency trading. Foreign exchange dealers. Clearing, hedging, speculation in foreign exchange markets.  Forward exchange rate, forward and spot exchange rates. Factors causing exchange rate-fluctuations.	07	15
<b>BALANCE OF PAYMENTS ( Structure and Equilibrium) :</b> Balance of payments definition. Component of Balance of payments. Current Account, Balance of payments Models, Basic balance. Disequilibrium in Balance of payments. Measures to correct disequilibrium in Balance of payments.	07	15
<b>FOREIGN EXCHANGE MARKETS</b> Operations for foreign exchange markets. Models and mechanism of spot and forward exchange contracts. Exchange trading and position. Syndication. Swaps, Options, offshore banking. International Money, Capital and Foreign Exchange Markets with reference to New York, London, Tokyo, Hong Kong and Singapore.	07	15
<b>MECHANICS OF FOREIGN EXCHANGE MARKETS</b> Contracts, Credits and Documentation. Sale and Purchase	07	15

<p>Contracts. Risk in International trade transactions. Incoterms, their importance and their applicability. Payments under trade contracts. Documentary credits. Types of credits. Important credit clauses. Procedure for establishing credits.</p> <p>Documents in foreign trade. Financial, Commercial, transport, insurance and other documents. Arbitration and conciliation.</p>		
<p><b>ECONOMIC UNION AND TRADE AGREEMENTS</b></p> <p>Theory of Custom Union. Political economy of trade barriers. Protection in world trade – a historical perspective. International Trade Organisation (ITO). General agreement of Tariffs and Trade (GATT). Kennedy Round. UNCTAD. Generalised System of Preferences (GSP). Tokyo Round. New International Economic order. Brandt Commission and economic integration. Uruguay Round. North South divide and dialogue. European Economic Community (EEC) and integration 1992. Impact of currency blocks on world trade and exchange.</p>	07	20
<p><b>INDIA'S FOREIGN TRADE – PROMOTION AND CONTROL</b></p> <p>India's economy in global perspective. India's external debt. Export promotion strategy and policy. Export Promotion measures. Commercial Policy. Non-Resident Investments and Accounts.</p> <p>The Export – Import Bank of India – its functions, resources, organisation, management and current operations.</p> <p>Export Credit Guarantee Corporation (ECGC) – Its function, policy, management and current operations.</p> <p>Financing of foreign trade. Types of credits, guarantees, bid bonds etc. Mechanism of operations.</p> <p>Foreign exchange controls – objectives, exchange management and controls in India. FERA and its important provisions import Export Policy and procedures.</p>	10	20
<b>Total</b>	<b>45</b>	<b>100</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
2.	Strategic Management Accounting	3	3	2	3	50	25	--	75

## **STRATEGIC MANAGEMENT ACCOUNTING**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
1. Definition of Strategic Management and Business Strategy – Stockholders’ impact on business strategy – integrated management approach towards planning, implementation and control of business strategy.	05	05
2. Management Accounting – its traditional role – criticism of management accounting practices – cost management and management accounting.	05	05
3. Strategic Management Accounting – What it encompasses – need for wider spectrum – broadening of the range of relevant information and including environment scanning, Competitor analysis, etc.	05	10
4. Change in Management Accountant’s role – Operational role Vs. Strategic role.	05	10
5. Strategic Management Accounting and its relations with World Class Manufacturing (including AMT, TQM & JIT) and Customer focus – use of the concepts of Competitive Advantage, Value Chain Analysis, Business Re-Engineering, Bench Marking and Employee Empowerment.	05	10
6. Use of new techniques of costing – Activity Based Costing, Target Costing, Life Cycle Costing, Kaizen Costing – future role of Management Accountant in Strategic Business Management.	10	10
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>75</b>

## HUMAN RESOURCE MANAGEMENT

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Human Resources Development	4	4	2	3	75	25	--	100

### HUMAN RESOURCE DEVELOPMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>INTRODUCTION</b> : Concept, Scope, Significance and HRD efforts in Indian Companies; Integrated HRD systems in Indian Corporate Sector. Recent experiments in Indian companies.	08	15
<b>HUMAN RESOURCE POLICY</b> : Human Resource Planning; Role analysis and Basis for HRD, staffing for HRD; Resources for HRD activities; Formulation of Human Resources Policy.	09	20
<b>HRD MECHANISMS</b> : Performance appraisal; potential appraisal; career development; Performance Counselling; Training and Development; Recruitment and Selection.	09	20
<b>STRATEGIES FOR HRD</b> : Individual learning; Group learning; Organisational Development; Behavioural modeling; Executive development programmes; Training methods.	09	20
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>46</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
2.	Behavioural Dynamics in Organisations	4	4	2	3	75	25	--	100

## BEHAVIOURAL DYNAMICS IN ORGANISATIONS

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>INDIVIDUAL LEARNING</b>	06	15
Group learning, O.D., Transactional Analysis Behavioural modeling Self differentiated learning		
Executive development programmes Training methods Sensitivity training , RET, MBTI	06	10
Manpower supply; Manpower Inventory; Personnel Records; Performance applications and potential abilities	03	10
Organisational structure and human behaviour. Management sources, uses and applications of power. Group Dynamics, Organisational change	06	10
Career planning operation; career paths; Personnel Turnover; Methods of measurement; Prediction of individual progression	06	10
Manpower information system; Manpower reporting system; Manpower accounting and control; manpower research	06	10
Manpower Planning practices in Indian Industries; Management of compensation for various employee groups	06	10
<b>Term Work</b>	<b>06</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>



	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
3.	Industrial Relations Environment and Management	3	4	2	3	75	25	--	100

### **INDUSTRIAL RELATIONS ENVIRONMENT AND MANAGEMENT**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Industrial Relations – Role of Employer, Employees and Government – Changing aspirations of work – force	08	20
Collective Bargaining – Conciliation – Adjudication – Voluntary Arbitration	06	15
Role of Trade Unions	06	15
Standing Orders – Misconducts – Penalties – Principle of Natural Justice – Disciplinary Procedure	05	10
Grievance Handling	05	10
Industrial Relations Audit	03	05
<b>Assignments (Internal)</b>	<b>12</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
4.	Organisational Theories, Structure and Design	3	4	2	3	75	25	--	100

### **ORGANISATIONAL THEORIES, STRUCTURE AND DESIGN**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Organisation structures and their impacts	05	10
Assessing the existing organisation – structure and its effectiveness	05	10
Determinants of Structure	05	10
Structure – Technology – Environment People Relationship	05	10
Understanding of organisation structure and Design	05	10
Organisational theories and their critical evaluation. Power and Authority	05	15
Designing of Organisation in changing corporate environments	05	10
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
5.	Quantitative Model in HRM	2	-	--	3	50	--	--	50

### **QUANTITATIVE TECHNIQUES IN HUMAN RESOURCE MANAGEMENT**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Principle of Individual Differences – Quantitative Approaches to Measurement of Individual Differences. Characteristics of Scientific Measurement Techniques. Reliability, Validity and Standardization	03	05
Test Construction procedures and scaling Techniques. Administration & Usage of objective test for Measuring Aptitude, Attitude, intelligence, Social Skills & Creativity	03	05
Quantitative Assessment & Motivation & Morale, Quantitative Techniques for Personal Assessment – Factor Analysis – Analysis of Variance – Regression	05	10
Approaches to objectivity in Personnel Interview Assessment. Setting Scoring Patterns – Using Tests. Scores in Final Evaluation – Weighted Scores	05	10
Designing application Blanks & Performance Appraisal Systems Developing Personnel Information Systems	05	10
Human Resource Audit	03	10
<b>Total</b>	<b>24</b>	<b>50</b>

	<b>Subject</b>	<b>L</b>	<b>CR</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
1.	Organisational Development	4	4	-	3	100	--	--	100

## **ORGANISATIONAL DEVELOPMENT**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Organisational Diagnosis – Methodology to assess the stated existing organisation.	03	20
Organisational Climate – Culture	05	20
Organisational Transformation	05	20
The role of sensitivity training, Transactional analysis and Grid training in organisational development	05	20
Understanding of Organisational effectiveness and its assessment.	05	20
<b>Total</b>	<b>23</b>	<b>100</b>

	Subject	L	CR	P/T	D	TP	TW	P/V	T
2.	Human Resources Planning and Human Resource Audit	3	3	-	3	50	25	--	75

### HUMAN RESOURCE PLANNING AND HUMAN RESOURCE AUDIT

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>HUMAN RESOURCE PLANNING :</b> The pre – requisites for manpower planning; Manpower planning as an integrated part of business planning; Setting manpower standard; manpower forecasting for managerial staff, skilled labour; Integrated Budget for Manpower Planning, System and analysis approach to manpower management, Controlling manpower costs	09	10
Quantitative and qualitative approaches to manpower economy. Mathematical models and manpower planning; Demographic and ecological models for manpower planning; Mathematical models for staff structure evaluation. Markov chain models for manpower system; Network models for training and recruiting decision in manpower planning; A stockastic programming model for manpower planning; A simulation model for manpower planning	09	10
<b>HUMAN RESOURCE AUDIT :</b> Auditing of Human Resource for optimum utilisation and organisation profitability, growth and productivity	05	10
Audits of Business Goals and plans Audits of Business Assumptions Audits of Business Personnel Practices Audits of Business Human Resource Utilisation Audits of Productivity Norms Audits of Business Personnel Budgeting	06	10
Human Resource Accounting; Audits of Executive Turnover Auditing of Industrial Committee Management Costs involved Recruitment, initiation and Training; Job-evaluation , Compensation Planning	06	10
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>75</b>

## SPECIALISATION: SYSTEMS MANAGEMENT

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
1.	Computer Org. Architecture and System Software	3	4	2	3	75	25	--	100

### COMPUTER ORGANISATION, ARCHITECTURE AND SYSTEM SOFTWARE

Topic	No. of Lectures (Hrs)	Weight age (%)
Logical Design : Boolean algebra Truth tables Combinational Circuits Flip – flops, Registers Counters Multiplexers and Decoders Arithmetic Circuits Representation of information: Number systems and character codes Error detecting and correcting codes Memory devices : Core, Semiconductor RAM AND ROM Cache	08	15
Instruction set processors: Zero, One, Two and Three address instructions Addressing modes, microprogramming Traps and interrupts Input/Output : Input/Output Bus Programmed and interrupt I/O Direct Memory Access I/O Processors Basic concepts in Advanced Architecture : SISD, SIMD, MIMD and RISC Introduction to systems software Components of systems software	09	20
Introduction to Assemblers : Overview Single Pass Assembler Two Pass Assembler Macros : macro Call Macro Expansion Table Management Techniques Loaders and Linkage Editors : Overview	09	20
Loading Schemes Program Schemes Program Relocation Linking Schemes	09	20

Process of Linking Linking of program Overlays Compilers : Function Process of Compilation		
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
2	Database Management Systems	3	4	2	3	75	25	--	100

## DATABASE MANAGEMENT SYSTEMS

Topic	No. of Lectures (Hrs)	Weight age (%)
<b>BASIC CONCEPTS :</b> Data, Database systems, database management system, data models, data abstraction, data independence, three level architecture, data definition language, data manipulation language, overall system architecture of DBMS, data dictionary, schema processor, query processor, three classical data models (hierarchical, network and relational)	05	10
<b>RELATIONAL DATA MODEL:</b> Relational structure – tables (relations), rows (tuples), domains, attributes, keys, candidate keys, entity integrity constraints, referential integrity constraints, query languages – relation algebra, relational calculus, SQL.	05	10
<b>DATABASE DESIGN:</b> Relational database design, normalization based on functional dependencies and multi-valued dependencies, normal forms 1,2,3, BCNF, 4 AND 5, conceptual design, entity-relationship model, translation of E-R schemes to relational schemes (logical design), Physical design.	05	10
<b>DBMS:</b> Storage structures and access methods : hash, ISAM, B-Tree and B-Tree variants. Dynamic hashing primary index, secondary index.	05	10
<b>QUERY PROCESSING:</b> Query expression trees, equivalence, query expression, tree optimisation, cost estimation, implementation of relational algebra operations.	05	10
<b>TRANSACTION PROCESSING :</b> Recovery techniques, check pointing, concurrency control, serializability, lock-based concurrency control, strict two – phase locking, multiple granularity locking, time – stamp based concurrency control.	05	15
<b>OTHER ISSUES :</b> Security & integrity, authorisation and view, security specification in SQL. Types of integrity constraints, triggers in SQL, declarative constraints in SQL.	05	10
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>



	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
3.	Data Communication and Computer Network	3	4	2	3	75	25	--	100

### **DATA COMMUNICATION AND COMPUTER NETWORKS**

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
Communication Fundamentals Analogue Vs. Digital Conversion from Digital to Analogue Concept of common carrier Modulation Amplitude Frequency Phase Modes of communication Simplex Half-duplex Full-duplex Need for communication codes Various communication codes	05	10
Modes of transmission Parallel Serial Problems of synchronization Bit Character Two approaches for the above Synchronous transmission Asynchronour transmission	05	10
Advantages of both Transmission channels Point – to point lines Multidrop lines Effective rganizatio of expensive and primary resource Switching Circuit Message Packet	05	10
Sharing a point-to-point line Multiplexers FDM TDM ATDM Concentrators Communication equipment	05	10

Terminals		
terminal communication	05	15
Freewheeling		
Controlled		
Classification of terminals		
Simple		
Sophisticated (smart)		
Intelligent		
Buffered terminals		
Modems		
rate of transmission		
Communication networks		
Topology		
classification according to communication subsystems		
Point-to-point networks		
Broadcast networks		
Classification according to services provided		
Connection oriented network		
Connectionless network		
Discipline of communication		
Protocols		
Handshaking		
Classification		
Master/slave		
Polling/selection		
Group polling		
ARQ (sliding windows)		
Non polling system		
X on / x off		
TDMA		
Peer-to-peer		
TDM		
Ring-based		
Carrier sense (collision – free)		
Protocols		
Communication functions	05	10
Network allocation functions		
Communication services		
Datagram services		
Virtual circuit service		
PVC		
SVC		
Levels of synchronization functions to achieve communication		
Bit		
Frame		
Multiple access		
Content		
Dialog		
Standardization and layering		
International standards rganization		

International standards ISO and production of a standard ISO Seven layer architecture Lower four layers Upper three layers Physical layer Data link layer protocols Character oriented protocols BSC Bit oriented protocols HDLC MAC LLC SDLC Multiple access protocol Classification Conventional polling Adaptive polling Contention polling ALOHA SLOTTED ALOHA Performance of above		
R-ALOHA CSMA The URN protocol Tree algorithm for contention Reservation protocols DARPA TCP/IP (ARPANET) Local area networks Baseband Broadband Ring Protocols for sharing the above networks Ethernet and LAN Theory of operation Basic components transmission system design Controller design (no great detail) CSMA/CD channel management Common interfaces Electronic mail Modem E-mail service Error detection and correction Security Cryptography Single key – DES, IDEA Public key – RSA, DSA Digital Signature Distributed Systems	05	10

Kerberos		
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
4.	Structure Systems Analysis and Design	3	4	2	3	75	25	--	100

## STRUCTURED SYSTEMS ANALYSIS AND DESIGN

Topic	No. of Lectures (Hrs)	Weight age (%)
Definition of systems Systems investigations Feasibility analysis Feasibility report Project selection Role of the systems analyst Traditional approach to analysis and design Systems development life cycle Requirement analysis IEEE standards on requirement study	12	25
Introduction to structured systems analysis Tools of analysis Comparison of various methods : Yourdon, Sarson, etc. DFD, Data Dictionary, Mini Specs – Pseudo Code Structured English, Decision tables, Decision trees Data Immediate Access Diagram Functional Specifications Design Considerations Design Tools : Structure Charts, Module “Specification Design Specification : Input – Output file, Database design and normalization, Database – Organisation, Access Mode	12	25
Program Specification and Development, Prototyping Module testing System testing and implementation User training System review and refinement. Development of application using Case Tools	11	25
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
5.	The Internet and E-commerce	3	4	2	3	75	25	--	100

## THE INTERNET AND E-COMMERCE

Topic	No. of Lectures (Hrs)	Weight age (%)
Networking : Fundamentals of communication Common coding Units of measure Communication rates Digital / analog communication Parallel / serial communication Synchronous / asynchronous communication	05	10
Protocols Simplex , half duplex, full duplex, multiplex Channel sharing devices Communication Media Switching techniques	10	15
LAN AND WAN Overview of Windows NT and Novel Netware	10	25
<b>The Intenet :</b>  What is the Internet? History of Internet Working and the scope of the Internet Businesss on the Internet E-Mail and Electronic Commerce World Wide Web Setting up a Web Site Server H/W and Server S/W HTML, HTTP Security encryption, authentication, digital signatures Proxy server Firewall Design of a Web Server	10	25
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
6	Enterprise Resource Planning	2	2	--	3	30	20	--	50

## ENTERPRISE RESOURCE PLANNING

Topic	No. of Lectures (Hrs)	Weight age (%)
ERP : an introduction : Accommodating variety, Integrated Management Information; Seamless Integration; Supply Chain Management; Resource Management; Integrated Data Model; Benefits of ERP; ERP and the Modern Enterprise. Business Engineering and ERP : Meaning and Significance of Business Engineering; principles of Business Engineering; BPR, ERP and IT; Business Engineering with Information Technology; ERP and Management concerns Business Modelling for ERP : Building the Business Model	05	05
ERP Implementation : Role of Consultants, Vendors and Users; Customisation; Precautions; ERP Post-implementation options; ERP Implementation Methodology; Guidelines for ERP Implementation.	05	05
ERP and Competitive Advantage : ERP and Competitive Strategy	05	05
The ERP Domain : MFG / PRO, IFS Avalon – Industrial and Financial Systems; Baan IV; SAP 81; SAP R/3 Applications	10	05
Marketing of ERP : Dynamics and Competitive Strategy. Case Studies.	10	10
<b>Term Work</b>	<b>10</b>	<b>20</b>
<b>Total</b>	<b>45</b>	<b>50</b>

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
1.	Software Engineering	4	4	2	3	75	25	--	100

## SOFTWARE ENGINEERING

<b>Topic</b>	<b>No. of Lectures (Hrs)</b>	<b>Weight age (%)</b>
<p>Introduction to Software Engineering :</p> <p>Definition, Need, Software Engineering Methods, Tools and Procedures</p> <p>Issues in Software Engineering : Automation issues, Technology change, Costing of software projects, Scheduling of software projects, Programming team organisation, Programmer productivity</p> <p>Quality assurance</p> <p>Software Evolution :</p> <p>Concepts of Product Life Cycle, Development life cycle models;</p> <p>Waterfall, Spiral, Interactive Enhancement and Phased Development</p> <p>Computer System Engineering :</p> <p>Overview, Various phases; Analysis Design, Development and Implementation.</p> <p>Software project Planning :</p> <p>Overview, Objectives, Scope, Resources</p>	05	10
<p>Cost Estimation Techniques :</p> <p>Metrics for Software productivity and Quality:</p> <p>Productivity Metrics : Direct and Indirect Methods, Size and Function</p> <p>Oriented Metrics</p> <p>Decomposition Techniques ; LOC and FP Estimation, Effort Estimation : Overview, COCOMO, Putnam, Esterling models, Automated Estimation Tools</p>	05	10
<p>Software Projects Scheduling :</p> <p>Task definition and parallelism, Effort Distribution, Scheduling</p> <p>Methods : PERT and CPM</p> <p>Software Project Plan Outline</p> <p>Software prototyping :</p> <p>Overview, steps, methods, tools, specification, guidelines.</p>	05	10
<p>Requirements Analysis Methods : Introduction, Methods; Objective oriented, Data flow and Data Structure Oriented,</p>	05	10



<p>Comparisons, Application results, Automated Tools</p> <p>Software Design : Methods : Interactive, Top – Down, Bottom – Up Design representations : flow charts, Pseudo code, HIPO and Techniques;</p> <p>Modular Design : Overview, Module coupling and cohesion, various types of coupling, merits and demerits, other Approaches to Programming, PDF.</p>		
<p>Software Implementation : Issues, Concept of programming support environment</p> <p>Software Testing : Overview, Various Test and Methods : Top-Down, Bottom-up, Mixed, Regression.</p> <p>Debugging : Definition, Techniques and Strategies, Exhaustive Testing, Classification, Cyclomatic Complexity.</p>	05	10
<p>Software availability and repair : Definiton, Models of cumulative errors and error rate, Reliability Models : Bug Proportioal (Macro), MTTF, VM, Estimation of Macro model constants S-W Models,</p> <p>System Integration : Overview, Integration of Hardware and Software Components, Strategies</p> <p>Software Configuration Management : Management Activity : Planning, Monitoring, Controlling, Resource Management Product Assurance : Overview Quality Assurance</p>	05	10
<p>Software Reliability : Reliability Theory and Maths : Definition</p> <p>Software Quality Assurance ISO 9002 CMM 6 Sigma etc.</p> <p>Definition and techniques, criteria definitions for Software quality : various types, trade – offs Configuration Management : Identification, Control, Auditing, Status Accounting, Verification and Validation : Overview, Definition, V and V Life Cycle, Re-usability</p>	05	15
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Total</b>	<b>45</b>	<b>100</b>

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
2	Performance Evaluation and Computer System Management	4	3	2	3	50	25	--	75

### PROFORMANCE EVALUATION AND COMPUTER SYSTEM MANAGEMENT

Topic	No. of Lectures (Hrs)	Weight age (%)
Present status and trends in Computer Technology Semiconductor, CPU Architecture, Memory, Mass Storage Devices, Displays, Printers, Computer Architecture, Network, Operating System, Compilers, DBMS, Case tools, Current Issues	08	15
Strategic information planning Approaches to Computerisation : Role and Structure of IT Department  Planning for Computerisation Requirements Analysis and Computer facilities Design Computer Procurement Process	09	20
Preparation of Proposals : Tenders; Hardware and Software Benchmarking Site Preparation Recruitment and Training of Staff Installation, Testing, Commissioning Establishing of Data processing procedures Safety and Security Procedures; Maintenance	09	20
Performance Evaluation and Utilisation Audit On-going Cost Benefit Analysis Liaison and User interaction Outsourcing strategies planning Systems integration and total solutions	09	20
<b>Term Work</b>	<b>10</b>	<b>25</b>
<b>Grand Total</b>	<b>45</b>	<b>100</b>

**Detailed syllabus of  
SECTORAL SPECIALISATION SUBJECTS  
(Project Work - 100 - marks)**

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
6.	Sectoral Specialization		4	4		100	--	--	100

## **1. EDUCATION MANAGEMENT**

### **OBJECTIVES:**

1. To orient participants towards educational system and its functions.
2. To make participants aware of emerging trends in education
3. To orient the participants to the application of management concepts while managing the educational institution.

### **Educational System**

1. Education as a system : an overview
  - a) Social relevance
  - b) Growth & development of educational institutions
  - c) Problem & challenges
  - d) Organisational levels of education – pre-primary, primary, secondary, higher education & University education.
2. Agencies of control in education – internal & external
3. Funding of the education institutions

### **Application of Management concepts to educational Institutions through case studies**

1. institutional planning, institution building
2. Management of materials, facilities, laboratory, library, community resources etc.
3. Management of human Resources :
  - a) Student – Handling student's unions, student development, support services, curricular & co-curricular activities, career development, guidance & counseling Services
  - b) Teaching, non-teaching staff – recruitment, training, appraisal, unions – their positive role, grievance handling, disciplinary actions, domestic enquires.
4. Organisational structure & climate of an educational institution.

### **Special features of the Educational Institution.**

1. Curriculum Management – curriculum planning, its relevance, UGC efforts on curriculum reforms, curriculum development, objectives, steps, implementation & evaluation.
2. issues in management of admission, examination, research activities, extension activities.
3. Time scheduling of the activities and time tabling
4. Marketing courses at the educational institutions
5. Ethical issues of the educational institutions.

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
6.	Sectoral Specialization		4	4		100	--	--	100

## **HOSPITAL AND HEALTHCARE MANAGEMENT**

Hospital : A historical background. Hospital as community institution. Types of hospital and their characteristics. Role of hospital in rural health service and public health.

Estimating the bed requirement of hospital. Organisational pattern of general hospital. Staffing pattern of a general hospital. Ethics and Code of conduct for the following departments :-

Organisation structure, work flow, staffing, equipment, records and standards for the following departments :-

Standard nursing units, special nursing unit, out-patient department, midwifery and gynecology, pediatric service. Casualty / Emergency, blood bank, pathology, Mortuary, Radiology, physiotherapy, operation theatre, pharmacy and drug service, medical records and admittance office. Hospital statistics, central supplies, linen service, dietary services, mechanical records and engineering service, ambulance and vehicle service, air-conditioning, security and fire prevention.

Hospital planning and architecture, hazards in hospitals, laws and regulations concerning hospital.

Evaluating the quality of health care, financing health service, cost management in health care administration, audit of the health care system.

Health Education as a social concern.

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
6.	Sectoral Specialization		4	4		100	--	--	100

## **ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**

**OBJECTIVE :** To equip the participants with the skills of developing and managing an enterprise in different environments.

- 1) Concept of Entrepreneurship and emergence of entrepreneurial class Theories of entrepreneurship Characteristics of entrepreneurial leadership, risk taking, decision taking and business planning.
- 2) Analysis of business opportunities, environmental scanning, Sectoral studies, process of generating business ideas, screening and selection.
- 3) Techno-economic feasibility studies. Development of detailed project report for implementation.
- 4) Ancillary industry development; Identification of opportunities for ancillary industries. Entrepreneurial opportunities in service industries, transportation, distribution and agro industries.
- 5) Institutional framework for entrepreneurship development in our country. Government policy, agencies supporting entrepreneurship & development, industrial estates, financial incentives, backward area benefits, schemes for the educated unemployed, fiscal incentives, procurement of industrial equipment, marketing support, source of finance : institutional and others.
- 6) Training for entrepreneurship development.
- 7) Entrepreneurial behaviour, techno-economics innovation and entrepreneurship, socio-psychological factors influencing entrepreneurial development.

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
6.	Sectoral Specialization		4	4		100	--	--	100

## **MANAGEMENT OF FINANCIAL SERVICES**

### **PART A**

1. Merchant Banking – SEBI Guidelines – role of and functions of a merchant Banker – Project Finance – Loan Syndication – Project Evaluation / Appraisal
2. Issue Management – Equity and debt instruments.
3. New Instruments of finance – financial Engineering – Debentures with options – Financing of Mega Projects.
4. Rehabilitation of Sick Units – SICA Act – BIFR – Section 72 mergers
5. Diversification and Expansion strategies
6. Credit Rating in India

### **PART B**

1. Consumer Finance
2. Asset Credit Schemes and Factoring
3. disinvestment
4. venture Capital
5. Securitisation
6. Leasing – Tax and Legal Aspects – Financial evaluation – Lessor versus Lessee – Structuring of lease rentals
7. LBO's – Financial Swaps – interest Swaps.

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
6.	Sectoral Specialization		4	4		100	--	--	100

## **ENVIRONMENTAL MANAGEMENT**

### **ENVIRONMENTAL ISSUES**

- A. Environment Protection, Conservation, Preservation and Development.
- B. Behavioural dimensions of Environment Management
- C. The Specific areas to be studied include, inter alia, environmental pollution – noise, air and water
- D. Urban Conservation :
  - 1. preservation & Proliferation of green belts
  - 2. Sanitation Management
  - 3. Sewerage Management
  - 4. Water Management
  - 5. Garbage Management : collection, dumping, disposal
- E. Social forestry – issues concerning deforestation and afforestation
- F. Environmental Law/ Legal aspects and constitutional provisions available for preserving the environment
- G. Environmental engineering including Environmental Impact Assessment
- H. Environment and Administration – Government policies, programmes and incentives
- I. Global / International issues.

### **MANAGEMENT ASPECTS**

- A. Making the concern for the environment as part of Corporate Philosophy.
- B. Strategies for tackling environmental issues effectively, rising above mere compliance with regulations to promote a culture favourable to the preservation and conservation of the gifts of nature.
- C. Managing investments in environment – related projects
- D. Quality of life in society as a corporate concern. Monitoring the effectiveness of environment related projects. Environmental Audit as an effective management tool.

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
6.	Sectoral Specialization		4	4		100	--	--	100

## **HOTEL MANAGEMENT**

Introduction – Evolution and growth of the hotel industry. Type of catering establishments, Criteria for classification of hotels. Foreign Exchange earning in Hotels. The role of the Department of Tourism.

Functional aspects of Hotel Management.

**HOUSE KEEPINGS:** Importance of housekeeping : pattern of housekeeping department, staff requirement, co-operation with other departments. Personal attributes of housekeeping staff, general housekeeping rules, duties, qualities and responsibilities of the executives of the housekeeping department Records maintained in housekeeping, duty registers, lost and found reportable matters list. Abbreviation key check list, Maid's Trolley Occupancy sheet, choice and care of equipment, Beds and Bedding. Accident prevention. Linen room purchase, calculating linen requirement. Linen control, linen inventory.

## **CATERING**

### **Types of catering**

Commercial, Industrial, Institutional, Transport etc.

### **Basic operating Activities**

Purchasing, receiving, storing, selling service, accounting, cycle of control.

### **Kitchen organisation**

Pantry system, store-room set-up, kitchen control, K.O.T. analysis, food Cost Control, Restaurant and kitchen layout, kitchen equipment, menu planning and pattern, indenting menu merchandising, pricing of menu. Room service. Planning and layout of room service, Equipment Control.

### **Beverages**

Control Room

Outdoor Catering.

## **FRONT OFFICE**

Planning and Layout of front office : Equipment required, Front office door, staff duties and responsibilities, Occupancy Report, Management Information Report, guest Message and mails, House rules, ledgers, parts and their uses, Reservation procedure, checking in and checking out procedure Conference and Integrated services.

## **HOTEL ACCOUNTS**

Revenue producing departments of a hotel – fixing of room tariffs, Basis of charging room rent, Occupancy percentage, Accounting systems in hotel : uniform systems, classification of hotel income and expenses, Guest weekly bill, visitors tabular ledger, window ledger, city ledger, Allowance, discounts, commissions, Service Charges, Sales Records and control of rooms, Records and control of cash. Night Auditor and his duties. Credit and credit security.

## **Government Control of Hotel Industry**



Legal provisions regarding licences required, regulations regarding quality of food, Shop & Establishments Act, Foreign Exchange Regulations.

**Restaurant And Counter Services**

Staff duties and function, Courses of meal, Banqueting, Types of service, Buffets, wines and sprits.

Current Problems of Hotel Industry.

	Subject	L	Cr	P/T	D	TP	TW	P/V	T
6.	Sectoral Specialization		4	4		100	--	--	100

## TOURISM MANAGEMENT

Importance of tourism in developing countries. Basic difference between tourism and other industries.

Tourism Management : Management concepts and techniques, their relevance to tourism.

Relevant factors in the planning of tourism in the short term and long term.

### Types of Facilities

- 1) Construction and management of hotels, motels and Traveller's lodges
- 2) Management of transport facilities for tourists
- 3) Provision of entertainment and management of duty-free shops at international airports.

**Financial management in tourism :** Fixed and working capital management. Major sources of income and expenditure. Foreign exchange earnings, A critical review of the financial provisions in five year plans Measures to augment profitability from tourism.

**Personnel management in tourism :** identification of special skills required for tourism. Need for special orientation recruitment, training, compensation and control

**Tourist market :** Characteristics – domestic and foreign tourists and other bases for segmentation. Application of Marketing Research to tourism. Demand projections in respect of hotel requirements. Transportation and other special facilities, financial importance; overall and sectoral.

Institutional framework : Need – overall framework. Department of Tourism : Organisation and function. Management of Regional officers in India and abroad.

The Indian Tourism Corporation – organisation and functions. Performance appraisal of these institutions.

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
6.	Sectoral Specialization		4	4		100	--	--	100

### **INDIAN ETHOS IN MANAGEMENT**

There will be no STRUCTURED SYLLABUS for this course. This course will largely consist of library-based research work. Guest Lectures would be arranged by the Institute from time to time. Participants will be guided by faculty members to work on a theme, which would be INDISCIPLINARY in nature and draw upon the work done in various departments institutions of the University, such as History, Languages, Fine Art, Home Science Women's Studies etc. At the end of the research work, the candidate will prepare a Research report. This will be evaluated by a Panel. A viva voce test will also be held.

	<b>Subject</b>	<b>L</b>	<b>Cr</b>	<b>P/T</b>	<b>D</b>	<b>TP</b>	<b>TW</b>	<b>P/V</b>	<b>T</b>
6.	Sectoral Specialization		4	4		100	--	--	100

### **CORPORATE SOCIAL RESPONSIBILITY**

**NOTE :** For all Sectoral Subjects there will be no written examination. The assessment will be based on a Research Project Report.