

SYLLABUS

MBA (GENERAL)

III SEMESTER - STREAM 'A'

PAPER NO. XI - MANAGEMENT CONTROL SYSTEMS

COURSE CODE: 43

PAPER CODE: H3010

UNIT I: The conceptual foundations of control systems

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

UNIT II : The traditional instruments of control in organizations

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT III : Accountability in organizations

Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

UNIT IV : The new dimensions of control with strategies

Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

UNIT V: Management Control in Specialized organizations

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

REFERENCES :

1. Antony R.N. and Govindarajan V “Management Control Systems”.
2. Gosh P.K. and Gupta “Cost Analysis and Control”.
3. Hersey P and Balanchard H.B. “Management of Organizational Behavior”
4. Emmanuel “Accounting for Management Control”

PAPER NO. XII - ENTREPRENEURSHIP MANAGEMENT

COURSE CODE: 43

PAPER CODE: H3020

UNIT-I

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

UNIT-II

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

UNIT-III

Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.

UNIT-IV

Corporate Entrepreneurship (Intrapreneurship) – Concepts – Need – Strategies - Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.

UNIT-V

Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services.

TEXT BOOK:

1. Peter F.Drucker : INNOVATION AND ENTREPRENEURSHIP (Heinemann).

REFERENCES

2. Donald L. Sexton & Raymond W.Smilor: THE ART AND SCIENCE OF ENTREPRENEURSHIP (Ballinger Pub. Co.).
3. Clifford M.Baumbach & Joseph R.Mancuso: ENTREPRENEURSHIP AND VENTURE MANAGEMENT (Prentice Hall).
4. Gifford Pinchot: INTRAPRENEURING (Harper & Row).
5. Ram K.Vepa: HOW TO SUCCEED IN SMALL SCALE INDUSTRY (Vikas).
6. Richard M.Hodgets: EFFECTIVE SMALL BUSINESS MANAGEMENT (Academic Press).
7. Dan Steinhoff & John F.Burgess : SMALL BUSINESS MANAGEMENT – FUNDATMENTALS (McGraw Hill).
8. Small Industries Service Institute (SISI), Madras Publication : GUIDELINES TO ENTREPRENEURS FOR STARTING A SMALL SCALE INDUSTRY.

PAPER NO. XIII - CONSUMER BEHAVIOUR

COURSE CODE: 43

PAPER CODE: H3030

UNIT - I

Consumer Behaviour and Marketing Action: An overview - Consumer involvement, decision-making processes and purchase behaviour and marketing implications - Consumer Behaviour Models

UNIT - II

Environmental influences on consumer behaviour - Cultural influences - Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

UNIT - III

The individual consumer and buying behaviour and marketing implications - Consumer perceptions, learning, attitudes, motivation and personality - psychographics, values and lifestyles.

UNIT - IV

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, perceptual mapping - Marketing communications - Source, message and media effects. Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT - V

The Borderless Consumer Market and buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

REFERENCES

1. Loudon and Della Bitta: CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata Mc-Graw Hill.
2. Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, Kent Publishing Co.).
3. Berkman & Gilson: CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, (Kent Publishing Co.).
4. Bennet and Kassarian: CONSUMER BEHAVIOUR, (Prentice Hall of India)
5. Schiffman and Kanuck: CONSUMER BEHAVIOUR, Pearson Education Asia, 7th Edition,
6. Hawkins, Best & Concy: CONSUMER BEHAVIOUR. Tata McGraw Hill.
7. Efraim Turban, Jae Lee, David King, & I-I. Michael Chung: Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.

PAPER NO. XIV - SALES AND DISTRIBUTION MANAGEMENT

COURSE CODE: 43

PAPER CODE: H3040

UNIT –I -Personal selling

Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – Systeme selling

The selling process – Strategies and Styles – formulating sales objectives – Sales forecasting – Estimating market and Sales Potentials.

UNIT – II- The sales force

Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.

UNIT – III Physical distribution

Participants in the physical distribution function, the environment of physical Distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT – IV- Managing the marketing channel

Product, Pricing and Promotion issues in Channel Management and Physical Distribution - Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.

UNIT – V - E-enabled selling and distribution

E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

Text Books :

1. Futrell : Sales Management (Pearson Education)
2. Kapoor and Kansal: Basics of Distribution Management – A logistical approach (Prentice-Hall India)

Reference Books :

1. Johnson, Kurtz and Scheuing : Sales Management (Mc Graw-Hill)
2. Rosenbloom: Marketing Channels – a management view (Dryden Press)

UNIT-I

MARKETING OF SERVICES - Introduction - Growth of the Service Sector -The Concept of Service - Characteristics of Services-Classification of Services - Designing the Service-Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

UNIT-II

MARKETING MIX IN SERVICES MARKETING - THE SEVEN Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process.

UNIT-III

STRATEGIC MARKETING MANAGEMENT FOR SERVICES - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

UNIT-IV

DELIVERING QUALITY SERVICES - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap -Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap -Key Factors and Strategies for Closing the Gap - External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT – V

MARKETING OF SERVICES WITH SPECIAL REFERENCE TO

(a) Financial Services (b) Health Services (c) Hospitality Services including Travel, Hotels and Tourism. (d) Professional Services (e) Public Utility Services
(f) Communication Services (g) Educational Services

REFERENCES

1. Valerie Zeithaml & Mary Jo Bitner: SERVICES MARKETING, McGraw Hill.
2. Christopher H. Lovelock: SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.
3. Zeithaml, Parasuraman & Berry: DELIVERING QUALITY SERVICE; The Free Press, Macmillan.
4. Audrey Gilmore: Services marketing and Management. Response Books, Sage Publications.
5. Ron Zemke & Dick Schaaf: THE SERVICE EDGE.
6. Raghu & Vasanthi Venugopal: SERVICES MARKETING
6. Raghu & Vasanthi Venugopal: SERVICES MARKETING.

SYLLABUS

MBA (GENERAL)

III SEMESTER - STREAM 'B'

PAPER NO. XI - MANAGEMENT CONTROL SYSTEMS

COURSE CODE: 43

PAPER CODE: H3010

UNIT I ; The conceptual foundations of control systems

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

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UNIT V: Management Control in Specialized organizations

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

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PAPER NO. XII - ENTREPRENEURSHIP MANAGEMENT

COURSE CODE: 43

PAPER CODE: H3020

UNIT-I

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

UNIT-II

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

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8. Small Industries Service Institute (SISI), Madras Publication : GUIDELINES TO ENTREPRENEURS FOR STARTING A SMALL SCALE INDUSTRY.

COURSE CODE: 43

PAPER CODE:H3030

UNIT - I

Introduction to Indian Financial System - Financial System: Significance and Definition, Purpose and Organization, Liberalization of the Financial System; Savings and Financial Intermediation- Factors Determining Savings, Composition of Savings, Financial Liabilities, Savings Rate in Ninth Plan, Financial Intermediation; Commercial Banking- Evolution, Financial Services, Fiduciary Services, Off-balance Sheet Activities, Analysis of Assets and Liabilities of Scheduled Commercial Banks; Reserve Bank of India-Central Banking- Introduction to Central Banking, Instruments of Monetary Control, Reserve Bank of India, Public Debt, Secondary Debt Market, REPO's, Reserve Requirements, Selective Credit Controls, Advances to Priority Sector, Supervision System; Regional Rural Banks- Objectives, RBI Assistance, Evaluation of RRB's.

UNIT - II

Cooperative Credit- Introduction, Role of RBI, Organizational Structure, National Bank for Agriculture and Rural Development (NABARD), Reforms in Cooperative Credit.

UNIT – III

Non-banking Finance Companies - Introduction, Definition of Non-banking Finance Company, Mutual Benefit Finance Companies (MBFC's), Financial Sector Reform, Liberalization Measures for NBFC's, Regulations for NBFC's Accepting Public Deposits, Limits on Acceptance of Deposits, Size of Non-banking Companies, Deposits, Distribution of Deposits, Comparison of NOF and Deposits, Capital Issues by Finance Companies, FCNR Deposits for NBFC's, Assets of NBFC's, Investment Norms for NBFC's, Deployment of Funds, Funds Mismatch of HP/Leasing Companies.

UNIT IV

Merchant Banking- Introduction, Banking Commission Report, Merchant Banking in India, Origin of Merchant Banking Abroad, Regulations of Merchant Banking, Definition of Merchant Banker, Prospectus (Filing and Registration), General Obligations and Responsibilities, Procedures for Inspection; Mutual Funds- Introduction, Mutual Funds in India, Types of Mutual Funds, Return from Mutual Funds, Mutual Fund Holder's Account, Recommendations of the Study Group, SEBI's Directives for Mutual Funds, Private Mutual Funds, Asset Management Company, Unit Trust of India, Evaluation of Performance of Mutual Funds, Components of Investment Performance, Market Timing, Money Market Mutual Funds, RBI Guidelines.

UNIT - V

Primary Market- Introduction, Instruments, Debentures, Credit Rating of Debt Instruments, Preference Shares, Equity Shares, Public Issue of Securities, Underwriting Public Issues Through Prospectus, Venture Capital; Secondary Market: Stock Markets- Introduction, Growth of Stock Exchanges, Growth Pattern of Listed Stock, Stock Brokers, Functions of a Stock Exchange, Trading in Stock Exchanges, Margin Trading, Regulations Relating to Stock Exchanges, Surveillance at Stock Exchanges, Forward Trading, Weaknesses of Badla System, Ban on Badla, Stock Index Futures, Bombay Stock Exchange, National Stock exchange, Calcutta Stock Exchange, Over the Counter Exchange of India, Depositories; Foreign Investment and its Regulations- Significance and Role of Foreign Investments, Non-resident Indians, Report of the Working Group on Non-resident Indian Investment; The Indian Fiscal System- Introduction, Finance Commission, Finance Administration.

REFERENCES:

1. H R Machiraju, Indian Financial System, Second Edition, Vikas Publishing House Pvt Ltd
2. H R Machiraju, Fiscal Policy of Equitable Growth, Mac Millan Publications.
3. Eitemen Wilford, The Stock market, McGraw Hill Co, New Edition.

UNIT - I

Investments - Investment Vs. Speculation - Investment Process - Investment categories - Risk and return - Factors Influencing Risk - Measuring Risk and Return, Valuation of Equity: Dividend Models, Price/Earnings Approach

UNIT - II

Equity stock Analysis: Economic analysis: Key Macroeconomic Factors. Industry analysis: Industry Life Cycle Analysis. Analysing the Structure and Characteristics of an Industry - Profit Potential of Industries. Company Analysis: Analysing the Financial Statements, The Chemistry of Earnings, Forecasting via the Earnings Model, Market Share/Profit Margin Approach, Independent Forecast of Revenue and Expenses. Bond analysis - Returns and Risk - Valuation of Bonds - Bond Management Strategies: Duration.

UNIT – III

Options: Types - Determinants of Option value - Option Position and Strategies -Option pricing. Futures: Stock Index futures - Portfolio strategies using futures -Futures on fixed income securities - Futures on long term Securities.

UNIT – IV

Technical Analysis: Market Indictors, Forecasting Individual Stock Performance. Efficient Market Theory - Random Wall - The Efficient Market Hypothesis. Portfolio Analysis: Effects of combining securities - Markowitz's Mean-Variance model. Portfolio selection: Risk and investor Preferences - Constructing the portfolio - Significance of beta in the Portfolio.

UNIT – V

Capital market Theory: CAPM - Arbitrage Pricing Theory. Management Portfolios and performance evaluation: Sharpe Index. Treynor Index, Jensen's Model.

REFERENCES

1. Donald E, Fischer and Ronald J.Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT. 6:h Ed., Prentice Hall of India. 2000.
2. Prasanna Chandra, MANAGING INVESTMENTS, Tata McGraw Hill.
3. R.J.Fuller and J.L. Farrel, MODERN INVESTMENTS AND SECURITY ANALYSIS, McGraw Hill.
4. Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
5. Stron Robert, PORTFOLIO MANAGEMENT HAND BOOK, Jaico, Bombay.

PAPER NO. XV - GLOBAL FINANCIAL MANAGEMENT

COURSE CODE: 43

PAPER CODE:H3050

UNIT – I

International Economic Environment - International Monetary System.

UNIT – II

Foreign Exchange Market - Exchange Rate Determination.

UNIT – III

Law of One Price - Management of Foreign Exchange Exposure

UNIT – IV

International Capital Budgeting International Working Capital Management -Financial Dimensions of International Trade

UNIT – V

Control and Tax aspects of Multinational Companies - Financing a Multinational Company.

REFERENCES

1. Maurice D. Levi, 'INTERNATIONAL FINANCIAL MANAGEMENT. McGraw-Hill.
2. C. Jeevanandham, EXCHANGE RATE ARITHMETIC, Sultan Chand.
3. Apte.P.G., International Financial Management, Tata Mc. Graw Hill, New Delhi.
4. Henning, C.N., W.Piggot and W.H.Scott, International Financial Management, Mc.Graw Hill, International Edition.

SYLLABUS

MBA (GENERAL)

III SEMESTER - STREAM 'C'

PAPER NO. XI - MANAGEMENT CONTROL SYSTEMS

COURSE CODE: 43

PAPER CODE: H3010

UNIT I ; The conceptual foundations of control systems

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2. Gosh P.K. and Gupta “Cost Analysis and Control”.
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PAPER NO. XII - ENTREPRENEURSHIP MANAGEMENT

COURSE CODE: 43

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UNIT-I

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COURSE CODE: 43

PAPER CODE:H3030

UNIT-I

An Introduction to life in organizations; Concept and Characteristics of KBOs; Dimensions of HRM in KBOs; New Role and Challenges for HRM in the KBO

UNIT-II

Managing Knowledge for organizational effectiveness - Process and Methods; Concept of Intellectual Capital and Learning Orientation in the Organizations; Knowledge and Role related issues; Performance Appraisal in a KBO - Discussion

UNIT-III

Managing Knowledge and OPH [Personnel and Organizational Health]; Rewarding Knowledge; Management of Retention and KBO

UNIT-IV

ICTs in HRM in KBO: HRIS for a KBO - Concept, Mechanics, and Software Orientation; Performance Management - Mechanics and One Illustrative Process

UNIT-V

Comprehensive Case Study on HRM in a KBO - Collection and Compilation of the material by the participants under the guidance of the Resource Person

REFERENCES

1. Managing Knowledge Workers, " Frances Horibe" John Wiley & Sons,
2. Knowledge Management - Enabling Business Growth "Ganesh Natarajan and Sandhya Shekhar", Tata McGRAW - Hill Publishing Company Limited
3. Management by Consciousness, Edited by Dr. G. P. Gupta, Sri Aurobindo Society, Pondicherry

PAPER NO. XIV - TRAINING AND DEVELOPMENT

COURSE CODE: 43

PAPER CODE: H3040

UNIT I

Job analysis – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors.

UNIT II

Learning Objectives – domains of learning – methods of learning – importance of teaching techniques – instruction technology – instructor behavior – attention versus involvement.

UNIT III

Need for Training and Development – Role of Development officers – administrators, consultants, designers and instructors – determining training needs – potential macro needs – usefulness of training – development of competency-based training programs – Evaluation of training programs,

UNIT IV

Methods of training – on the job training – off the job training – choosing optimum method – the lecture – field trips – panel discussion – behaviour modeling – interactive demonstrations – brain storming – case studies – action mazes, incident process, in-baskets, team tasks, buzz-groups and syndicates, agenda setting, role-plays- reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis.

UNIT V

Need for development – differences between training and development – management development program – career development program – counseling evaluation of programs – job evaluation – methods and techniques.

REFERENCES :

1. B.Taylor & G.Lippitt : MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
2. William E.Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey,1982.

COURSE CODE: 43

PAPER CODE: H3050

UNIT-I

Job Evaluation - Definition - Traditional and new Techniques - Performance Appraisal - basic concepts - performance standard - Appraisal methods.

UNIT-II

Compensation - Definition - classification - types - incentives - fringe benefits.

UNIT-III

Theories of wages - wage structure - wage fixation - wage payment - salary administration.

UNIT-IV

Rewards for sales personnel - pay - commission - pay and commission - performance based pay system - incentives - Executives compensation plan and packages.

UNIT-V

Wage Boards - Pay Commissions - Compensation Management in Multi-National organisations.

REFERENCES

1. Richard.I. Henderson: COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD - Prentice-Hall.
2. Richard Thrope & Gill Homen : STRATEGIC REWARD SYSTEMS - Prentice-Hall.
3. Thomas.P.Plannery, David.A.Hofrichter & Paul.E.Platten: PEOPLE, PERFORMANCE & PAY - Free Press.
4. Michael Armstrong & Helen Murlis: HAND BOOK OF REWARD MANAGEMENT – Crust Publishing House.
5. Joseph.J. Martocchio: STRATEGIC COMPENSATION - A HUMAN RESOURCE MANAGEMENT APPROACH - Prentice-Hall.
6. Edward.E. Lawler III : REWARDING EXCELLENCE (Pay Strategies for the New Economy) – Jossey -Bass.