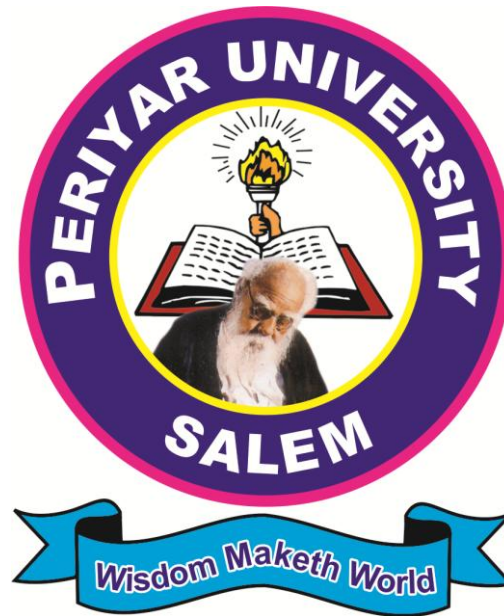


**PERIYAR UNIVERSITY
SALEM -11**



PERIYAR INSTITUTE OF DISTANCE EDUCATION

(PRIDE)

REGULATIONS AND SYLLABUS

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

(STUDENTS ADMITTED FROM 2008- 2009 ONWARDS)

REGULATIONS

1. ELIGIBILITY FOR ADMISSION:

Candidates for admission to the first year of the Master of Business Administration degree course shall be required to pass to Bachelor's Degree of any discipline in any Recognized University.

2. DURATION OF THE COURSE:

The course shall extend over a period of two academic years / calendar years. The subjects of study shall be in "accordance with the syllabus prescribed from time to time.

3. SUBJECTS OF STUDY:

The total number of subjects of study will be 16 out of which 14 will be compulsory and the remaining 2 will be electives / project.

The candidates shall take 8 subjects in the First year and the remaining subjects / project in the second year.

All subjects carry a maximum of 100 marks each. The project carries 200 marks. There will be no viva voce examination on project.

4. SCHEME OF EXAMINATION:

In each Examination for the written paper, 25% of marks shall be awarded by the continuous internal assessment and 75% of marks by external valuation, by the University. Each examination for the written paper shall be of 3 hours duration and carry 75 marks.

The distribution of examination shall be as follows:

FIRST YEAR:

- 1.1 Principles of Management
- 1.2 Managerial Economics
- 1.3 Managerial Communication
- 1.4 Legal Environment of Business
- 1.5 Organizational Behavior
- 1.6 Business policy & Strategic Management
- 1.7 Financial and Management Accounting
- 1.8 Research Methodology

SECOND YEAR:

- 2.1 Production Management
- 2.2 Financial Management
- 2.3 Human Resource Management
- 2.4 Marketing Management
- 2.5 International Business
- 2.6 Entrepreneurship
- 2.7 Project Report (Or) Two Papers on any one of the Electives

2.7. I. Production:

- (a) Production Planning, Control and Maintenance
- (b) Quality Management

II. Finance:

- (a) Financial Services
- (b) Investment Management

III Human Resources:

- (a) Training and Development
- (b) Labour Welfare

IV. Marketing:

- (a) Sales and Distribution Management
- (b) Marketing of Services

V. Systems:

- (a) Management Information System
- (b) Data Base Management System

Question Paper Pattern (Common to all Theory Exams)

Duration: 3 hrs.

Total Marks: 75

PART-A (5x 5 = 25 Marks)

Answer all questions each answer not to exceed one page

1. (a) Question from Unit-I or
(b) Question from Unit-I
2. (a) Question from Unit-II or
(b) Question from Unit-II
3. (a) Question from Unit-III or
(b) Question from Unit-III
4. (a) Question from Unit-IV or
(b) Question from Unit-IV
5. (a) Question from Unit-V or
(b) Question from Unit-V

PART-B (5 x 10 = 50 Marks)

Answer all Questions each answer not to be exceed four pages

6. (a) Question from Unit-I or
(b) Question from Unit-I
7. (a) Question from Unit-II or
(b) Question from Unit-II
8. (a) Question from Unit-III or
(b) Question from Unit-III
9. (a) Question from Unit-IV or
(b) Question from Unit-IV
10. (a) Question from Unit-V or
(b) Question from Unit-V1.1

1.1. PRINCIPLES OF MANAGEMENT

UNIT-1

Introduction - Meaning - nature and characteristics of Management - Scope and functional areas of management - Management as a science, art or profession - Contributions of F.W. Taylor, Henri Fayol, Elton Mayo, Peter F. Drucker, Douglas McGregor -Management and Administration - Social Responsibility of Management and Ethics.

UNIT-II

Planning - Nature, importance and Purpose of Planning - Planning Process -Objectives - Types of Plans - Steps in Planning - Policy making - importance of Policies -Types of Policies - Principles of Policy making - Policy formulation and administration -Basic areas of Policy making - Decision making Process.

UNIT-III

Organizing and staffing - Nature and Purpose of organization - Principles of organization - Types of organization - Departmentation - Committees - Centralization Vs Decentralization of authority and Responsibility - Span of control - MBO and MBE -Staffing process - Recruitment - Selection - Placement - Training.

UNIT-IV

Directing - Meaning and nature of direction - Leadership styles and functions -Motivation - Theories of Motivation - Pattern concept theory - Achievement Expectation Theory - XY Theory - Maslow's Theory - Importance of Financial and Non-Financial incentives - Communication - Types and forms of Communication - Process of Communication - Barriers to effective Communication - Suggestions to overcome the barriers to Communication.

UNIT-V

Co-ordination and Control - Meaning - Need for Co-ordination - Principles of Coordination - Approaches to achieve effective Co-ordination - Problems of Co-ordination. Control - Meaning and steps in controlling - importance of Control - Span of Control - An integrated Control System.

Reference Books:

1. L.M. Prasad, Principles of Management, Sultan Chan & sons.
2. C.B, Gupta, Business organization and Management, Sultan Chand & sons.
3. P.C. Tripathi and P.N.Reddy, Principles of Management, TataMcGraw-Hill Publishing co., Ltd., New Delhi.
4. Gene Burton and Manab Thakur, Management Today Principles and Practice, Tata McGraw-Hill, Publishing Co., Ltd., New Delhi.
5. Harold Koontz, Cyril Odonnel and melitrich, Management McGraw-Hill, Publications.
6. Rustum and Devar, Management Process, Progressive Corporation pvt, Ltd.,
7. Dingar Pagare, Business Management, Sultan Chand & sons.
8. J. Jayashanlcar, Principles of Management, Margnam Publications. Lewis A. Atten, Management and Organisation 5 McGraw-Hill Publications.
9. James Stoner, Management, Prentice Hall of India Pvt., Ltd., New Delhi.

1.2. MANAGERIAL ECONOMICS

UNIT-1

Managerial Economics - Definition - Difference between managerial economics and traditional economics - Scope - Areas of study - role and responsibilities of managerial economist - Business decision making - Concepts that aid decision making - Decision making techniques - Economic models - Linear programming - Game theory -Input output analysis - Case method. Business Firm - Objectives - Theory of the firm.

UNIT-II

Law of demand - Exceptions - Change in demand - Law of diminishing marginal utility - Law of equi-marginal utility - Indifference curve analysis - Consumer's equilibrium - Superiority of indifference curve technique - Demand distinctions - Elasticity of demand -Demand forecasts - Factors influencing demand forecasting - Levels of forecast - Purposes of forecasting - Criteria for the choice of a good forecasting method - Methods of forecasting.

UNIT-III

Cost concepts relevant for managerial decisions - Determinants of cost - Cost output relationship - Break even analysis - Production function - Laws of returns to scale – Internal and external economies,

UNIT-IV

Capital budgeting - Need - Kinds Capital budgeting problem - Principles to measure capital Productivity - Supply of capital - Capital rationing - Cost of capital - Calculating cost of capital - Project feasibility - Methods of projects evaluation - Pay back period -Discounted cash flow - Profitability index.

UNIT-V

Market - Classification - Nature and types of competition - Price determination under perfect competition and monopoly - Price discrimination - Pricing under monopolistic competition and oligopoly. Macro-economic concepts - National Income - Consumption function - Inflation - Balance of payments - Monetary and fiscal policies.

Reference Books:

1. Joel Dean - Managerial Economics
2. Gupta G. S.- Managerial Economics
3. Varshey RX & Maheswari.KX. -Managerial Economics.

1.3 MANAGERIAL COMMUNICATION

UNIT-I

Role of Communication in Business - Main forms of Communication in Business - Communication process - Coding and decoding - Roots of misunderstanding - Inferential model - Original message and reconstructed message - Symbols mismatch implications -Non-verbal symbols - Verbal symbols - Seven communication roadblocks - Communicating across cultures.

UNIT-II

Active listening - Anatomy of poor listening - Contributors to poor listening -Anatomy of poor speaking - Good listening - Logical Traps. Telephoning - General preparation - Making and answering calls - Mobile phones -Teleconferencing.

UNIT-III

Business presentation - Features of good presentations - Planning, Structuring and Delivering presentations - Handling questions - Coping with nervousness. Meetings - Factors making meetings ineffective - How to reduce wastage - When to call a meeting - How to prepare for a meeting - Conducting meetings - Preparing minutes.

UNIT-IV

Business letters - Stationery - Format and layout -E-mail - Managing the mailbox - Presenting mail - Commonsense and etiquette. Report Writing - Parts of a report - Qualities of a good report - Improving writing skills.

UNIT-V

Recruitment Correspondence - Application Letter - Curriculum Vitae / Resume -Invitation' to interview - Offer of employment - Letter of acceptance -Letter of resignation -Recommendation letter - Scan able Print Resume - Electronic resume.

Reference Books:

Matthukutty M Monippally, Business Communication Strategies, Tata McGraw-Hill.
Chaturvedi P.D. et ai, Business Communication; Concepts, Cases, & Applications, Pearson Education.

Shirley Taylor, Communication for Business, Pearson Education. Lesiicar and Flatley, Basic Business Communication, Tata McGraw-Hill. Courtan L. Bovee et al., Business Communication Today, Pearson Education. Rajendra Paui et al., Business Communication, Sultan Chand & Sons.

1.4 LEGAL ENVIRONMENT OF BUSINESS

UNIT-1

Indian Contract Act-1872 - Meaning and Nature of Law - Offer and Acceptance - Consideration - Contractual Capacity of Parties - Free Consent - Legality of Object and Consideration - Agreements Expressly Declared Void - Contingent Contract - Performance of Contracts - Quasi-Contracts - Discharge of Contract - Remedies for Breach of Contract.

UNIT-II

Contracts of Indemnity and Guarantee - Contract of Bailment and Pledge- contract of Agency.

UNIT-III

Sale of Goods Act-1930 - Conditions and Warranties - Transfer of Ownership or Property in Goods - Performance of the Contract of Sale - Remedial Measures.

UNIT-IV

Indian Partnership Act - Nature of Partnership - The Negotiable Instruments Act, 1881. Insolvency Act - Objects and Scope of the Insolvency Law-Procedure of Insolvency - Property and Debts of Insolvent - Discharge of Insolvent

UNIT-V

Indian Companies Act-1956 - Kinds of companies - Formation - Memorandum of Association - Articles of Association - Prospectus - Statement in lieu of prospectus -Misstatements in prospectus - Shares - Debentures - shareholder's rights - Company Management - Meetings and resolutions - Winding up - Modes of winding up.

Reference Books:

Nirmal Singh - Business Law - Deep & Deep Publication Pvt., Ltd., New Delhi. N.D. Kapoor - Business Law - Sultan Chand - Ne'w Delhi.'

1.5 ORGANISATIONAL BEHAVIOUR

UNIT-I

Meaning, Nature and Scope of Organizational Behaviour - Need for studying Organizational Behaviour - Disciplines contributing to Organizational Behaviour -Organizational Behaviour process - Approaches to the study of Organizational Behaviour -Hawthorne's experiments and its implications.

UNIT-II

Personality - Types of Personality - Theories of Personality - Perception - Perceptual Process - Perception and its application in Organizations - Attitude - Formation of Attitude -Measurement of Attitude - Values - Types of Values.

UNIT-III

Motivation - Meaning - Nature of Motivation - Theories of Motivation and Techniques - Motivation Process- Job satisfaction - Measuring Job satisfaction - Meaning -Morale and Productivity.

UNIT-IV

Group Dynamics - Why do people form and join the Groups - theories of Groups -Group cohesiveness - Group role - Group decision making techniques - Different models of Group decision making - Group conflict - Types of conflict - Conflict process.

UNIT-V

Leadership - Leadership styles - Theories - Leadership styles in Indian Organizations - Power - Sources of Power - Organization Culture - Types of Culture -Function of Culture - Organization Effectiveness - Factors influencing organization effectiveness.

Reference Books:

Stephen P. Robbins, Organizational Behaviour, Pearson Education. Newstrom & Davis, Organizational Behaviour, Tata McGraw-Hill. Jit S Chandan. Organizational Behaviour, Vikas Publishing House. K.Aswathappa, Organizational Behaviour, Himalaya Publishing House. Fred Luthans, Organizational Behaviour, Tata McGraw-Hill. L.M. Prasad, Organizational Behaviour, Sultan Chand & Sons.

1.6 BUSINESS POLICY AND STRATEGIC MANAGEMENT

UNIT-I

Introduction to Business Policy : Evolution, Nature, Purpose - Importance and the objectives of Business Policy. An overview of strategic Management: Policy-Strategy-Tactics -Levels of strategy-Strategic decision making-Strategic Management process -Strategists and their role in strategic management - Business Ethics - Social responsibility -Social Audit.

UNIT-II

Strategy formulation: Strategic Intent-Vision, Mission, Business Definition, Goals and Objectives. External Environment: Market-Technological-Supplier-Economic-Regulatory-Political-socio-cultural and International environment-Techniques of Environmental Analysis. Organizational Analysis- SWOT analysis - Organizational Capability Profile (OCP)-Strategic Advantage Profile (SAP).

UNIT-III

Strategy Alternatives: Corporate level strategies-Grand strategies: Stability-Expansion — Retrenchment- Combination. Business level strategies-Porter's generic business strategies.

UNIT-IV

Strategy Analysis and Choice: Corporate level strategic analysis- Boston consulting group (BCG) matrix-General Electric (GE) matrix - Business level strategic analysis- Porter's Five force model.

UNIT-V

Strategy Implementation and Evaluation: Project and Procedural Implementation-resource allocation- structures-leadership- functional and operational Implementation.Strategic evaluation and control.

Reference Books:

1. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw-Hill.
2. Charles W.L. Hill & Gareth R.Jones, Strategic Management Theory : An Integrated approach, Houghton Mifflin Company.
3. Arthur A. Thompson Jr, A.J. Strickland III and John E.Gamble, Crafting and Executing strategy: The quest for competitive advantage- Concepts and Cases-Tata McGraw-Hill.
4. Fred R. David, Strategic Management: Concepts and Cases, Pearson Education.
5. Thomas L. Wheeien, J.David Hunger, Concepts of Strategic Management and Business PoJicy₃ Pearson Education.

1.7 FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT-1

Introduction to Financial Accounting - Meaning, Scope, Principles, Concepts and Conventions - Preparation of Financial statements, Trial Balance - Manufacturing, Trading Account - Profit and Loss Account - Balance sheet - Depreciation methods and accounting.

UNIT-II

Financial Statement: Analysis and Interpretation - Meaning in Types of Financial Statement - Types of Financial Analysis - Steps involved in Financial Statement Analysis Techniques of Financial Analysis - Limitations of Financial Analysis.

UNIT-III

Ratio analysis - Meaning - Classification - Advantages of Ratio Analysis – Fund Flow Analysis - Cash Flow Analysis.

UNIT-IV

Budgeting Control - Meaning of Budget - Classification of Budgets – Performance Budgeting - Zero base budgeting - Standard Costing - Determination of Standard cost -Variance Analysis - Cost and sales Variances - Control of Variance.

UNIT-V

Marginal Costing and Profit planning - Cost Volume Profit Analysis - Break even analysis.

Reference Books:

1. R.S.N. Pillai & Bagavathi - Management Accounting S.Chand & Co.Ltd., New Delhi (2002)
2. R. Narayanaswamy - Financial Accounting - A managerial perspective Prentice Hall India Pvt, Ltd., New Delhi.
3. Bhattacharya S.K.John Dearden Accounting for Management text and cases – Vikas publishing house, New Delhi, 2000.
4. Charles T. Hornegren - Introduction to management accounting Prentice Hall, New Delhi,200h
5. Dr. S.N. Maheswari - Financial Management Accounting - Sultan Chand and sons, New Delhi.
6. P.C. Tulsiar - Financial Accounting - Tata McGraw Hill, Publishing Company, New Delhi.

1.8 RESEARCH METHODOLOGY

UNIT-I

Nature and significance of management research - Concepts of social science research - Stages in research process - Research Design - Hypothesis.

UNIT-II

Kinds of data - Methods of data collection - Sampling techniques - Survey method ~ Case Study - Interview techniques ~ Interview schedule - Questionnaire - Data processing -Report writing.

UNIT-III

Measures of central tendency - Measures of dispersion - Measures of asymmetry -Measures of relationship - Simple regression analysis - Multiple correlations and regression analysis.

UNIT-IV

Testing of hypotheses - Procedure for hypothesis testing - Chi-square test -t test - F test - Limitations of the tests of hypotheses.

UNIT-V

Analysis of Variance (ANOVA) - Setting up ANOVA table - One way and two way ANOVA ~ Analysis of covariance - Non-parametric tests - Multivariate techniques.

Reference Books:

1. Wilkinson SL Bhandarkar - Methodology and Techniques of Social Research
2. Kothari C.R - Research Methodology: Methods and Techniques
3. Gopal M.H - An Introduction to Research Procedure in Social Sciences
4. Gupta S.P- Statistical Methods
5. Uma Sekaran - Research Methods for Business.

2.1 PRODUCTION MANAGEMENT

UNIT-1

Production Management - Definition - Production System - Difference between services and goods production - Historical development of production management -Product design - Steps - Designing for the customer - Quality Function Deployment (QFD) - Value analysis - Make or Buy decision.

UNIT-II

Facility location - Factors affecting plant location - Plant location selection methods - Process analysis - Types of processes - Process selection - Methods - Production layout techniques — Process layout — Product layout — Assembly lines — Fixed position layout - Cellular layout - Retail service layout.

UNIT-III

Capacity planning - Concepts - Economies of scale - The Experience curve -Determining capacity requirements - Enterprise resource planning - Production scheduling -Priority rules - Johnson's method of scheduling - Techniques - Nature and Importance of work centers.

UNIT-IV

Materials management - Materials requirement planning - Master production schedule - Purchase management - Vendor selection - Methods - JIT system- Inventory control — Purposes — Inventory costs - Inventory models - Fixed quantity (Q) model - Fixed period (P) model - EOQ models (without shortages) - Price break models.

UNIT-V

Quality control - Acceptance sampling - OC curve - Statistical quality control -Maintenance management — Purposes - Types - Break down and Preventive maintenance Work measurement - Tub design - Considerations - Work study - Time study- Standard time - Measurement techniques.

Reference Books:

1. Production and Operations management - B.S. GoeJ - Pragati Prakashan (2005)
2. Production and Operations management - S.A.Shunwalla & Patel, Himalaya Publishing (2006)
3. Production and Operations Management - R. Panneerselvan - Prentice Hall (2005).

2.2 FINANCIAL MANAGEMENT

UNIT-1

Introduction - Finance and Related Disciplines - Scope and objectives of Financial Management- Finance function and its organization.

UNIT-II

Capital Expenditure Evaluation - Methods and Appraisals - Pay back period, simple and Discounted - Net Present value, Internal Rate of Return - Accounting Rate of Return and Profitability Index - Capital rationing.

UNIT- III

Cost of Capital - Importance, Measurement of specific cost - Computation of Overall Cost of Capital - Capital structure - Determinants and theories.

UNIT-IV

Dividend policy Decision - Determinants - working capital Management -Management of different components.

UNIT-V

Sources of Finance - Short term and Long term sources - Leverages and its types.

Reference Books:

1. Pandey I.M., Financial Management, Vikas Publishing House.
2. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw-Hill
3. James and Van Home, Financial Management and Policy, Prentice Hall
4. Kuchchal S.C., Financial Management
5. Maheswari. S.N., Financial Management: Principles and Practice, Sultan Chand & Sons.
6. Khan. M and Jain.P, Financial Management; Principles and Practice, Tata McGraw-Hill.

2.3. HUMAN RESOURCE MANAGEMENT

UNIT-1

Perceptive in Human Resource Management : Evolution of human resource management - The importance of the Human Factor - Objectives of human resource management - Role of Human Resource Manager - Human Resource Policies - Computer Applications in Human Resource Management.

UNIT-II

The Concept of best-fit employee : Importance of Human Resource Planning - Forecasting Human Resource Requirement - Internal and external sources. Selection process screening - Tests - Validation - Interview - Medical examination - Induction - Practices - Socialization benefits.

UNIT-III

Training and executive development; Training Needs - Types of training methods, purposes, benefits resistance. Executive development programmes - Common practices -m Benefits - Self-development- Knowledge Management.

UNIT-IV

Sustaining employee interest; Compensation plan - Reward - Motivation - Theories of motivation - Career Management - Development mentor - Protege relationships.

UNIT-V

Performance evaluation and control process: Method of performance evaluation - Feedback - Industry practices. Promotion, demotion, transfer and separation - Implications of job change. The control process - Importance - Methods - Requirement of effective control systems - Grievances - Causes - Implications - Redressal methods.

Reference Books:

Decenzo and Robbins, Human Resource Management, Wilsey. Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India. Mamoria C.B. and Mamoria S. Prsonnel Management, Himalaya Publishing Company. Dessler, Human Respurce Management, Pearson Education Limited.

2.4 MARKETING MANAGEMENT

UNIT-1

Markets and marketing - Scope of Marketing - Fundamental concepts, trends and tasks - Marketing and customer value - Nature and contents of a marketing plan -Components of Marketing Information System - Analyzing the macro environment.

UNIT-II

Marketing Research Process - Measuring marketing productivity - Demand Measurement - Building Customer Value, Satisfaction and Loyalty - Maximizing Customer Lifetime Value - Customer Relationship Management - Database Marketing - Factors influencing consumer behaviour - Consumer Buying Decision Process - Stages in Organizational Buying.

UNIT-III

Levels of Marketing Segmentation - Segmenting Consumer Markets - Bases for segmenting Business Markets - Market Targeting - Building and managing Brand Equity -Developing and communicating a positioning strategy - Differentiation Strategies - Product Life Cycle Strategies - Competitive Strategies for Leaders, Challengers, Followers and Nichers - Balancing customer and competitor orientation!

UNIT-IV

Product Characteristics and Classification - Product and brand relationships -Developing Pricing Strategies and Programmes - Setting and Adapting the Price — Initiating and responding to price changes - Role of Marketing Channels - Channel design decisions.

UNIT-V

Role of Marketing Communication - Developing Effective Communication -Deciding and managing Marketing Communication Mix - Advertising versus Promotion -Direct Marketing and Interactive Marketing - New Product Development Process -Consumer Adoption Process - Marketing implementation, evaluation and control.

Reference Books:

Philip Kotler and Kevin Lane Keller; Marketing Management, Prentice Hall India. Kotler and Armstrong; Principles of Marketing, Prentice Hall India. V.S. Ramaswamy and S.Namakumari; Marketing Management, Macmillan India. Rajiv Lal et al: Marketing Management: Text and Cases, Tata McGraw-Hill. Etzel, Stanton and Walker: Fundamentals of Marketing, McGraw-Hill.

2.5 INTERNATIONAL BUSINESS

UNIT-1

Introduction : Definition - Trade and investment flow - Economic theories - Forms of International Business - Trade Policy - Export promotion - Export procedures and documents - FOREX management - Exchange rate determination - Exchange risk -Managing exchange rate.

UNIT-II

International Business environment: Globalization of Business - Economic, political and cultural environment of international business - WTO and trade liberalization -Emerging issues - Implications for India - Regional trade blocks -Inter -regional trade among regional groups.

UNIT-III

Global strategic management: Structural design of multi-national enterprises (MNEs) - Strategic planning - strategic considerations - National Vs Global competitiveness.

UNIT-IV

Control and Evaluation of International Business: Control of MNEs - Approaches to control - The role of information systems - Performance measurement - Mechanics of measurement - Various performance indicators - Evaluation systems.

UNIT-V

Conflict in International Business & Negotiations; Factors causing conflict - Conflict resolution actions - The role of negotiations in international Business - The role of international agencies in conflict resolution.

Reference Books:

1. John. D. Daniels and Lee H. Radebaugh, 'International Business', Pearson Education Asia.
2. Richard M. Hodgetts and Fred Luthans, International Management, Tata McGraw Hill, New Delhi.
3. Charles W. L. Hills, 'International Business', Tata McGraw Hill, New Delhi.
4. Francis Cherunilam, International Business, Wheeler publication.

2.6. ENTRJEPRENEURSHIP

UNIT-I

Evolution of concept of Entrepreneur and Entrepreneurship - Characteristics of an entrepreneur - Types of Entrepreneur - Entrepreneur - Growth of entrepreneurship - The role of entrepreneurship in economic development - Women entrepreneurship - Rural Entrepreneurship - major entrepreneurial competencies - Factors affecting Entrepreneurial growth - Entrepreneurial mobility - Opportunities for entrepreneurial career,

UNIT-II

Project identification - Project formulation - Guidelines - Common errors in project formulation - Concepts of project appraisal - Methods of project appraisal - Financing of enterprises - Sources - Term. Loans, short-term finance, export finance - Ownership structures - proprietorship, partnership, company, co-operatives - Government incentive and assistance.

UNIT-III

Institutional finance to entrepreneurs - Commercial banks - IFCI - *IRBI* - LIC ~ UTI - State financial corporations - State industrial development corporations - SIDBR - EXIM Bank - Technical support to Entrepreneurs - NSIC, SIDO, SISI, District Industries Centers -Technical consultancy organizations - Government support to small-scale enterprises.

UNIT- IV

Entrepreneurs as Managers - Production & Operations Management - Inventory Management - Personnel Management - Financial Management - Working capital Management - New Product launching - Marketing methods - Pricing and distribution channels - Customer relationship Management - Total Quality Management.

UNIT-V

Entrepreneurial Environment - Economic & Non Economic factors - International Business Environment - Entrepreneurial motivation - Need for Entrepreneurial development programmes - Sickness in small business - Small enterprises in international business -Export documents & procedure for small enterprises - Electronic Commerce & small enterprises.

Reference Books:

1. Entrepreneurial Development, S.S.Khanka, S.Chand & Co.,
2. Entrepreneurship, New Venture creation, David H. Holt Prentice Hall of India, New Delhi.
3. Entrepreneurship 5th Edition, Robert D.Hisrich, Michael, P.Peters, Tata McGraw-Hill, New Delhi.
4. Entrepreneurship development in India, Gupta, Srinivasan, Sultan Chand & Sons, New Delhi.
5. Problems of prospects of small scale industries in India, Vasant Desai, Himalaya Publishing House, Bombay.

2.7.1 (a) PRODUCTION PLANNING, CONTROL AND MAINTENANCE

UNIT-I

Production planning - Importance of planning for production process - Analysis of planning process - Pre-requisites of production planning Department - Production control -Objectives - Functions - Advantages - Production control system - Requirements.

UNIT-II

Production Planning and Control (PPC) - Main Elements - Objectives - Functions of PPC - Organization for PPC - Centralized Vs Decentralized PPC - Information Requirements - Comparison of production planning and production control.

UNIT-III

Stages of PPC - Pre planning - Planning ~ Control - PPC an Integrated Approach - Measuring Effectiveness of PPC - Production Methods and PPC - Problems of PPC -Control Measures - Computer integrated PPC.

UNIT- IV

Maintenance system - Objectives - Areas and economic aspects - Maintenance costs - Functional Elements of Maintenance programme - advantages - Maintenance policies -Types of Maintenance - Break down maintenance - Preventive maintenance - Elements -Advantages.

UNIT-V

Maintenance Department - Organization - Centralized Vs Decentralized -Maintenance planning, scheduling and controlling - Information system for maintenance management. Reliability - Failure analysis - Bath Tub curve - Replacement theory - Total productive maintenance (7PM) - Objectives and benefits.

Reference Books:

1. Production and Materials Management - P. Saravanavel, S. Sumathi - Margham publication (2006)
2. Production planning and control - Text and cases - Mukhoipadhyay - TMH.

2.7. I (b) QUALITY MANAGEMENT

UNIT-I

Definition of Quality - Quality control - Need and principles -* Importance and advantages of Quality control system - Quality control organization - Quality costs -Relationship of quality and cost, productivity and profit - Historical background and contributors to Quality control.

UNIT-II

Sampling plan - Methods - Sampling plans for attributes and variables - Operating characteristic (OC) curve - Acceptance sampling - Producers Vs Consumer's Risk - Average Outgoing Quality Limit (AOQL) - Sampling Inspection - Advantages - Methods.

UNIT- III

Statistical Quality control - Parato Diagram - Process flow Diagram - Cause and Effect - Check sheets - Control charts - Importance - Control charts for variables - X chart and R chart - Control charts for attributes - "C chart and P chart.

UNIT-IV

Quality by design - Benefits - Implementation - Quality Function Deployment (QFD) - Benefits - Process - Failure Mode Effect Analysis (FMEA) - Analysis - Reliability and Failure analysis - Stages of FMEA - (Plan Do Check Act) PDCA analysis — Taguchis Quality approach - Deming's principles of Quality - Zero Defect concept - Bench marking -TQM.

UNIT-V

HRD and Quality circles - Advantages - Quality of work life - Six sigma- System and benefits. International Quality System - ISO : 9000 - Elements - Specifications -Certification. Indian Quality System - ISI - Importance and certification - Other Quality Marks (Agmark, Hallmark, Silkmark).

REFERENCE BOOKS:

Quality Control and Total Quality Management - P.L. Jain-Tata McGraw-Hill (2006)
Total Quality Management - Bester field - Pearson Education.

2.7 II (a) FINANCIAL SERVICES

UNIT-I

Introduction to Indian Financial System - Financial Markets and Types - Financial Institutions in India - Reserve Bank of India - Commercial Banks - State Bank of India - Development Financial Institutions NABARD, SIDBI, EXIMBank and IFCI.

UNIT-II

Asset / Fund Based Financial Services - Leasing - Types and its Evaluation. Hire purchase Finance and Consumer Credit - Factoring and Forfeiting.

UNIT-III

Other Services - Bills Discounting - Housing Finance - National Housing Bank -Other housing financing Institutions - Insurance Services - Insurance Regulatory and Development Authority (IRDA) - Venture Capital Financing.

UNIT-IV

Merchant Banking Services - Issue Management - Pre Issue and Post Issue Management.

UNIT-V

Merger / Amalgamation - Stock Broking - Types, Credit Rating Agencies, Process and Methodology.

Reference Books:

1. M.Y. Khan, Financial Services, Tata McGraw-Hill.
2. J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House.
3. Vinod Kothari, Lease Financing and Hire Purchase including Consumer Credits, Wadhara & Company.
4. Machiraju, Indian Financial System, Vikas Publication House.
5. AMFI & SEBI Guidelines.

2.7 II (b) INVESTMENT MANAGEMENT

UNIT-1

Investor - Investment, Nature and Scope - Objectives, Investment Avenues - Savings and Investment - Investment Vs Speculation.

UNIT-II

Security and Capital Market - New Issue Market and Stock Exchanges in India -Role, Mechanism and its Development - SEBI and its role.

UNIT- III

Investment Decision Making - Sources of Information - Security Analysis, types - Fundamental Analysis and Technical Analysis.

UNIT-IV

Portfolio Analysis - Markowitz and Simple Sharpe Ideal Optimization -, Portfolio Selection and Revision.

UNIT-V

Financial Derivatives - Option , Future, Swaps and Hedging - Mutual Funds and its types.

Reference Books:

1. V.A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House. Ranaganathan and Madhumathi, Pearson Education.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vlkas Publishing. Donald E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall India / Pearson.

2.7-III (a) TRAINING AND DEVELOPMENT

UNIT-I

Human Resource Development: Meaning - Strategic framework for HRM and HRD Vision, Mission and Values - Importance - Challenges to Organisations - HRD Functions Roles of Professionals - Needs Assessment - Practices - Measures of performance - Links to HR, Strategy and Business Goals - HRD Program Implementation and Evaluation -Recent trends - Strategic Capability, Bench Marking and HRD Audit

UNIT-II

Electronic Human Resource Management - e-Employee profile - e-selection and recruitment - Virtual learning and Orientation - e-training and development - e-Performance management and Compensation design - Development and Implementation of HRIS -Designing HR portals - Issues in employee privacy ~ Employee online surveys.

UNIT-III

Cross cultural HRM: Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs - Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border M and A - Repatriation - Building Multicultural Organisations - International Compensation.

UNIT-IV

Career and Competency Development: Career Concepts - Roles - Career stages -Career planning and Process - Career development Models - Career Motivation and Enrichment - Managing Career plateaus - Designing Effective Career Development Systems - Competencies and Career Management - Competency Mapping Models - Equity and Competency based Compensation.

UNIT-V

Employee coaching and counseling : Need "for Coaching - Role of HR in coaching - Coaching and Performance - Skills for Effective Coaching - Coaching Effectiveness - Need for Counseling - Role of HR in Counseling - Components of Counseling Programs -Counseling Effectiveness - Employee Health and Welfare Programs - Work Stress - Sources- Consequences - Stress Management Techniques - Eastern and Western Practices - Self Management and Emotional Intelligence.

Reference Books:

1. Jeffrey A Mello, 'Strategic Human Resource' Management', Thomson, Singapore, Southwestern.
2. Randy L. Desimone, Jon M. Werner - David M. Marris, 'Human Resource Development' Thomson Southwestern, Singapore.
3. Robert L. Mathis and John H. Jackson, 'Human Resource Management*', Thomson Southwestern, Singapore.
4. Rosemary Harrison, 'Employee Development' - University Press, India Ltd., New Delhi.
5. Srinivas Kandula, 'Human Resource Management in Practice', Prentice Hall of India, 2005, New Delhi.

2.7. III (b) LABOUR WELFARE

UNIT-1

Industrial relations: Concept - Importance - Industrial Relations problems in the Public Sector- Growth of Trade Unions - Codes of conduct.

UNIT-II

Industrial conflicts : Disputes - Impact - Causes - Strikes - Prevention - Industrial Peace - Government Machinery - Conciliation - Arbitration - Adjudication.

UNIT-III

Labour welfare: Concept - Objectives - Scope - Need - Voluntary Welfare Measures - Statutory Welfare Measures - Labour Welfare Funds - Education and Training Schemes.

UNIT-IV

Industrial safety: Causes of Accidents - Prevention - Safety Provisions - Industrial Health and Hygiene - Importance - Problems - Occupational Hazards - Diseases - Psychological problems - Counseling - Statutory Provisions.

UNIT-V

Welfare of special categories of labour : Child Labour - Female Labour - contract Labour - Construction Labour - Agricultural labour - Disabled - Welfare of knowledge workers - Social Assistance - Social Security - Implications.

Reference Books:

1. Mamoria C.B. and Sathish Mamoria, 'Dynamics of Industrial Relations', Himalaya Publishing House, New Delhi, 1998.
2. Dwivedi. R.S. 'Human Relation & Organisational Behaviour', Macmillan India Ltd., New Delhi, 1997.
3. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
4. Srivastava, 'Industrial Relations and Labour laws', Vilcas, 4th edition, 2000.

2.7. IV (a) SALES AND DISTRIBUTION MANAGEMENT

UNIT-1

Organizational framework of the Sales department - Sales Management - Objectives of sales management - Types and methods of sales organizations - Sales manager - Tasks and responsibilities - Co-ordinating and controlling the marketing mix - Product policies -Distribution policies - Pricing policies - International sales management.

UNIT-II

Sales force management - Job Analysis - Recruiting sales personnel - Selecting sales personnel — Building sales training programs - Motivating sales personnel - Devising sales compensation plans - Types of compensation plans - Sales meetings and contests -Evaluating and supervising.

UNIT-III

The Sales Budget - Form and context - Budgetary procedure - Quotas - Types -Procedure - Sales territories - Routing and scheduling Sales personnel - Sales Audit - Sales Analysis - Marketing cost Analysis.

UNIT-IV

Distribution management - Role of distribution in the marketing mix - Role and functions - Transport and handling - Economies of Transportation - Determining optimum mode of transport - Organization - Logistics Management - Supply chain management -Role of technology in distribution.

UNIT-V

Distribution channels - Types - Functions of wholesalers - Functions of retailers -Strategic plan of network - Location - Selection - Appointment and termination of dealers -Morale and motivation — Functions towards the dealers.

Reference Books:

1. Sales Management - decisions, strategies and cases - Richard R. Still, Edward W. Cundiff, Norman A.P.Govoni, Prentice - Hall of India, New Delhi.
2. Selling & Sales Management, David Jobber* Geoff Lancaster, Sixth Edition Pearson Education, New Delhi.
3. A New Approach to physical distribution - Arulraj.
4. How showmanships sells - Elmer G. Letermark - Horper and Row publisher (New Delhi) 1964.
5. Marketing & Sales Management, Acharya RXP.G.Govekar, Himalaya Publishing House, Mumbai.

2.7. IV (b) MARKETING OF SERVICES

UNIT-1

Need for Services Marketing - Tangibility Spectrum - Goods and Services Marketing - Services Marketing Mix - Gaps Model of Service Quality - Search, Experience and Credence properties - Consumer Decision Making and Evaluation of Services - Role of Culture in Service - Meaning and types of Service Expectations - Factors influencing customer expectations. Customer Perceptions - Customer Satisfaction - Service Quality -Service Encounter - Strategies for influencing Customer Perceptions.

UNIT-II

Marketing Research - Criteria for effective research - Elements in Services Marketing Research - Relationship Marketing - Relationship value of customers -Relationship strategies - Levels of relationship strategies - Service failure and recovery -Service recovery strategies - Service guarantees.

UNIT-III

Services Development and Design - Stages in New Service Development - Service blueprinting - Customer Defined Service Standards - Process of developing standards -Physical evidence - Types and role of Servicescapes - Framework for understanding servicescape effects.

UNIT-IV

Service Triangle - Specifications - Delivery gap - Service Culture - Levels of Customer Participation - Customers' roles - Strategies for enhancing customer participation -¹ Issues involving service intermediaries - Strategies for managing service intermediaries -Strategies for matching demand and capacity - Waiting line strategies.

UNIT-V

Integrated Service Marketing Communications - Strategies to match service promises with delivery - Strategies for exceeding customer expectations - Pricing of Services -Pricing Strategies and Value Definitions.

Reference Books:

Valarie A. Zeithmal and Mary Jo Bitner: Services Marketing, Tata McGraw-Hill K. Rama Mohana Rao : Services Marketing, Pearson Education. Rajendra Nargundkar: Services Marketing, Tata McGraw-Hill Christopher Lovelock ; Services Marketing, Pearson Education. Helen Woodruffe : Services Marketing, Macmillan.

2.7. V (a) MANAGEMENT INFORMATION SYSTEM

UNIT-1

Managerial overview of Information System - Introduction to information system ~ Characteristics of Information - Process of converting data into information — Information system and organization structure - Challenges - Application in Managerial decision making.

UNIT- II

Technical Foundations of Information System - Computer Hardware - Components of a Computer - Computer software - Programming Languages - Systems software and Applications software.

UNIT-III

Business Applications of Information System - Decision support System and Executive information system - Artificial Intelligence, Expert system and Neural Network.

UNIT-IV

Maintenance Information System - System Analysis and Decision : Methodology and implications. Tools for Information system Development.

UNIT-V

Managerial Implementation - Strategic Information System - Managing Information Resources - Computer Scanning.

Reference Books:

1. James A. O'Brien, Introduction to Information Systems: A Business and Managerial Perspective, Tata McGraw-Hill.
2. W.S. Jawasekar, Management Information Systems, Tata McGraw-Hill.
3. Kenneth X Laudon and Jane Price Laudon, Management Information Systems, Pearson Education.
4. Gordan B.Davis, Management Information Systems, Tata McGraw-Hill.
5. C.S.V.Murthy, Management Information System, Himalaya Publishing House.

2.7. V (b) DATA BASE MANAGEMENT SYSTEM

UNIT-I

Introduction - Data and Data Management - Data Base systems - Organization - Function - Components - Data base users.

UNIT-II

Data Base Architecture and Design - Data Base Architecture - ANSI / SPARC Architecture - Physical and Logical Data Independence - Data Base Language and Design - Constraints.

UNIT-III

Data models - Hierarchical model - Network Model - Relational model - ER Model - EER Model.

UNIT-IV

Relational Data Base Management Systems (RDBMS) - Relational Data Manual - Codd's rule - Relative Data Information and its constraints.

UNIT-V

Files - File Organization and File structure - Data Base Security - Data Warehouses, Data online analytical processing.

Reference Books:

1. Essentials of Data Base Management Systems - Alexander Leon and Methew, Vijay Nicole Impex Pvt, Ltd., Chennai.
2. Atul Kathate, Introduction to Database Management Systems, Prentice Hall India.
3. David M. Kroenke, Database Processing Fundamentals, Design and Implementation, Prentice Hall India.
4. James Martin, Computer Database Organization, Prentice Hall India.
5. Silberschatz, Korth, Sudarshan, Database System Concepts, McGraw-Hill.
6. Elmassi, Navathe, Fundamentals of Database Systems, Pearson Education.
7. C.J. Date, An Introduction to Database Systems, Addison Wesley.