

# EXECUTIVE MBA



**REGULATIONS – (2009-2010)**

**PERIYAR UNIVERSITY**  
**SALEM – 636 011.**

Curriculum Structure

Number of Semesters : 03  
 Number of Papers : Theory 11 (08 Core + 03 Electives)  
 Number of Practical : 01 (Project Work & Viva Voce)

**Semester Pattern**

I Semester : July to December  
 II Semester : January to June  
 III Semester : July to December

**I Semester**

Course No.	Course
1	Concepts of Management and Communication
2	Marketing Management
3	Operations Management
4	Financial Management
5	Human Resource Management
6	Systems Management

**II Semester**

Course No.	Course
7	Strategic Management & Business Environment
8	Research Methodology for Management
9	M1/H1/O1/S1/F1
10	M2/H2/O2/S2/F2
11	M3/H3/O3/S3/F3

**III Semester**

Project Work and Viva Voce

**Question Paper Pattern**  
**MBA Degree Examination**

**Subject Code:**

**Subject Title :**

Time: Three Hours

Max. Marks: 60

**Section A (5X3=15 Marks)**

Answer all the questions

1. Short answer question from Unit I
2. Short answer question from Unit II
3. Short answer question from Unit III
4. Short answer question from Unit IV
5. Short answer question from Unit V

**Section B (5X6=30 Marks)**

Answer all the questions

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 V

**Section C (1X15=15 Marks) Compulsory**

11. Case Study / Case Problem from any unit. (Application oriented: Question should not exceed 1 page)

## **Concepts of Management & Communication**

### **Unit I**

Management – Meaning, Nature, Importance, Scope, Levels – Functional Management and functions of Management – Contributions of F.W. Taylor & Fayol – JIT.

### **Unit II**

Planning – Organization – Staffing – Directing – Controlling – Coordinating – Basics of Organizational Behavior –Hawthorne’s experiments and its implications.

### **Unit III**

Personality , Perception , Learning , Attitude , Motivation , Group Dynamics, Leadership (Basic Concepts).

### **Unit IV**

Communication: Meaning, Process, Types, Barriers, Principles - Verbal – Communication – Written Communication – Business Correspondence – Nonverbal Communication.

### **Unit V**

Telephone Etiquettes and Manners - Drafting Memos, Agenda, Sales Letters, Circulars – Handling Customers Complaints – Types & tones of collection letters – Technology in Communication – Email – Methods & its applications - Power point presentations – User friendly communication tools.

### **Recommended Text:**

1. Essential of management: An International Perspective - Harold Koontz & Heinz Weirich
2. Management & Ethics Omnibus - S.K.Chakraborty, Oxford University press.
3. Mastering Business Communication - Wool Cott & Unwin.
4. Business Communication – Rajendra Paul & Korhahalli.
5. Organizational Behaviour – Aswethappa – Himalaya Publishing House.

# **Marketing Management**

## **Unit I**

Introduction – Meaning – Significance – Core Concepts of Marketing – Marketing Functions – Marketing Interface with other functional areas – Marketing in the Globalized Environment.

## **Unit II**

Market Segmentation – Meaning, Need, Importance, Bases of Segmentation, Process – Segment/Target Marketing, Market Positioning – Competitive strategies – Consumer Behavior – Influencing factors – Buying motives and process – Building Customer Satisfaction – Types of Consumers.

## **Unit III**

Product Management – Levels, Types of Product. Product Line Mix, Product Differentiation, Positioning, Repositioning – Branding – Packaging – Labeling - Product Life Cycle – New Product Development Process – Pricing Decisions – Objectives – Pricing Strategies.

## **Unit IV**

Channel Management – Levels – Types – Selection - Functions, Roles & Responsibilities, Channel Supporting strategies- Modern methods of Distribution - MLM – Promotion Management, Promotion Mix – Personal Selling, Sales Promotions, Advertising and Publicity – Features of good Promotional Mix.

## **Unit V**

Marketing of Services- Special characteristics – 8 Ps – Role of Information Technology in Marketing - Online Marketing – Career scope in marketing – Basics of CRM – Basics of International Marketing.

## **Recommended Text:**

1. Marketing Management – Philip Kotler – Prentice Hall of India (P) Ltd.
2. Fundamentals of Marketing – William J. Stanton, Michael, J.K. Etzel – McGraw Hill Publication – New York.
3. Marketing Management - Ramasamy and Namakumari – Mac Millan India.

# **Operations Management**

## **Unit I**

Operations Management – Scope and Functions – Production System and Types of Production Systems – Plant Location – Factors influencing Plant Location – Plant Layout – Principles and Criteria of Plant Layout – Types of Plant Layout – Value Analysis and its procedure.

## **Unit II**

Production Planning and Control – Objectives – Functions – Requirements of effective Production Planning and Control – Routing and Scheduling – Importance, Objectives and its Procedure.

## **Unit III**

Material Management: Objectives – Functions – Material Requirement Planning - Purchase Management – Vendor Rating.

Inventory Control – Techniques – EOQ Analysis – ABC Analysis – Material requirement planning - Just in Time System – Lean manufacturing.

## **Unit IV**

Quality Control – Objectives – Importance – Inspection – Kinds of Inspection – KAIZEN – Key elements of KAIZEN – Steps in Implementation – Six Sigma – World Class Manufacturing – Benchmarking - Quality Circles – Total Quality Management – Maintenance.

## **Unit V**

Work Environment – Worker Safety – Major Components of work study – Method study – Work measurement – Techniques of work measurement – Steps involved for conducting time study – steps in method study – Principles of motion economy.

**Recommended Text:**

1. Production and Operations Management – R.Panneer Selvam – Prentice Hall of India, New Delhi.
2. Production and Operations Management – S.N. Charsi.
3. Production and Materials Management – P.Saravanel and S.Sumathi – Margham Publications, Chennai.
4. Production and Operations Management – K.Aswathappa, K.Sridhar Bhat – Himalaya Publishing House.
5. Industrial Engineering and Management – Khanna.P.O – DhantPat Rai Publications Pvt. Ltd.

## **Financial Management**

### **Unit I**

Financial Management – Nature and Scope - Finance Function – Its Relationship with other Functions – Role of Finance Manager - Finance Organization – Objectives of Financial Management.

### **Unit II**

Interpretations and Analysis of Financial Statements – Financial Forecasting – Actual Proforma ad Model Statement – Preparations and Users – Financial Planning and Control – Break Even Analysis – Leverages – Cost Volume Profit Analysis.

### **Unit III**

Liquidity Management – Current Assets Managements – Cash, Receivables, Inventory, Liquidity, Profitability and Solvency Criteria – Current Liabilities Management – Size and Sources – Regulations of Working Capital Finance – Tandon Committee – Chore Committee – Marathe Committee.

### **Unit IV**

Long Term Capital Management – Cost of Capital – Basic Concept, Rationale and Assumptions – Cost of Equity Capital – Cost of Debt – Cost of Preference Shares – Cost Retained Earnings – Capital Structure decisions of the Firm – Compositions and Sources of Long Term Funds – Factors Determining Funds Requirements.

### **Unit V**

Budgetary Control – Performance Budgeting – Zero Base Budgeting – Financial Information Systems (FIS) – Sources of Institutional Finance.

### **Recommended Text:**

1. Fundamentals of Financial Management – James C.Van Horne – Person, New Delhi.
2. “Financial Management – Theory and Practice” - Prasanna Chandra – Tata McGraw Hill Publishing Co Ltd., New Delhi.
3. “Financial Management – An Analysis and Conceptual Approach” – S.C.Kuchhal – Chaitanya Publishing House, Allahabad.
4. Financial Management – M.Pandey – Vikas Publishing House – 9<sup>th</sup> Edition.
5. Financial Management – P.V.Kulkarni – Himalaya Publishing House.



# **Human Resource Management**

## **Unit I**

Evaluation of human resource management – Role of human resource in management – Objectives, Scope and Functions of HRM – Distinction between personnel management and human resource management – Human resource policies.

## **Unit II**

Strategic planning and HR management: Importance – Forecasting human resource requirements – Job analysis – Job description – Job specification – Job evaluation.

## **Unit III**

Recruitment – Policy – Sources – Methods.

Selection – Selection policy and process screening – Tests – Validation – Interview – Medical examination – Placement and inductions – Training and Development – Management Development Programme – Socialization benefits.

## **Unit IV**

Performance Appraisal – Meaning – Methods and Technique – Evaluation of performance appraisal – Problems and Solution – Wage and Salary administration – Principles of wage fixation – Incentive Schemes – Employee motivation – Objectives and benefits – Essential features – Steps in motivation – Job satisfaction.

## **Unit V**

Discipline – Objective – Procedure for effective/discipline – Penalties – Grievance Handling and its importance – Brain Storming – Structure – Objectives – Policies – Membership – Growth of Trade Union in India – Collective Bargaining and Case Studies.

## **Recommended Text:**

1. Human Resource Management – Decenzo & Robbins Wiley & Sons, Singapore.
2. Human Resource Management – Garry Dessler – Prentice Hall.
3. Dynamics of Personal Management – C.B.Mamoria – Himalaya Publishing Company.

## **Systems Management**

### **Unit I:**

System Analysis Fundamentals: Role of System Analysis – Understanding Organizational Style and its Impact on Information Systems – Determining Feasibility - Managing Analysis and Design Activities.

### **Unit II:**

System Analysis – Role and Responsibilities - System Analysis Tools: DFD – Decision Tables – Warnier Orr Diagrams – HIPO Charts – Process Flow Charts – System Flow Chart.

### **Unit III:**

System Analysis: System Development Life Cycle – Information Gathering – Problem Solving Approach – Data Modeling with Logical Entity Relationship.

### **Unit IV:**

System Design: Designing Effective Input and Output – Designing Database and Files – Designing User Interface – Designing Accurate Data Entry Procedures.

### **Unit V:**

System Implementation: System Testing - Conversion – Post Implementation and Review – Software Maintenance – Hardware and Software Selection – Security, Disaster and Recovery.

### **Recommended Text:**

1. “System Analysis and Design Methods”, Whitten, Bentley and Barlow, Galgothia Publications.
2. “System Analysis and Design – A Case Study Approach” – Robert J.Thierauf.
3. System Analysis and Design – Elio M.Awad.

# **Strategic Management and Business Environment**

## **Unit I**

Corporate Strategic Planning – Mission – Vision – Hierarchical levels of Planning – Strategic Planning Process – Environmental Scanning – Corporate Governance and Social Responsibility.

## **Unit II**

Organizational Analysis – Organizational Capability Profile (OCP) – Strategic Advantage Profile (SAP) – SWOT Analysis – Strategy Formulation – Grand Strategies – Porter's Generic Business Strategies.

## **Unit III**

Strategy Evaluation – BCG Approach – General Electric (GE) Nine Cell Matrix – Arthur D. Little Life-Cycle Approach to Strategic Planning – Scenario Planning – Michael E. Porter's Five Force Model – Mc Kinsey's 7'S Model – Strategic Implementation and Control.

## **Unit IV**

Business Environment: Competitive – Technological – Supplier – Economic – Legal – Political – Socio-Cultural – International Environment.

## **Unit V**

New Economic Policy and its impact on Economy – Foreign Exchange Management Act (FEMA) – World Trade Organization and Trade Liberalization – Securities and Exchange Board of India Act (SEBI).

## **Recommended Text:**

1. Concepts of Strategic Management and Business Policy - Thomas L. Wheelen and J. David Hunger - Pearson Education.
2. Strategic Management: Concepts and Cases – Fred R. David – Pearson Education.
3. Business Policy and Strategic Management – Azhar Kazmi – Tata McGraw Hill Publishing Company Ltd.
4. Business Environment – Francis Cherunilam – Himalaya Publishing House.
5. Economic Environment of Business – M. Adhikary – Sultan Chand and Sons.

# **Research Methodology for Management**

## **Unit I**

Research – Meaning - Scope and significance - Types of research – Research process – Characteristics of good research – Scientific method – Problems in research – Identifying research problem – Concepts and theoretical framework.

## **Unit II**

Formulation of research design – Types – Case study – Features of good design – Measurement – Hypothesis: Meaning – Sources – Types – Meaning – Errors in measurement – Tests of sound measurement - Techniques of measurement – Scaling techniques – Meaning – Types of scales – Scale construction techniques.

## **Unit III**

Data collection: Types of data – Sources – Tools for data collection methods of data collection – Constructing questionnaire – Pilot study – Case study – Sampling design – Meaning – Concepts – Steps in sampling – Criteria for good sample design – Types of sample designs – Probability and non-probability samples - Data Processing: Coding – Editing and tabulation of data – Data analysis.

## **Unit IV**

Test of significance: Assumptions about parametric and non-parametric tests – Parametric test, T test, Z test and F test – Non-Parametric test – U test, Kruskal Wallis, Sign test – Multivariable analysis – Factor, Cluster, Discriminant analysis (No Problems).

## **Unit V**

Interpretation – Meaning – Techniques of interpretation – Report writing – Significance – Steps in report writing – Layout of report – Types of reports – Oral presentation – Executive summary – Mechanics of writing research reports – Precautions for writing report – Norms for using tables, charts and diagrams – Appendix: Norms for using Index and Bibliography – Computer applications in research methods.

**N.B:** 70% of the questions shall be theory based.  
30% of the question shall be problem based.

**Recommended Text:**

1. Business Research Methods – Emory & Cooper.
2. Research Methods in Social Science – Good & Hatt.
3. Research Methodology – Methods and Techniques – C.R.Kothari – New Age International Publishers, New Delhi.
4. Research Methods for Commerce and Management – K.V.Rao.

## **M1 - CONSUMER BEHAVIOUR**

### **Unit I**

Introduction - Definition – Consumer Behaviour & Marketing - Stages in Marketing - Application of Consumer - Behaviour Science - Changing Role of Product - Marketer and Consumer - Customer Behaviour – Family – Woman - Rural Consumer – Special area consumer.

### **Unit II**

Consumer Perception - Meaning - Concept and importance of Consumer Perception - Formation of Perception – Perception Process - Consumer Perceptions in Services Sector - Perception & Brand - Consumer Perception of Risks.

### **Unit III**

Consumer Learning And Attitude - Learning Theories – Stimulus Response Theory, Generalization - Cognitive Learning Theory - Branding - Attitude – Definition - Importance and formation of Attitude - Attitude Motivation - Role of Influence - Influences of Family - Influence of Groups & Peers - Influence of Media - Attitude - Behaviour Relationship.

### **Unit IV**

Consumer Research - Process of Research - Defining Area & Objectives - Collection & Evaluation of Secondary Data - Designing Appropriate Primary Research – Analyzing and testing of data - Interfaces – Conclusions.

### **Unit V**

Motivation: Concept of Motivation – Motivation Process - Positive & Negative Motivation – Integrity of Motivation – Hierarchy of Needs – Emerging Concept of Involvement - Consumer Protection – Role of Government – Consumer Protection Legislation in India – Role of Media – Ethics in Business and its relevance to the study of consumer behaviour – Ethics in operations.

**Recommended Text:**

1. Consumer Behavior – Hawkins, Best, Coney – TMH, 9/e, 2004.
2. Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 8/e.
3. Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson.
4. Consumer Behaviour – Concepts Applications & Cases – M S Raju & Dominique Xardel.

## **M2- Promotional Management**

### **Unit I**

Advertising – Meaning – Objectives – Importance – Benefits of advertising – Advertising concept – Economic – Social and legal aspects – Ethical issues in Advertising – Non-commercial advertising – AIDAS concept.

### **Unit II**

Advertising process – Effectiveness of advertising campaign – Advertising planning – Execution and evaluation - Advertising objectives – Budget appropriation - Advertising strategy.

### **Unit III**

Advertising media and media plan – Media structure – Media decision – Media building – Media plan – media research and Advertising decisions - Advertising agency – Organization Structure and Types – Publicity – Concept and types – Advertising Vs Publicity.

### **Unit IV**

Sales promotion – Role of sales promotion – Consumer promotion – Trade promotion – Sales promotion Mix - Tools – Factors in deciding sales promotion mix – Evaluation of sales promotion.

### **Unit V**

Sales force management - Sales force design – Objectives – Strategy, size, structure and compensation – Sales Quota and Sales Territory – Personal selling – Steps in personal selling – Salesmanship - Evaluating sales force performance.

### **Recommended Text:**

1. Advertising Text & Cases – Mahendra Mohan – Tata Mc Graw Hill.
2. Advertising Excellence – BOVEE & THILL - Mc Graw Hill.
3. Sales Management – Cundiff and Still – PHI.
4. Sales Promotion – Julian Cummins.



## **M3 - INTERNATIONAL MARKETING**

### **Unit I**

Introduction to International Marketing: Nature and significance - Complexities Domestic Vs Transnational marketing -International market orientation - EPRG - Framework – International market entry strategies.

### **Unit II**

International Marketing Environment: Internal environment - External environment – Geographical – Demographic – Economic - Socio-cultural - Political and legal environment - Impact of environment on international marketing decisions.

### **Unit III**

Product Decisions: Product planning for global markets - Standardisation vs Product adaptation - New product development - Management of international brands - Packaging and labeling - Provision of sales related services.

### **Unit IV**

Pricing Decisions: Environmental influences on pricing decisions - International pricing policies and strategies – Methods of INCO Terms – Export Payment - Promotion Decisions - Complexities and issues - International advertising - Personal selling – Sales promotion and public relations.

### **Unit V**

Distribution Channels and Logistics: Functional and types of channels – Channel partner – Channel selection decisions - Selection of foreign distributors/agents and managing relations – International logistics decisions.

### **Recommended Text:**

1. Czinkota, M.R: International Marketing, Dryden Press, Boston.
2. Jain, S.C.: International Marketing, CBS Publications, New Delhi
3. Keegan, Warren J.: Global Marketing Management, Prentice Hall, New Delhi

## **O1 - Supply Chain Management**

### **Unit I:**

Introduction to Supply Chain Management (SCM) – Concept and Components of SCM – Features and Strategic issues in SCM – Value Chain Management and Customer Relations Management.

### **Unit II:**

Customer Focus in SCM – Demand Planning – Purchase Planning – Make or Buy Decision – Indigenous and Global Sourcing – Development and Management of Suppliers – Legal Aspects of Buying – Cost Management – Negotiating for Purchasing / Sub Contracting.

### **Unit III:**

Manufacturing Scheduling – Manufacturing Flow System – Work Flow Automation – Dynamic Optimization - Material Handling – Design and Decision – Warehousing and Storekeeping – Strategies of Warehousing and Storekeeping.

### **Unit IV:**

Logistics Management – Role of Logistics in SCM – Integrated Logistics Management – Transportation Design and Decision – Multi Modalism – Third Party Logistics – Facilities Management – (Port/Airport/ICD's) – Channels of Distribution – Logistics and Customer Service.

### **Unit V:**

Modern Practices in Supply Chain Management – Role of technology in SCM - Organizational Issues to Implement SCM – International Logistics – Ocean Carrier Management – Import – Export Logistics Management.

### **Recommended Text:**

1. Logistics and Supply Chain Management – Christopher – Ricahrd Irwin, 1994.
2. Supply Chain Management for Global Competitiveness – B.S.Sahay, Mac Millar, 1999.
3. Supply Chain Management – P.N.Chopra – 2<sup>nd</sup> Edition – Pearson.

## **O2- Integrated Materials Management**

### **Unit I:**

Materials Management – Meaning – Need and Importance – Functional areas of materials management – Material planning – Budgeting – Modern developments in materials management – Applications.

### **Unit II:**

Purchasing – Planning – Letter of intend – Vendor selection – Sources of supply – Vendor rating techniques – Purchase process – Tender and quotation – Quality control in purchase – Transportation management – Procedure for foreign purchase – JIT system.

### **Unit III:**

Materials receipt – Storage – Stores management – Stores system and Equipments – Stores records – Standardization and Codification – KANBAN – Warehouse management – Inventory control – Models – Deterministic and probabilistic models – Probabilistic model – Problems and techniques.

### **Unit IV:**

Inventory control – Deterministic model – EOQ models – Inventory systems – Recorder level – Inventory control methods – ABC analysis and other methods.

### **Unit V:**

Materials handling – Systems – Importance – Equipment – Absolute and waste management – Materials insurance – Logistics and supply chain management – Fundamentals.

### **Recommended Text:**

1. Production and operations management: Manufacturing and services – Chase, Aquitano, Jacobs - Tata McGraw Hill.
2. Integrated materials management – Gopalakrishnan – Tata McGraw Hill.

## **O3 - Total Quality Management**

### **Unit I**

Principles of Quality Management: Definitions of Quality – Quality Philosophies of Deming – Crosby and Miller – Service Vs. Product Quality – Customer Focus – Quality and Business Performance - Leadership for Quality Management – Quality Planning – Designing for Quality - Manufacturing for Quality – Vision and Mission Statements and Quality Policy.

### **Unit II**

Total Quality Management: Evaluation for TQM - TQM Models – Human and System Components – Continuous Improvement Strategies – Deming Wheel – Internal, External Customer Concept – Customer Satisfaction Index – Customer Retention- Team Work and Team Building – Empowerment – TQM Culture – Quality Circles – KAIZEN – Top Management Commitment and involvement.

### **Unit III**

Quality Management Tools for Business Applications: Principles and Applications of Quality Function Development – Failure Mode and Effect Analysis – Taguchi Techniques – Seven old QC Tools – Seven New Management Tools – Statistical Quality Control Techniques (only Theory and no Problems) – Mistake Proofing – Benchmarking – 8D Methodology.

### **Unit IV**

Quality Imperatives for Business Improvement: Dimensions of Quality - Reliability Prediction Analysis – Total Productive Maintenance – Costs of Quality – Business Process Reengineering – Process Capability Analysis – Quality Assurance and ISO9000 Certification – ISO 9001:2000.

### **Unit V**

TQM Implementation Strategies: Organizational Structure and Mindset of Individuals – Motivational aspects of TQM – Change Management Strategies – Training for TQM – TQM Road Map – Quality Improvement Index – Six Sigma concept.

**Recommended Text:**

1. Total Quality Management – Dale H.Besterfield et al - Pearson Education.
2. Total Quality Management – Poornima M.Charantimath – Pearson Education.
3. Quality Control and Total Quality Management – P.L. Jain - Tata McGraw Hill.

## **S1 - E-Commerce**

### **Unit I**

Introduction to E-Commerce – Traditional Commerce Vs E-commerce – Economic Forces for E-Commerce – Value Chains – Technology Infrastructure – The Internet and the World Wide Web – Origin and Growth – Internet Protocols – Markup Languages – Internet Connection Options.

### **Unit II**

Business Strategies for E-Commerce – B to B Strategies –Electronic Data Interchange – EDI to E-Commerce – Supply Chain Management – Purchasing, Logistics and Support Activities – Electronic Market Places and Portals – Web Auctions and Related Business.

### **Unit III**

Marketing on the Web – Strategies – Communication – Customer Behaviour and Relationship Intensity – Advertising – E-Mail Marketing – CRM & E-Commerce – Brands on the Web – Elements – Selling on the Web – Revenue Models – Web Site Usability – Online Trading – E-Banking.

### **Unit IV**

Environment of E-Commerce – International Nature – Legal Environment –Ethical Issues – E-Commerce Security – Objectives – Protecting Client Computers – Protecting E-Commerce Channels – Protecting the Web Server.

### **Unit V**

Payment Systems for E-Commerce – Payment Cards – Electronic Cash – Electronic Wallets – ATM Cards – Stored Value Cards – Planning for E-Commerce – Initiatives & Strategies for Developing E-Commerce Websites – Managing Implementations.

### **Recommended Text:**

1. Electronic Commerce – Gary P.Schneider – Thom Son.
2. Frontiers of E-Commerce – Ravi Kalakota, Andrew Whinston – Addison Wesley.
3. Business on the Net – An Introduction to E-Commerce – Kamallesh N.Agarwala, Amit Lal and Deeksha Agarwala – Macmillan India Ltd.

## **S2 - Database Management System**

### **Unit I**

Database System and Evaluation of Database Technology – Database System in Organization – Objectives – Data Models – ER Model – Hierarchical Network and Relational Models – Entities and Attributes – Schema and Sub-Schema.

### **Unit II**

Normalization – Boyce Codd Normal Form – DBMS and RDBMS – Creating Tables – The Basics of SQL and SQL Grammar – Query Processing – Optimization.

### **Unit III**

Object Oriented Modeling – Object Oriented Concepts – Principles – Object Structure – Business Process and Transaction Modeling – Object Interaction Modeling – Object Life Cycle Modeling.

### **Unit IV**

Transaction Management – Concept and Implementation – Concurrency Control – Recovery System – Atomicity Log Based – Shadow Paging – Buffer and Remote Back up.

### **Unit V**

Distributed Database – Homogeneous and Heterogeneous – DDBMS – Transaction in DDBMS – Parallel Database.

### **Recommended Text:**

1. Database Processing! Fundamentals – Design and implementation – David M.Kroenke, PHI.
2. Computer Database Organization – James Martin – PHI.
3. Introduction to Database Management Systems – Atul Kahate – PHI.

## **S3 - Enterprise Resource Planning**

### **Unit I:**

ERP – Principles – ERP framework – Business blue print – BPRE – Tools – Languages – Value Chain – Supply and Demand Chain – Expanded Supply Chain Management.

### **Unit II:**

ERP Technology and Architecture: Client / Server architecture – Technology choices – Internet direction – Evaluation framework – CRM pricing.

### **Unit III:**

ERP models – Dynamic models – Process models – ERP environment – Sales and distribution – Finance – HRM environments – Hardware maintenance for ERP.

### **Unit IV:**

ERP System Packages: SAP, People Soft, Baan and Oracle – Comparison – Integration of different ERP applications – ERP and sales force automation – Integration of ERP with Internet.

### **Unit V:**

ERP implementation strategies – Organizational and Social issues – ERP procurement issues – Market Trends – Outsourcing of ERP – Economics and cost issues – Return on Investment.

### **Recommended Text:**

1. ERP – A Managerial Perspective – S. Sadagopan – Tata McGraw Hill.
2. Enterprise Resource Planning – Concepts and Practice – Vinodkumar, Garg and N.K.Venkitakrishnan, PHI.
3. ERPWARE, ERP Implementation Framework – Garg & Venkitakrishnan – PHI.



## **F1 - Security Analysis and Portfolio Management**

### **Unit I**

Introduction to securities – Investment Vs Speculation - Investment categories – Debt instruments – Equities – Options and futures markets and their functions – Indian securities and capital markets.

### **Unit II**

Risk and return – Security returns – Systematic risk – Unsystematic risk – Capital asset – Pricing model – Security market line – Valuation of fixed securities – Government bonds – Commercial papers – Gilt Edged securities.

### **Unit III**

Security analysis – Meaning – Nature and scope – Valuation of securities – Objectives and Principles – Economic and industry analysis – Fundamental and technical analysis – random walk theory – Efficient Market Hypothesis.

### **Unit IV**

Portfolio analysis – Meaning and its need – Elements of Portfolio Management – Stages in portfolio construction – effects of combining securities.

### **Unit V**

Portfolio construction – Risks diversification – Markowitz risk return optimization – Portfolio selection – Simple share portfolio optimization – Significance of Beta in the portfolio.

### **Recommended Text:**

1. Security Analysis and Portfolio Management – Donald E.Fisher and Ronald J.Jordan, PHI/Pearson.
2. Investment and Securities Market in India - V.A.Avadhani – Himalaya House.
3. Investment Management – Preeti Singg – Himalaya Publishing House.

## **F2 - Merchant Banking and Financial Services**

### **Unit I**

Introduction – Growth of Merchant Banking – Functions – Merchant Banks and Commercial Banks - Merchant Banks and Development Banks – Merchant Banks and Project Banking – Merchant Banking and Investment Banking – Merchant Banking and Management Consultancy – Merchant Banking in India – SEBI Guidelines on Merchant Banking.

### **Unit II**

Introduction – Responsibilities of underwriters – Procedures of underwriting – Advantages of underwriting – Kinds of underwriters – Consortium of underwriting.

### **Unit III**

Financial services – Meaning - Importance – Types and Players in financial services – Financial services and economic environment – WTO Accord on Financial services – Financial services and GATT – Global presence of Indian financial services – Foreign Institutional Investors – Financial Innovations.

### **Unit IV**

Financial Instruments: Introduction – Debentures – Preference shares – Cumulative convertible preference shares – Treasury bills – Discount and financial houses of India – Commercial Papers – Certificate of deposits – Inter bank participation - Global depository receipts – Hedge funds – Bonds – Derivatives.

### **Unit V**

Leasing and Hire Purchase Services: Types of lease accounts – Advantages of leasing – Disadvantages of leasing – Differentiae between Sales and Lease – Institutions in Leasing- Recent Trends in Leasing – Hire purchase finance service – Features – Precautions – Recommendations of the banking commission – RBI Guidelines

### **Recommended Text:**

1. Financial Services – E. Dharmaraj – S. Chand & Company Ltd., New Delhi.
2. Management of Indian Financial Institution – R.M.Shrivastar.
3. Financial Services – M.Y.Khan.

## **F3 - International Finance**

### **Unit I**

Trade and Balance of Payments – Current items – Capital items – Components of international finance system – Foreign exchange market – International current markets – Institutions in international finance system.

### **Unit II**

Objectives of IMF – Fund's role of consultation – Sources of funds – Quotas – Share capital of IMF – Other sources of funds – Fund's lending operations – Standby arrangements – IMF charges – Other facilities – Exchange rates and par values – International monetary reforms – international liquidity – Need for reserves – Composition and level – Adequacy of reserves – Problems of liquidity – Augmentation of liquidity – Special Drawing Rights (SDRs) – SDR allocation – Limitations – Uses – SDRs in India – India's IMF net position - Additional SDRs.

### **Unit III**

World trade trends – World aid trends – Role of MNCs – World monetary trends – Role of WTO – Role of UNCTAD – Origin in NIEO – Emergence of North-South dialogue – Objectives – Elements – Implementation of N.I.E.O – Growth of regionalism.

### **Unit IV**

Definition – Hurdles of globalization – Management of change to globalization – Strategic planning – Recent environmental changes – Macro environment – Requisites for globalization – Globalization models – Environmental adoption for globalization – Financial environment – World economic trends – Policy changes – Monetary and credit trends – Trade policy and trends – Liberalised access to foreign borrowing – Capital and stock markets – Conclusion.

### **Unit V**

International debt instruments: short-term borrowing, medium-term borrowing – Euro markets – International bond market – Financing the multinational and its overseas subsidiaries: International financing choice – Managing risk – Foreign currency financing decisions – Project finance – Source of finance.

**Recommended Text:**

1. International Finance - V.A.Avadhani – Himalaya Publishing House.
2. Security Analysis and Portfolio Management – Donald E.Fisher and Ronald J.Jordan, PHI/Pearson.
3. Multinational Finance – Adrian Buckley – Prentice Hall of India.

# **H1 - Human Resource Development**

## **Unit I**

Foundations of Human Resource Development - Evolution - Characteristics – Functions – Challenges - Human resource management vs Human resource development.

## **Unit II**

Employee behavior-model of employee behavior - Factors influencing employee behaviour - Learning & Human resource development: Learning strategies and styles – HRD need assessment: Definition – Purpose – Importance – Levels – Strategic and organizational analysis.

## **Unit III**

Human resource development intervention - Creating - Human resource development programs - Training methods - OJT, Self-based/computer-based training – Sensitivity training – In-basket exercise role playing.

## **Unit IV:**

Performance appraisal – Importance and methods - Work improvement -methods, setting time standards, employee-employer relations, motivation & morale, job analysis in Human resource development, applications of Human resource development, coaching and performance management.

## **Unit V:**

Human resource development evaluation-purpose, models and frame works, data collection, ethical issues, assessing impact of human resource development career management and development, employee counseling and wellness services, Human resource development and diversity.

## **Recommended Text:**

1. Fundamentals of Human Resource Management – 8<sup>th</sup> Edition – David A. Decenzo, it.al.
2. Organizational Development – Wendell L. French & Cecil H. Bell – Prentice Hall of India.
3. Designing and Managing Human Resource Systems – Pareek Udai and T.V.Rao – Oxford and TBH.
4. Performance Appraisal: Theory and Practice – Rao.T.V. – Vikas Publishing.

## **H2 - Knowledge Management**

### **Unit I**

Introduction: Definition – Evolution – Need – Drivers - Scope - Approaches in Organizations - Strategies in organizations - Components and functions - Understanding knowledge - Learning organization - Five components of learning organization - Knowledge sources and documentation.

### **Unit II**

Essentials of Knowledge Management (KM) - Knowledge creation process - KM Techniques - Knowledge creation process - Systems and tools - Organizational KM architecture and implementation strategies - Building the knowledge corporation and implementing KM in organization.

### **Unit III**

KM system life cycle - Managing knowledge workers - KM practices in organizations - The KM Platform - Knowledge Audit and Analysis - Designing the KM Team - Creating the KM System Blue Print – Developing the KM System.

### **Unit IV**

The Third Phase: KMS Development - Prototyping and Development - Leadership and Reward Structures - The Final Phase and Beyond - Measuring Real - Option Analysis for Performance – Real - Options Analysis for Knowledge Valuation.

### **Unit V**

Futuristic KM: Knowledge Engineering - Theory of Computation - Data Structure.

**Recommended Text:**

1. The Knowledge Management Toolkit, Amrit Tiwana, Pearson Education, Second Edition.
2. Knowledge Management – a resource book – A Thohothathr Raman, Excel, 2004.
3. Knowledge Management, Elias M.Awad, Hassan M. Ghaziri, Pearson Education.
4. The Fifth Discipline Field Book – Strategies & Tools For Building A learning Organization – Peter Senge Et Al. – Nicholas Brealey – 1994.
5. Knowledge Management – Sudhir Warier, Vikas publications.
6. Leading with Knowledge, Madanmohan Rao, Tata Mc-Graw Hill.

## **H3 - Organizational Change**

### **Unit I**

Meaning - Nature and Types of Change - Change programmes - Change levers - change as growth - change as transformation - change as turnaround - value-based change

### **Unit II**

Mapping change - Role of diagramming in system investigation - Flow diagramming techniques - systems relationships - systems diagramming and mapping - Influence charts - Multiple cause diagrams - Multidisciplinary approach

### **Unit III**

Learning organization - its relevance to organizational change - Kindling learning processes in organizations - Strategies to build a learning organization - Organisation Development (OD) – Meaning - Nature and Scope of OD - Dynamics of planned change – Person - Focused and role-focused OD interventions - Planning OD Strategy - OD interventions in Indian Organisations - Challenges to OD parishioners.

### **Unit IV**

Nature and Importance of Teams - Team vs Groups - Types of teams - Characteristics of Virtual teams - Team building life cycle - Role of managers as linking pins - Team building skills - Perspectives on effectiveness of Team working

### **Unit V**

Changes in the legal frame work of collective bargaining - Negotiated flexibility - Productivity bargaining - Improved work relations - Public sector bargaining and social security - Negotiated change - Change in the labour - Management relations in the post - liberalised India - Review of the response of collective bargaining strategy to the challenges of Globalisation and the restructuring of enterprises in India.



## **References Books**

1. Joseph W. Weiss: Organisational Behaviour and Change-- Managing Diversity, cross cultural dynamics and Ethics. Thomson Learning 2/e, New Delhi, 2001.
2. Art Horn: Gifts of Leadership: Team Building through Focus and Empathy, Macmillan India, 1998.
3. Mirza S.Saiyadan, Organisational Behaviour, TMH, 2003, New Delhi
4. S.Ramnarayan, TV Rao and Kuldeep Singh(Ed.): Organization Development, Response Books, New Delhi 2003.