

MANONMANIAM SUNDARANAR UNIVERSITY
TIRUNELVELI
PG - COURSES – AFFILIATED COLLEGES
 Course Structure for Master of Business Administration
 (Choice Based Credit System)
 (with effect from the academic year 2017- 2018 onwards)

Sem. (1)	Sub. No. (2)	Subject Status (3)	Subject Title (4)	Contact Hrs./ Week (5)	Credits (6)
III	13	Core -13	Operations research	4	4
	14	Core -14	Entrepreneurship	4	4
	15	Core -15	Research Methodology	4	4
	16	Elective – 1	Major Elective - ME1	3	3
	17	Elective - 2	Major Elective - ME2	3	3
	18	Core - 16 Practical - 3	Data Analysis with SPSS – Lab	4	2
	19	Core - 17	Summer Project / Internship	8	6
Subtotal				30	26
IV	20	Core - 18	Business policy and Strategic Management	5	4
	21	Core – 19	International Business Management	5	4
	22	Elective – 3	Major Elective – ME3	4	3
	23	Elective – 4	Major Elective - ME4	4	3
	24	Core – 20	Project / Dissertation	12	8
	Subtotal				30
Total				120	92

For the project flexible credits are b/w 5- 8 & hours per week are b/w 10-16

Total number of credits \geq 92 : 92
 Total number of Core courses : 20 (15P + 3P + 2Prj)
 Total number of elective courses : 4
 Total hours : 120

Se m.	Sl. No	Sub. status	Course Name	Hrs/ week	Cred its	Intern al Marks	Exter nal Marks	Tota l Mar ks	Minimu m Passing Marks
III	13	Core-13	Operations Research	4	4	25	75	100	50% in External and 50% Overall
III	14	Core-14	Entrepreneurship	4	4	25	75	100	
III	15	Core-15	Research Methodology	4	4	25	75	100	
III	16	Elective 1	Major Elective ME1	3	3	25	75	100	
III	17	Elective 2	Major Elective ME2	3	3	25	75	100	
III	18	Core -16 Practical 3	Data Analysis with SPSS – Lab	4	2	50	50	100	
III	19	Core – 17	Summer Project / Internship	8	6	25	75	100	
Sub total				30	26				

Se m.	Sl. No	Sub. status	Course Name	Hrs/ week	Cred its	Intern al Marks	Exter nal Marks	Tota l Mar ks	Minimu m Passing Marks
IV	20	Core-18	Business Policy and Strategic Management	5	4	25	75	100	50% in External and 50% Overall
IV	21	Core-19	International Business Management	5	4	25	75	100	
IV	22	Elective 3	Major Elective ME3	4	3	25	75	100	
IV	23	Elective 4	Major Elective ME4	4	3	25	75	100	
IV	24	Core 20	Project / Dissertation	12	8	25	75	100	
Sub total				30	22				

List of Electives offered in the III Semester

CC	III Semester
A. Marketing	
M1	Services Marketing
M2	Advertising And Sales Promotion
M3	Brand Management
M4	Consumer Behavior
B. Finance	
F1	Insurance Management
F2	Security Analysis And Portfolio Management
F3	Derivatives Management
F4	Tax Management
C. Human Resource	
H1	Strategic Human Resource Management
H2	Labor Legislation
H3	Human Resource Accounting And Auditing
H4	Creativity And Innovation Management
D. Logistics	
L1	Materials Management
L2	Inventory Management
L3	Distribution And Logistics Management
L4	Export- Import Trade And Freight Logistics

CC-Course Code

Every student has to select two electives from the major electives offered in the third semester.

List of Electives offered in the IV Semester

CC	IV Semester
A. Marketing	
M5	Retail Management
M6	Sales Management
M7	Product Management
M8	Global Marketing
B. Finance	
F5	Project Finance
F6	Merger And Acquisitions
F7	Treasury And Risk Management
F8	Strategic Financial Management
C. Human Resource	
H5	Training And Development
H6	Managerial Behavior And Effectiveness
H7	Union- Management Relations
H8	Stress Management
D. Logistics	
L5	Supply Chain Management
L6	Legal Aspects In Logistics
L7	Procurement & Quality Management
L8	Cargo Management

CC-Course Code

Every student has to select two electives from the major electives offered in the fourth semester

OPERATIONS RESEARCH

Objective : To formulate, analyze and solve mathematical models that represent real world problems.

Unit I : Mathematical model

Mathematical models –deterministic and probabilistic – simple business examples – OR and optimization models – Linear programming – formulation – graphical solution – Big M – dual of linear programming problem.

(12L)

Unit II : Transportation model

Transportation model – Initial basic feasible solutions – Optimum solution (only for non- degeneracy) – simple problems – Transshipment model -simple problems – assignment model – travelling sales man – simple problems.

(12L)

Unit III : Network model

Network model-Networking-CPM&PERT- Crashing-Time estimate-Waiting line models- Structure of model – M/M/I for infinite population- simple problems for business decisions.

(12L)

Unit IV : Inventory model

Inventory models – Deterministic-EOQ – EOQ with price breaks – simple problems- probabilistic-inventory models- probabilistic EOQ mode –Game theory–pure and mixed strategy – Dominance.

(12L)

Unit V : Simulation

Simulation-Types of simulation – Decision theory – pay off tables – Decision criteria – Decision trees – Simple problems –Sensitivity Techniques.

(12L)

(Total : 60L)

References

1. Operations Research –An introduction – Handy A.Taha
2. Operations Research – Kanti Swarup, Gupta and Man Mohan
3. Operations Research - Dharani Venkitakrishnan
4. Operations Research – Dr.J.Sharma, Macmillan India Ltd.
5. Quantitative Techniques – Dr. E. Raja Justus & Dr. C. Sathya Kumar, Humming Words Publishers, Faridabad
6. Quantitative Techniques in Management, N. D. Vohra, Tata McGraw hill

ENTREPRENEURSHIP

Objective : To provide basic understanding of Entrepreneurship and inculcate skills to student to make them self-employed.

UNIT – I : Entrepreneurship concept

Evolution of the concept of entrepreneur and entrepreneurship – Characteristics of entrepreneur – functions of entrepreneur – types of entrepreneurs. Role of entrepreneurship in economic development – growth of entrepreneurship in India – factors affecting entrepreneurship (12L)

UNIT – II : Entrepreneurship development

Entrepreneurship development Programs (EDPs) - Objectives – Course content – phases- problems – Women entrepreneurship – Rural entrepreneurship Procedure for starting the enterprise – project formulation and appraisal – Case Study. (12L)

UNIT – III : Institutional Support

Industrial finance: Commercial banks – IDBI-IFCI-ICICI-SIDB I-EXIM Bank- SFCs- SIDCs Institutional support: NSIC – SIDCO – SISI-DIC-TCOs – KVIC Subsidies and incentives. (12L)

UNIT – IV : Marketing & production functions in Entrepreneurship

Marketing Management – Segmentation, targeting, positioning – Marketing Mix – Production Management – Plant Location and Layout – Quality Control – Case Study. (12L)

UNIT – V : Finance & HR functions in Entrepreneurship

Financial management: Working Capital Management – Human Resource Management: Recruitment, Selection Training, And Compensation. (12L)

(Total : 60L)

References:

1. Entrepreneurship Development - S.S. Khanka, S. Chand &C. Ltd., New Delhi
2. Entrepreneurial Development – C.B Gupta and N.P. Srinivasan
3. Dynamics of Entrepreneurial Development and Management Vasand Desai
4. Entrepreneurial Development, P. Saravanavel, Ess Pee Kay Publishing House
5. Entrepreneurial Management, A.H.Cole
6. Innovation and Entrepreneurship, Peter Drucker

RESEARCH METHODOLOGY

Objective : To develop analytical skills of business research

Unit-1 : Research process & Design

Introduction: Meaning – Objectives – Types – Research Approaches – Significance of Research – Research Process - Research Problems – Techniques/Steps in Defining a Problem – Research Design: Meaning- Types of Research Design – Principles of Research Design – Types of Experimental Design – Collection of Data: Primary and Secondary Data – Methods of Collection of Data – Case Study. (12L)

Unit II : Sampling

Sampling Design – Census Method – Sample Method – Method of Sampling – Measurement and Scaling Techniques: Scales – Source of Error in Measurement Test of sound Measurement – Scaling Techniques – Questionnaire Design: Designing Questionnaire and Interview schedule – Processing of Data: Editing – Coding – Graphical and Diagrammatical Representation – Case Study. (12L)

Unit III : Testing of Hypothesis

Testing of Hypothesis – Procedure for Hypothesis Testing – Tests of Hypothesis: z- test, t-test, Chi-square test and f-test-Analysis of Variance. (12L)

Unit IV : Testing of Hypothesis – non -parametric

Testing of Hypothesis (Non-Parametric): Test Non-Parametric Test (Simple problem): Sign Test – Fisher – Irwin Test – McNemer Test – Signed Rank Test – Rank Sum Test – U-test – One Sample Runs Test – Correlation and Regression Analysis – Partial And Multiple Correlation – Discriminate Analysis – Cluster Analysis- Factor Analysis and Conjoint Analysis –Multifactor Evaluation, Two-factor Evaluation Interpretation and Report Writing: Interpretation – Techniques of Interpretation – Approaches – Garratt Ranking Technique – Using Statistical Software (IBM-SPSS 20v). (14L)

Unit V : Report writing

Significance of Report Writing – Steps in report writing-layout of Research Report- Types of Reports – Mechanics of writing Research Report. (10L)

(Total : 60L)

References:

1. Rao, K.V. - Research Methods for Management and Commerce, Sterling Publishers, New Delhi-110 002, 2007.
2. Richard I. Levin & David S. Rubin- Statistics for Management, Prentice Hall India, 2002.
3. Wilkinson Bhadarkar – Methodology and Techniques of Social Research, Himalaya Publishing House, 2002.
4. E. Raja Justus and C. Sathya Kumar. Research Methodology for Commerce and Management, Humming Words Publishers, Faridabad, 2012.
5. Cooper D.R and Schindler P.S, Business Research Method: McGraw Hill International Editions, Singapore.
6. Kothari, C.-Research Methodology Methods & techniques, New Age International publishers, New Delhi, 2001

M1. SERVICES MARKETING

Objective : To understand service marketing and its applications

Unit I : Service sector

Services & Services Sector: Introduction of services and services sector – Concept of services Marketing- Characteristics of services- Classification of services- Challenges in Services Marketing – Growth of the services sector in Indian Economy and World Economics – Case Study

(9L)

Unit II : Service marketing mix

Services Marketing Mix: Key ‘P’ of Services Marketing – Services Product- Pricing Designing Services Marketing Communications Mix – Place and distributing services – Physical Evidence and the services cape- services process and designing strategy –people – Case Study

(9L)

Unit III : Managing service

Managing and Demand Capacity – Managing Queues- Customer role in services delivery- Building Customer Relationships – Services Recovery – Case Study

(9L)

Unit IV : Service quality

Service Quality: Defining and Measuring customer satisfaction – Service Quality: Quality Gaps- Measurement of Quality S ERVQUAL & SERVPERF – Factors and Techniques to closing the gaps – Programs for organizational Quality Improvement – Services Productivity – Case Study

(9L)

Unit V : Service marketing Applications

Applications of Services Marketing: Financial Services – Health Services – Hospitality Service including travel, hotels and tourism – Professional Services – Public Utility Services – Educational Services – IT enabled services – Case Study

(9L)

(Total : 45L)

References

1. Valarie A. Zeithaml and Mary Jo Bitner, Services Marketing: Integrating Customer Focus across the firm, 3rd Edition, Tata McGraw Hill, New Delhi
2. James A. Fitzsimmons and Monaj. Filzsimmons, Services Management; Operations, Strategy and Information Technology, 3rd Edition, McGraw Hill, International Edition, Boston, 2004
3. K. Douglas Hoftman and John G. Bateson, Essentials of Services Marketing Concepts, Strategy and Case Study; 2nd Edition, Thom son – South Western Singapore- 2002
4. Jha S.M. Services Marketing, Himalaya Publishing House, Bangalore 2000.
5. Valarie.A.Zathami, Services Marketing
6. Christopher lovelock and Jochen Wirtz, Services Marketing; People, Technology Strategy, 5th Edition, Pearson Education, 2004

M2. ADVERTISING AND SALES PROMOTION

Objective : To understand promotional tools advertising and sales promotion and develop advertising campaign for

products.

Unit – I : Advertising

Advertising – an introduction – Origin and Development – Definition and Classification – Planning Framework – Organizing Framework- the Advertiser and the Advertising Agency interface – strategic advertising decisions- Setting Advertising Objectives – The Budget Decision – Preparing the product and Media Brief – Case Study (9L)

Unit – II : Copy Decision

Copy decisions – Visualization of Ad Layout- Elements of Ad Copy and Creation – Principles of verbal versus visual thinkers, styles and stages in advertising copy creation – Copy (Pre-) Testing methods and measurements – Case Study (9L)

Unit – III : Media Decisions

Media decisions – Media Planning and Selection- Concepts of Reach, Frequency Continuity and Selectivity- Measures of Media Cost Efficiency- Media(Readership/Viewership) Research-- The Internet as an Advertising Medium– Case Study (9L)

Unit – IV : Layout

Layout & Production- Functions, Characteristics, essentials, steps involved in preparation of a layout- Principles of effective design and layout – steps for producing T.V. commercials steps for producing Radio commercials – Principles and types of Printing – Case Study (9L)

Unit- V : Sales Promotion

Sales promotion – Rationale, Types – Consumer and Trade Promotions- Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues- Outsourcing sales promotion – National and International promotion strategies – Integrated Promotion – Co-ordination with a various promotion techniques – Case Study (9L)

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REFERENCES

1. Wells Burnet & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice – Hall
2. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill
3. Aaker, Batra & Myers: ADVERTISING MANAGE MENT; Prentice Hall India
4. Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.
5. J.T. Russel and Ronald Lane: KLEPPNERS ADVERTISING PROCEDURE; Prentice Hall
6. Pranath Chowdhury: SUCCESSFUL SALES PROMOTION

M3. BRAND MANAGEMENT

Objective: To understand methods & Strategies of managing brands.

Unit I: Branding

Introduction to Brand – What is a brand – Value of bands – Strongest Brands – Branding Challenges and Opportunities – Product- Product Vs Brand- Brand Success & Failure – Case Study (9L)

Unit II: Brand Equity

Brand Equity – Cost based methods – Price based methods – Customer based Brand Equity – Building a Strong Brand – Brand Positioning & Values – Case Study (9L)

Unit III: Brand Extension

Brand Extension – Types, Need- Category – Unrelated Extension – Choosing brand elements to build Brand Equity – Designing Marketing programme to build Brand Equity – Case Study (9L)

Unit IV: Brand Image

Brand Personality – Brand Image- Building Brand Image – Integrating Marketing Communications to Build Brand Equity – Advertising and Promotion of the Brand – Case Study (9L)

Unit V: Brand Positioning

Brand Positioning – Repositioning of Brand- Designing and Implementing Branding strategies- Managing Brands Overtime – Conditions for Global brands – Branding on Net- Future Brand Priorities – Case Study (9L)

(Total : 45L)

References

1. YLR Moorthi – “Brand Management – The Indian Context” – 2002, Vikas Publication.
2. Kevin Lane Keller, Strategic Brand Management, 2nd Edition, Pearson Education, 2003.
3. Geoffrey Rendell – “Branding – A practical guide to Planning your strategy” – Crest Publishing House, 2003
4. Ries, Al and Trout – “Jack Positioning: The battle of our mind” – Mc Grew Hill Publishing.
5. Sen Gupta, Subrato – “Brand Positioning – Strategies for Competitive Advantage”, Tata Mc Grew Hill Publishing. 1994
6. Rajesh Kumar. S “Managing Indian Brand: - 2 Edition, Vikas Publishing group 2004

M4. CONSUMER BEHAVIOUR

Objective: To understand to role of consumer behaviour in marketing.

Unit I: Consumer Behaviour

Consumer Behavior and Marketing Action: An overview – Consumer involvement, decision-making processes and purchase behavior and marketing implications- Consumer Behavior Models – Case Study (9L)

Unit II: Environmental Influence

Environmental influences on consumer behavior- Cultural influences – Social class, reference groups and family influences- Opinion leadership and the diffusion of innovations- Marketing implications of the above influences – Case Study (9L)

Unit III: Buying Behaviour

The individual consumer and buying behavior and marketing implications – Consumer perceptions, learning attitudes, motivation and personality psychographics, values and lifestyles – Case Study (9L)

Unit IV: Strategic Marketing

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 behavior- In-store stimuli, store image and loyalty – consumerism- consumer rights and Marketers responsibilities – Case Study (9L)

Unit V: Direct Marketing

The Borderless consumer market and buying behavior- 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 – Case Study (9L)

REFERENCES

1. Loudon and Della Bitta: CONSUMER B EHAVIOUR: CONCEPTS AND APPLICATIONS, Tata Mc-Grew Hill.
2. Henry Assael: CONSUMER BEHAVIOUR A ND MARKETING ACTION, (Kent Publishing Co.)
3. Berkman & Gilson: CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, Kent Publishing Co.)
4. Bennet and Kassartjian: CONSUMER BEHAVIOUR, (Prentice Hall of India)
5. Hawkins, Best & Concy: CONSUMER BEHAVIOUR. Tata McGraw Hill.
6. Efraim Turban, Jae Lce, David King, & I-I Michael Chung: Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.

F1. INSURANCE MANAGEMENT

Objective: To understand role, functions and principles as applicable to different classes of insurance.

Unit I : Insurance

Introduction – Insurance- meaning, nature and significance- Insurance Regulatory Development Authority Act, Risk Management: Its methods and techniques.

(9L)

Unit II : Life Insurance

Life insurance-Law relating to Life Insurance, general principles, proposals and policy titles and claims, concepts of trust in life policy- General Insurance- Law, different types- nature of fire insurance, types of fire policy; double insurance- claims and recovery.

(9L)

Unit III : General Insurance

General insurance- Accident and Motor insurance- nature, terms and conditions, claims and recovery, accident insurance- compulsory motor vehicle insurance. Deposit and credit insurance-nature terms and conditions claim and recovery- Marine insurance- nature and scope, law and types of policy

(9L)

Unit IV : Insurance Survey

Insurance Survey-Insurance surveyor ship-appointment, legal provisions, functions, insurance and contract analysis

(9L)

Unit V : Insurance Institutions

Insurance Institutions- Structure and functions – General Insurance Corporation of India, LIC, DICGC, Claim Tribunal.

(9L)

(Total : 45L)

References:

- C. Arthur Williams Jr, Michael L Smith & Peter C Young, Risk Management & Insurance, 6th Edition, Tata McGraw Hill Publications, 1989
Kenneth S. Abraham, Insurance Laws & Regulation Case & Materials, Foundation Press.
Emmett J.Vaughan & Therese Vaughan, Fundamentals of Risk and Insurance
FICCI, Emerging Horizon in the Indian Insurance Industry
Prof. Anand M.Agrawal & Krishna A.Goyal (E ds.), Emerging Trends in Banking, Finance and Insurance Industry
Nalini Prava Tripathy & Prabir Pal, Insurance - Theory and Practice

F2. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives : Enables students to understand stock market operations and deciding upon purchase or sale of securities.

Unit I : Investments

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.

(9L)

Unit II : Industry Analysis

Equity Stock Analysis: Economic Analysis: Key Macroeconomic Factors. Industry Analysis: Industry Life Cycle Analysis. Analyzing the Structure and Characteristics of an Industry–Profit Potential of Industries. Company A analysis: Analyzing 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

(9L)

Unit III : Options

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.

(9L)

Unit IV : Technical Analysis

Technical Analysis: Market Indicators, Forecasting Individual Stock Performance – Efficient market Theory – Random Walk – 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

(9L)

Unit V : Capital Market

Capital Market Theory: CAP M – Arbitrage Pricing Theory. Management Portfolios and performance evaluation: Sharpe Index. Treynor Index, Jensen's Model.

(9L)

(Total : 45L)

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References:

Donald E. Fischer and Ronald J Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAEMENT
6th Edition Prentice Hall of India 2000

Prasanna Chandra, MANAGING INVESTMENTS, Tata McGraw Hill.

R.J. Fuller and J.L. Farrel , MODERN INVESTME NTS AND SECURITY ANALYSIS, McGraw Hill.

Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill

Stron Robert, PORTFOLIO MANAGEMENT HAND BOOK, Jaico Bombay

Punithavathy Pandian, S ECURITY ANALYSIS AND PORTFOLIO MANAEMENT SECURITY
ANALYSIS AND PORTFOLIO MANAGEMENT, Vikas Publishing House.

F3. DERIVATIVES MANAGEMENT

Objective : To understand the basic operational mechanism in derivatives.

Unit I : Derivatives

Introduction-Meaning and purpose of derivatives; Forward contracts, Future contracts, options, swaps and other derivatives; type of traders; Trading future contracts; Specification of the future contracts; Operation of margins; Settlement and regulations Sources of Financial Risk; Credit Vs Market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc; Systematic and non-systematic risk. (10L)

Unit II : Options

Options- Types of options; Option trading; Margins; Valuation of options; Binomial Option Pricing Model; Black – Scholes model for Call options; Valuation of put options; Index options; Option markets-exchange traded options, over-the-counter options quotes, trading, margins, clearing regulation and taxation; Warrants and convertibles. (10L)

Unit III : Futures

Futures: Hedgers and speculators; Future contracts; Future markets – clearing house, margins, trading, future positions and taxation; future prices and spot prices; Forward prices Vs Future Prices; Future Vs options. (10L)

Unit IV : Market Risk

Managing Market Risk: hedging schemes – delta hedging, theta, gamma; Relationship in delta, theta and gamma; Vega and rho; Portfolio Insurance (8L)

Unit V : Derivates Markets

Derivatives Market in India: Present position in India – regulation, working and trading activity. (7L)

(Total : 45L)

References:

- Chance, Don M: An Introduction to Derivatives, Dryden Pres, International edition
Chew Lilian: Managing Derivative Risk, John Wiley, New Jersey.
Das, Satyajit: Swap & Derivative financing, Probus.
Hull J: Options: Futures and other Derivatives, Prentice Hall, New Delhi.
Kolb, Robert W. Understanding Futures Markets, Prentice Hall Inc., New Delhi.
Robert. E. Whaley, Derivatives: Markets, V valuation, and Risk Management, Wiley Eastern.

F4. TAX MANAGEMENT

Objective : To acquaint the students with basic principles of direct & indirect tax laws and managerial decision – making.

Unit I : Income Tax

Introduction – Definitions: Person – Average rate of income tax- Assessee – Capital Asset – Non-resident – Agricultural Income – Residential status – Scope of total income – Deemed to be received – Deemed to accrue or arise in India – Charging Section. 4

(9L)

Unit II : Taxation of Salary

Taxation of Salary & Perquisites – Salary –Allowances –Retirement Benefits – Deductions – House Property – Annual Value – Deduction charging Sec.15 and 24.

(9L)

Unit III : Taxation of Business

Taxation of Income from Business & Profession – Business or Profession – Charging Sec.28 – Deductions allowable Expenses which are expressly disallowed- Presumptive Tax u/s. 44AD, 44AE and 44AF – Maintenance of Books – Tax Audit-Firm – Company –MAT

(9L)

Unit IV : Taxation of Capital Gains

Taxation of Capital Gains – Capital Gains- Transfer – Transactions which are not “Transfer” Exemptions- Charging Sec. 45 – Other Sources – Sec. 56 – Deductions.

(9L)

Unit V : Assessment

Assessment Procedure- Clubbing – set off and Carry forward and set-off – Deductions from sec. 80 CCC to 80 U- Assessments Procedural Aspects – Advance Tax- Return Filling–Assessments – Block assessments – Rectification of mistakes – Revision by Commissioner – Appeals

(9L)

(Total : 45L)

References:

T. N. Manoharan – Direct Taxes, Sujatha Publishers, Latest Edition
V.K. Singhania, Direct Taxes, V.K . Bhargava Taxmann Publications, Latest Edition
Taxmanns, Income Tax Act as amended by Finance Act 2012, Latest edition
Madhusudan Agarwal, Handbook to Income Tax Rules.
Girish Ahuja, Ravi Gupta Systematic Approach to Tax Laws
Girish Ahuja, Ravi Gupta, Direct Taxes Law & Practice including Tax Planning

H1. STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective : To help students understand the role of HR as strategic function.

Unit I : Strategy – Introduction

Understanding strategy – Strategy, Vision, Mission, Value, Generic Strategies – Business and strategy – Competitive Strategy- Ambitions beyond the resources – The concept of Strategic Intent – A hand in every pie- The five forces Model as a model to analyze the business entity/strengths Weakness opportunities and threats- Portfolio Models/BCG Matrix – Competition from the strategy perspective – Case Study (9L)

Unit II : Strategic Perspective

Understanding the Organization from the strategic perspective – The Organization: a new look – Organization, Culture and strategy – A value addition perspective of organizational processes– Beyond structure – Case Study (9L)

Unit III : Strategic HRM

Strategic Human Resource management : The transformation in HR from a strategy perspective – Versions of HRM : hard and Soft – The Miles and snow typology of organization – The systematic approach to strategy/ formality in strategic management – The idea of fit or congruence – The models of SHRM : high commitment, high performance and high involvement – The resource based view of HR strategy – Case Study (9L)

Unit IV : Competitive advantage

Competitive advantage through people: the best practices approach – Competitive advantage through people: Best fit – Competitive advantage through people: bundling- Competencies – Rewards and strategy – Employee Needs satisfaction and organization capabilities – the scorecard approach: a tool to bridge HR and strategy – Why strategies fail: A human dilemma – HRM – and the firm – Leadership and strategy – The Manager’s job – Case Study (9L)

Unit V : Change management

Culture and Change Management-Change management – Models of Change Management Lewin, Beckhard, Thurley – Managing Culture / Institutionalizing the Strategy – Case Study (9L)

(Total : 45L)

References:

The Mind of the Strategist – Kenichi Ohmae
Strategic Human Resource Management – Michael Armstrong
Strategic Management Et Business Policy, Thomas L. Wheeter Et. David Hunger
Strategic Management, Paul Shrivastava, South Western Publishing Co.
The New Corporate Strategy, H.J. Ansoff, John Wily and Sons.
Strategic Management, Leslie. W. Rue and Phyllis G. Holland, McGraw-Hill Book Co

H2. LABOUR LEGISLATION

Objective : To explore and gain knowledge of labour legislation in India.

Unit I : Labour Legislation in India

Introduction : Historical Dimensions of Labor & Employee Legislation in India including the fillip from Indian Freedom Movement; Place of Tata Enterprise as a forerunner of Indian Labor Welfare Legislation ; Labor Protection & Welfare [Social security & social justice] and system of economic governance [Open, regulated & controlled economics and globalize scenario],; International Labor Standards & India – Evolution & Track Record – Case Study (9L)

Unit II : Indian Labour Statutes

Indian Labor Statutes : Trade Union Act, Factories' Act, ID Act, & Industrial Employment Act – Provisions, Implementation Agencies, Reporting Processes & Procedures including a brief view on formats to be submitted to authorities; Experiences from implementation of each of these acts from employers 'employees' government & society points of view and from landmark judgments; New look at the labor law and needed labor reforms to be in tune with market imperatives; Concept & Mechanics of Employment Standards & Employee Rights – An Overview – Case Study (9L)

Unit III : Wage & Welfare Legislation

Indian Labor Wage & Welfare Legislation: Wage and Bonus Legislation including equal remuneration act; Welfare oriented acts including workmen's compensation act, ESI, PF, Maternity Benefits and Gratuity – Provisions, Implementation Agencies, Reporting Processes & Procedures including a brief view on formats to be submitted to authorities; Experiences from implementation of each of these acts from employers' employees' government & Society points of view and from landmark judgments; New look at the labor law and needed labor reforms to be in tune with market imperatives – Case Study (9L)

Unit IV : Role of Human Capital

Employee Legislation in the emerging economy: The role of human capital [Call it labor/employee /stakeholder] in the liberalized, private enterprise and global work environment; Distinction between organized and unorganized [Informal] labor vis a vis labor legislative framework; Increasing contract labor & Related Legislation; Experiences in organizing the unorganized labor – Illustrations from Kerala, Orissa, Tamil Nadu, Karnataka, & Andhra Pradesh; Federal and State Legislative Efforts on unorganized labor – Case Study (9L)

Unit V : Quality of Life

Emerging Dimensions; Quality of life of workers[of all levels and governance of enterprises – views on the role of labor legislation; Scope & Place of labor legislation for knowledge bases organizations in the areas, including the BPO, KPO, Call Centers, Software Design and Consulting, Gender Dimensions of Labor Laws – Case Study (9L)

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References:

Globalization and Labor Management Relations – Dynamics of Change , “C S Venkata Ratnam’
Response Books[2001]

Human Resource Management, “ Biswajeet Pattanayak”, 2/e PHI ISBN 8120323483

Creating Performing Organizations: International Perspectives for Indian Management, Edited by Vipin
Gupta, Et al, Response Books, ISBN: 0-7619-9652-4

Text & Case Study on each of the laws may be referred to for clear import and implications.

H3. HUMAN RESOURCE ACCOUNTING AND AUDITING

Objective : To understand and measure the economic value of people to the organizations.

Unit I : Human Resource planning

An introduction to the course/An introductory case- Human Resource Planning – Meaning, definition and importance – Natural resources and human resources investment in human resources and efficient use of HR- Modern Market Investment theory, Market Portfolio- Human Capital and Investment in Human Capital– Case Study (9L)

Unit II : Human Resource Accounting

Human Resource Accounting-Concept, objectives and limitations- Investment approach to Human Resource Accounting- Investment in Human Resources, Rate of Return, HR Wastage – Case Study (9L)

Unit III : Organizational Climate

Organizational Climate Approach HR Accounting – Improvement and deterioration of organizational climate and its effects – Case Study (9L)

Unit IV : HR as Social Capital

Responsibility Accounting and Management Control – Behavioral aspects of management control – Human resources as social capital – Mentoring and development of social capital- Social Control – HR accounting and Bench Marking– Case Study (9L)

Unit V : HRD Score card

Personnel Cost- Accounting and Auditing Techniques – HRD Audit, HRD Score Card–Balance Score Card, Accounting & Financial Statements – Case Study (9L)
(Total : 45L)

References:

Human Resource Accounting by E.G. Flamholtz
Managing Human Assets by Lawrence P & Beer M
Human Resource Management – People and Performance by Keithy Bradley
HRD Audit by T.V.Rao

Human Resource Management by V.S.P.Rao
Accounting for Human Assets by D. Prabhakara Rao

H4.CREATIVITY AND INNOVATION MANAGEMENT

Objective : To understand the nuances involved in – creativity & Innovation.

Unit I : Creativity & Innovation

Introduction to Creativity & Innovation : Concepts of Creativity and Innovation – Importance–Characteristics Common to creative people and Innovators – Steps to develop creativity – Provocation and creativity – Creative Personality Creative Period – Group Creativity Theories – Creativity and Innovation – Significance to competition Barriers to Creativity and Innovation – Case Study (9L)

Unit II : Methods & Techniques in C&I

Methods and Techniques in C&I: Basic Nature of Lateral Thinking – Use – Techniques – Generation of Alternatives – Challenging Assumption – Attitudes towards Lateral Thinking –Suspended Judgment – Dominant Ideas and Crucial Factors – Morphological Analysis – Brainstorming – Computer Aided methods– Case Study (9L)

Unit III : Creativity Planning

Process restricting in C&I : The Creative Planning Process- Imaginative Strategic Thinking– Taking Creative Leaps – Building Strategic Concepts – Strategic Decision Making and Implementation – Leading Creative Teams – Creating the Competitive Difference – Leveraging the Organization – Creative Corporate Restructuring – Case Study (9L)

Unit IV : Coping with change

Factors Influencing Changes: Coping with change – Customer Focus- Employee Focus – Focus on quality – Focus on Productivity – Focus on Cost – Sharing and Learning – Case Study (9L)

Unit V : Knowledge Management

KM Practices in Learning Organization: Meaning – New Paradigm of Management- Core Issues and Themes – Fostering Knowledge and Learning – Role of Information Technology in knowledge management – Leveraging Organizational knowledge – Knowledge Management Practices at Leading Companies – Change and the Learning Organization – Case Study (9L)

(Total : 45L)

References:

Tony Proctor – “ The Essence of Management Creativity “ – Prentice Hall of India, New Delhi, 1998

Bhatia R.L.,. The Executive Track – “An Action Plan for Self Development” –Wheeler Publishing, New Delhi, 1996

Edward De Bono – “Lateral Thinking “ – Pelican Books, 1995

Kewal K. Nohria – “Painless Transformation” – Macmillan India Ltd., 1999

Tony Proctor - “ The Essence of Management Creativity “ – Prentice Hall of India, New Delhi, 1998

Rastogi P.N. – “ Building a Learning Organization” – Wheeler Publishing Co. New Delhi 1998

L1. MATERIALS MANAGEMENT

Objective : To understand the concept of effective utilization of materials.

Unit I : Materials Management

Material Management: Evolution, Importance, Scope and Objectives, Objectives-Organization of material management-codification & standardization- value analysis in material management. Interface with other functions.

(9L)

Unit II : Material Planning

Aggregate material planning – Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Bill of Materials – BOM Explosion –Concept of Material flow in MRP- MRP II- ERP

(9L)

Unit III : Purchase Management

Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor Rating- Vendor appraisal- Vendor verification Vendor relations - Purchasing Methods - Global sourcing- E-Procurement, Framework of E-Procurement- Case Study

(9L)

Unit IV : Materials Handling

Principles of Materials Handling system - Materials Handling Equipment – Lifting Equipment- Conveying Equipment- Safety issues- Benefits and Risk of Outsourcing- Case Study

(9L)

Unit V : Supply chain Management

Types of Materials used and stored – Computerization of Materials function – MIS Reports – Concept and frame work of supply chain management – concept of Just in time and Central purchasing – Concept of Logistics and Supply Chain Management and evolution to 4PL-Case Study.

(9L)

(Total : 45L)

References:

Purchasing and Supply Management - Dobler and Burt
Gopalakrishnan, P. and Sunderashan, M : Handbook of Materials Management, Prentice Hall of India
R. Mishra: Materials Management, Excel Books
Purchasing and Materials Management - K S Menon

L2. INVENTORY MANAGEMENT

Objective : To introduce students to the fundamental nature of inventory from a financial, physical and operational stand point.

Unit I : Inventory Management

Inventory Management: Definition, Importance, Function- Classification of Inventory- Inventory related Cost- Objectives of Inventory Control- Planning for Inventory Control- Case Study (9L)

Unit II : Inventory control Model

Selective Inventory Control Model- Pareto's law- ABC Analysis, VED, XYZ, FSN, SOS, GOLF, P & Q System, Economic Order Quantity - Safety Stocks – Inventory Management Systems- Concept of JIT. (9L)

Unit III : Classification of Inventory

Classification of Raw material Inventory- Classification of W.I.P Inventories-Factors influencing W.I.P inventory--Factors influencing: Finished Goods inventory- Use of Information Technology in Inventory- Case Study. (9L)

Unit IV : Business Process Reengineering

Definition – Significance – effect of changing technological, VE Techniques – selecting products / operating – timing the VE – steps in VE – benefits value and decision – decision processes – theory of decision- Computer Aided Business Process Reengineering (CABPR)- Case Study. (9L)

Unit V : Evaluation of performance of Materials

Use of Computers in Inventory Management - Evaluation of Performance of Materials Function - Criteria and methodology of evaluation- Requirement of inventory control Systems - concept of Just in time – Case Study.

(9L)

(Total: 45L)

References:

- Inventory Control Theory and Practice' – Starr & Miller, Prentice Hall of India, NewDelhi,1989.
- 'Material Management' – Ahuja, K.K., CBS Pub., New Delhi, 1992
- Value analysis in Design' – C. Flower.
- 'Reengineering for sustainable Industrial production' – Camarinha, Matos.
- 'Business Process Reengineering' – Maureen Weicher, McGraw Hill Publisher.
- 'Business Process Reengineering' - Guha S; Kettinger, W.J Teng, Summer Publication, 1993.

L3. DISTRIBUTION AND LOGISTICS MANAGEMENT

Objective : To understand how to create and operate a logistics function through strategies and tactics.

Unit I : Physical Distribution

Physical Distribution: Meaning, Importance, objective- Physical Distribution Process- Different forms of channels- Functions unconventional channels-Channels for consumer goods, Industrial goods and Services-Integrated marketing channels-Horizontal- vertical- multi-Channel marketing system- International marketing channel.

(9L)

Unit II : Distribution Resources planning

Distribution Resource Planning (DRP)- Distribution mix, Role of distribution in marketing Transportation: Types- Functions- Advantages and Limitations- Managing transport – Criteria for selecting good transport- Modes of transportation.

(9L)

Unit III : Wholesaling

Wholesaling-Function of wholesalers, Wholesaler Marketing decisions, Trends in wholesaling Channel Selection Process- Performance appraisal of channel members- channel conflict and techniques to resolve channel conflicts-Codification - Distribution Channel Management

(9L)

Unit IV : Logistics Information system

Logistics Information System – EDI – Order Cycle – Advanced Order Processing Systems – DSS – AI & ES – Neural Networks – DBMS – LAN – WAN – Applications for integrated Logistics Management – Case Study

(9L)

Unit V : Logistics & Traffic Management

Logistics and Traffic Management – Routing and Scheduling benefits – Application of Network Analysis Global Logistics – International Distribution Channel Strategies – Management of Export Shipment – Conceptual model for Logistics audit.

(9L)

(Total : 45L)

References:

‘Fundamentals of Logistics Management’ – Douglas M. Lambert, James R. Stock and Lisa M. Ellram, McGraw Hill, International Edition, Singapore, 1998

‘Supply Chain Management’ – John T. Mentzer, A South Asian Reprint India, Sage Publication Ltd., New Delhi, 2001.

‘Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services’ – Christopher, M., Pitsman, London, 1992.

‘Logistics Management – The Supply Chain Imperative’ – Sople Vinod V, Pearson Education, Indian Reprint, 2004.

‘Logistics Management’ – Ailawadi C Sathish& Rakesh Singh, Prentice Hall India, 2005.

‘Logistics Management – The Integrated Supply Chain Process’ - Bowersox Donald J, Tata McGraw Hill, 2000.

L4. EXPORT- IMPORT TRADE AND FREIGHT LOGISTICS

Objective: To understand trade procedure and documentation formats of transport.

Unit I : Export

Export Sales – Selling and Purchasing- Consignment - Leases – Export Finance - Forex - Major currencies, Exchange rates, relations & impact - Export costing and pricing & Incoterms – Export License –Import License

(9L)

Unit II : Export Packaging

Export Packaging - Preparation of pre shipment documentation – Methods of Transportation – Country of Origin Marking- Inspection of Export consignment – Export by Post, Road, Air, Sea - Claiming for Export benefits and Duty drawbacks

(9L)

Unit III : Acts for export / import

Acts for export/import - Commencement - Customs Formalities – Export Documentation - Export of Services - Export of Excisable Goods – Import Documentation - Clearance - 100% export oriented units - customs house agents -Import of different products - import/export incentives.

(9L)

Unit IV : Transport Documentation

Economic Factors of Transportation- Pricing Strategy in Transportation- Rating Systems: Class Rates, Commodity Rates, Special Rate -Transport Documentation – Bill of Lading, Freight Bill, Shipping Manifest- Responsibilities of Traffic Department.

(9L)

Unit V : Transportation formats

Transportation Formats – Common Carriers, Contract Carriers, Private Carriers, Exempt Carriers. Suppliers of Transportation Services – Single Mode Operator, Specialized Carrier, Intermodal Operator – Piggy Back, Containership, Freight Forwards, Shippers Associations.

(9L)

(Total : 45L)

MSU / 2017-18 / PG –Colleges / Master of Business Administration / Semester –III / Ppr.no.16 & 17 / Elective – 1 & 2 (n)

References:

Export Import Procedures- Documentation and Logistics, Publisher: New Age International,
Guide to Export Policy, Procedures and Documentation – Mahajan
The New Export Marketer -Young G
Export Management, P K Khurana
Practical Guide to the Foreign Trade of India -Arora R.S

DATA ANALYSIS WITH SPSS

Objective : To have hands on experience on Data Analysis.

Getting started with SPSS statistics

Working with data

Summarizing and displaying data

One sample t- test

Independent sample t-test, paired t-test

z – test

Chi-square test

f-test

ANOVA

Correlation

Regression and multiple Regression

Factor Analysis

Will coxon Rank Sum Test

Discriminant Analysis

- References :
1. SPSS 20 : A practical Guide
by kellie Bennett
 2. Performing Data Analysis with IBM SPSS
by Lawrence S Meyers
 3. A Handbook of statistical Analysis using SPSS
by SABING LANDAG & BRAIN S. EVERITT

MSU / 2017-18 / PG –Colleges / Master of Business Administration / Semester –III / Ppr.no.19 / Core - 16

Summer Project / Internship

Every candidate shall have to undertake 4 weeks Internship in an organization of repute before the commencement of classes for III Semester and submit a report. The report will be evaluated for 100 marks. The result of the same will be published along with the IIIrd semester marks.

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objective : To understand the analysis and implementation of Strategic management in business unit.

Unit I: Environmental Analysis

Firm environment: Environmental analysis- macro, micro and relevant environment models for environmental analysis – SWOT analysis, BCG Matrix, GE’s Stoplight Matrix. (10L 6T)

Unit II: Strategic planning

Strategy and resources: Strategy, tactics – Strategic Planning, review of concepts of vision, mission, goal, objectives, policy, procedure, standard operating plans, rules etc. Pyramid of business policies- master strategies and program strategies, strategic management process, feedback and review – Case Study (10L 6T)

Unit III: Strategies – general

Types of strategic growth strategies, dependency, reduction strategies horizontal and vertical integrations – backward integration. Forward integration – generic strategies – turnaround strategies- entrepreneurial turnaround strategies efficiency turnaround strategies. Generation of strategic alternative – brain storming, consultancy, Delphi technique. Strategic gap analysis, strategic information systems – Case Study (10L 6T)

Unit IV: Strategies – organization level

Organization level strategies: expansion, mergers, joint ventures, acquisitions, takeovers, consortia networking, franchising, licensing, sub controlling diversification, concentric diversification, conglomerate expansion – Case Study (9L 6T)

Unit V: Implementation of Strategies

Strategy implementation – evaluation and control (6L 6T)

(Total : 45L 30T)

References:

1. Jauch Lawrence R. Et. Glueck William F., “Business Policy and Strategic Management”, McGraw Hill Co. (5th Edition)
2. Johnson Gerry Et Schools Kevin, “Exploring Corporate Strategy”, Prentice Hall of India (4th Edition)
3. Charles W.L.Hill Et Garrett Johns, “Strategic Management”, Houghton Mifflin company, New York
4. Thomas L. Wheeter ET. J. David Hunger, “Strategic Management Et Business Policy”, Prentice Hall.
5. Azhar Kazmi, “Business Policy and Strategic Management”, Tata Mc Grew Hill Publishing Company, New Delhi
6. Francis Cherunilam, Strategic Management.

INTERNATIONAL BUSINESSS MANAGEMENT

Objective : To familiarize students to the basic concepts of International Business

Unit I: International Trade

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 – Case Study (10L 6T)

Unit II: International Business Environment

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 – Case Study (10L 6T)

Unit III: Global Strategic Management

Global Strategic Management – Structural design of MNE s Strategic Planning – Strategic Considerations – national Vs Global competitiveness– Case Study (8L 6T)

Unit IV: Evaluation of International Business

Control and evaluation of international business- control of MNEs – approaches to control – the role of information systems – performance measurement –mechanics of measurement – Various performance measurements –mechanics of measurement – Various performance indicators – evaluation and evaluation systems– Case Study (10L 6T)

Unit V: Conflict in International Business

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– Case Study (7L 6T)

(Total : 45L 30T)

References

1. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi 2000.
2. Richard M. Hodgetts and Fred Luthans, International management, Tata McGraw Hill, New Delhi, 2003.
3. Charles W. L. Hills, International Business, Tata McGraw Hill, New Delhi 2005.
4. Francis Cerunilam International Business, Wheeler Publication.
5. Anand K. Sundaram and I. Stewart Black, The International Business Environment, Prentice Hall of India, New Delhi, 2001.
6. Michael R, Czinkota, Ilkka A. Ronkainen and Michael M. Moffett, International Business, Thompson,. Asia, Bangalore, 2003.

M5. RETAIL MANAGEMENT

Objective: To understand the concepts of Retailing and its environment.

Unit I: Retailing

Introduction to Retailing- Overview of scope of retailing framework – Retailing industry – Benefits of retailing – Ethical, legal, social, economic and technological environment for retailing - Types of retailers – retail strategy – Positioning and retail planning – retail marketing mix – Case Study
(6L6T)

Unit II: Location & Layout

Retail Store location and layout- Country /Region analysis – Trade area analysis - Site evaluation and selection – Store design and layout- Comprehensive store planning – Exterior design and layout – Interior store design and layout – interior design elements – Case Study
(6L6T)

Unit III: Merchandise

Planning merchandise needs and merchandise budgets- Methods for determining inventory evaluation- Assortment planning buying and vendor relations- Merchandise pricing – Price Strategies- Psychological pricing – Mark-up and markdown strategies– Case Study
(6L6T)

Unit IV: Communication in Retail

Communicating with the retail customer – Retail promotion mix, - Advertising –Sales promotion – Publicity – Retail Selling process – Retail database – Case Study.
(6L6T)

Unit V: Globalization and retail

Globalization and changing retail formats – Virtual store – E-retailing International Retailing – Opportunities – Market entry formulas – new customized formats (Customized stores, portable stores, merchandise depots, retail theatre, service malls, customer –made stores, interactive kiosk shopping arcades) – Case Study
(6L 6T)

(Total : 30L 30T)

References:

Ron Hasty and James Reardon: RETAIL MANAGEMENT
Lucas, Robert Bush and Larry Gresham: RETAILING (Honoughton Mifin, AIPD, India
Dunne & Lusch, Retailing, South-Western Educational Publishing 5th Edition
Barry Berman and Joel R. E vans, Retail Management: A strategic Approach, (9th edition), Macmillan Publishing Com pany, New York 2003.
Michael Levy and Barton A. Weitz, Retail Management, McGraw, Hill/Irwin
Hasty and Reardon, Retail Management (1st Ed.), 1997, McGraw Hill-Iriwn.

M6. SALES MANAGEMENT

Objective : To provide students an understanding of the process involved in sales management.

Unit I: Sales Management

Meaning and functions-Introduction- meaning and Objectives-responsibilities of sales managers - sales management Vs. Marketing management-Organizations of the sales departments-structures-Objectives-determination of functions- sales departments' integration with other departments– Case Study
(6L6T)

Unit II: Sales force Management

Sales Force Management- Salesmanship-Meaning-importance-process of selling- focus on customer salesmanship - Sales force management Quantitative and qualitative planning of sales force-recruitment and selection-training-motivating- compensation-appraisal of performance and promotion direction and control of sales force – Case Study
(6L6T)

Unit III: Territory management

Sales volume and territory management-Objectives of sales forecasting-methods and procedures of sales forecasting-sales budgets, designing Sales Territories and Quotas-assigning territories-reasons for selling and using quotas-types of quotas and quota selling procedures-administering the quota system – Case Study
(6L6T)

Unit IV: Distribution Management

Distribution Management- Nature of distribution and channels- need for marketing intermediaries - channel behavior and organization channel design decisions – setting channel objectives and constraints-designing international distribution channels- channel management decisions-selecting channel members-Retailing-Wholesale- Wholesale marketing decisions – Case Study.
(6L6T)

Unit V: Industrial Selling

Industrial selling - concepts of industrial selling - nature and characteristic of industrial goods-concepts of industrial goods-role of service in industrial selling-sales policies and procedures - Terms and conditions of sale – handling complaints– Case Study
(6L6T)

(Total: 30L 30T)

References :

Richard R.Still, Edward W .Cundiff, Norman, A.P., Goveni, Sales Management, Decisions, Strategies & Case Study, Prentice Hall, 5th Edition, 2005

Charles M. Futvell, Sales Management, Team work, Leadership and Technology, Thomson learning, South Western, Sixth Edition, 2003.

Fundamental of Sales Management, Ramneek Kapoor, Mac Millan India, Pvt. Ltd.

Salesmanship & Sales Management, P.K. Sahu. K.C.Raut, Vikas Publications, Third Revised Edition.

Sales Management: A Global Perspective, Earl D. Honeycutt, John B.Ford, Antonis C. Sirm initiras, Rotledge publisher.

Market &Sales Forecasting, Gordon Bolt, Crest Publishing House.

M7. PRODUCT MANAGEMENT

Objective: To have an overview of the practice of product manager & Product Strategy.

Unit I: Innovation

Introduction – what is a new product, Factors contributing to NPD, product life cycle concept, New product development process, Strategic Planning for New Product, Invention Vs Innovation, Product innovation charter, Theory of diffusion of an Innovation – Case Study

(6L6T)

Unit II: New Product Idea

Concept Generation & Evaluation – Approaches, Sources of new product ideas, Productivity of sources of New Product ideas, Criteria for screening, Concept testing – purpose & procedure, Classification of Technologies – Case Study

(6L6T)

Unit III: Product Development

Product Development – Economic Analysis – Purpose, Market potential and Demand, Estimating first time sales, Replacement Sales, Repeat Sales, Estimating costs, Sales & Profits– Case Study

(6L6T)

Unit IV: Test Marketing

Test Marketing & Commercialization – Test Marketing, Purpose, Advantages & disadvantages, Test marketing strategies, Launch cycle – Case Study

(6L6T)

Unit V: New Product Management

Organizing & Control of the New Product Function – Managing the product & Product line, Managing R&D, The future of New Product management – Case Study

(6L6T)

(Total: 30L 30T)

References

- Ramanuj Manjumdar, “Product Management in India” – 2 Edition, Prentice Hall Publication, 2002
C. Merle Crawford – “ New Product Management” – Tata McGraw Hill, 2003
Edgar A . Pressemier – “ Product Management Strategy & Organization” – John Wiley& sons, Hamilton Publications
Oswald A. J. Mascarenhan S.J. Oxford – “ New Product Development “ – IBM Publishing Co.(P) Ltd, New Delhi
William L. Moore & Edger – “Product Planning & Management”, A Pressemier McGraw Hill Inc. Publication. 1993
C. Merle Crawford, New Products Management

M8. GLOBAL MARKETING

Objective: To understand the principles & concept of International marketing.

Unit I: Global Marketing

Global Marketing- conceptual aspects- Economic environment- Socio Cultural environment- political environment- planning for global marketing – international marketing research and information system- Global segmentation, training and positioning – Global market analysis and foreign market entry strategies – Case Study

(6L6T)

Unit II: International marketing environment

The international marketing environment – Political and legal systems – Multilateral and Geographical Groupings- Culture and Business Customs – Economic and Financial imensions – Case Study.

(6L6T)

Unit III: International marketing management

Assessing international market opportunities- marketing research- international marketing management – planning and organization- market entry strategies- export, joint ventures and direct investments– Case Study.

(6L6T)

Unit IV: Product management

Global product management- standardization Vs differentiation- Product planning and development – Marketing industrial products and services globally- Pricing for international markets – Case Study

(6L6T)

Unit V: Logistics management

Global logistics management – International distribution systems- Global advertising and promotional strategies- Sales management – Developing marketing strategies and programs for international markets – Case Study

(6L6T)

(Total: 30L 30T)

References

- Philip R. Cateora and John L. Graham : INTERNATIONAL MARKETING, (Irwin McGraw Hill 1999, 10th edition
Micheal R. Czinkota and Illkka A. Ronkainen: GLOBAL MARKTING, (The Dryden Press, 1996)
Terpstra & Sarathy: INTERNATIONAL MARKETING, Thomson Press.
Daniels and Raderbaugh: INTERNATIONAL BUS INESS
Daniels, Raderbaugh & Sullivan: GLOBALIZATION AND BUSINE SS, Prentice- Hall India, 2002
Philip Cateora, Mary Gilly and John Graham, International Marketing

F5. PROJECT FINANCE

Objective : To understand the principles of project finance and to structure the financing for a project deemed worthwhile.

Unit I : Project

Project – Concept – Classification – Projects and Developments – External and Internal Causes of Delay – Avoiding Overruns- Project Assets-Issues and Problems – Strategic Variables: Contractual/legal, Engineering /Technology, Financial and Economical, Post – Commissioning operations, social and human aspects, material problems – Project Formulation Checklist.

(6L 6T)

Unit II : Managing Resources

Managing Resources – Phases from Project Planning to Project completion: Pre-investment, investment and operational phase- Capital Cost time- Value System – Project Feasibility Study: Stages- Opportunity Study: General and Specific- Prefeasibility Study: Functional or support Study – Feasibility Study – Components of Project Feasibility Study

(6L 6T)

Unit III : Financial evaluation

Financial Evaluation of projects under certainty: Pay Back Method, Average Rate of Return Method and Net Present Value method – Project Evaluation under Uncertainty and Risk.

(6L 6T)

Unit IV : Appraisal

Appraisal Process – Concept – the methodology for project evaluation – Commercial Vs National Profitability: Social Cost benefit Analysis, Commercial or financial Profitability, Social or national Profitability – International Project Appraisal.

(6L 6T)

Unit V : Implementation & Control

Planning, Implementation and Control: Network Analysis, Techniques, PERT, CPM – Crashing of Project Network – Resource Leveling and Resource Allocation and Line Balance

(6L 6T)

(Total:30L 30T)

References

Gopalakrishnan.P and Rama Moorthy, V.E., PROJECT MANAGEMENT, Mac Millian India Ltd., New Delhi.

Prasanna Chandra, PROJECTS; PLANNING, ANALYSIS, SELECTION, IMPLEMENTATION AND REVIEW, Tata McGraw Hill.

Goel B.B, PROJECT MANAEMENT – PRINCIPLES & TE CHNIQUES, Deep andDeep Publications, New Delhi.

TriMTOO Series on Project Management

Stefano Gatti, Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects.

Andrew Fight, Introduction to Project Finance

F6. MERGER AND ACQUISITIONS

Objective : To enable students to understand framework of merger & Acquisition.

Unit I : Merger & Acquisition

Mergers, Acquisitions and Restructuring – An Overview: Forms of Corporate Restructuring - Corporate Control – Organization Behavior – Extensions and Conclusions. Strategy, Diversification and Mergers; Diversity in Strategic Planning –BCG- Porter – Adaptive P process- Formulation of Competitive Strategy- Diversification Strategy – Types and Characteristics of a Merger: Economic Rationale of Major Types of Mergers – Role of Industry Life Cycle (6L 6T)

Unit II : Corporate Finance

A Framework for Corporate Finance: Theory of the Firma and Corporate Finance- Capital Structure Theories – Dividend Policy Theories – The Financial Methodology of Valuation: Valuation Principle – Capital Budgeting Decisions – Basis for Firm Valuation: Dividend Growth Valuation Model S- Calculation of Cost of capital – Sensitive Analysis Agency Problems and Management. (6L 6T)

Unit III : Marger & Takeover

Self Off and Divestitures – Definition Effects and Analysis – Spin Off – Self Off Gains – Explanation and Rationale – Divestiture Motives – Voluntary Liquidations and Takeover, Unsuccessful Takeover – Timing of Merger Activity- Mergers and Macro – economy, Aggregate Conglomerate Activity, Deal S structuring: Tax Planning Options – Payment and Leverage Methods - Restructuring Joint Ventures: JVs in Business Strategy, Rationale Tests of the Role of JVs – ESOPs: Nature and History, Usage, Analysis and Evidence Buy-out Economic and Financial Factors, Elements of an LBO operation, conditions and circumstances of Going- P private Buy-outs, Post Buy out Equity Value – Internal Mergers and Restructuring, International M&As. (8L 6T)

Unit IV : Corporate Control

Corporate Control: Share Repurchase and Exchanges: Basic Stock Repurchase Model, Exchange Offers – Mechanism. Underlying Corporate Control Internal and External Control Mechanism, Managing Ownership and Corporate Performance, Voting Rights and value of control, Regulation of Securities and Trading and Takeovers – Evaluation of Arbitrate and Insider Trading, The Recent Developments and their implications (5L 5T)

Unit V : Strategic cost Management

Managerial Strategies: Review of Theories and Case Study of M & A Activity, Models of Takeover Process, Strategic Cost Management: Traditional Cost Accounting Vs. Strategic Cost Management, ABC Costing - Value Chain Analysis – Cross Subsidization of Products – Implications for Corporate Strategy, Life Cycle Costing Target Costing. (5L 5T)
(Total :30L 0T)

MSU / 2017-18 / PG –Colleges / Master of Business Administration / Semester –IV / Ppr.no.22 & 23 / Elective - 3 & 4 (f)

References

Mergers Restructuring and Corporate Control – J. Fred Westron, Kwon Shun & Susan E. Hoag – PHI

Doing Deals – Investment Banks at Work – Robert G. Eccles & Dwights B. Crane – (HBS)

A Merger acquisition Buyout guide, Stanley Foster Reed,

Mergers and Acquisitions from A to Z, Andrew J. Sherman

Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions (Wiley Finance),
Joshua Rosenbaum.

Valuation: Mergers, Buyouts and Restructuring (Wiley Custom Select, Enrique R. Arzac

F7. TREASURY AND RISK MANAGEMENT

Objective : Enable students to understand Basics of Treasury & Risk Management.

Unit I : International Finance

An overview of International Finance – Importance, Uniqueness, Rewards and Risks – Foreign Exchange Markets – Exchange Rates – Types Spot and Forward Markets Arbitrating. Determination of Exchange Rates – Balance of Payments Accounts, Stability of Exchange Rates, Alternative S systems
(6L 6T)

Unit II : Managing Foreign exchange Risk

International Parity Conditions – Fundamental Principles, Purchasing Power Parity, Managing Foreign Exchange Risk and Exposure – Accounting, Real Operating exposures, Risks speculation, Market Efficiency.
(6L 6T)

Unit III : Derivatives

An Overview of Derivatives Forwards, Options and Futures - Types of options and futures, Factors influencing, links between futures market organization, Scope in India
(6L 6T)

Unit IV : Exchanges in derivatives management

Role of Exchanges in derivatives management, Commodity Exchanges, Emerging Scenario
(6L 6T)

Unit V : International Investment

International Investment and Financing- Euro Currencies and instruments Cash Management, Transaction Costs, Transfer Pricing, Capital Markets, FDI International Country Risks Equity and Long Term Debt Financing.
(6L 6T)

(Total: 30L 30T)

References:

International Finance, Maurice Levi
International Finance, Eun and Resnick
Futures, Options and Derivatives – Hull
The Essentials of Risk Management, Robert Mark
Credit derivatives: Trading, Investing and Risk Management, Geoff Chaplin
Understanding Credit Derivatives and other Instruments, Antulio N. Bomfim

F8. STRATEGIC FINANCIAL MANAGEMENT

Objective : To understand how to manage an organizations financial resource to achieve business objectives and maximize its value.

Unit I : Financial Strategy

Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic Planning Process (6L 6T)

Unit II : Investment decisions

Investments Decisions under Risk and Uncertainty: Techniques of investment decision – risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate Strategy and high technology investments. (6L 6T)

Unit III : Financial Restructuring

Expansion and Financial Restructuring: Mergers and Amalgamations – Corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring. (6L 6T)

Unit IV : Leasing

Leasing: Meaning, importance, types, tax considerations, and accounting considerations, Evaluation of lease from the point of view of lessor and lessee; Lease Versus buy decision; Venture Capital : Concept and developments in India; Process and methods of financing fiscal incentives. (6L 6T)

Unit V : Financing Strategy

Financing Strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes convertible preference shares; Option financing, Warrants, convertibles and exchangeable. (6L 6T)

(Total: 30L 30T)

MSU / 2017-18 / PG –Colleges / Master of Business Administration / Semester –IV / Ppr.no.22 & 23 / Elective - 3 & 4 (h)

References:

Allen D : An Introduction to Strategic Financial Management, CIMA/Kogan Page, London.

Chandra, Prasanna : Financial Management, Tata McGraw Hill Delhi

Copeland T. T.Koller and J. Murrin: Valuation: Measuring and Managing the value of companies, John Wiley, International Edition New York

Copeland T.E. and J.F. Weston : Financial Theory and Corporate policy Addison– Welsely New York

P.V.Kulkarni and B.G. Sathyaprasad, Financial Management- HimalayaPublishing House, Delhi

Hampton, Jone: Financial Decision Making, PHI New Delhi.

H5. TRAINING AND DEVELOPMENT

Objective : To acquire knowledge, skills and abilities required for effective job performance.

Unit I : Training & Development

Training & Development: Meaning – Differences between Training and Development – Need for Training – Steps in Training Programme – Training for different Employees – Training Methods: Features, Merits and Demerits – Case Study
(6L 6T)

Unit II : Management Development

Executive Development: Knowledge and Skills of Manager – Objective of Management Development – Importance – Components of Management Development Programme – Factors Inhibiting Management Development – On-the-job Techniques – Off-the-job Techniques – Case Study
(6L 6T)

Unit III : Performance Appraisal

Performance Appraisal: Meaning – Purpose of Appraisal – Evaluation Process- Appraisal Methods: Traditional and Modern Methods – Management by Objectives – Problems of appraisal – Case Study
(6L 6T)

Unit IV : Employee Morale

Employee Morale: Meaning – Individual and Group Morale – Factors Affecting Morale – Measurement of Morale – Measures for improving Morale – Case Study
(6L 6T)

Unit V : Participative Management

Participative management: Meaning – Scope and Ways of Participation – Importance of Participation – Limitations of Participation. Job Design – Quality Circles – Work Re- Structuring – Quality of work life – Case Study
(6L 6T)

(Total : 30L 30T)

References:

- Gary Dessler – Human Resource Management, Prentice Hall Of India, 1999
K. Aswathappa – Human Resource & Personnel Management, Himalaya Publishing House, 2001
David A. DeCenzo & Stephen P. Robbins - Personnel/ Human Resource Management, Prentice Hall of India 2000.,
C.B. Memoria – Personnel Management, Himalaya Publishing House, 1999
Rakesh. K. Chopra- Management of Human Resources- V.K. Publishing House. Bareilly.
Pylee, M.V. Workers' Participation in Management: Myth and Reality-N.V. Publications. New Delhi

H6.MANAGERIAL BEHAVIOUR AND EFFECTIVENESS

Objective : To understand managerial behavior, Job and developing skills to enhance effectiveness.

Unit I : Managerial Job

Defining the Managerial Job Descriptive Dimensions of Managerial Jobs- Methods – Model –time dimensions in Managerial jobs – effective and ineffective job behavior – Case Study

(6L 6T)

Unit II : Designing Managerial Job

Designing the Managerial Job: Identifying management Talent – Selection – Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective management Criteria – Performance Appraisal measures –Feedback – Career Management- Current Practices – Case Study

(6L 6T)

Unit III : Managerial Effectiveness

The Concept of managerial Effectiveness: Definition – the person, process, product approaches- Bridging the gap – measuring managerial effectiveness – Current industrial and government practices in the management of managerial effectiveness- the effective managers as an optimizer – Case Study

(6L 6T)

Unit IV : Environmental issues in Managerial effectiveness

Environmental issues in Managerial Effectiveness: Organizational processes –Organizational Climate – Leader – group influences – job challenges – competition – Managerial styles – Case Study

(6L 6T)

Unit V : Developing skills

Developing the winning Edge: Organizational and Managerial Efforts – Self Development – Negotiation skills – Development of the competitive spirit- Knowledge Management – Fostering Creativity – Case Study

(6L 6T)

(Total : 30L 30T)

References:

- Reddin W.J. Effective Management, Tata McGraw Hill Company, New Delhi 1998.
Tmpe D.A (ed) The Art and Science of Business Management Performance, Jaico Publishing Company, New Delhi 1996
Frances Clark, Total Career Management, McGraw Hill/ Henly Management Series , 1994
Helga Drumnod, Effective Decision Making, Wheeler Publishing, 1995
Rao, S.L Successful Negotiation, Wheeler Publishing 1995
Chakraborty, Managerial Effectiveness and Quality of Work Life: Indian Insights, Tata McGraw Hill 2000.

H7. UNION- MANAGEMENT RELATIONS

Objective : To understand unions and management relations and their roles in organizational development

Unit I : Union Management Relations

Conceptual Framework: Union Management Relations Perspective – Public policies and Union Management Relation – Major Events and International Issues– Case Study

(6L 6T)

Unit II : Trade Union

Unions Unionism: Trade Union Development and Function – Trade Union Structures and Trade Union recognition – Leadership and Management in the Trade Unions – White Collar Management and Employees Association – Case Study

(6L 6T)

Unit III : Conflict Resolution

Conflict Resolution: Dynamics of Conflict and Collaboration – Nature and Content of Collective Bargaining – Role of Labor Administration: Conciliation, Arbitration and Adjudication – Case Study

(6L 6T)

Unit IV : Workers participation in Management

Workers Participation in Management: Evolution, Structure and process – design and dynamics of participative forums – strategies and planning for implementing participation – Case Study

(6L 6T)

Unit V : Trends in union management relations

Trends in Union Management relations: Emerging Trends in Union Management Relations– Cross Cultural Aspects of Union Management Relations – Case Study

(6L 6T)

(Total : 30L 30T)

References:

- Industrial Relations – Arun Monappa – Tata McGraw Hill
- Personnel Management & Industrial Relations – P.C Tripathi. S Chand & Sons
- Dynamics of Industrial Relations in India – C.B.Memoria ,Himalaya
- Aspects of Labor Welfare and Social Security – A.M. Sarma – Himalaya
- Industrial Law – N.D Kapoor – S.Chand & Sons
- Legal Aspects of Business- Akhileshwar Pathak- Tata McGraw Hill

H8. STRESS MANAGEMENT

Objective : To provide social and psychological understanding of human stress.

Unit I : Stress

Understanding Stress - Meaning – Symptoms – Work Related Stress – Individual Stress – Reducing Stress – Burnout – Case Study (6L 6T)

Unit II : Time management

Time Management – Techniques – Importance of Planning the day – developing concentration – Prioritizing - Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’ – Case Study (6L 6T)

Unit III : Career Plateau

Career Plateau: Career Plateauing – Identifying Career plateaus – Structural and content Plateauing -Makin a fresh start – importance of sabbaticals – Counseling Out –Executive leasing – Sustaining a marketable career – Case Study (6L 6T)

Unit IV : Crisis Management

Crisis Management: Implications – People Issues – Structure issues – Environmental issues – Learning to keep calm preventing interruptions- Controlling crisis – Pushing new ideas – Empowerment- Work Place Humour, - Developing a sense of Humour –Learning to laugh – role of group cohesion and team spirit – Case Study (6L 6T)

Unit V : Self Development

Self Development, Improving personality – Leading with Integrity – Enhancing Creativity – Effective decision making – Sensible Communication – the Listening Game –Managing Self-Meditation for peace – Yoga for life – Case Study (6L 6T)

(Total : 30L 30T)

References:

- Bhatia R.L. The Executive Track: An Action Plan for Self Development Wheeler Publishing, New Delhi 1966
Charavathy, S.K. Human Values for Managers, McGraw Hill/Henely Management Series, 1996
Jeff Davision, Managing Stress, Prentice Hall of India, New Delhi, 1998
Swami Ranganathananda, External Values for a Changing Society, Bharatia Vidya Bhavan, 1995
L. Ron Hubbard. Self Analysis, Pustak Mahal, New Delhi,2000
Mahatma Devesh Bhikshu. Hints for Self Culture, Shri Sultan Chand Trust, New Delhi

L5. SUPPLY CHAIN MANAGEMENT

Objective : To help students understand major decisions and practices in supply chain management

UNIT I : Introduction

Supply Chain – Definition, Objectives, Decision phases, Process view, Types-Importance of supply chain –Scope – Supply chain drivers – Framework, Inventory, Transportation, Facilities, Information, Obstacles. (6L 6T)

UNIT II : Managing Demand and Supply

Strategic Fit – Competitive and supply chain strategies, Achieving strategic fit, expanding strategic-Demand Forecasting in a supply chain – role of forecasting – components, methods, measures of forecasts error- managing supply- managing demand, implementations (6L 6T)

UNIT III : Inventories and Transportation

Role of cycle inventory in a supply chain- Role of safety inventory – Fixing appropriate level safety inventory, impact of supply uncertainty. Transportation – role, factors affecting, modes, design options, trade-offs, Tailored, routing and scheduling. (6L 6T)

UNIT IV : Information Technology

Information technology – Role, Need, Importance, Use, Application E-business – Role, Impact, value of E-business in different industries, Types, Technologies, Setting up E-business in practice – Case Study (6L 6T)

UNIT V : Coordinating in a Supply Chain

Aligning the Supply Chain with Business Strategy - SCOR Model –Outsourcing and 3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies– Case Study. (6L 6T)

(Total : 30L 30T)

References:

- ‘Supply Chain Management’ – Sunil Chopra & Peter Meind; Pearson Education Asia (2001).
- ‘Logistics Engineering & Management’ – Blanchard; Pearson Education Asia.
- ‘Supply Chain Management’ – G. Raghuram, N. Rangaraj; Mc Millan (2001).
- ‘Supply Chain Management’ – Sarika Kulkarni, Tata McGraw Hill Publishing Company, New Delhi.

L6. LEGAL ASPECTS IN LOGISTICS

Objective : To impart the understanding of core legal concepts in logistics environment

Unit I : Indian Contract Act

Indian Contract Act – Meaning and Definition of Contract – Essential Elements – Types of Contracts – Offer and Acceptance – Consideration- Capacity of Parties – Flaw in Consent – Void and Illegal Agreements- Remedies for Breach of contract – Quasi contracts Bailment and Pledge and Law of Agency- The Customs Act. (6L 6T)

Unit II : International Trade

A general introduction in defining international Trade and its items- A general approach to the international Trade Law-principles, traits, sources and usages. (6L 6T)

Unit III : WTO

Efforts of United Nations and World Trade Organization (WTO) in unifying the basis of the International Trade Law-General principles in the international trade contracts/ negotiations, formulation and impact of the international trade contracts. (6L 6T)

Unit IV : Regulations for vessels

International Regulations for Vessels-International Agencies -regulations relating to ship construction - ship maintenance - ship navigation - ship breaking- Role of Intermediaries such as Ship's Agents in ports, Stevedores for cargo handling, Custom House Agents (CHA) / Clearing & Forwarding (C&F) Agents and Brokers. (6L 6T)

Unit V : Insurance Claims

Claims Handling-Insurance Claims – Risks – Reinsurance – Demurrage – Claim procedures and Documentation – Right of Subrogation. Marine Insurance for ships and Cargoes. Protection and Indemnity Insurance. (6L 6T)
(Total : 30L 30T)

References:

Rosa Greaves, EC Transport Law, Pearson Education, Maritime & Transport Law area
Dr. TalibH.Musa, Almujaaz in the International Trade Law, Althaqafeh Publishers, 2012 Shipping Law by Simon Baughen (Routledge-Cavendish)
Maritime Security and the Law of the Sea by Natalie Klein (Oxford University Press)
Marine Cargo Claims (International shipping laws) by William Tetley (Intl Shipping Pubns)
The Modern Law of Marine Insurance by D. Rhidian Thomas (Lloyd's List)

L7. PROCUREMENT & QUALITY MANAGEMENT

Objective : To understand principles of quality planning and control to achieve best results in procurement.

Unit I : Purchase Overview

Purchase- Overview, Objective, Importance -Purchasing Organizations- Ethical Concepts in Purchase- Make or Buy or Outsourcing - Price and Pricing Impact- Purchase Orders- Negotiations.

(6L 6T)

Unit II : Supplier Quality

General Problems of Vendor Quality, Suppliers Quality Survey, Model for evaluation of Suppliers Quality-Benefits and Risk of Outsourcing- Online-Procurement, Framework of Online-Procurement- Application of Computers in Purchasing- Quality Control of Purchased Materials in a Supply Chain

(6L 6T)

Unit III : Stores function

Stores function – location and layout – Standardization, Codification and Classification of materials – accounting and physical distribution – Store documentation – condemnation and disposal of scrap, surplus and obsolete materials – Types of stores – Case Study

(6L 6T)

Unit IV : Quality control

Definition of Quality, Quality Standard, Quality Control, Aspects of Quality Control,. Teboul model. Continuous process improvement – Deming Philosophy, Contribution of Crosby, Walker Shewhart, Ishikawa, Juran Trilogy, PDSA cycle, JAPAN 5S, 8D Methodology, KAIZEN, POKA YOKE,

(6L 6T)

Unit V : Bench marking

Benchmarking – definition, Reasons to benchmark, process. Quality function deployment (QFD) – Benefits of QFD, QFD process. Total productive maintenance (TPM) – concept, the plan, training, Improvement needs, Business Process Re-engineering (BPR) – Principles, application, process, benefit, limitation.

(6L 6T)

(Total : 30L 30T)

MSU / 2017-18 / PG –Colleges / Master of Business Administration / Semester –IV / Ppr.no.22 & 23 / Elective - 3 & 4 (n)

References:

Designing & Managing The Supply Chain – David Simchi -Levi, Philip Kamiusky, Edith Simchi Levi, Tata Mc Grew Hill

Essentials of Supply Chain Management – Dr. R.P. Mohanty & Dr. S.G. Deshmukh, Jaico Publishing House

Production Management – L.C. Jhamb, EPH.

‘Total Quality Management’ – Dale H. Bester field, Pearson Education.

‘Total Quality Management’ – Shridhara Bhat, K., Himalaya Publishing House, Mumbai, 2004.

‘TQM in Action’ – Pike, John and Barnes, Richard, London, Chapman & Hill, 1990.

Ansari, A. and Modares, B., JIT Purchasing, New York, Free Press, 1990.

L8. CARGO MANAGEMENT

Objective : To understand changing issues required to maximize all aspects of cargo management.

Unit I : Shipping Industry

Shipping Industry and Business - Description of a ship- Uses of a ship or a floating vessel- superstructure - tonnages & cubic's - drafts & load lines - flag registration - Different types of cargo. (packaging, utility or value). Trimming - Cleansing -Unitized cargo

(6L 6T)

Unit II : Airfreight Exports & Imports

Air Freight Forwarding: Air freight Exports and Imports - Introduction to Air Cargo International Air Routes - Airports - codes – Consortium –Hub & Spoke – Process Flow - Special Cargoes - Consolidation - Documentation - Air Way Bill (AWB) – Communication – Handling COD shipments – POD – Conditions of contract - Dangerous (DGR) or Hazardous goods

(6L 6T)

Unit III : Charter

Types of Charter - voyage Ships –Vessel Descriptions - Vessel requirements – tramp chartering services - Passenger Ship Chartering – Cargoes - Freight Markets – Liner Operations –Tanker Charter - tanker trades - International Tanker Chartering Market

(6L 6T)

Unit IV : Contracts

Contracts - Individual rights, responsibilities and liabilities - Clauses in time charters - Documentation - Bill of Lading basics – MBL - HBL – CY – CFS - Advanced learning in Bills of Lading -Chartering Market Practice - Ethical requirements - lien clause – Disputes- General Arbitrations.

(6L 6T)

Unit V : Sea way bill

Sea Way bill - Combined transport - MTO – Multimodal Transport Document (MTD) - Invoicing - Release of cargo - Cross Trade & Documentation -Conditions of Contract – Managing Key Accounts – Trade Lane Development –Consortium.

(6L 6T)

(Total : 30L 30T)

References:

Carriage of goods by sea / John F. Wilson (Harlow : Longman)
Shipping and Logistics Management by Yuen Ha Lun, Kee Hung Lai, Tai Chiu Edwin Cheng(Springer)
Containerization / (by) J.R. Whittaker (Hemisphere ; Wiley)
The economics of tramp shipping / (by) B.N. Metaxas. (Athlone Press)

MSU / 2017-18 / PG –Colleges / Master of Business Administration / Semester –IV / Ppr.no.24 / Project

Main Project: Every candidate shall have to undertake 8 weeks main project in an Organization of repute either before the commencement of classes for IV Semester or after the IV Semester classes and submit the report. The report will be evaluated for 100 marks. The results of the same will be published along with the IV Semester marks.

Internal Assessment

I) For all the courses the internal assessment will be as follow

Continuous Internal Assessment test: 15 marks

(Three compulsory tests should be attended by the student, out of which the average of the best two will be calculated)

Seminars/Presentations/Case discussions

by the students: 05 marks

(Either Individual or Group Presentations)

Assignment/Term Paper/ Case Study

Submitted by the Students: 05 marks

Total : 25 mark

Note: based on the necessity and the nature the course work, seminars and Assignments can be added together and reports / Audio Visual Presentations/ Case presentation by the Individual students or a group of students can be evaluated by the Course Facilitator for the maximum of ten marks.