

3-YEAR PART-TIME MASTER'S DEGREE PROGRAM  
IN HUMAN RESOURCES DEVELOPMENT MANAGEMENT /  
MARKETING MANAGEMENT / FINANCIAL MANAGEMENT /  
INFORMATION MANAGEMENT / (MHRDM/MMM/MFM/MIM)

**FIRST YEAR- FIRST SEMESTER**

**1 FINANCIAL ACCOUNTING**

**LEVEL OF KNOWLEDG: BASIC**

1. Financial Accounting-Scope and Importance
2. GAAP, Conventions and Concept.
3. Balance Sheet and Related Concepts.
4. Profit and Loss Account and Related Concepts.
5. Accounting Mechanics: Basic Records – Understanding of Transactions and related documents-Process leading to preparation of Trial Balance and Financial Statements.
6. Revenue Recognition and Measurement-Revenue Vs Capital (Receipts and expenditure.
7. Accounting Methods-Cash, Accrual, Hybrid.
8. Inventory Accounting-Perpetual and Periodic system Accounting and Physical Flow Valuation
9. Fixed Assets and Depreciation Accounting.
10. Understanding of the following Items: Net worth-Reserves-Provisions-Intangible assts-Fictitious Assets-Revaluation of fixed assets and its impact on financial statements.
11. Overview of External and Internal audit.
12. Inflation Accounting.
13. Corporate Financial Reporting in India.
14. Mandatory Accounting standards.

**1.2 BUSINESS LAW**

**OBJECTIVE:** to expose the students to the objects and broad frame work of legislative actment within which business operators.

**CONTENTS:**

Indian Contract Act

Sale of goods Act

Negotiable Instruments Act

Restrictive and Unfair Trade Practices (instead of Monopolies and Restrictive Trade Practice)

## **UNDERSTANDING COSTS**

Various cost as presented in Income statement –Classification of Cost for Purposes of Recording-Material / Labour/Overhead-Cost Recording and Allocation Service Departments and Absorption Rates-Determination of Costs of Products- Costing system-Job and Process Costing –Cost of and Inventory Valuation-LIFO and FIFO –Cost Behavior Fixed. Variable and Semi-Variables and its significance in Financial Projections.

Cost and Management Decisions: Total Cost, Average Cost, Managerial Cost-Opportunity Cost, Out of Pocket Cost, Direct cost-Concept of Cost Relevance-Budgeting Process-An Overview –Different Functional Budgets and their Integration with Final statements- Introduction to Profit Budgeting : Cost Volume-Profit Relationship.

Concept of Control : Operations Control and Management Control-Key variable of Managerial Performance Developing Objective Standards for Measuring the key variables-Analysis of Input in Terms of Engineered Capacity and Managed Cost-Concepts of Responsibility budgeting –Reporting system for Control-Control of (a) Performance of Organisational Units : Divisions, Departments, Cell etc (b) Control of Functions and Activities which cut across Organisational Units like Recruitment, Training, committee Work, Product Development Samples Promotion etc.

Information system for Control-Scope for Computerization.

### **1.4 ) ORGANISATIONAL BEHAVIOUR**

**OBJECTIVE:** Increasing managerial effectiveness through understanding of self and other.

**SYLLABUS :** The Individual Personality-Personality and behavior-Personality-Structure ability and emotion-Personality and environment-Perception, learning, interest attitude and values, motives, frustration and conflict-Adjustment, adoption and integration of personality- Management of One to one relationship.

### **1.5 ) PRINCIPLES OF MANANGEMENT**

**N.B.** Practical exercise case studies should be discussed in order to explain the concept of management and underlining principals . The participant must be in a position to handle pragmatic situation arising during the course of their day-to-day working.

The following aspects of management should be discussed in a problem solving manner:-

- (1) Management-Conceptual analysis, evaluation of Management Philosophy, definition principles of Management functions of Management, role of

management, techniques in modern industry and commerce- its relevance to different types of organizations like Universities, Hospitals, Social Organization, etc.

- (2) Evolution of Management thoughts contribution of Taylor, Gilbert, Grant, Eliton Mayo and others. Its evolution in India and trends, historical Perspective.
- (3) Planning – Planning as continuous process, goal, objectives, standers and other type of planning- policies, procedure, methods and concept of decision making factor involved in making process types of decisions, science of decision making and personal tait, hierarchy of planning process, statement of problems and determination of alternatives, Corporate planning.
- (4) Organizing- Organization as a structure and science of organizing informal and formal organization-Principle of organization-establishment of network for appropriate authority-work relationships-kind of authority line, staff and functional, decentralization of authority , limitations of delegation of authority, chain of command of relationships amongst authority, responsibility and accountability, span of Management types of organizational structures and delegation of ideal organizational system.
- (5) Motivating-Motivation as a basic instrument of getting the work done, factors affecting performance, leadership, managerial skills, techniques of communication and co-ordinations basic characteristics of ideal motivational and communication system in the context of Indian conditions Management by objectives.
- (6) Controlling- Concept of managerial control-control of personnel v/s performance. Area of performance control-product, finance, morale-process of control standards. Appraisal and corrective action-control aids ideal organizational structure, etc. Types of standards for control of management, management audit, social audit norms for the effective managerial control, co-ordination of all controls in the organization.

**Note :** The entire syllabus should be covered through a series of cases with background material relating to structure and growth of India. Industry being provided in the technical notes.

## **1.6 QUANTITATIVE METHODS IN MANAGEMENT**

- Quantitative Analysis for Management.
- Introduction to quantitative Analysis & Potential application area and the basic process.
- Probability Distribution : Binomial, Poisson, Normal
- Elements of Decision Analysis.
- Decision trees & its Applications.
- Linear Programming, Transportation & Assignment Models: Formulation, Solving & Interpretation of Solutions, Sensitivity Analysis
- Waiting Line Models

- Inventory Models
- Simulation Models
- Use of Standard Computer Software Packages in Solving Quantitative Analysis Problems.

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**FIRST YEAR- SECOND SEMESTER**

**2.1 PERSONNEL LAW AND MANAGEMENT  
PERSONNEL LAW:**

A study of the important provisions of the Act and Case Law governing:-

**a) Employment of Personnel:**

Employment exchanges (Compulsory Notification of Vacancies) Act, 1959  
:- The Industrial Employment (Standing Orders) Act, 1946 – Factories Act-  
The Apprentices Act, 1961 – The Employment of Children Act, 1938

**b) Remuneration:**

The Payment of Wages Act, 1936- The minimum wages Act, 1948 – The  
Payment of Bonus Act and Amendment Ordinance 1972- The Employment  
Provident Fund and Family Pension Act, 1952- The payment of Gratuity  
Act, 1972 – The Workmen's Compensation Act, 1923 – The Maternity  
Benefits Act, 1961.

**c) Industrial Relations:**

The Trade Union Act, 1926 – The Industrial Disputes Act, 1947: Machinery  
for Handling Disputes, Reference of Disputes, Award and Settlement  
Strikes, Lockouts, layoff and Retrenchment Compensation, Penalties and  
offences.

**PART II**

The personnel Functions in our organization-Recruitment, Induction, Placement and development-Personnel Budget-Personnel policies and standing orders-Absenteeism, Personnel Turnover and problem of Indiscipline Transfers, Promotions and voluntary Retirements-Compensation Plans, Prerequisites and Bonus-Job Status, Grade and Salary and Wage Structure –Outfore, Measure Morale studies and Personnel Research.

**2.2 MANAGERIAL ECONOMICS**

1. The Meaning, Scope and Methods of Managerial Economics
2. Economic Concepts relevant to Business, Demand and supply, Production, Distribution, Consumption and Consumption Function, Cost Price Competition, Monopoly, Profit, Optimization, Margin and Average, Micro and Micro Analysis.
3. Demand Analysis and Business Forecasting, Market structure, Factors influencing Demand Elasticities and Demand levels. Demand Analysis for various Products and Situations Determinants of Demands. Durable and Non

4. durable goods. Long run and Short run Demand Derived and Autonomous Demand. Industry and Firm Demand
4. Cost and Production Analysis Cost concept, Short Term and Long Term, Cost Output Relationship .Cost of Multiple products, Economies of Scale production functions, Cost Control, Cost and Profit Forecasting Break –even Analysis.
  5. Market Analysis, Competition, Kinds of competitive Situation, Oligopoly and Monopoly Measuring Concentration of Economic Power.
  6. Pricing Decisions, Policies and Practices, Pricing and output Decisions under Perfect and Imperfect Competition, Oligopoly and Monopoly Pricing Methods, Product-line Pricing, Specific Pricing Problem, Price Dissemination, Price Forecasting.
  7. Profit Management, role of Profit in the Economy, Nature and Measurement of profit, Profit Policies, Policies on profit, Maximisation, Profits and Control, Profit Planning and control.
  8. Capital Budgeting, Demand for Capital, Supply of Capital, Capital Rationing, Cost of Capital. Appraising of profitability of a Project, Risk and Uncertainty, Economics and Probability Analysis.
  9. Macro Economics and Business, Business Cycle and Business Policies, Economic Indication Forecasting for Business, Input-Output Analysis.

### 2.3) **PRODUCTION MANAGEMENT**

1. The production Function-nature and scope, interface with other functional areas like marketing, Finance, Personnel Materials.
2. Types of Production Systems:- Job, Batch and Flow Systems, Assembly lines, Process Plant, Intermittent and Continuous Production.
- 3 Elementary knowledge of Manufacturing processes-Assembling, Fabrication, forming and Heat Treatment, Welding, Machining and similar Processes.
- 4 Plant Layout- Objectives, Symptoms of poor layouts-functional.
- 5 Material Handling-objectives, principles and methods of efficient handling introduction to material handling equipment.
- 6 Problems of Location-type of locational decisions and factors affecting location. location of manufacturing and service units, location of distribution and retail units location of procurement centers.
- 7 Inventory Management-type of inventory management system, details mathematical treatment of PQ and MRP systems, Selective inventory control techniques like ABC analysis, HML analysis FSN analysis, SDE analysis etc make and buy decision.
- 8 Scheduling-objective, element of scheduling, master scheduling, priority planning facility loading, sequencing problem of scheduling.
- 9 Network Analysis: Activity Analysis, Network Digramming PERT,CPM, Estimation of schedule statics, earliest and latest start and finishing time, flots, Cost crashing Estimation of probability of completion of project in a given time, application in industry.
- 10 Break Even Pont Analysis –concept of break even point utility of BEP analysis in short and long tern decision.

- 11 Reliability, Maintenance and Plant Service-objectives type of Maintenance Breakdown and preventive maintenance, introduction to estimation of system reliability Fault tree analysis.
- 12 Quality Control-Total Quality Control, what is quality , inspection, quality control, introduction to control charts and types of control chart-mean, range, proportion defective(P) and with charts.
- 13 Emerging Trends-Just In Time Manufacturing Robotics CAD/CAM/CIM
- 14 Concept of productivity-introduction to productivity techniques, value Analysis , value Engineering.

## **2.4 ) MARKETING MANAGEMENT**

### **OBJECTIVE**

- 1 To familiarize students to the basic concepts and decision-making processes involved Marketing Management.
- 2 To develop the analytical skills of students which could help them to evolve corporation marketing strategy in a competitive environment. This course aims at highlighting the importance of considering Marketing Management as an integral part of the corporation Management.

### **CONTENTS**

- 1 Introduction to marketing concept, its relevance in India , marketing Mix marketing structures system.
- 2 Environmental scanning and market opportunity analysis.
- 3 Buyer Behavior-house hold and institutional organization.
- 4 Market segment and segmental Analysis.
- 5 Market estimation-Market potential demand forecasting and sales forecasting.
- 6 Marketing information system.
- 7 Marketing Research
- 8 Market Planning
- 9 Product mix decision-product identification product life cycle, branding and packing.
- 10 New product development and Management.
- 11 Pricing policies structure and methods
- 12 Concept of regulated prices in selected industries.
- 13 Promotion decision-Communication process, promotion mix, promotion strategic with reference to consumer and industrial product.
- 14 Advertising and Personnel selling decision.
- 15 Distribution Management importance of distribution in a developing country role of middle man identification selection and managing dealers. Distribution Channels management Physical Distribution
- 16 Performance and control –Marketing Audit.

## **2.5) RESEARCH METHODOLOGY**

1. Relevance & Scope of research in Management.
2. Steps involved in the Research process

3. Identification of research problem.
- 4 Identification & Types of research variables.
- 5 Research design
- 6 Data collection methodology primary data collection methods / measurement techniques-characteristics of measurement techniques-reliability validity etc, secondary data collection methods-Library Research, Reference bibliography Abstracts etc.
- 7 Analysis techniques-qualitative & quantitative analysis techniques-Techniques of testing hypothesis-Chisquarw T-tests, Correlation and Regressive Analysis, Analysis of variance etc Making choice of an appropriate analysis technique.  
Research Report Writing
- 8 Computer aided Research methodology.

## **2.6) FINANCIAL MANAGEMENT**

- 1 FINANCIAL OBJECTIVES: The ROI concept in Financial planning and control
- 2 WORKING CAPITAL MANAGEMENT
  - a) Assessing Working Capital Requirements.
  - b) Financing Working Capital
  - c) Control working Capital
  - d) Accounts Receivables and inventories.
- 3 CAPITAL EXPENDITURE PROJECTS: Discounted Cash Flow Techniques and its Application.
- 4 Concept of the Company's cost Capital and its application in capital Budgeting Decisions.
- 5 SOURCES OF COMPANY FINANCE: Deposits from public, Term Loan Bonds Preference Capital other mode and instruments of rising Finance. Financial Institutions in India.
- 6 NEGOTIATING TERM LOANS PROPOSAL WITH BANK: Appraisal of Term Loans by financial institution in India.
- 7 MERCHANT BANKING: Underwriting of securities Current Practice in India.
- 8 INTERNAL FUNDS AS A SOURCE OF FINANCE: Divined Policy and Rate of Retention-Bonus share.
- 9 EQUITY CAPITAL AS A SOURCE OF FINANCE: Rights Issue and Issue at Premium Government Regulations of issues of Securities in India-Prospectus for Issue of Securities Understanding and Interpretation.
- 10 Basic Valuation Concept.
- 11 Corporate Taxation and its Implications on Corporate Financing.
- 12 Inflation and its Impact on Corporate Finance.



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**SECOND YEAR- FIRST SEMESTER**

**3.1 ) INTRODUCTION TO COMPUTERS**

- 1 ) Introduction to Computer Terminology.
- 2 ) Centralized Data Processing System.  
Hardware : Types of Hardware Configuration, Peripherals etc.  
Software: Systems software(OS, such as DOS, NOVEL, UNIX, O/S Functions  
Application Software, instead of translator, Compilers, I  
Interpreters).Hardware/Software generation and current trends.
- 3) Various programming Languages such as Fox Pro, C, and their characteristics.
- 4) Introduction to Electronics Spread Sheet and Data Base Management System,  
Word Processors, Graphic User Interface.
- 5) Introduction to Foxpro, writing simple Foxpro programmes.
- 6) Introduction to Relational Data Base Management Systems.

**3.2 ) EFFECTIVE COMMUNICATION**

- 1) Process of Communication
- 2) Communication in Organization nature, function and scope
- 3) Management of written & Oral Communication.
- 4) Barriers of Effective Communication.
- 5) Report writing.
- 6) Communication Technology and its impact on office procedures and automation.

**3.3 ) HUMAN RESOURCES MANAGEMENT**

**OBJECTIVE:** Understanding of Personnel and Practice for effective utilization of human resources.

**SYLLABUS:**

- 1) Human Resource Management-Its scope, relationship with other social sciences, approaches to Human Resource Management inter- disciplinary approach.
- 2) Organisation of Personnel Functions-Personnel Department, its organization, policy responsibilities and place in the organization
- 3) Manpower Planning, Job Analysis, Job Description, Scientific Recruitment and Selection Methods.
- 4) A) Motivating Employees- Motivational Strategies , Incentive Schemes, Job enrichment Empowerment,  
b) Job Satisfaction Morale, Personnel Turnover.
- 5) Performance appraisal Systems-MBO Approach, Performance Counseling, Career Planning.
- 6) Training & Development-Identification of Training Needs, Training Methods Management Development Programmes.

- 7) Organisation Development-Organisation Structures Re-engineering Multi-Skilling BPR
- 8) Management of Organisational Change.
  - e) HRD Strategies for long term planning & growth.
  - f) Productivity and Human Resource Management.

### **3.3 BUSINESS ENVIRONMENT**

**OBJECTIVE:** To understand the business Scene & factors & Trends for strategic policy formulation

**TOPICS :** Social political issue Ecological issue Business ethics Social responsibility Energy Management, Fly Vs professional business Industrial units, Joint ventures Technology Transfer Multi National Corporation Administrative Pricing Business resources Economic trends

### **3.5 TAXATION**

The structured and scope of Indian Income tax act Concept and definitions under the Act: agricultural Income, Assesses , Assessment Year Income ,Capital and Revenue Expenditure, Previous Year, Person, Residence Company Dividend Total Income. Heads of Income : Salaries Interest of Securities, Income from House Property, Profit and gain of Business and profession Capital gains and Income from other resources-Rebates and Relief's-Treatment of losses-Computation of Total Income and Determination of Tax Liability Companies(Profit) Sur-tax Act.

## **MASTER DEGREE IN HUMAN RESOURCES DEVELOPMENT MANAGEMENT(MHRDM)**

### **SECND YEAR-SECOND CHANGE**

#### **4.1 ORAGANISATIONAL BEHAVIOUR-II**

**OBJECTIVE :** Improving organizational effectiveness through the understanding of group dynamic team development and the process of organisational change.

#### **SYLLABUS**

Group Behavior in the organizational environment-defining environment-Organisation structure, the Organisation as a structural group team development-formal and informal group individual

#### **4.2 a) INDUSTRIAL RELATIONS ENVIRONMENT**

Industrial relations-Role of Employer, Employees and Government changing aspiration of work force

Collective bargaining-Conditions-Adjudication-Voluntary Arbitration

Strike-Lockout-Public Utility Service

Role of Trade unions

Standing Orders-Misconducts-Penalties-principal of natural justice-Disciplinary Procedure-Grievance Handling-Industrial Relations Audit

## **b) Labour welfare and Management**

Changing concept of labour management and welfare scope and approaches to employee welfare, working conditions administration of canteen, crèche, safety and accident prevention, o-operative housing, agencies of employee welfare, administration, personnel and financing of welfare, social security, concept philosophies methods

### **4.3) MANPOWER PLANNING**

The pre-requisites for manpower panning, Business Planning and productivity planning – Man power requirement planning-setting manpower standard Ratio trend manpower forecasting-Other stactical forecasting techniques-Demand forecasting for managerial staff, technical staff, office staff, skill and unskilled labour, Integrated budget, for manpower planning.

Manpower utilization indices and techniques-Scheduling techniques-factors affecting performance-Planning to improve performance.

Manpower accounting and control.

Manpower information systems-Personnel records and methods-Different system

Manpower reporting-Report Material-Structuring of reports.

Manpower planning practices in Indian Industries: Engineering, Pharmaceutical

Insurance and public sector undertakings, Government, Process Industries.

Mathematical models and manpower planning an economic model for national manpower planning –Demographic and ecological models of Manpower planning Mathematical

models manpower systems-Network model for training and recruiting divisions in

Manpower planning-Astochastic programming model for man power planning

Manpower Research-Aspects of cost benefits analysis in Manpower planning-Systems

analysis approach to the theory of manpower management.

### **4.4) PERSONNEL ASSESSMENT**

Personnel Policy and personnel measurement-Objective of personnel measurement

Advantage and Limitations-different categories of Personnel: Trade skill, supervisory personnel, executive staff, salesmen, research and technical staff, accountants, technology

and computer personnel etc:- Designing and administraring measurement test for each category for measuring aptitude, attitude, dexterity, social skill, intelligence personality

and communication abilities and measurement of achievement-morale and motivation surveys-group dynamics and measurement techniques Surveying conflict and resistance

to change and identifying factors for resolution. Personnel assessment in interviews-Designing of application Blanks-Different interview techniques-scoring patterns-Using

test score in final evaluation-The problem of weightage-Approaches to objectivity in personnel interview assessment.

#### **4.5) ORGANISATIONAL THEORIES, STRUCTURE & DESIGN (INCLUDING APPLICATIONS)**

**OBJECTIVE :** To help the student in understanding the role of organization structure in changing corporate environment.

**SYLLABUS:** Organisation structure and their impacts.

Assessing the existing organization, structure and its effectiveness.

Determinants of Structure.

Structure-Technology-Environment People relationship.

Understanding of organization structure and design

Organizational theories and their critical evaluation power and Authority.

Designing of Organisation in changing corporate environment.

## **MASTER DEGREE IN MARKETING MANAGEMENT (MMM)**

### **SECOND YEAR-SECOND CHANGE**

#### **4.1 ) ADVERTISING AND SALES PROMOTION MANAGEMENT**

##### **OBJECTIVE**

1. To expose students to the principles and practices of advertising and sales promotion and develop the conceptual abilities in this functional area of marketing.
2. To develop the skills of the students, which will help them to prepare effectively for a career in the advertising and sales promotion function of any company or in the advertising agency.

##### **CONTENTS:**

1. Communication process-Communication models for rural communication and urban communication.
2. Advertising-Organisational structure of Advertising agency and its functions. Evaluation of agency functioning.
3. Advertising objectives with specific reference to DAGMAR Brand objective and consumer attitudes and market structure.
4. Brand position and brand image strategy development.

5. Persuasion and attitudinal change through appropriate copy development.
6. Copy decision-creation of production of copy.
7. Advertising budget.
8. Media planning and –media research.
9. Measuring the effectiveness of advertising campaign.
10. Public relations.
11. Planning and designing sales promotion programme with specific reference to sales content, trade-in discount, coupons etc.

#### **4.2) MARKETING RESEARCH**

##### **OBJECTIVES :**

1. Use of M R as an effective tool in marketing decision-making with emphasis on M R concepts.
1. Fitting M R into marketing framework.
2. What is M R and is not MR
3. Defining problems and structure of survey.
4. Primary data/secondary data collection.
5. Sample decision /Field work / Tabulation
6. Analysis and Interpretation of Data Analysis. Factor Analysis-using computer based techniques like SPSS packages, special emphasis on Cluster Analysis and Determinant Analysis.
7. Application of M R to advertising research/ industrial marketing research.

##### **METHODOLOGY**

1. Introduction to concepts and techniques through classroom teaching.
2. Projects and assignments. Presentation at the end.
3. Continuous evaluation based on projects, assignments and term and examination.

#### **4.3) CONSUMER/INDUSTRIAL BUYER BEHAVIOUR**

##### **OBJECTIVES**

1. To understand and analyze psychological aspects of consumer decision-making process including the industrial buying behavior.

##### **CONTENTS:**

1. Retail economy Introduction-Consumer behavior and economics of consumer behavior.
2. Social psychology and its impact on marketing
3. Influence of consumers behavior, environmental and individual determinants:  
Organizational influence.
4. Models and theories of consumer behavior.
5. Consumer research and market segmentation.
6. Specifics of decision process.  
Problem recognition  
Search and evaluation of alternatives  
Purchase behavior  
Post Purchase behavior

## **METHODOLOGY**

Teaching /Case Study /presentation /Project

### **4.4 a) RETAIL MANAGEMENT.**

#### **COURSE CONTENTS;**

1. Place of Retailing in the Marketing Mix
2. Trends in retailing.
3. Retail economics
4. Retail Merchandising and shop displays
5. Retail Advertising and Sales Promotions.
6. Managing People at Work-Recruitment and Motivation.
7. Communication and customer relation.
8. Inventory control and Financial Management.
9. Retail Strategies.
10. Retail Marketing.
11. Retail Management Information Systems-Use of New Technology
12. Comparative Retailing across the world.

#### **B) SOCIAL MARKETING**

##### **OBJECTIVE**

1. Sensitizing the participants to
2. The social issue in India and
3. The dynamics of marketing these social issue.

##### **CONTENTS**

1. Rational of social issues on the Indian Context
2. Attitude formation and charges.
3. Marketing of Family Planning.
4. Marketing of literacy, health Management.
5. Small saving, afforestation.
6. Measurement of effectiveness of social marketing programme.

### **4.5 ) SALES MANAGEMENT**

##### **OBJECTIVE**

To develop the conceptual plans of students in the subject and also make them acquainted with the latest development in the subject.

##### **CONTENTS**

1. Sales organization and its evolution-job and role of sales Management organization.
2. The selling function s the importance of systems selling in contemporary environment, selling of services as apposed to selling of tangible products-selling process.

3. Sales Management planning –Sales management information system Sales Management Planning forecasting.
4. Sales budgeting and planning for quotes.
5. Man power planning for sales organization.
6. Recruitment and selection and training and development of sale personnel.
7. Time and Territory Management Management territory planning, establishing and revisiting territories bases of Territory design, method of territory routies planning and territory coverage.
8. Sales incentives and sales compensation.
9. Sales force performance evaluation and control.

## **PART-TIME MASTER DEGREE IN FINANCIAL MANAGEMENT (MFM)**

### **SECOND YEAR-SECOND SEMESTER**

#### **4.1) TAXATION MANAGEMENT(Planning)**

##### **OBJECTIVE**

The objective of this paper is to test the candidates prudence and planning ability to keep the incidence of tax to a minimum with the frame work of prevent tax laws while Handling matters affecting corporate management such as business ,promotion, expansion, diversification and location. Candidates are expected to possess adequate knowledge of the provisions of the relevant Indian Tax Laws .

##### **CONTENTS**

Tax Implication in Planning the Legal Status of Business Unit: Firm Private Limited Company and Public related company.

Tax implication in (a) Receiving foreign Collaboration(b)receiving Foreign Collaboration(b)Giving collaboration Abroad i.e promoting Indian business Abroad: Subsidiaries, Outright Sales of Know-how, and Equity Participation etc.

Tax Aspects of Mergers, Demergers and Amalgamation

New implication establishment and Tax Planning.  
Tax implication of Holding Company Vs. Conglomerate Expansion.  
Tax Incentive and Export Promotion.  
Personal Taxation: Foreign and Indian.  
Tax Aspect of Disinvestment.  
Tax Implications in Developing Capitalization Structure(a) Short terms Loans,(b) Deposits from public, (c) Term Loans, (d) Bonus Issue, (e) Dividend Policy.  
Taxation of company in which Public are not substantially interested.  
TDS Provisions  
DTA Agreements  
International Tax Planning.

#### **4.2) FINANCIAL PLANNING AND CONTROL SYSTEMS**

Financial goal Setting-Analysis of Incremental ROI –Sensitivity Analysis-Developing financial goals along organisatioanl hierarchy – Concept and Technique of Responsibility Budgeting-Analytical framework for developing Responsibility Budgets-Integrating Responsibility Budgeting with MBO System.

Organisational Growth: Responsibility centers and profits centers-Identification and creation pf profit centers, profit centers as control system-De centralization and profit centres

Mechanics of determining profit objectives of profit centres problems and perspective of transfer pricing-Linear programming technique for determining divisional goals in multidivisional company-problems of growth and corporate control.

Control in special sectors: Scrap Control-Control of R &D –Project control Administrative Cost control-Audit –Efficiency Audit-Internal Audit- Government Cost Audit-Management audit .

Financial Reporting the student with the in-depth knowledge of laws governing the corporate entity.

#### **4.3 BUSINESS LAW –II**

##### **OBJECTIVES:**

To provide the students with the in depth knowledge of lwa governing the corporate entity.

##### **LEVEL OF KNOWLEDGE**

1. Expert knowledge of company law
2. Basic knowledge of RUTP,FERA and SEBI

##### **CONTENTS:**

##### **COMPANY LAW-INCORPORATION OF COMPANIES:**

Preparation of Memorandum of Association-Name of the company its registration and procedure for changing the name-Article of Association, Alternation of article . Membership of company-Contects, Deeds, Investments



and service of documents Legal provisions relation to holding Companies, Private companies, Unlimited Companies.

Issue of Capital: Drafting of prospectus-Registration of Documents-Commission and Discount on issue of CAPITAL Issue at a premium or discount-Provision governing issue of redeemable preference of share capital-Transfer of share Debentures-Right of share holder Provisions relating to payment of dividend, payment of interest out of capital, Fixed Assets.

Rising of loans: Provisions relating to debenture sholders annual returns and penalty for failure to submit returns-Meeting Statutory, annual General and Extraordinary general meeting-Quotom, proxies, voting procedure, kinds od resolution and recording of minutes – books of Accounts to be kept and inspection Appointment of auditors-Audingting of Cost Accounts- Investigational powers of Government.

Management’s Constitution of Board of Directors-Appointment of Managing Director Qualification of Directors-Board Meeting-Power of the Board - Remuneration

**RUTP ACT** Restrictive and unfair trade practices act: Investigation by, Commission-Registration of agreements relating to restricvtive trade practice-Presumptions or public interest Resale price maintenance-Offences and penalties under the Act- Procedure to be compailed with- unfair Trade Practice.

### **FERA**

Definitions Provisions relating to FERA Companies Regulations Concerning Import and Export.

Acquisition and Sales of immovable properties Overview of exchange control regulation

SEBI

SEBI Act

SEBI Rules

SEBI Regulation

SEBI Guidelines

SEBI Procedure

### **4.3) STRATEGIC COST MANAGEMENT**

Cost Analysis for Strategic Business Decisions- Cost Benefit- Analysis with Qualitative and Quantitative aspects Productivity improvement for long Term cost Advantage Cost reduction based on re-engineering multi skilling organizational restructuring Cost Management and Internal Cost Control Indicators –Micro and Macro Cost Control Management and Internal Cost Control Indicators –Micro and Macro Cost Control Programmes with TQM and other quality development strategis-Operational Planning for

strategic Approach cost control and cost reduction-. The Indian traditional approach to strategic approach to cost control

.Socio political aspects of cost Management Effective information system for effective cost management. Application of Inflation accounting Activity based costing , Zero base budgeting, responsibility budgeting value analysis and flexible project appraisal approaches for strategic cost management-use of cost and policy audit for cost management-linking macro objective with micro targets for cost management at departmental and indicial levels- use of cost management games entrepreneurial approach to cost management for strategic advantage.

#### **4.5 )FINANCIAL MANAGEMENT-II**

Perspective Planning for working Capital Management-Planning Model or working Capital Management –Financial Forecasting.

Capital Budgeting-Project Appraisal Economic-Technical and Financial Feasibility Studies-DCF RISK evaluation and sensitivity Analysis Computer Simulation for Risk Evaluation Measurement of Cost and Capital and Determining minimum rates of Return for return for project Decision-Social cost and social benefits Analysis of Project-Linear Programming and Capital Budgeting Decisions-Financial Control and Follow up to Projects Evaluation under DCF Techniques.

Corporate Planning and break even Analysis with Multiple Constraints such as shortage of Power and Material Customers and Marketing Constraints, Export Obligation Price control Product Mix etc Application of Linear Programming to Break even concept Disinvestment as a Financial strategy-Exploring Opportunity of Disinvestment Area of Disinvestments factors Inflicting Disinvestment Decisions Financial Analysis and Report for Disinvestment Decisions.

Expansion: Diversification Strategies: Market, Customer, Product and Process Developing Conglomerates and subsidiaries, Financial, Tax and Government Policies.

Consideration governing setting up ventures abroad-Joint sector –Project and Investment decisions.

Role of Debt Financing in Indian Environment Developing Optimal Capitalization Structure.

Investment Portfolio Decisions with particular Reference to Banks, Insurance Companies and Trusts-application of Linear Programming technique, Management of Investment in Divisions of Company.

## **PART-TIME MASTER DEGREE IN INFORMATION MANAGEMENT (MIM)**

### **SECOND YEAR –SECOND SEMESTER**

#### **4.1) STRUCTURED LANGUAGES**

- 1) Basic data type Arrays Functions Pointers Structures. Object Oriented Programming its need and characteristic. The basics of C ++ programming. Class Object and Reference . The difference between Pointers and References.
- 2) Constructor and Destructor. Operator Overloading Inheritance, Derived Class and Base Class, Overriding Member Functions (Scope resolution with overridden functions).
- 3) Container class and polymorphism Virtual Functions Pure Virtual Abstract Classes Static Functions what is the difference between “Public” Protected and “Private” data function.
- 4) Java its purpose JDK-ite platform independence Features of JAVA Naming Ruler in Java. A simple Java Application string and string buffer classes Input Output and Files I/O data structures in JAVA.
- 5) The simple data types Flow control Methods packages and interface. Java Language exception handling.
- 6) Multithreading sessions: Java-util , Java, applet v/s Application A simple JAVA Applet
- 7) Java .net custom Networking and Security Networking with URL’s All about datagrams.
- 8) JAVA .sql JDBC Concept
- 9) JFC swing
- 10) Swing Components
- 11) Java 20 Drag and Drop.

#### **4.2) WEB BASED TECHNOLOGY**

Introduction to the web-History and evolution  
Technologies HTTP,FTP,POP,SMTP  
Technologies like Cold Fusion, Broad Vision etc.  
Languages Java ASP features and application  
Upcoming technologies WML,XML,,DHTML PHP etc  
Convergence media, Internet and telecom Issue  
Security and encryption.  
Implementation issue for any web technology  
Economic technological and social issue  
Application SCM,CRM,ERP  
Internet, Intranet and VPN  
Case studies

#### **4.3 a) DATA MANAGEMENT**

- 1) Historical evolution from flat file to database management system. Purpose and goals of database management system. Three models of database management systems.
- 2) The relational data model including normalization SQL with suitable example Physical organization of a database techniques from optimizing performance such as indexing etc.
- 3) Trends in database software evolution of the object Relational Model and the object oriented database system, Features of modern database software distributed database two phase commit Modelling of Complex object several levels constraints and triggers stability.
- 4) Role of Database Management systems in the context of client server computing in the web based application and OLAP and data warehousing/DSS system

##### **System Software**

- 1) Purpose of an operating system, Memory Management , Process Management. File Management I/o etc.
- 2) Concept such as time sharing Batch processing real time multitasking etc
- 3) Components of an operating system and how it work.
- 4) Hand on with DOS , Windows- both command level and some details of internal construction.

#### **4.4 ) NETWORKING AND COMMUNICATION**

- 1) Basic principal of data communication along versus digital. Encoding speed etc.
- 2) Historical perspective of network
- 3) The need for network such as date and resource sharing etc.
- 4) The network topologies LAN WAN and MAN .The OSI model for networking layers.
- 5) Components of the network such as server , Hub, bridge, gateway etc.
- 6) Types of network such as peer to peer and server based paket switched and network switched etc.
- 7) Common network in technologies and protocol such as TCP IP, Ethernet etc.
- 8) Contemporary Technologies solution for networks such as ISDN,VSATs, Fast Ethernet Frame Relay, Outlining the basic principle of working of these technologies.

#### **4.5 ) SOFTWARE PROJECT MANAGEMENT & IT RESOURCEN MANAGEMENT**

- a) Role and Functions of a modern IT Department.
- b) Peculiarities of managing the various types of resource such as Mainframes, Server, Network Infrastructure, Software professional etc.
- c) Issue related to planning IT recourses. Budgeting, monitoring, Sourcing and administration of such resources.
- d) Security of IT resources. Contingency plans and disaster management issue.
- e) Strategies and issue in changing over to new technologies.

- f) The need for and content of formal company wide policies for setting standards in various area of IT Management.
- g) Managing IT projects-Stages, roles, documents for project management, outsourcing monitoring, metrics for estimation & control over effort time and cost.
- h) Critical issue managing IT projects-Case studies.

**PART TIME MASTER DEGREE IN HUMAN RESOURCES DEVELOPMENT  
MANAGEMENT(MHRDM)**

**THIRD YEAR-FIRST SEMESTER**

**5.1 ) INTERNATIONAL PERSONNEL MANAGEMENT**

Personnel Management –An International Perspective; Principle of People Management –Integrity, Fairness and Empathy, Respect for and Trust in People, Commitment to Drawing Out and Developing Peoples Talents to the full; Cross Cultural issue in Management of People-Corporate Cultural and National Cultures in Multinational firms; Human resource Management strategies for competitive advantage in global Market by Multinational National companies; Personnel Availability and Development-Employment equity –Pay Equity and Fairness Employee Participation and Empowerment; Union and Management Co-operation; Developing Global Managers.

**5.2 A) QUANTITATIVE TECHNIQUES IN HUMAN RESOURCE  
MANAGEMENT AND MANAGEMENT DEVELOPMENT**

Principle of Individual Differences- Quantitative Approaches to Measurement of Individual Differences.

Characteristics of Scientific Measurement Techniques-Reliability, Validity and Standardization.

Test Construction Procedure and Scaling Techniques.

Administration & Usage of Objective.

Test for Measuring Aptitude, Attitude, Intelligence Social skills & Creativity.

Quantitative Assessment & Motivation & Morale.

Quantitative Techniques for Personnel Assessments-Factor Analysis-Analysis of Variance Regression.

Approaches to Objectivity in Personnel Interview assessment.

Setting Scoring Patterns-Using test

Scores in Final Evaluation-Weighted Scores.

Designing Application Blanks & Performance Appraisal System.

Developing personnel Information Systems.

Human Resource Audit.

**B) MANAGEMENT DEVELOPMENT**

Management development as an integral part of Human resource planning exercise concept of development developing managerial –developing managerial skill in terms of technical, human and conceptual skills-developing personnel inventory records-storing skill on computer tape and retrieval for personnel placement and advancement-personnel skill development career path scheduling and management succession.

Different methods of developing personnel skill-on the job-on the job-under study, job rotation, task force, committee participation- in company and out side management training programs-distinction between training and education-designing of management development programs-clarify the objective of programs in terms of

### **5.3) PERSONNEL FINANCE AND MARKETING PERSONNEL PERSONNEL FINANCE**

Job evaluation as the basis of wage and salary administration –Financial implication of wage terms negotiated with unions-Cost if living index linked wages-Incentives wage system and their financial implication-Payment of commission Based on profit-Payment of Bonus under Bonus Act-Determining Optimal fringe benefits and salary of executives in relations to Profitability and size of operations of company using DCF Techniques Developing Superannuation benefits schemes and early voluntary benefits schemes.

Cost analysis for areas such as labour and executive turnover cost of recruitment training and development cost of employee benefits programs-cost of committee management-cost of strikes lockouts and gheraos.

Human Resources Accounting-Motivational Accounting-Developing personnel budget-Personnel cost-audit.

### **MARKETING FINANCE**

Forecasting requirements of marketing personnel in various categories and grades Development perspective plan.

Selection recruitment training and development of sales, supervising and managerial personnel

Management of marketing personnel-allocation of territories-budgets-travel programmes control.

Marketing personnel compensation schedules-cost benefits.

Marketing organization-concept ,roles and practice.

Marketing Personnel Audit –Behavioral Aspects of Distribution Management.

### **5.4 ) ORGNISATION DEVELOPMENT**

**OBJECTIVE** Developing effective organization through proper Understanding of organizational Dynamics.

Organisational Diagnosis-Methodology to assess to assess the status of existing organization.

Organisational Transformation

The role of sensitivity training, Transactional

Analysis and Grid training in organizational development.

Understanding of Organisational Roles.

Achieving Excellence organizational effectiveness and its assessment.

### **5.5 ) SPECIAL STUDIES IN PERSONNEL (PROJECT)**

## **PART TIME MASTER DEGREE IN MARKETING MANAGEMENT (MMM)**

### **THIRD YEAR-FIRST SEMESTER**

#### **5.1 ) INTERNATIONAL MARKETING**

Financial transactions between exporter and Importer Open account D/P, D/A, Letters of Credits etc. Exchange control regulations regarding export and foreign exchanges expenditure on export promotion , Pre-shipment and Post- shipment finance from banks. Policies of ECGC.

Decision and need to enter into international Marketing Organisation problems International Marketing environment- Institution in the world economy, GATT/UNCTAD. Trade group in different countries- Legal environment of International Marketing Political environment-cultural environment –Economic environment- India's trade relation with other countries Government assistance for export.

International Marketing intelligence and task apprising opportunities and risks Product Planning and development –Managing channels of distributions Foreign market channels and global logistic- Study of USA Canada Latin America, middle East, Africa South East Asia and Europe for export potential- Marketing Research and export promotion International Marketing Operations and communication –Export pricing and costing Case Studies.

Export Procedure and Documentation Registration with various agencies compulsory quality control and pre-shipment with inspection-Processing export orders Export production and packing –Procedure for claim of Central Excise duty of export goods.- Customs and shipment procedure-Duty drawback- Procedures to claim REP license and cash assistance-Export Houses etc.

#### **5.2 ) PRODUCT MANAGEMENT /INDUSTRIAL MARKETING SERVICES MARKETING**

##### **OBJECTIVES:**

1. To develop concepts tools and techniques, which could help students take decisions in product management area and this make them, functions effectively.

**METHODOLOGY:** To make the course effective this course will be split up in two parts viz.

- 1 Concepts, tools and techniques.
- 2 Seminar led by students on the basis of projects work done by them in product Management area.

##### **PRODUCT MANAGEMENT:**

1. Role of product Management in marketing and its interface with other corporate **Functions.**
2. New Product development.
3. Brand decision and legal aspects determine brand and product decisions.
4. Strategic portfolio analysis.
5. Product launch strategy.
6. strategy and their importance in Indian economy.
7. strategic features of service marketing.
8. Development and training of service personnel.

## **INDUSTRIAL MARKETING**

### **OBJECTIVES:**

The objective of this course is to provide to the student concepts, techniques and tools based in Industrial Marketing. Another objective is to bring out clearly the distinction between consumer Marketing and Industrial Marketing.

### **CONTENTS:**

1. The nature of the Industrial Marketing, Products in Industrial Markets. Characteristics of Industrial Market
2. Organisational customer-Buying Behavior, Buying decision making, Processes and procedure, Buy phases: Measuring customer values and creating value for the customer.
3. Value Analysis and measurement in Industrial Measurements.
4. Segmantation in Industrial marketing.
5. Marketing Research in Industrial Market.
6. Competition Analysis and issue in Competitive Advantage
7. Demand forecasting for industrial product marketing-nature of demand in industrial market and demand measurement techniques and their application.
8. Marketing planning for industrial market.
9. Product policy and decision in context of industrial market-R & D and marketing interface differentiation strategy in industrial product marketing.
10. New product decisions.
11. Customer service for industrial market.
12. Price decision-role of price in purchase decisions, perceived value pricing cost oriented pricing and pricing across product life cycle
13. Tendering and price policy decision like credit policy payment policy etc..
14. Marketing communications-role of direct mailers, Exhibitions, trade fair, advertising in trade journal.
15. Direct selling Application of need satisfaction theory in marketing industrial product.
16. Dealer Management-appointment motivation leadership communication and control of dealers.
17. Logistic management with specific difference to inventory management at dealer showroom.
18. Marketing strategy – development of interactive marketing strategy competition oriented strategy and cost oriented strategies.



## **RECOMMENDED READING:**

- 1. J Webster- Industrial Marketing**
- 2. Alexander, Cros and King-Industrial Marketing.**

## **SERVICE MARKETING**

1. Nature of the service industry
2. Product and service market.
3. Production line and industrialization approach for service.
4. Matching supply and demand in service industry.
5. Quality of customer service.
6. Strategy management for service industry.
7. OFD service industry.
8. Quality control in service industry.
9. Financial management of service Industry.
10. Management of service industry.
11. service recovery strategy.

## **5.3 ) MARKETING STRATEGY**

1. Components of the Competitive Marketing Strategy.
2. Generic Competitive Strategies-Cost Leadership, Differentiation and focus
3. Product Strategies.
4. Pricing Strategies.
5. Advertising & Sales promotion Strategies.
6. Distribution Strategies.
7. Overview of Strategic Planning: Strategic Planning Models The PIMS programme
8. Market segmentation Strategies.

## **5.4 A) DISTRIBUTION MANAGEMENT & MARKETING FINANCE**

Techniques of modern Physical Distribution Management –Logistics Management-Distribution as link between production and marketing –Distribution as service function  
Measuring service –needs and levels- Information system for Physical Distribution  
Budgeting and Control Systems – Distribution Budget as a basis of Management Control-  
Key Ratios- Standard Costs and Control of key Activities- Designing Distribution System.

Warehouse Management – Basic Inventory Control Techniques-Developing multi depot Networks- Consideration of cost and service-approaches to depot Location.

Techniques and Computer in Depot Control- Warehouse Operations And Material Handling- Storage Methods and warehouse equipment Warehouse design and Layout.  
Road transport- Freight rate structure and suitability for Movement of goods –Operation of Road Transport operations.

Management of Company Owned Vehicle –Purchasing replacement and costing Vehicle maintained-Operating Costs and control System for efficiency.

Rail Transport-Freight Rate structure- Container service Door Delivery and pick up service-Marketing of rail transport service. Transporting by Air-Air Cargo Tariff

Structure-Cost benefits Analysis-Air Freight Handling by Indian Airlines-System Improvement. Sea Transport- Freight rate structure- Indian coastal shipping –Handing of cargo. Containers and packing for Distribution-packing Materials and Techniques-Prevention – New trends.

Techniques for mass distribution of consumer goods-designing and controlling large chains of retail outlets- a system approach to operations control in mass retailing.

#### **B) MARKETING FINANCE**

Impact of marketing policies on a firm working capital –Credit Policy Credit rating credit recovery & overall receivable management-finished stock policy ,stock out and loss of Profit, optimal stock holding – Break even analysis and Marketing Decisions like pricing product mix. Expansion etc. Marketing Cost control & Analysis-Marketing Investment. Appraisal using DCF Techniques-appraisal of Distribution Channels, Advertisement Strategies- Marketing Performance Evaluation-Leasing & Bill Discounting Concept Brand Valuation.

#### **5.5) SPECIAL STUDIES IN MARKETING (PROJECT)**

### **PART-TIME MASTER DEGREE IN FINANCIAL MANAGEMENT (MFM)**

#### **THIRD YEAR-FIRST SEMESTER**

##### **5.1 ) INTRNATIONAL FINANACE**

To understand the mechanics and application of International Financial Systems.

##### **LEVEL OF KNOWLEDGE**

##### **FOREIGN EXCHANGE RATES**

Theories of exchange rates. Purchasing power parity theory. Demand supply and elasticities in foreign exchange rate determination. Balance of payments theory. Historical perspective on exchange rate, Gold standard, Inter war instability, Bretton Woods, fixed exchange rates, fluctuating exchange rates, Case for fixed or fluctuating exchange rates. The changing nature of world money. The rise of private world money. Eurocurrencies Eorodollaers, European currency Unit C.R.U. their mechanics and

impact. International capital-flows and shocks. International debt problems-its origin history and status international liquidity and SDRs.

International Financial Institution-International Monetary Fund, World Bank, International Finance Corporation, Washington O.C. Asian Development Bank. The basics of currency trading. Foreign exchange dealers, clearing, hedging, speculation in foreign exchange markets. Forward exchange rate, forward against spot exchange rate. Factors causing exchange rate fluctuation.

### **BALANCE OF PAYMENTS (Structure and Equilibrium)**

Balance of Payments definition, Component of Balance of payment, Current account, Capital Account. Balance of Payments Models, Basic Balance Disequilibrium in balance of payment. Measures to correct disequilibrium in Balance of Payment.

### **FOREIGN EXCHANGE MARKETS:**

Operations of foreign exchange markets. Modes and mechanism of spot and forward exchange contracts, Exchange trading and position, Syndication. Swaps. Options, Offshore banking.

International Money, Capital and Foreign Exchange Markets with reference to New York London Tokyo, HongKong and Singapore

### **MECHANICS OF FOREIGN EXCHANGE MARKETS:**

Contracts, Credits and Documentation. Sale and purchase Contracts. Risks in international transactions. Incoterms, their importance and their applicability. Payments under trade contracts, Documentary credits. Types of credits. Important credit clause.

Documentation in foreign trade. Financial, commercial, transport, insurance and other documents, Arbitration and conciliation.

### **ECONOMIC UNION AND TRADE AGREEMENTS:**

Theory of Customs Union, Political economy of trade barriers. Protection in world trade – a historical perspective. International Trade Organization(ITO). General agreement on tariffs and Trade(GATT) Kennedy Round. UNCTAD Generalised system of Preferences (GSP) Tokyo Round, New International Economic order Brandt Commission and economic Integration. Uruguay Round. North South Divide and dialogue. European Economic community (EEC) and Integration 1992. Impact of currency blocks on world trade and exchange

### **INDIA'S FOREIGN TRADE-PROMOTION AND CONTROL:**

India's economy in global perspective. India's external debt. Export promotion strategy and policy. Export promotion measure. Commercial Policy. Non-Resident **Investment and Accounts.**

The Export- Import Bank of India – its functions, resources, organization, management and current operations.

Export Credit Guarantee Corporation (ECGC) – its function, policy, management and current operations.

Financing of foreign trade. Types of credits, guarantees, bid bond etc. Mechanism of Operations.

Foreign exchange controls- Objectives, exchange management and controls in India FERA and its important provisions. Import Export Policy and procedures.

## **5.2 a) AUDITING**

Concept and Significance of Auditing-Audit Department-Provisions of company Law for Internal Audit, Statutory Audit, Cost and Management Audit – audit Manual Ethics in Auditing -Qualities and skill of an Effective Auditor-Quantity Audit-Energy Audit Environment Audit-System Audit –Policy & performance Audit-Specialized audit of Banks, Financial Institution, Government Department, Capital Market Intermediaries (only an overview) –Functional audit.

### **b) QUANTITATIVE METHODS IN FINANCE**

Application of Quantitative Techniques for Financial Analysis & Decision Making. Use of O.R. Models in financial Decision making like Product Mix, Pricing, Resource allocation Wage analysis- Use of Statistical Techniques for Profit & Cost Projection, sales Projection Performance appraisal.

## **5.3 )MANAGEMENT OF BANKS & FINANCIAL SERVICES**

An overview of “Banking History” of India- India’s systems before and after the announcement of new economic policy- Reference to Bank Reform Committees’ Report Central Bank- fund Based and Non fund Based Operations of a bank- Management of banks branch network- Risk Management in Financial Service Organization on Intellectual Controls of Fraud Preventions – MIS in Banking – Banks Profitability and Liquidity Capital adequacy Business Combinations- Better accountability and freedom for banks – India’s Rural Banking System- Exim Bank – SIDBI.

Financial Services Network in India- Rules & Guidelines framed by SEBI Intermediaries for financial service and their specific functioning- Merchant Bankers, Non Banking finance companies, Financial consultancy services –Participation of firms and other foreign Institutes- Operational Management of a financial services organization Innovative financial services and instruments- Future of financial services in India and Worldwide

## **5.4 ) MARKETING FINANCE AND PERSONNEL FINANCE**

### **MARKETING FINANCE**

Impact of marketing policies on a firm’s working capital- credit policy, credit rating, credit recovery & overall receivable management-finished stock policy, stock out & loss of profit, optimal stock holding Break Even Analysis- Marketing Investment appraisal using DCF Techniques – Appraisal of distribution Channels, Advertisement Strategies- Marketing Performance Evaluation-Leasing & bill discounting Concepts Brand Valuation.

### **PERSONNEL FINANCE**

Job evaluation as the basis of wage and salary administration- Financial implication of wage terms negotiated with unions-Cost of living index linked wages- Incentive wages system and their financial implications- Payment of commission based on

profits- Payment of bonus under Bonus Act- Determining optimal fringe benefits and salary of executive in relations to profitability and size of operations of company using DCF technique Developing superannuation benefits schemes and early voluntary benefits scheme

Cost analysis for area such as labor and executive turnover, cost of committee management – cost of strikes, lockouts and gheraos. Human Resources accounting- Motivational Accounting- Developing personnel budget- Personnel cost-audit.

## **5.5 ) SPECIAL STUDIES IN ACCOUNTING & FINANCE(PROJECTS)**

### **PART-TIME MASTER DEGREE IN INFORMATION MANAGEMENT (MIM)**

#### **THIRD YEAR-FIRST SEMESTER**

##### **5.1 a) IT QUALITY ASSURANCE**

Basic principles of Quality Management such as definition of quality. Demings Principles of Quality, Reliability, Maintainability etc.

Issue related to quality at different stages of an IT project, Metrics used.

Formal Processes for quality assurance, Quality related certification /models such as Tick IT, ISO,CMM etc.

Role of bench-marking as a concept and its applications at various levels in IT from product bench marks to IT usage benchmarks.

Problems in implementing a quality system in an IT environment, Tools for measuring quality performance etc.

##### **b) IT SYSTEMS CONTROL AND AUDIT**

a) Basic Principles of Audit Control

b) Risk involved in deploying it such as Fraud, hacking etc

c) analysis of risks ,techniques for managing risk. Physical security, system and application controls and audit trials. Disaster management issue

d) Types of Audit and Audit methods. Management Audits of IT in an organization.

- e) Exposure in the context of Internet and E commerce. Use of encryption , Fire walls, electronic signature and third party authentication techniques.
- f) Emerging role of Information Systems Auditors.

## **5.2 a) KNOWLEDGE MANAGEMENT**

1. Knowledge Management (KM) : An Introduction
2. KM process and Strategies
3. Intellectual Capital
4. Communication for KM

## **b) SUPPLY CHAIN MANAGEMENT AND CUSTOMER RELATIONSHIP MANAGEMENT.**

### **Supply Chain Management(SCM)**

- 1 Introduction to SCM : Definition, Purpose and Objectives.**
- 2 SCM Design Considerations:**
  - Various types by which SCM can be done
  - Design issues for each type.
  - Distributor channel Design
- 3 SCM Mechanism**
  - Description of the whole process involved
  - Costs involved at each stage
- 4 Supply Chain Strategies.**
  - Vendor Management and supplier Relationship
  - Inventory and Logistics Management
  - Distribution Channel Management
  - JIT and Quality Management
- 5 SCM Vendors**
  - Supply Chain Planning Vendors
  - Supply chain Execution
  - Various tools available
  - Study of various packages and benefits offered.
- 6 Case Studies:**

#### **Customer Relationship Management (CRM)**

  - 1 Introduction to CRM: Basic Concepts. Purpose and Object.
  - 2 CRM Architecture : Its building blocks, their functions and importance.
  - 3 CRM Capabilities
  - 4 Economic Analysis of CRM
  - 5 CSF (Critical success factors) for building CRM
  - 6 CRM Application areas: Its role in the growth of organization.
  - 7 CRM Market: Various tools and vendors, Products offered by them and integrating these to the existing system.
  - 8 CRM Case Studies:

## **5.3 a) E-BUSINESS**

- Introduction

- Technology
- Business Models
- Revenue Models
- Transaction Security
- Implementation Issue
- Other Issue
- Future of E Business
- Case Studies.

**b) ENTERPRISE PLANNING SYSTEMS**

1. Variation in Functional Process from organization-best practice.
2. Scope for generalization of software through parameterization and extensibility through tools such as report writers etc.
3. Typical functional processes in different industries, industry segments.
4. Modern ERP Software Products.
5. Transaction flows, work flows parameterization, best practice and inter functional linkages
6. Implementation issue related to integrated organization wide systems.
7. Introduction to a formal methodology for ERP implementation.
8. Case Studies on ERP implementation.

**5.4 a) IT STRATEGY**

- Different IT Strategies available to Organizations.
- Linking IT and Business strategy
- IT and Strategic Transformation,
- Case study
- Role of CIO

**b) BUSINESS DYNAMICS OF THE IT INDUSTRY**

- IT Industry Scenario,
- PR
- Case Studies on S/w exports in various countries.
- Venture Capital & High Tech Funding.

**5.5 ) SPECIAL STUDIES IN INFORMATION TECHNOLOGY(PROJECTS)**

**PART-TIME MASTER'S DEGREE PROGRAM  
IN HUMAN RESOURCES DEVELOPMENT MANAGEMENT /  
MARKETING MANAGEMENT / FINANCIAL MANAGEMENT /  
INFORMATION MANAGEMENT / (MHRDM/MMM/MFM/MIM)**

**THIRD YEAR –SECOND SEMESTER**

**6.1) ENTREPRENEURSHIP MANAGEMENT**

Concept of entrepreneurship- difference between an entrepreneur and an executive –qualities of a successful entrepreneur –Indian styles of entrepreneurship –analysis of business opportunities environmental scanning, sectoral studies, process of generating business idea screening and selection- International Variation in entrepreneurship (with cultural and political difference) – Risk and Return Management and business vision for an entrepreneur – Small and Big size entrepreneur -Entrepreneurship for building 'Indian Multinational Companies'- Government's role for entrepreneurship development in India- Institutes and non-government organizations imparting training on entrepreneurship

**6.2) MANAGEMENT OF ENVIRONMENT & PRODUCTIVITY  
MANAGEMENT OF ENVIRONMENT**

Significance of Environment Management – Board outline of National environment Policy Definition of environment with particular reference to Management. Environmental issue relevant to India. Present status of Environment management Major Issue, Scope of Environmental Management , Role and functions of the government as a planning, organizing directing, implementing and controlling agency. Managerial aspects involved in Environment management . Environment Quality Management-Overview of the role and responsibilities of the industries.

**PRODUCTIVITY TECHNIQUES:**

- 1) Concept of productivity-application in manufacturing and service industries application in different functional areas.
- 2) Measurement of Productivity- Partial. Multifactor and Total Factor Models. Sumaths Total Productivity Model., Sink Multifactor Model, Productivity by Objectives, Americar productivity Center Models. Value Analysis & Value Engineering.
- 3) Approach to Productivity Improvement-Classic ILO approach, Modern TQC approach Sumath's 5-pronged approach-product based, technology based, people based material based and task based techniques.



- 4) Quality Circles-Relationship with total quality management, objectives, seven tools fishbone diagram, Pareto, Analysis, Scatter diagram, checklist, control charts, etc use in solving chronic problems, Organizing for Quality Circles, Structure, methods with implementation of Quality Circles.
- 5) Creativity Based Techniques- Brain Storming, Synetics, whole Brain Thinking, Nominal group Techniques, use in creative problem solving with practical applications.

### 6.3) PROJECT MANAGEMENT

- 1) Total Project Management- Concept, relationship with other function and other organization, organizing for project management- matrix organisation- the project manager is an entrepreneur
- 2) Project Identification- Scouting for project ideas and promoters, identification of investment opportunities , basis of governmental regulatory framework various acts and laws affecting project identification.
- 3) Locational Decisions- Objectives , factors affecting locations concept of Industrially Backward Areas, Incentives available for appropriate location.
- 4) Project Appraisal- Market Appraisal, Demand Estimation and forecasting, Technical Appraisal- Raw materials –technology-product mix plant capacity-distribution channels.
- 5) Project financing- Basic concept of cost project, profitability analysis, Means of financing, raising capital, assessing tax burden and using financial projection appraisal criteria used by lending institution.
- 6) Risk Analysis of Project-measures of risk, use of subjective probabilities , mathematical analysis, sensitivity analysis, simulation analysis, decision tree analysis.
- 7) Project planning, Monitoring & Control- network Techniques- Gantt charts, network cost system, resource allocation and scheduling, progress report, updating, Management information system for projects.
- 8) Use of computer in network Analysis- project rriangement package-choosing and using them.
- 9) Case study.

### 6.4) STRATEGIC MANAGEMENT

#### OBJECTIVE:

The market scenario is undergoing a significant change contributed to by changing consumer life style, increase in interfirm rivalry: which is further contributed to by Libeeralized Policies of Government of India. The Global changes advances in technology and travel have brought the world closer today. Such that the national borders have ceased to have any significance. In this context it is this strategic orientation that is going to make firms. Survive.

It is in this context that the objectives of this course are:

- a) To provide concepts, techniques and tools to the student in stragic Management.
- b) To provide to them and update on the developments in the field of strategic management. Since all the students would have by now acquired knowledge

in all the functional areas of management. This course on Strategic Management should integrative all the previous learning in different subjects and must provide to the students a view of the strategy from the top management perspective.

**CONTENTS:**

- 1) The concepts of strategy- Five P'S for strategy( strategy as plan, as pattern, as position, as perspective and as purpose.
- 2) The strategic management process, organization of strategic management function.
- 3) Environmental Analysis
- 4) Mission and Definition of Goals: Corporate philosophy, corporate governance.
- 5) Industry structural analysis and identification of opportunities and threats: Porter's five force model.
- 6) Internal Analysis –identification of distinctive competencies: Value chain analysis.
- 7) Business strategy, customer needs and product differentiation/ customer group and market segmentation: Development of competitive strategy- cost leadership strategy/ differentiation strategy/focus strategy
- 8) Strategy and industry structure- strategy in fragmented industries, strategy in for industries in growth stage: Strategy in mature industry and strategies in decline industries
- 9) Vertical integration and diversification.
- 10) Global strategy.
- 11) Strategic implementation – organization dealing with a problem of organizational structure, system, culture and power.
- 12) Managing change
- 13) The strategic management in entrepreneurial organization.

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**RECOMMENDED READINGS:**

- 1) Michael Porter-Competitive Advantage
- 2) Michael Porter-Competitive Strategy
- 3) Samuel C Certo and J Paul Peter- Strategic Management Concepts and Applications- McGraw Hill
- 4) Henry Mintzberg and James Brian Quinn- Strategic Process, Concepts, Contexts, Cases – Prentice Hall.

**6.5) BUSINESS ETHICS:**

Evolution of thought of Ethics in Business- Culture and Ethics-Overview of Ethics Value Systems Attitude , Beliefs & Life Patterns- Social And Economics Value and Responsibilities- Trusteeship Management- Gandhian Philosophy of Wealth Management Ethics and Indian Management , Basic Frame work of Normative Ethics, Ethics and Decision Making, Social Responsibilities of business- Ethical Aspects of Corporate Policy, Morality and rationally in Formal Organisation- Moral relationship between Individual and Organisations.

Relationship between Ethics and Corporation Excellence- Approaches for Developing various Orientate Ethical Business Behavior.

**First Year**

**First Semester-MHRDM / MMM /MFM**

1.1)	FINANCIAL ACCOUNTING	100
1.2)	BUSINESS LAW	100
1.3)	COST MANNAGEMENT AND MANAGEMENT CONTROL	100
1.4)	ORGANISATIONAL BEHAVIOUR	100
1.5)	PRINCIPLES OF MANAGEMENT	100
1.6)	QUNTATIVE METHODS IN MANAGEMENT	100

**Second Semester-MHRDM / MMM /MFM**

2.1 )	PERSONNEL LAW& MANAGEMENT	100
2.2)	MANAGERIAL ECONOMICS	100
2.3)	PRODUCTION MANAGEMENT	100
2.4)	MARKETING MANAGEMENT	100
2.5)	RESEARCH METHODOLOGY	100
2.6)	FINANCIAL MANAGEMENT	100

**SECOND YEAR**

**First Semester-MHRDM / MMM /MFM**

3.1)	INTRODUCTION TO COMPUTERS/MIS	100
3.2)	EFFECTIVE COMMUNICATIO	100
3.3)	HUMAN RESOURCE MANAGEMENR	100
3.4)	BUSINESS ENVIRONMENT	100
3.5)	TAXATION	100

**SECOND YEAR**

**SECOND SEMESTER-MHRDM**

4.1)	ORGANISATIONAL BEHAVIOUR-II	100
4.2)	A) INDISTRIAL RELATIONS ENVIRIONMENT B) LABOUR WWELFARE & MANAGEMENT	50
4.3)	MANPOWER PLANNING	100
4.4)	PERSONNEL ASSEMENT	100
4.5)	ORGANISATIONAL THEORIES STRUCTUTR AND DESIGN(INCLUDING APPLICATIONS)	100

**SECOND YEAR**

**SECOND SEMESTER- MMM**

4.1)	ADVERTISEMANT & SALES PROMOTION MANAGEMENT	100
4.2)	MARKETING RESEARCH	100
4.3)	CONSUMER INDUSTRIAL BUYER BEHAVIOUR	100
4.4)	A) RETAIL MANAGEMENT B) SOCIAL MANANGEMENT	50
4.5)	SALES MANAGEMENT.	100

**SECOND YEAR**

**SECOND SEMESTER-MFM**

4.1)	TAXATIOM MANAGEMENT	100
4.2)	FINANCIAL PLANNING AND CONTROL SYSTEMAM	100
4.3)	BUSINESS LAW-II	100

4.4) STRAGIC COST MANAGEMEMT	100
4.5) FINANCIAL MANAEGEMENT	100

### **THIRD YEAR**

#### **First Semester-MHRDM**

5.1) INTERNAIONAL PERSONNEL MANAGEMENT	100
5.2) A) QUANTITATIVE TECHNIQUEIN HUMAN RESOURCE DEVELOPMENT	50
B) MANAGEMENT DEVELOPMENT	50
5.3) PERSONNEL FINANCE, MARKETING	100
5.4) ORGANISATION DEVELOPMENT	100
5.5) SPECIAL STUDIES IN PERSONNEL PROJECT	100

### **THIRD YEAR**

#### **First Semester-MMM**

5.1) INTERNATIONAL MARKETING	100
5.2) PRODUCT MANAGEMENT/ INDUSTRIAL MARKETING	100
SERVICE MARKETING	
5.3) MARKETING STRATEGY	100
5.4) DISTRIBUTION MANAGEMENT&MARKETING FINANACE	100
5.5) SPECIAL STUDIES IN MARKETING(PROJECT)	100

### **THIRD YEAR**

#### **First Semester-MFM**

5.1) INTERNATIONAL FINANCE	100
5.2) A) AUDTING	50
B) QUNATATIVE	50
5.3) MANAGEMENT OF BANKS & FINANCIAL SERVISSES	100
5.4) MARKETING FINANCE AND PERSONNEL FINANCE	100
5.5) SPECIAL STUDIES IN ACCOUNTING AND FINANCE PROJECT	100

### **THIRD YEAR**

#### **SECOND SEMESTER-MHRDM / MMM / MFM**

6.1 ENTREPRENUERSHIP MANAGEMENT	100
6.2 MANAGEMENT OF ENVIRONMENT & PRODUCTIVITY	100
6.3 PROJECT MANAGEMENT	100
6.4 STRATEGIC MANAGEMENT	100
6.5 BUSINESS ETHICS	100