

SRI CHANDRASEKHARENDRA SARASWATHI VISWA MAHAVIDYALAYA

(Declared as Deemed-to-be University under section 3 of the UGC Act, 1956 vide notification
No.F.9.9/92-U.3 dated 26th May 1993 of the Govt. of India)

Enathur, Kanchipuram – 631 561

DEPARTMENT OF MANAGEMENT STUDIES



SYLLABUS

MBA COURSE

Trimester pattern

T1S1 PRINCIPLES OF MANAGEMENT

Objective:

(60 Periods)

The objective of this course is to make the student familiarize with management concepts and practices in an organization.

Unit I

(10 Periods)

The Evolution of Management Science - FW Taylor, Henry Fayol, Elton Mayo and Others - Basic Principles and Process of Management

Unit II

(10 Periods)

Planning – Planning Process – Types – Limitations of Planning – Decision-Making Process and Techniques- Types - Management by Objectives - Management by Exception

Unit III

(10 Periods)

Organising – Line and Staff Relationship – Organisation Charts & Manuals – Delegation of Authority and Responsibility – Principles – Centralisation – Decentralisation - Departmentation – Organisation Structure

Unit IV

(10 Periods)

Direction – Principles – Elements – Supervision – Span of Control

Unit V

(10 Periods)

Communication-Meaning - Process – Types of Communication – Barriers to Communication – Modes of Communication - Co-ordination – Meaning, Need for Co-ordination – Co-ordination techniques

Unit VI

(10 Periods)

Controlling –Meaning - Process – Techniques – Limitations of Controlling

Text Books

1. Koontz, H and Welchrich, H - Global Management- Tata McGraw Hill, New York.
2. L.M. Prasad - Principles of Management - Sultan & Chand Publications, New Delhi

Reference Books:

1. Stoner, J. – Principles and Practices of Management - Prentice Hall of India, New Delhi.
2. Robbins, S. P. – Management- Prentice Hall Inc - New Jersey,

Web Links

1. <http://aom.org/Placement/AOM-Placement-Presentations.aspx>
2. <http://www.anderson.ucla.edu/degrees/mba-program/curriculum/tracks-and-specializations>
3. Media related to [Management](#) at Wikimedia Commons
4. Quotations related to [Management](#) at Wikiquote

TIS2 ORGANISATIONAL BEHAVIOUR

Objective **(60 Periods)**
Familiarise students with behavioural processes in an Organisation

Unit I **(5 Periods)**

Introduction to OB - Scope – Importance of OB in Present Scenario

Unit II **(5 Periods)**
Individual Behaviour - Foundations of IB – Job Satisfaction-Factors-Relationship with Productivity

Unit III **(20 Periods)**
Personality - Theories of Personality – Perception – Process of Perception - Learning – Theories of Learning-Values, Attitudes – Formation of Attitude, Attitude Change - Employee Morale-Types, Relationship with Productivity- Motivation – Meaning, Process, Maslow’s Theory, Herzberg Two Factor Theory, ERG Theory, Vroom Expectancy Model, Theory X and Theory Y.

Unit IV

(10 Periods)

Group Dynamics – Group Cohesiveness – Group Norms - Leadership – Styles – Theories of Leadership – Trait, Process and Situation Theory

Unit V

(10 Periods)

Stress Management – Meaning – Types - Managing Stress -Conflict Management – Meaning – Formation – Process – Negotiation

Unit VI

(10 Periods)

Organisational Change- Meaning - Managing Change- Organizational Development – Meaning, OD Intervention Techniques – Organizational Climate and Organizational Culture

Text Books

1. Aswathappa - Organisational Behaviour - Text and Cases – Himalaya Publication House.
2. Luthans, F - Organizational Behaviour - McGraw Hill, New York

Reference Books:

1. Robbins, S P. - Organizational Behaviour- Prentice Hall of India, New Delhi,
2. Staw, B M. - Psychological Dimensions of Organizational Behaviour - Englewood Cliffs, Prentice Hall Inc, - New Jersey

Web Links

1. <http://www.johnson.cornell.edu/Administrative-Science-Quarterly.aspx>
2. <http://onlinelibrary.wiley.com/journal/10.1002/%28ISSN%291099-050X>
3. <http://www.journals.elsevier.com/human-resource-management-review/>
4. <http://www.springer.com/psychology/personality+%26+social+psychology/journal/10869>
5. <http://jom.sagepub.com>

T1S3 ACCOUNTING FOR MANAGERS

Objective

(60 Periods)

To familiarise the students in Financial, Cost and Management Accounting at the Managerial Level

Unit I

(10 Periods)

Introduction to Financial, Cost and Management Accounting – Accounting Principles - Convention and Concepts – Changing Role of Accountant

Unit II

(10 Periods)

Accounting Records and Systems: The Journal, Ledger and Trail Balance

Unit III

(10 Periods)

Construction of Manufacturing, Trading and Profit and Loss Account and Balance Sheets of Sole Proprietorship Concern – Introduction to Depreciation Accounting - Introduction to Human Accounting.

Unit IV

(10 Periods)

Cost Concepts – Determination of Cost - Elements of Cost – Classification of Cost – Components of Total Cost – Preparation of Cost Sheet – Cost Driver Concept – Cost as a Source of Competitive Advantage – Target Costing – Job Costing – Process Costing

Unit V

(10 Periods)

Marginal Costing – Break-Even Analysis – Cost Volume Profit Analysis

Unit VI

(10 Periods)

Standard Costing – Labour and Materials – Budgetary Control - Indian Accounting Standard – International Accounting Standard

Text Books

1. T.S.Reddy and Y.S. Hari Prasad Reddy – Finance and Management Accounting – Margham Publications
2. R.S.N. Pillai & Bagavathi – Management Accounting - S. Chand & Co., New Delhi

Reference Books:

1. Charles T. Hongren, Gary L. Sundem, William O. Stratton - Introduction to Management Accounting - PHI, New Delhi

2. Khan, M.Y. and Jain P.K. – Management Accounting - TMGH, New Delhi
3. Khakani & Ramachandran - Accounting for Managers – TMGH
4. **S.N.Maheswari & S. K. Maheswari - Financial Accounting - Vikas Publications, New Delhi**
5. R. Narayana Swamy – Financial Accounting – A Managerial Perspective - Prentice Hall India (P) Ltd., New Delhi
6. R.L.Gupta - Principles and Practice of Accountancy - Sultan Chand & Sons, New Delhi
7. N.L.Hingorani, A.R.Ramanathan and T.S.Grewal - Management Accounting - Sultan Chand & Sons, New Delhi

Web Links

1. [CAM-I Consortium for Advanced Manufacturing–International](#)
2. [AICPA Financial Management Center](#) – Resource for CPAs working in business, industry and government.
3. [Institute of Management Accountants](#) – Resource for Management accountants (CMA's) working in industry.

TISA MANAGERIAL ECONOMICS

Objective:

(60 Periods)

Objective of the course is to make students understand about concepts and techniques used in economic theory and enable them to apply this knowledge in business decision-making.

Unit-I

(10 Periods)

Managerial Economics – Meaning - Nature and Scope – Managerial Economics and Business Decision Making – Role of Managerial Economist – Demand Analysis –, Determinants and Types of Demand – Elasticity of Demand - Demand Forecasting and Forecasting Methods.

Unit-II

(10 Periods)

Supply: Meaning and Determinants – Production Function- Isoquants – Expansion Path Cobb Douglas Function – Cost Concepts – Cost Output Relationship – Economies and Diseconomies of Scale – Cost Functions- Input-Output Analysis

Unit-III

(10 Periods)

Market Structure – Various Forms – Equilibrium of a Firm – Perfect Competition – Monopolistic Competition – Oligopolistic Competition.

Unit IV**(10 Periods)**

Pricing of Products under different Market Structures – Methods of Pricing – Factors affecting Pricing Decision – Differential Pricing – Government Intervention and Pricing - Price Discrimination

Unit V**(10 Periods)**

National Income – Methods of Measuring National Income – Business Cycle - Economic Reforms - Liberalisation, Privatization & Globalisation - Basic concepts of WTO – Basic concepts of Intellectual Property Rights

Unit VI**(10 Periods)**

Fiscal Policy and Monetary Policy – Indian Perspective

Text Books

1. Dr. Sankaran, S .- Managerial Economics - Margham Publications, Chennai
2. P.L.Metha - Managerial Economics - Sultan Chand & Sons, New Delhi

Reference Books:

1. Chorpa, O.P - Managerial Economics - Tata Mc Graw Hill, New Delhi
2. Adhikary, M. - Business Economics - Excel Books, New Delhi
3. Koulsoyiannis, A - Modern Micro Economics - Macmillan, New York
4. Varshney, R.L and Maheswari K.L - Managerial Economics – Sultan Chand, New Delhi

Web Links

1. <http://www.edushareonline.in/Management/eco%20new.pdf>
2. http://www.swlearning.com/economics/hirschey/managerial_econ/chap01.pdf

T1S5 BUSINESS MATHEMATICS AND STATISTICS – I

Objective:

(60 Periods)

Objective of the course is to make students understand about basic statistics & Mathematics for business purposes.

Unit I

(10 Periods)

Mathematical basis of Managerial Decisions: Functions - Applications of Functions - Some Special Functions - A.P. & G.P. and its Managerial Application - Matrix Algebra – Arithmetical Operations – Properties - Solutions of Equations by Inverse Method and Cramer's Rule.

Unit II

(6 Periods)

Introduction to Data – Grouping and Displaying of Data – Frequency Distribution Construction and Characteristics - Graphical Representation of Frequency Distribution - Histogram, Polygon, Ogives, Pie charts

Unit III

(8 Periods)

Measures of Central Tendency -Arithmetic Mean - Weighted Mean - Geometric Mean - Median – Mode

Unit IV

(10 Periods)

Measures of Dispersion - - Range - Standard Deviation - Coefficient of Variation - Skewness - Kurtosis

Unit V

(12 Periods)

Basic Calculus & Applications- Limits & Continuity; concept of Slope and Rate of Change Concept of Derivative; Rules of Differentiation; Applications of the Derivative - Concept of Maxima and Minima with Managerial Applications

Unit VI

(14 Periods)

Probability – Concept of Bayes' Theorem - Binomial Distribution - Poisson Distribution - Normal Distribution – Applications to Business Situations.

Text Books

1. Gupta, S. P. and Gupta. M. P. - Business Statistics - Sultan Chand, New Delhi

2. Srivastava, U.K., Shenoy, G.V., Sharma, S.C. - Quantitative Techniques for Managerial Decision - New Age International (P) Ltd, New Delhi

Reference Books:

1. Richard I. Levin, David, S. Rubin - Statistics for Management - PHI, New Delhi
2. Kazmier, L. J. and Pohl, N. F. - Basic Statistics for Business and Economics - Mc Graw Hill, New York
3. Terry, Sineich - Business Statistics by Examples, Colier Mac Millen Publishers, London
4. Sancheti, D.C, Kapoor, V.K., Metha P.L., - Quantitative Methods - Sultan chand, New Delhi
5. Gupta, S. P. and Gupta. M. P. - Business Statistics - Sultan Chand, New Delhi

Web Links

1. [Journal of Business & Economic Statistics, Aims and Scope.](#)
2. ["Journal of Business & Economic Statistics, American Statistical Association."](#)
3. E. Pekoz, [*The Manager's Guide to Statistics*, www.probabilitybookstore.com,](#)

Objective:

(60 Periods)

The course is designed to assist the student in understanding basic laws affecting the operations of business enterprises

Unit I

(10 Periods)

Indian Contract Act 1872 - Meaning – Essentials of a Valid contract – Offer – Acceptance - Consideration – Capacities of Contract – Free Consent.

Unit II

(10 Periods)

Legality of Object – Void Agreements – Performance of Contracts – Discharge of Contracts – Breach of Contract and its Remedies – Quasi Contracts.

Unit III

(10 Periods)

Law of Agency – Meaning – Kinds – Creation – Rights - Duties & Liabilities of Principal towards Agent – Agent towards Principal- Termination of Agency – Sub Agent and Substituted Agent

Unit IV

(15 Periods)

Sale of Goods Act, 1930 - Contract of Sale – Conditions and Warranties – Transfer of Property – Duties of Buyers and Sellers – Sale by Non Owners – Rights of an Unpaid Seller – Remedies for Breach of Contract of Sale.

Unit V

(5 Periods)

Consumer Protection Act 1986- Key Definitions – Consumer Protection Councils – Redressal Forum – Remedies - Negotiable Instruments Act 1881 - Parties to Negotiable Instruments – Material Alteration – Holder & Holder in Due Course - Dishonour & Discharge of a Negotiable Instrument

Unit VI

(10 Periods)

Indian Partnership Act 1932 - Meaning – Registration of Firms – Rights and Duties – Dissolution of Partnership, Law of Insurance - Contract of Insurance – Principles – Life Insurance – Fire Insurance – Marine Insurance.

Text Books

1. Pillai, R.S.N and Bagavathy - Business Law - S.Chand & Co., New Delhi
2. Kapoor ,N.D. - Elements of Mercantile Law - S.Chand & Sons, New Delhi

Reference Books:

1. Akhileshwar pathak - Legal aspects of Business - TMGH
2. Anantha Raman -Business and Corporate Laws - Sitarama & Co, Chennai
3. K.S. Anantharaman - Lectures on Mercantile Commercial, Business Laws,- Sitaraman & Co, chennai.

Web Links

1. [Hundreds of Answers to Basic Business Law Questions](#)
2. [Topical listing of US commercial law from Cornell's Legal Information Institute](#)

T2S1 - RESEARCH METHODOLOGY

Objectives: (60 Periods)

1. To provide students an insight into various sources of Business Research Data and examine processes for Collecting Data and Analyzing the same.
2. To learn how to Prepare and Present Research Reports
3. To develop Skills to evaluate the changing nature of Business Research and assess the contribution of these changes to actionable Business Research

Unit I (8 Periods)

Research – Meaning – Characteristics - Importance – Types - Role of Research - Measures of a Good Research

Unit II (12 Periods)

Research Process – Steps -Problem Identification -Criteria for Research Problem - Sources of Research Problem –Problem Formulation - Literature Review - Formulation of Hypothesis Meaning- Types - Hypothesis Testing Procedures - Error in Hypothesis - Research Proposal

Unit III (10 Periods)

Research Design – Exploratory - Descriptive and Experimental Research Design.

Unit IV (12 Periods)

Sources of Data – Primary - Survey Methods - Personal Interviewing - Telephone Interviewing Mail Survey – Questionnaire Design - Interview Schedule - Observation Method –Secondary Data - Attitude Measurement Scales- Types.

Unit V (10 Periods)

Sampling Designs – Sampling Procedures - Types of Sampling - Errors in Sampling

Unit VI (8 Periods)

Analysis and Interpretation of Data - Editing - Coding - Classification and Tabulation – Report Presenting – Types of Reports – Report Format - Research Report Criteria

Text Book

1. Kothari, C.R., Research Methodology and Techniques - Wishwa Prakashan, New Delhi

Reference Books

1. Paneerselvam – Research Methodology – PHI

2. Thakur, Devandra, - Research Methodology in Social Sciences - Deep & Deep Publishers, NewDelhi
2. Gupta, Santosh - Research Methodology and Statistical Techniques – Deep & Deep Publishers, NewDelhi

Web Links

1. <http://www.underacademy.org/distinguishing-between-the-types-of-research-papers-and-their-components>
2. <http://archives.gadme.org/DMGetDocument.aspx/Types.of.Research.Methods.SERVE%20Center.pdf?p=6CC6799F8C1371F6C790A38569315032FE8B3FDBE6A7D64BCE3B4886D72BD474&Type=D>
3. <http://www.nclde.org/students-disabilities/ld-education-teachers/types-research-their-roles-improvement-practice>

T2S2 - BUSINESS COMMUNICATION

(60 Periods)

Objectives:

1. Understand nuances of interpersonal and organizational communication
2. Gain clarity about that themselves and their career goals so that they may excel in forms of communication used in employment screening
3. Appraise various forms of organizational communication they are likely to encounter in their work life

Unit I

(12 Periods)

Framework for Business communication - Communication Process – Communication Business – Critical Communication Skills Critical thinking Skills – Communication & Technology

Unit II

(12 Periods)

Developing Communication Skills Business presentation – Business writing – Visual Communication – exercise part of visual communication, Non verbal Communication – body language

Unit III

(8 Periods)

Correspondence – Memo's – Business letters – Persuasive Messages

Unit IV

(10 Periods)

Reports & Proposals

Types of reports – organising & Finalising Reports – Proposals & Documentation

Unit V

(8Periods)

Employment Communication – Developing Resumes – modern methods of Interview techniques – Group Communication

Unit VI

(10 Periods)

Emerging Trends in Business Communication-Media Conferencing-Tele Conferencing- M-Commerce, E- Commerce-International Communication Situations

Text Books

1. Urmila Rai & B.C. Rai - Business Communication - Himalaya publication
2. Monippally, M. - Business Communication strategies, 2001 - Tata McGraw Hill

Reference Books:

1. O'Hair & O'Route – Business Communication – A frame work for success – South – Wester college Publishing
2. Asha Kaul - Business Communication - PHI, New Delhi
3. V. P. Michael – Communication & Research for Management – Himalaya Publishing House
4. Word Power Made Easy – Normen Levis W.R. - Goyal House Publications

Web Links

1. http://www.prdaily.com/Main/Articles/Listening_facts_you_never_knew_14645.aspx
2. <http://www.noupe.com/how-tos/12-secrets-of-effective-business-communication.html>
3. http://www.prdaily.com/Main/Articles/Listening_facts_you_never_knew_14645.aspx

T2S3 - FINANCIAL MANAGEMENT – I

(60 Periods)

Objectives:

1. To familiarize students with basic concepts used in Financial Management
2. To provide basic understanding of Working Capital Management
3. To introduce Project Appraisal Mechanism and basics of Dividend Decisions

Unit I

(5 Periods)

Meaning of Financial Management – Objectives – Scope of Financial Management – Liquidity Vs Profitability – Financial Functions

Unit II

(15 Periods)

Financial Statement: - Analysis and Interpretations – Ratio Analysis

Unit III

(12 Periods)

Fund Flow Analysis and cash Flow Analysis

Unit IV

(10 Periods)

Financial Planning - Meaning – Forecasting Capital Requirements – Pattern of Financing – Capitalization

Unit V

(8 Periods)

Leverage - Financial Leverage - Operational Leverage and Composite Leverage

Unit VI

(10 Periods)

Capital Structure - Meaning – Pattern of Capital Structure – Optimum Capital Structure – Theories of Capital Structure – Factors Determining Capital Structure – EBIT - EPS Analysis

Text Book:

1. Khan YM and Jain PK, Financial Management – Text and Problems, 2007, Tata McGraw Hill Publishing Company Ltd, New Delhi

Reference Books:

1. Prasana Chandra – Financial Management - Tata McGraw Hill
2. I.M. Pandey – Financial Management – Vikas Publications Ltd.,
3. Dr. S.N. Maheshwari – Financial Management Principles and Practice- Sultan Chand & Sons

Web Link

1. https://www.csi.ca/student/en_ca/courses/csi/csc.shtml

T2S4 - MANAGEMENT INFORMATION SYSTEMS

Objectives: (60 Periods)

1. Offers coverage of concepts and trends underlying current and future developments in information management and fundamental principles for the effective use of computer-based information systems.
2. Understand the role of information and the opportunities presented by the application of Information management in directing change

Unit I (10 Periods)

Introduction to Information – Quality of Information – Characteristic of Information - System Concepts and Characteristics - Types of System - Activities and Resources - Information Systems for Operations - Control and Strategic Management

Unit II (10 Periods)

Application of systems in Functional Areas - Hardware - Software - Telecommunications - Database Management Systems - Emerging Trends in IT.

Unit III (12 Periods)

Transaction Processing and Reporting Systems - Decision Support Systems - Expert Systems - End User Systems - Functional Subsystems of a Business Organization.

Unit IV (8 Periods)

Information Systems Development - Systems Development Life Cycle Approach - Structure Analysis - Data Flow Diagrams and Data Dictionary Structured Design – Input- Output and Database Design - Normalization - System Prototyping.

Unit V (12 Periods)

Planning and Implementing Information Systems - Controlling Information System Resources- The Ethical Dimension and Societal Dimensions of IT - Privacy Issues - Computer Crimes, Health Issues and Societal Solutions.

Unit VI (8 Periods)

Introduction to ERP – Elements of ERP – Application and Implementation of ERP – Benefits of ERP.

Text Books

1. James A. Obrien - Management Information Systems- TMGH, New Delhi
2. T.P. Goel - Management Information System - Tata McGraw Hill

Reference Books:

1. Kenneth C. Loudon, and Jane P.Loudon - Management Information System, PHI, New Delhi
2. Rober G.Murdick, Joel E. Ross and James R. Claggett - Information System for Modern Management - PHI, New Delhi
3. Tery Lucey - Management Information System - BPB Publication, New Delhi
4. T.P. Goel -Management Information System - Tata McGraw Hill
5. Jawedkar - Management Information System - Oxford Publications

Web Links

1. [Association for Information Systems \(AIS\)](#)
2. [IS History website](#)
3. [Center for Information Systems Research - Massachusetts Institute of Technology](#)
4. [European Research Center for Information Systems](#)

T2S5 - BUSINESS MATHEMATICS AND STATISTICS – II

Objectives: (60 periods)

1. To impart knowledge of basic Statistical Tools & Techniques with emphasis on their Application in Business Decision Process and Management.
2. To equip the students with different Statistical Techniques to summarize, analyze the interpret data, which are essential for Decision Making.

Unit I (10 Periods)

Testing of Hypothesis -- Introduction Significance Level, Type I and Type II Errors. One Tailed, Two Tailed Tests - Test for Means and Proportions (Single Sample test)

Unit II (10 Periods)

Testing of Hypothesis (Two Sample Test) - Test for Differences between Means (Large, Small Samples) - Test for Proportions (Small and Large Samples)

Unit III (12 Periods)

Chi Square Analysis - Test of Independence Test of Goodness of Fit Analysis of Variance - One way Classification - Two Way Classifications

Unit IV (12 Periods)

Theory of Correlation - - Scattered Diagram - Karl Pearson Spearman Rank Correlation -- Introduction to Partial Correlation - Regression Analysis - Simple Linear Regression

Unit V (8 Periods)

Forecasting Methods - Trend Analysis, Cyclical Variation and Seasonal Variation - Irregular Variation

Unit VI (8 Periods)

Non Parametric Statistics - The Sign Test for Paired Data - Mann – Whitney U-Test & Kruskal Wallis Test - One Sample Run Test & Kolmogorov – Smirnov Test.

Text Books

1. SriVastava, U.K., Shenoy, G.V., Sharma, S.C.- Quantitative Techniques for Managerial Decision- New Age International (P) Ltd, New Delhi
2. Sancheti, D.C, Kapoor, V.K., Metha P.L.- Quantitative Methods - Sultan Chand, New Delhi.

Reference Books:

1. Richard I.Levin, David, S.Rubin - Statistics for Management - PHI, NewDelhi
2. Kazmier, L. J. and Pohl, N. F. - Basic Statistics for Business and Economics- Mc Graw Hill, New York
3. Terry, Sineich - Business Statistics by Examples - Colier Mac Millan Publishers, London
4. Gupta, S. P. and Gupta. M. P. - Business Statistics - Sultan Chand, New Delhi
5. Dr. Chandra J.S. & Khanna K.K. Jagit Singh -Business Statistics - Vikas Publication

(60 Periods)

Objectives:

1. To familiarize the students with important features of law relating to Company Law
2. To give them an exposure to laws like formation of companies, operations and their relationship to business.

Unit I

(7 Periods)

Companies Act 1956 - Definition – Characteristics – Formation of Company –Memorandum and Articles of Association - Amendments – Kinds of Companies – Public – Private - Holding and Subsidiary.

Unit II

(12 Periods)

Shares – Capital - Prospectus – Deposits – Allotment – Issue of Share at Premium, at discount, Right Issue – Allotment – Membership – Nomination - Transfer of Shares - Share Warrant and Certificates - Deposits.

Unit III

(12 Periods)

Meetings – Notice- Quorum – Proxy - Voting Rights – Resolution - Kinds – Special Notice – Inter-Corporate Loans and Investments

Unit IV

(15 Periods)

Director – Appointment - Remuneration – Duties and Rights – Removal of Director – Vacation of Office - Charges – Creation – Registration - Removal and Kinds

Unit V

(10 Periods)

Foreign Exchange Management Act - Person resident India – Person – Foreign Currency – Foreign Exchange – Foreign Security – Financial Transaction – Current Account Transaction – Capital Account Transaction – Penalties – Competition Act

Unit VI

(7 Periods)

Customs and Excise – Commercial Taxes – VAT.

Text Books:

1. Kapoor,N.D. - Elements of Mercantile Law- S.Chand & Sons, New Delhi.
2. Avtar Singh - Company Law - Eastern, Lucknow

Reference Books:

1. K.S. Anantharaman, Wadhwa, Nagpur - Lectures on Company Law & Competition Act.
2. Gogna, P.P.S - Textbook of Company Law - S.Chand, New Delhi.
3. Ramaiya - A Guide to the companies Act - Wadhwa, Nagpur
4. Anantharaman K.S - Business and Corporate Laws - C.Sitaraman & Co., Chennai

Web Links

1. ["A Comparative Bibliography - Regulatory Competition on Corporate Law](#)
2. [The Samuel and Ronnie Heyman Center on Corporate Governance Benjamin N. Cardozo School of Law](#)

T2S7 - MARKETING MANAGEMENT – I

Objectives:

(60 Periods)

1. To develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.
2. To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints

Unit I

(8 Periods)

Introduction to Marketing - Marketing Concept - Role of the Marketing Manager - Organisation of Marketing Department - Relation of Marketing Functions to Other Functional Areas of Management – Relative Importance of Marketing Mix

Unit II

(10 Periods)

Marketing Planning & Strategies – Segmentation, Targeting, and Positioning

Unit III

(12 Periods)

Product Management – Product Line, Product Mix, Product Differentiation - New Product Development - Product Life Cycle - Product Obsolescence Branding – Kinds - Packaging – Types of Packaging.

Unit IV

(10 Periods)

Pricing – Break Even Analysis - Pricing Objectives - Methods of Pricing - Price Discrimination

Unit V

(10 Periods)

Channel of Distribution – Types of Channels – Function of Channels – Channel Member Selection - Motivation – Channel Conflict – Managing Channel Conflict

Unit VI

(10 Periods)

Promotion - Role of Promotion - Integrated Marketing Communication - Promotional Methods - Advertisement – Meaning - Appeals in Advertisement - Sales Promotion – Meaning - Personal Selling – Meaning - Publicity & Public Relations – Meaning - Direct Marketing – Meaning, Event and Sponsorship Management – Meaning - Online Promotion - Meaning.

Text Books:

1. Philip Kotler, Abraham Koshy, Mithileshwar Jha, Kevin Lane Keller “Marketing Management”, Pearson education
2. Rajan Sexana - Marketing Management - Tata McGraw Hill, New Delhi

Reference Books:

1. Stanton, William, J.- Fundamentals of Marketing - McGraw Hill, New York
2. Michael J. Etzal, Bruce J. Walker and William J. Stanton - Marketing - MGH, New York,
3. Ramaswamy, V.S. and Namakumari, S., Marketing Management, McMillan India Ltd, New Delhi
4. Neelamegam, S.- Marketing in India - Cases and Readings- Vikas Publications, New Delhi
5. Ramaswamy, V. S and Namakumari. S- Marketing Management: Planning, Control- Macmillan, New Delhi

Web Links

1. The dictionary definition of [marketing](#) at Wiktionary
2. Quotations related to [marketing](#) at Wikiquote
3. [Marketing](#) at Wikibooks

T3S1 - PRODUCTION AND OPERATIONS MANAGEMENT

Objectives:

(60 Periods)

1. To help student learn production and operations management system and analysis issues pertaining to management of productivity, manufacturing technology and facilities.
2. To provide students with various elements underline the basic functions of operations management.

3. To familiarize the students with various aspects of quality management.

Unit I

(12 Periods)

Operations Management – Overview – Objectives – Decisions - Strategic Decisions - Short – term Decisions -Facilities Planning - Product Selection Process - New Idea of Mortality -Product Curve - Product Development, Design Characteristics - Process Selection - Process Forms - Advantages & Disadvantages of each Forms - Processing Industries.

Unit II

(12 Periods)

Facilities Location – Location Decision - General Territory Selection - Community Selection- City Location - Country Location - Rating Methods - Facilities Layout and Materials Handling Objectives – Types of Layout Problems – Various Types of Layout - Product – Process - Job Shop – Project - Plant Layout Factors- Layout Design Procedure - Flow & Activity Analysis- Operation & Flow Process Chart- Capacity Planning – Process for Capacity Planning

Unit III

(10 Periods)

Work and Job design – Work Design – Objectives - Work Study Approach - Work Measurement - Procedure for Work Measurement - Basic Work Study Procedure- Method study - Definition - Objective and basic procedure – Time Study – Necessity and Procedure for Time Study- Advance Manufacturing Systems – JIT Manufacturing - Computer Integrated Manufacturing (CIM) and Flexible Manufacturing System (FMS)

Unit IV

(10 Periods)

Materials Management – Basic Concepts and its Importance – Maintenance Management – Objectives of Maintenance and Types of Maintenance – Purchase Management – Role of Purchasing Function - Purchasing Decision - Purchasing Organization - Vendor Development and Vendor Rating – Inventory Management – Concepts of Inventory- Functions of Inventory, Classification - Inventory Control Techniques – Reorder Level - EOQ - ABC Analysis.

Unit V

(8 Periods)

Quality Management – Quality – Meaning aspects and Importance - Introduction to Quality Circles - Control Charts - Introduction to TQM – ISO standards and BIS.

Unit VI

(8 Periods)

Introduction to Safety Management and Disaster Management in Manufacturing and Services - Waste Management - Functional Elements of Waste Management - Waste and Productivity. Stores Management – Stores Functions - Stores Organization - Stores Systems - Classification of Materials – Codification - Standardization and Variety Reduction - Stores Management Techniques

Text Books:

1. Buffa, E.S. - Modern Production Management - John Wiley, New York
2. Chary, S.N. - Production and Operations Management - Tata McGraw Hill, New Delhi.

Reference Books:

1. Ahuja, K.K.,- Production Management - CBS Publication, New Delhi
2. Goel, B.S.,- Production and Operation Management,- Pragati Prakasshan, Meerut
3. Banga T.R, Agarwal, N.K., Sharma S.C. - Industrial Engineering and Management Science- Khanna Publishers, New Delhi.
4. Martand Telsang -Industrial Engineering and Production Management - S.Chand, New Delhi
5. Chunawalla, S.A, and Patel, D.R- Production and Operations Management - Himalaya Publishing House, Mumbai

Web Links:

1. http://wps.prenhall.com/wps/media/objects/107/109902/ch17_a3_d2.pdf
2. http://vhbonline.org/uploads/media/Ranking_Gesamt_2.1.pdf
3. <http://www.library.wisc.edu/selectedtocs/ca1794.pdf>

T3S2 - HUMAN RESOURCE MANAGEMENT

Objective: (60 Periods)

1. To familiarize the students with Human Resource Management. Concepts and functions.
2. To help the students in identifying problems in the management of Human Resources
3. To acquaint the students with different strategies and legislations used in management of HR related issues in the organization

Unit I (12 Periods)

HRM Functions - Evolution of HRM – Status - Role of HR Manager - Emerging Trends in HR

Unit II (10 Periods)

Human Resource Planning - Job Analysis - Job Description – Job Specification - Recruitment - Selection with special reference to Testing and Interviewing.

Unit III (12 Periods)

Training and Development with special reference to Methodologies of Training - Job Changes - Job Rotation - Job Enlargement - Job Enrichment.

Unit IV (10 Periods)

Knowledge Management – Career Development – HR Audit

Unit V (8 Periods)

Performance Management and Appraisal – Concept – Objectives - Performance Appraisal Systems - Performance Coaching and Counseling - Performance Management for Teams and Team Appraisal - Promotions and Transfers

Unit VI (8 Periods)

Human Resource Information System

Text Books

1. Edwin, B. Flippo - Personnel Management- MGH, New York
2. V.S.P. Rao - Human Resource Management - Excel publications.

Reference Books:

1. Arun Monappa & Saiyadain - Personnel Management - TMGH, New Delhi
2. David A. Decenzo, Stephen P. Robbins - Personnel/ Human resource Management - PHI, New Delhi.
3. Tripathi, P.C. and Kapoor, N.D. - Personnel Management and Industrial Laws - Sultan Chand & Sons, New Delhi
4. Guy, V & Mattock J The New - International Manager - Kogan Page, London
5. Aswathappa. K, - Human Resource and Personnel Management - Tata McGraw Hill, New Delhi

Web Links

1. <http://onlinelibrary.wiley.com/journal/10.1002/%28ISSN%291099-050X>
2. <http://www.journals.elsevier.com/human-resource-management-review/>
3. <http://www.tandfonline.com/toc/rijh20/current#.Uxhl2YXCyDs>

Objectives

1. To Familiarize the students with the valuation of firm
2. To Develop the analytical skills by associating the tools and techniques with the situation
3. To Develop the skills for interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management

Unit I

(10 Periods)

Capital Budgeting – Investment Decision

Unit II

(10 Periods)

Cost of Capital - Concept of Cost of Capital – Importance - Determination of Cost of Capital

Unit III

(10 Periods)

Working capital Management – Concept – Need - Types and Management of Working Capital

Unit IV

(10 Periods)

Dividend Decision - Factors affecting Dividend Decision – Walter’s Approach in Dividend Policy – Form of Dividend – Bonus Issue – Stock Split

Unit V

(10 Periods)

An introduction of Capital & Money Market – An Introduction of Emerging Financial Services

Unit VI

(10 Periods)

Basics of International Financial Management

Text Book:

1. Prasana Chandra – Financial Management, TMGH

Reference Books:

1. I.M. Pandey – Financial Management – Vikas Publication Ltd.,
2. Dr. S.N. Maheshwari – Financial Management Principles and Practice Sultan Chand & Sons

Web Link:

1. http://www.accaglobal.com/learningproviders/alpc/content_provider_directory/search

T3S4 - OPERATIONS RESEARCH FOR MANAGERS

Objectives: **(60 Periods)**

1. To introduce the students to the principles of operations research techniques and their applications in decision making .
2. To use computer packages for data processing purposes.

Unit I **(12 Periods)**

Meaning and Scope of O.R - Basic Concepts - Introduction to Linear Programming Problems- Matrix form of L.P.P - Mathematical Formulation of L.P.P

Unit II **(12 Periods)**

Graphical Solution for L.P.P - Simplex Method - Big 'M' Method and Integer Programming Problems

Unit III **(10 Periods)**

Transportation Models & Assignment Problems and Traveling Salesperson Models

Unit IV **(10 Periods)**

Network Analysis- Drawing of Arrow Diagram - Critical Path Method - PERT Problems, Projection of Project Time

Unit V **(8Periods)**

Theory of Games - Pure and Mixed Strategies - Principles of Dominance and Graphical Methods – Queuing Theory - M/M/I/FIFO Model – Simulation Problems

Unit VI **(8 Periods)**

Replacement Problems -Deterministic Cases- Probabilistic Cases - Sequencing Problems

Text Books:

1. Hamdy A.Taha, Operations Research, PHI, New Delhi.
2. Ahuja A.K etc. Network Flows, Englewood Cliffs, Printice Hall Inc, New Jersey

Reference Books:

1. PremKumar Gupta and Hira, D.S., Operations Research, SultanChand & Co., New Delhi,
2. Sharma, S. J.K Operations Research Theory and Applications New Delhi, Macmillan India
3. Kapoor, V.K., Operation Research, SultanChand & Sons, New Delhi.

Web Links

1. Springer.com. Retrieved 13 November 2013.
2. Springer.com. Retrieved 13 November 2013.

T3S5 - MARKETING MANAGEMENT – II

(60 Periods)

Objectives:

1. To analyze the marketing and business environment in which an organization is operating
2. To determine the major opportunities and problems facing the organization, to develop a creative set of alternative marketing strategies

Unit I

(5 Periods)

Market Analysis – Potential – Demand - Potential/Sales Potential - Scope for Influencing Demand - Sales Forecasting

Unit II

(10 Periods)

Market Research – Product Research - New Product Research - Advertisement Research - Sales Control Research - Motivation Research - Uses and Limitations.

Unit III

(15 Periods)

Consumer Behaviour - Buying Motives- Fashions and Consumer Tastes – Consumer Decision-Making Process.

Unit IV

(10 Periods)

Customer Relationship Management – Meaning - Process and Retention Strategies

Unit V

(15 Periods)

Industrial Marketing – Demand Concepts – Classification of Industrial goods – Industrial Buyer Behaviour – Product Management – Pricing – Distribution – Promotion of Industrial Products.

Unit VI

(5 Periods)

Rural Marketing – Rural Market Environment- Segmentation – Targeting - Product Strategy - Distribution Strategy - Promotional Strategy

Text Books

1. Philip Kotler, Abraham Koshy, Mithileshwar Jha, Kevin Lane Keller - Marketing Management - Pearson education
2. Neelamegam, S. - Marketing in India Cases and Readings - Vikas, New Delhi

Reference Books:

1. Stanton, William, J. - Fundamentals of Marketing -McGraw Hill, New York
2. Michael J. Etzal, Bruce J.Walker aand William J. Stanton – Marketing - MGH, New York,
3. Ramaswamy, V.S. and Namakumari, S. - Marketing Management - McMillan India Ltd, New Delhi
4. Ramaswamy, V. S and Namakumari. S - Marketing Management: Planning, Control, - Macmillan, New Delhi
5. Rajan Sexana -Marketing Management”- Tata McGraw Hill, New Delhi.

Web Links

1. The dictionary definition of [marketing](#) at Wiktionary
2. Quotations related to [marketing](#) at Wikiquote

3. Marketing at Wikibooks

T3S6 - INDIAN ETHOS FOR EFFECTIVE HUMAN RESOURCE MANAGEMENT

(60 Periods)

Objectives

1. Recognize ethical issues when making business decisions.
2. Gain an enhanced understanding of legal rules and ethical constraints.
3. Improve analytical problem solving and ethical decision making skills.

Unit I (10 Periods)

Components of Indian Ethos significance of Indian Ethos - Relevance of Indian Ethos to Modern Management

Unit II (8 Periods)

Introduction to the Advent of Veda - Significance of its progress - Upanishads - Brahma Sutras
Concept of God

Unit III (8 Periods)

Consciousness Genesis - Evolution – Progress – Involution - Realization as revealed by Masters

Unit IV (12 Periods)

Human Being & Levels of Consciousness - Positive and Negative - Traits and Correlation to Modern Management Theories

Unit V (12 Periods)

Universal Masters and their Wisdom - Experiential revelations by Universal Masters and their relevance to Human Resource Management - Significance of Advaita Philosophy

Unit VI (8 Periods)

Future Organizations – Higher Consciousness Organizations for Effective HRD -Significance of Yoga-Silence-Prayer-Meditation- Naamsmaran- Study- Satsang

Text Book:

1. Sherlekar - Ethics in Management- Himalaya Publishing, New Delhi

Reference Books:

1. Patyrick J. A. & Quinn J. F. - Management Ethics - Response Publishing, New Delhi.
2. Manisha Paliwal,- Business Ethics - New Age International Press. New Delhi.

Web Links

1. [A History of the Society for Business Ethics \(2005\)](#)
2. [Business Ethics Quarterly](#)
3. [The Ruffin Series of the Society for Business Ethics](#)
4. [Philosophy Documentation Center](#)

Objectives

1. To induct the students to the principles governing industrial adjudication with special reference to the various legal concepts.
2. To provide Students with Basic Labour related Concepts and the Indian Labour Acts in which Business is carried on.
3. To identify the emerging legal issues in a digital networked environment

Unit I (8 Periods)

Factories Act, 1948 – Meaning, Health, Safety and Welfare measures.

Unit II (8 Periods)

Industrial Dispute Act, 1947 – Industrial Employment – Standing Orders Act, 1946 – Trade Union Act, 1926

Unit III (8 Periods)

Workmen Compensation Act, 1923 - Employees State Insurance Act, 1948 - Employees Provident Fund and Miscellaneous Provision Act, 1952 - Payment of Gratuity Act, 1972.

Unit IV (8 Periods)

Payment of Wages Act 1936 - Minimum Wages Act, 1948 – Equal Remuneration Act – Payment of Bonus Act, 1965.

Unit V (5 Periods)

Tamil Nadu Shops and Establishments Act – Holidays (National and Festival) Act, Employment Exchanges (Compulsory Notification of Vacancies) Act 1959

Unit VI (8 Periods)

Contract Labours (Regulation & Abolition) Act 1970, Maternity Benefit Act 1961, Apprentices Act 1961

Text Books

1. Industrial & Labour law – Malik
2. Labour Law -, Taxman Publication, New Delhi

Reference books:

1. Bare Acts.
2. Elements of Industrial Law - Kapoor N.D
3. Industrial Relations and Labour laws - Srivastava
4. Industrial Law - M.C. Shukla
5. Commercial and Industrial Law – Dhandapani
6. Maintaining Industrial Discipline - Das Gupta

Web Links

1. <http://pib.nic.in/newsite/PrintRelease.aspx?relid=71533>.
2. <http://www.thehindu.com/news/national/minimum-wage-hiked-by-rs15/article1609572.ece>

T4S1 INTERNATIONAL BUSINESS ENVIRONMENT

(60 Periods)

Unit I

(10 Periods)

An overall perspective of International Management – Forms of International business – Nature of Multinationals – Types of International organisations

Unit II

(10 Periods)

Globalisation of business – Economic, Political and Cultural environment of International business – WTO and Trade liberalization – Implication of India

Unit III

(10 Periods)

Structured design of MNCs – Decision making and controlling – decision making process – Decision making issues – Ethis and social responsibility – Response to social obligations - Case studies

Unit IV

(10 Periods)

Regional Trade blocks – Inter Regional trade among regional groups

Unit V

(10 Periods)

Export promotion in India – EXIM Policy – Export Documentation and export procedures – Trends in India's foreign trade – Indian Multinational in Manufacturing and service sectors

Unit VI

(10 Periods)

Future of International Management – A global Perspective – Transitional strategies

Text Books

1. Francis cherunilam, Business Environment, Himalaya Publication House, New Delhi
2. Subba Rao – “International Business” - Himalaya Publication Ltd.,

Reference Book:

1. Eiteman, D.K. and Stopnehil, Al Multinational Business Finance, Addison Wesley, New York
2. Charles W.L. Hill & Arun Kumar Jain – International Business – Tata McGraw Hill Publication
3. Anant K. Sundaram, J. Stewart Black, The International and Environment, PHI, New Delhi
4. Bhalla, V.K. and S. Shivaramu. International Business Environment and Business New Delhi, Anmol

T4A1 RETAIL MANAGEMENT

(45 Periods)

Unit I

(5 Periods)

Introduction to retail concept, nature, role, functions, classification of retail stores – retailing in India - Ethics in retailing - emerging trends in retail management

Unit II

(8 Periods)

Retail market segmentation – benefits of market, segmentation – STP – criteria for effective market segmentation - Retail organization, undertaking the retail customer - factors influencing retail shopper – Buyer behaviour - Buyer decision-making process

Unit III

(8 Periods)

Retail strategy – location strategy, pricing strategies, promotional strategy - The role of personal selling in retail, retail selling process

Unit IV

(8 Periods)

Merchandise management – factors affecting merchandise function, merchandise plan, merchandise buying – branding strategies, category management - Merchandise support management – HRM in retail – recruitment and selection, training, motivation and evaluation, retail operations – store administration, importance of store design, store layout, space planning, methods of display

Unit V

(8 Periods)

Measuring financial performance – income statement, strategic profit model, measuring merchandise performance, retail store and space performance, employee productivity - Relationship marketing (CRM) in retailing – importance of service in retail, relationship marketing in organized and unorganized retail sector

Unit VI

(8 Periods)

Retail management information systems – role of IT in retail – factors affecting the use of technology, E-commerce market in India, supply chain management – issues involved in developing supply chain framework, supply chain integration, retail logistics – emerging trend – Web, Mobile and Flat Marketing

Text Books

1. Retailing Management – Text and cases – Swapna pradhan – Tata Mcgraw Hill publication, New Delhi
2. Retail Management – Chetan Bajaj, Rajnisa Tuli, Nidhi V. Srivastava – Oxford university Press, New Delhi

Reference Book:

1. Levy & Weitz – Essentials of retailing IRWIN Publication
2. Suja Nair, Retailing in the Indian context, Himalaya Publishers

T4A2 ADVERTISING MANAGEMENT & SALES PROMOTION

(45 Periods)

Unit I

(3 Periods)

Promotional mix - Promotional mix tools - Steps in communication process - factors in deciding promotional mix-Integrated marketing communication.

Unit II

(10 Periods)

Advertising management - meaning, objectives, importance, classification of advertisement, organisation of advertising department, advertising agency management, Advertising objectives-DAGMAR -campaign planning, advertising budget

Unit III

(8 Periods)

Advertising media management - types - print, radio, TV, Cinema, outdoor and other forms - advantages, limitation, media planning & scheduling – Web Advertising.

Unit IV

(10 Periods)

Advertising Creativity: Advertising copy writing for print-Headlines, body copy, visualization-layout-types of layout- Magazines, brochure, yellow pages, classified advertisements.

Unit V

(8 Periods)

Copy writing for broadcasting media – Pre-production and posts production process, evaluation of advertisement –Pre-testing and post –testing-methods international advertising decisions

Unit VI

(6 Periods)

Sales promotion: Sales promotion - objectives, tools, planning, implementation and control, evaluation of sales promotions.

Text Books

1. Chunnawala and Chaitya– Advertising Theory and Practice – Himalaya publication Ltd
2. Rajeev Batra, John G. Myers, David A. Aaker, Advertising Management, PHI, New Delhi

Reference Books:

1. William F.Aakera, Contemporary Advertising, MGH, New York
2. Borden, William H Advertising, New York, John Wiley
3. Hard Norman, The Practice of Advertising, Oxford, Butter worth Heinemann
4. Beelh, George E and Beleh, Michael A Introduction to Advertising and Promotion Chicago, Irwin
5. Frank Jefkins “Advertising”, Printice Hall Pearson Education
6. Jaishri & Jethwaney, shriti jain – Advertising Management – Oxford Publication

T4A3 CONSUMER BEHAVIOUR

(45 Periods)

Unit I

(5 Periods)

Introduction to consumer Behavior – Diversity of consumer behavior – Concepts and need for studying consumer behavior – Consumer buying motive- types.

Unit II

(8 Periods)

Understanding the Research framework in Consumer Behaviour and the use of Consumer Characteristics in Market segmentation.

Unit III

(8 Periods)

Factors influencing the Consumer Behaviour -Culture, Social Class, Social Group and family, life style, VALS

Unit IV

(8 Periods)

Individual Determinants of Consumer behaviour – Motivation and involvement, Behaviour modifications, Personality and self-concept, perception, learning, Values, Attitudes and Changing Attitudes

Unit V

(8 Periods)

Diffusion of innovations – Innovation and Adoption of new Products - Consumer Satisfaction and Relationship Marketing- Customerisation - Enhancing Customer satisfaction-Sources of customer dissatisfaction- CRM Practices

Unit VI

(8 Periods)

Consumer Decision Process: Problem recognition, information seeking process, Information evaluation Process, Purchase process and Post Purchase Process – Models and utility

Text Books

1. Sujua R. Nair, Consumer Behavior in Indian Perspective – Himalaya Publishing House
2. Leon G Schiffman, Leslie Lazar Kanuk, Consumer Behaviour, PHI, New Delhi

Reference Books:

1. David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, MGH, New York
2. C.S. Gupta – Consumer Behaviour, TMGH

T4B1 INVESTMENT MANAGEMENT

(45 Periods)

Unit I

(5 Periods)

Investment Avenues – Sources of Investment information – Security contract Regulation Act

Unit II

(8 Periods)

Return and Risk – Valuation of Equity shares – Valuation of Fixed income investment

Unit III

(8 Periods)

Economic Analysis – Economic forecasting and stock investment decisions – Industry Analysis – Industry and Economy Analysis – Company Analysis – Measuring Earnings – Applied valuation technique – Graham and Dodds investor ratios

Unit IV

(8 Periods)

Fundamental Analysis Vs Technical Analysis – Dow Jones's theory – Trend – Trend reversals – patterns – Moving average – oscillators – Roc momentum – MACD – RSI – stochastic

Unit – V

(8 Periods)

Portfolio Theory – portfolio construction – Performance evaluation – portfolio revision – Mutual funds.

Unit – VI**(8 Periods)**

Options – futures – Derivatives

Text Book

1. Prasanna Chandra – Security Analysis and Port Folio Management – Tata McGraw Hill Publications

Reference Book:

1. Donald E Fisher & Ronald J. Jordan security Analysis & Portfolio Management – Prentice Hall of India (P) Ltd., New Delhi
2. V.K. Bhalla – Investment Management S.Chand & Co VII Edition
3. V.A. Avadhani – Security Analysis and Port Folio Management – Himalaya Publishing House

T4B2 EMERGING TRENDS IN FINANCIAL MARKETS**(45 Periods)****Unit I****(5 Periods)**

Introduction to Money Market- Evolution, Structure and Role of the Indian Money Market – Money Market Instruments in India, Indian Money Market – Future Challenges

Unit II (8 Periods)

Capital Market – Introduction, Concept, Role, Importance, Evolution in India etc. – Critical evaluation of the development – Future trends

Unit III (8 Periods)

Types of scripts – methods of issue, book-building, road-show, intermediaries in issue management – Primary market intermediaries: commercial banks, development banks, custodians, merchant bankers, issue managers, rating agencies etc.

Unit IV (12 Periods)

Secondary Market System and Regulations in India – Stock exchanges in India: History and development and importance – Listing of scripts – On-line trading Depositories: Growth, development, regulation, mechanism – OTC Exchange Stock exchange mechanism: trading, settlement, risk management, investor grievances, basics of pricing mechanism, carry forward, Badala, automated lending and borrowing mechanism Inside trading, circular trading, price rigging etc. – Players on stock exchange: investors, speculators, market makers, bulls, bears, stags – Stock Exchange Board – Stock indices – Role of FIIs, MFs and Investment Bankers

Unit V (6 Periods)

Regulations and Regulatory Agencies (Primarily SEBI) for primary markets for secondary markets

Unit VI (6 Periods)

Bond market in India: government bond market and its interface with capital market – Debt market in India –Interface between Stock market and bond market

Text Books

1. Gurusamy – Financial Markets
2. Gordon & Natarajan – Financial Markets and services – Himalaya publications

T4B3 CORPORATE FINANCE

(45 Periods)

Unit I (5 Periods)

Introduction to corporate finance – Cash flow Vs Profits – Increment Cash Flow – Calculation of Depreciation for Tax purpose – Investment decision under inflation – Investment Analysis under inflation

Unit II (8 Periods)

Complex Investment decision – Projects With Different lives – Investment timing and duration – replacement decision – capital rationing - Risk analysis in investment decision – nature of risk – risk Vs uncertainty – conventional technique of risk analysis - Risk adjusted discount cash flow – certainty equivalent analysis – risk analysis in practice – sensitivity analysis – decision tree analysis

Unit III**(8 Periods)**

Capital investment – capital investment planning and control – qualitative factors and judgment in capital budgeting – investment decision and corporate strategies – managerial flexibility - Financial goal and strategies – shareholder values – managerial implications of shareholder value – economic value added (EVA analysis) – market value added (MVA analysis) – corporate governance – balance scorecard

Unit IV**(8 Periods)**

Working capital policy – concept of working capital – components of current assets – permanent and variable working capital - Receivable management – objective – credit policy – nature – goals – optimum credit policy – credit policy variables – credit policy evaluation

Unit V**(8 Periods)**

Inventory – nature of inventory – need to hold inventory – objectives – inventory techniques- analysis of investment in inventory

Unit VI**(8 Periods)**

Cash management – motive for holding cash – factors determining cash needs – cash budgeting – long term cash forecasting – managing cash collection and disbursement – optimum cash balance – investing surplus cash

Text Books:

1. I.M. Pandey, Financial Management, Vikas Publications (P) Ltd.,
2. S.N.Maheswari, Financial Management, Sultan Chand publications limited

Reference Books:

1. Thomas E. Copeland and J.Fred Weston – Financial Theory & Corporate Policy, Addison – Wesley Publishing Company.
2. Raj Aggarwal – Capital Budgeting Under Uncertainty – Prentice Hall Englewood Cliffs, New Jersey
3. Cooley – Advances in Business Financial Management – The Dryden Press
4. Periodicals like Journal of Institute of Company Secretaries, India
5. Prasanna Chandra – Financial Management
6. Khan and Jain - Financial Management Theory and Practice

T4D1 HUMAN RESOURCES PLANNING AND DEVELOPMENT

(45 Periods)

Unit I

(10 Periods)

Overview of Human Resources, - HRP concepts – Importance – Type of HR Plan – Historical Evolution, Integrated HR – Function, HR Issues, Corporate and HR – Environment, HRP approaches, (social demand approach, rate of return approach and man power requirement approach)

Unit II

(8 Periods)

HR Instruments, HRM and Diversity Issues, HR Planning at Enterprise Level, Need for Systematic planning, Planning Process, Operating Environment – Internal and External, The manpower Plan, Job Description.

Unit III

(6 Periods)

HRD – Concept System – HRD matrixes climate - Elements

Unit IV

(7 Periods)

HRD – Interventions, Quality of work life – Models

Unit V

(6 Periods)

Environmental Impact of HR

Unit VI

(8 Periods)

HRIS importance, types, sources and procedure of maintaining HRIS, Human Resource reporting, HR audit and HR accounting.

Text Books

1. Pattanayak – Human Resource Management – PHI
2. Manpower – Planning and Development – Excel Publisher

Reference Books

1. Kandula – Strategic Human Resource Development – PHI.
2. Arthur, M. Career Theory Handbook Englewood cliff, Prentice Hall Inc 1991

3. Belkaoui, A R and Belkaoui, J M Human Resource Valuation ; A Guide to strategies and Techniques.

T4D2 Organizational Change and Development

(45 Periods)

Unit I

(8 Periods)

Introduction, theories of organizational change, need for change, types of change, role of organizational change consultants, drawbacks, change process and its stages, role and significance of HRD in the organizational change process, scenario planning for effective organizational change process, nature of change, change management principles, implementing change improvement systems, the commitment curve, qualities of a change agent.

Unit II

(8 Periods)

Introduction, systems view of an organization, organizational structure and systems, types of organizational structure, systems theory, systems analysis and systems thinking, business process approach, organizational design models, role of critical success factors in organizational design, theories of power, organizational power and control, sources of power, power and empowerment,

transactional and transformational leader, environment and leadership, organizational lifecycle model, organizational development through competency development.

Unit III

(8 Periods)

Introduction, culture and organizations, proactive and reactive technological cultures, transition from reactive to proactive technological culture, aspects of organizational culture, differences in organizational cultures, dimensions of cultures and their influence on organizations, definition and characteristics of organizational culture, types of organizational culture, mergers and their impact on organizational culture, organizational culture change process, organizational climate, models of organizational culture change.

Unit IV

(7 Periods)

Introduction, definition and concepts of OD, need for OD in organizations, history or evolution of OD, OD in different types of organizations, OD and management development, important triggers for OD, OD and leadership development, OD and business process re-engineering (BPR), objectives of organizational diagnosis, the diagnostic cycle, different forms of organizational diagnosis, task forces of organizational development, factors promoting globalization, globalization and OD processes, major institutions regulating globalization, globalization challenges for managing organizational change and development.

Unit V

(7 Periods)

Introduction, employee attitudes in the organizational change process, strategies for attitudinal change, attitude measurement, HRD initiatives and attitudinal change, use of scaling techniques to map attitude, attitude surveys, overview of performance management, performance models, performance driven organizational change, performance matrix, managing change through balanced scorecard, HR scorecard, principles of change management strategy, philosophies of strategic change management, steps for strategic change management, successful change management strategies, effective change management, approaches to change management approaches to change management

Introduction, measuring organizational effectiveness, organizational effectiveness inventory, OE cycle, contemporary models of organizational effectiveness, MBO for organizational effectiveness, managerial roles theory for achieving OE, models for organizational excellence, organizational change and TQM, TQM and the operating environment of organizations, knowledge management, strategic framework for mapping knowledge, gap analysis, strategic knowledge management in Indian organizations, knowledge management and organizational change.

Text Books

1. Organizational Change and Development by Dipak Kumar Bhattacharyya published by Oxford University Press in 2011

Reference Books:

1. Organization Development and Change, Cummings & G. Worley, South Western Cengage Learning 9th edition.
2. Organizational Change, Jean Helms Mills, Kelly Dye and Albert J.Mills published by Routledge.
3. Practicing organization development: a guide for consultants by William J. Rothwell, Roland Sullivan. Library of Congress Cataloging in Publication Data, 2nd Edition.

T4D3 STRATEGIC HUMAN RESOURCE MANAGEMENT

(45 Periods)

Unit I

(8 Periods)

SHRM – Introduction to SHRM – value chain analysis – Impact of strategy in HR Planning – Formulation Mission, goal and objectives – challenges for HRM – HR and Corporate strategy – Stability, growth, retrenchment – cost leadership – focus strategy – PEST Analysis – Industry & Company analysis

Unit II

(8 Periods)

Transition to HRM to strategic HRM – Barriers to strategic HR – Models interchanging strategy and Human Resource Management – Model of strategic change – Economic indicators of HRM – cost benefit analysis – Redesigning in work system - elements – stages – process of organizational design – factors affecting organizational design – types of organizational structure – challenges in organizational design

Unit III

(8 Periods)

Strategic challenges for leadership – cultural differences – cross cultural sensitivity – Family Vs Professional organization – changing nature of managerial work – importance of career management – Major career transitions – promotion, demotion, transfer and relocations – types of corporate career management

Unit – IV**(5 Periods)**

Importance of career management – Major career transitions – promotion, demotion, transfer and relocations – types of corporate career management

Unit V**(8 Periods)**

Knowledge management and HR – Elements of intellectual capital – Human capital – structured capital – Managing intellectual capital – knowledge sharing – measuring intellectual capital – Role of HR department and HR professionals during mergers – Employee separation and down sizing – objectives of down sizing – Proactive Vs Reactive down sizing – concept of turnover -- Rehiring

Unit VI**(8 Periods)**

Concept and definition of out sourcing – Model of out sourcing – Reason for out sourcing – types of out sourcing – problems associated in out sourcing – Ethical issues in strategic Human Resources

Text Book:

1. Tanjula Agarwala “Strategic Human Resource Management” – Oxford Higher Education, New Delhi
2. John Walton – Prentice Hall Publication

T4E1 MATERIALS MANAGEMENT**(45 Periods)**

Unit I

(6 Periods)

Introduction – scope of materials management – primary and secondary – objectives – integrated materials management – relation with other functional – areas of organization – organizing for materials management – basis for forming organizations – conventional and modern approaches to organizing materials management.

Unit II

(6 Periods)

Materials identification – classifying of materials – codification of materials – standardization – simplification and variety reduction of materials

Unit III

(7 Periods)

Inventory control – techniques – FSN, VED, ABC – working capital management with reference to inventory.

Unit IV

(9 Periods)

Management of stores – location – different types of stores – methods of storing – safety and security of materials – stores equipment – materials handling equipment – factors affecting materials Handling Stores issues and receipts – procedures – stores organization.

Unit V

(9 Periods)

Management of surplus obsolete and scrap materials – reasons for accumulation of surplus obsolete and scrap materials – methods of disposal – regulations and procedures.

Unit VI

(8 Periods)

Purchasing – planning of purchasing materials – MRP – norms of vendor rating – JIT – selection and development – purchasing procedures and methods – out sourcing – sub contracting – reasons for subcontracting – criteria for selecting sub contractors – rating – factors affecting subcontract rate fixing – internal and external subcontract.

Text Books:

1. Materials Management – P. Gopalakrishnan – PHI, 2002
2. Integrated Materials Management –A.K. Datta-PHI

Reference Books :

1. Purchasing and Supply Management – Dobbler, Burt D.N-TMI,7/e, 2004
2. Purchasing And Materials Management – Leenders Fearon – Universal Book Stall
3. Purchasing And inventory Control – K.S. Menon – Wheeler Publishers
4. Materials Management – Varma M M – Sultan Chand And Sons.

T4E2 TOTAL QUALITY MANAGEMENT AND BUSINESS PROCESS REENGINEERING

(45 Periods)

Unit I

(8 Periods)

Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs – Analysis

Techniques for Quality costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM implementation.

Unit II

(10 Periods)

Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, continuous process improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, supplier Partnership – Partnering, Sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure.

Unit III

(6 Periods)

The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, process capability, concept of six sigma, new seven management tools.

Unit IV

(8 Periods)

Benchmarking – Reasons to Benchmark, Benchmarking process, Quality Function Deployment (QFD) – House of Quality, QFD process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA

Unit V

(7 Periods)

Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.

Unit VI

(6 Periods)

Business Process Re-Engineering – Basic concepts and the need for BPR – Principles of BPR – BPR and restructuring the organization.

Text Books

1. Narayana V. and Sreenivasan, N.S. Quality Management – Concepts and Tasks, New Age International 1996

Reference Books

1. Dale H. Besterfield, et al., Total Quality Management, Pearson Education, Inc 2003 (Indian South – Western (Thomson Learning), 2002 (ISBN 0-324 – 06680 -5)
2. Feigebaum. A.V. “Total Quality Management, McGraw – Hill 1991
3. Oakland. J.S. “Total Quality Management Butter worth – Heinemann Ltd., Oxford 1989
4. Zeiri. “Total Quality Management for Engineers Wood Head Publishers, 19

T4E3– LOGISTICS, SUPPLY CHAIN AND SHIPPING MANAGEMENT

(45 Periods)

Unit I

(5 Periods)

Importance of Logistics system in the International Trade – Inbound Logistics, Inbound Logistics and out bound Logistics.

Unit II

(8 Periods)

Supply Chain Management – Comment on outsourcing of supply chain delivery, integrated supply chain and enabling supply chain delivery.

Containerization and Multimode transportation – Multimode Transportation Act

Unit III

(8 Periods)

General Trend in Shipping Industry, Liner Operations, Cargo Consolidation, Direct Box, Reworking of Cargo, Co-loading of Cargo and the bills of lading issued for the transportation.

Unit IV

(8 Periods)

Chartering of Vessel. Voyage Charter and Time Charter – Inland Container Depot Services and advantages – location of ICD in India

Unit V

(8 Periods)

Technological development in Ocean Transportation – major ports in India – Shipping intermediaries: Ports, Customers, Custom House Agent, Freight forwarder, Shipping Agents, Stevedores.

Unit VI

(8 Periods)

General problems faced by the shippers in shipping – role of Air Transport in Physical Distribution of Cargo – Airports in India handling cargo

Text Books

1. Philippe, Pierre Dornier, Ricardo Ernst, Michel Fender, Panos Kouvelin, Global operations and Logistics, John Wiley and Sons, New York
2. Lee S.M. Goal Programming for Decision Analysis. Philadelphia, Auerbach

Reference Books:

1. Ignizio J.P Goal Programming and Extensions, Lexington, Lexington Books
2. James C.J. and Wood, Donald F. Contemporary Logistics, Macmillan, New York
3. Shapiro, R. Logistics Strategy cases and concepts St. Paul. West

T4F1 NTERNATIONAL MARKETING

(45 Periods)

UNIT I

(5 Periods)

Introduction to Global Marketing: global market opportunity identification - Global Marketing Environment: Economic – Social – Cultural – Demographic – Political – Legal and Regulatory – Geographic – Technological Environment

UNIT II

(8 Periods)

Global Segmentation Targeting and Positioning: Global Market Segmentation, Global Targeting – Global Product Positioning [study few Indian multinational companies entered into Global market]. Global Marketing Information System: Elements of Global Marketing Information System, Sources of Information, Global Marketing Research

UNIT III

(8 Periods)

Product Decisions, Basic Concepts – Product characteristics, Product Design – International Product Life Cycle – Product Diffusion and Adoption in International Markets - Geographic expansion strategic alternatives – Comparative study of various products of multinational companies entered in Indian Market

Unit – IV

(8 Periods)

Pricing Decisions: Global Pricing Strategies, Environmental Influences on Pricing Decisions, Transfer Pricing, Global Pricing Policy alternatives – Factors Influencing International Pricing.

UNIT V

(8 Periods)

Channel Decision: Channel objectives and constraints, Channel Structure, Channel strategy for new market entry. Advertising Decisions: 5 M's of advertising – Mission, Money, Message, Media, Measurement, Advertisement content, Advertisement copy, Global Media Decisions.[Study different ads of Indian & foreign on various TV channels.

UNIT VI

(8 Periods)

Foreign Exchange and Financial Decisions: History of International Financial System, Foreign Exchange, Business Implications of Exchange rate fluctuations, Managing Exchange rate exposure

Text Books

- 1 Francis Cherullam – International Marketing – Himalaya Publications
- 2 Global Marketing Management – S.A.Sherlekar and V.S.Sherlekar

Reference Books:

1. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Printice Hall Inc
2. Export Marketing – B.S.Rathor and J.S.Rathor
3. Philip Kotler, Abraham Koshy, Mithileshwar Jha, Kevin Lane Keller “Marketing Management”, Pearson education
4. Terpstra, Vern and Sarathy, R. International Business New York, John Wiley
5. Sak onkvisit, John J.Shaw, International Marketing, PHI, New Delhi
6. Bhattacharya, B. Export Marketing: Strategies for success, Global Business Press, New Delhi
7. Mr. Rajagopal – International marketing – Vikas Publication

T4F2 INTERNATIONAL HRM

(45 Periods)

Unit I

(5 Periods)

Introduction to International HRM – influence of globalisation on international managers – role of global HR manager – challenges in IHRM - An integrated approach in IHRM model – Evans and Lorange Model, Shen model

Unit II

(8 Periods)

Role of international managers in global business context – approaches to multinational staffing decision – recruitment methods – Head hunting, cross national advertising, e-recruitment and international graduate programme – selection criteria and technique – redesigning the process of international staffing policy – issues in international recruitment

Unit III

(8 Periods)

Current scenario in training & development activity of MNCs – Identification of training needs – training cycle – levels of training – training methods adopted by MNCs

Unit IV

(8 Periods)

Compensation management – factors influencing compensating policy – approaches to compensation management – compensation practices across the country – social security system

across the country – emerging issues in global compensation – performance appraisal to international context – issues and challenges in performance management

Unit V

(8 Periods)

Industrial relation in international context – issues and concern of international IR – recent developments in management and union approach to international IR – Role of culture in international HRM – organizational culture in MNCs – cultural dimensions across countries

Unit VI

(8 Periods)

International team working – different types of international team operations in different organizations – skill requirement in international teams – managing culturally diversified teams

Text Book:

1. Dr. Nilanjan sengupta, Dr. Mousumi, S. Bhattachaya “International Human Resource Management” – Excel books

T4F3 INTERNATIONAL LOGISTICS AND TRADE

(45 Periods)

Unit I

(5 periods)

Logistic System: Concept, Objectives and scope; System elements; Transportation, Warehousing, inventory Management, Packing and unitization; control and communication

Unit II**(6 periods)**

Transportation Fundamentals: importance of effective transportation system; Service Choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-Company management Vs. Out-Sourcing.

Unit III**(12 periods)**

General Structure of shipping: World sea borne trade; International Shipping – characteristics and structure; Linear and tramp operations; linear freighting; Chartering – types, principles and practices; Charter, Party agreement; Development in sea transportation-unitization, containerization, inter and multi model transport; CFC and ICD; Indian shipping – growth, policy and problems; ports and port trust.

Unit IV**(6 periods)**

International Air Transport: International set up for air transport: freight rates; India's exports and imports by air – problems and prospects.

Unit V**(8 periods)**

Carriage of goods by sea and combined transport; International conventions and Indian Law; maritime frauds and unethical practices – causes and protection; role and types of cargo intermediaries.

Unit VI**(8 periods)**

Warehousing and Inventory Management: warehousing and marketing strategy; objectives and functions of warehousing; Warehousing evaluation and requirements; warehousing location strategies; inventory management principles and approaches; material management system and techniques – JIT Purchasing, manufacturing and in-bound logistics.

Text books

Ballau, R.H., Business logistics Management, Prentice Hall, Englewood Cliffs, 1992.

Reference Books

Shapiro, R., Logistics Strategy: Cases and Concepts, West publishing, St.Paul, 1995.

James, C.J and D.F.Wood, Contemporary Logistics, Macmillan, New York, 1990

T4G1 AGRICULTURAL EXTENSION MANAGEMENT

(45 Periods)

Unit I

(5 periods)

Fundamental of Extension Education: Education – Meaning and Channels, Extension Education – meaning, characteristics, objectives, philosophy and role of extension education to development

Unit II

(8 periods)

Principles and Procedure Extension Teaching: Teaching and Learning – meaning and principles, learning situation and elements.

Unit III

(8 periods)

Extension Teaching Methods and Techniques: Extension teaching methods –meaning, classification and their nature criteria for selecting suitable extension teaching methods – preparation, presentation and evaluation of various extension teaching methods.

Unit IV**(8 periods)**

Extension Programme Planning and Evaluation: Extension programme-planning: meaning, principles – steps in planning – tools techniques, Evaluation – meaning, types, steps in evaluation.

Unit V**(8 periods)**

Skills required for Extension Educators: Meaning of Extension worker, qualities required, values and ethics in extension work, problems in extension education.

Unit VI**(8 periods)**

Fundamentals of Training: Meaning, importance, concept, components, principles of training & learning, training types, strategies, training situation, learning process in training.

Text Books

1. Reddy, Adivi. A. Extension Education, Sree Lakshmi Press, Bapatla, 1995.
2. Dahama. O.P., Bhatnagar O.P., Education and Communication for Development, Oxford & IBH Publishing Co., New Delhi, 1995.
3. Supe. S.V., An Introduction to Extension Education, Oxford & IBH Publishing Co., New Delhi, 1985.

Reference Books

1. Willson M.C. and Gallup. G., (1955), Extension Teaching Methods, US Department of Agriculture, Washington.
2. Hass Kennath. B., and Packer Harry. Q., (1955), Preparation and use of Audio Visual Aids, Prentice Hall, Inc.
3. Lynton, R.F. and Pareek Udai, Training for Organisation Transformation,

T4G2 RURAL DEVELOPMENT

(45 Periods)

Unit I

(5 periods)

Concepts of Rural Area and Rural Development Definition and Scope of Rural Development Causes of Rural Backwardness Need for Rural Development Historical Evolution of the Concept of Rural Development in Indian Context.

Unit II

(8 periods)

Population Growth in India Analysis of Trends and Changes in the Composition of Rural Population and Rural Work Force Problems of Unemployment and Underemployment in Rural Areas Conditions and Problems of Agricultural Labour. Levels of Living of Rural People Poverty indicators Measurement of Rural Poverty Line Integrated Rural Poverty.

Unit III

(8 periods)

Education in Rural areas: Literacy Rates Educational Institutions Formal and Nonformal Education:Qualitative and Quantitative Aspects. Health Services in Rural Areas Structure Accessibility Maternal and Child Health Nutrition ICDS Eradication of Contagious Diseases Issues in Community Health AIDS Control Programme National Health Policy of India.

Unit IV

(8 periods)

Housing in Rural Areas: Problems Rural Housing Programmes Low Cost Housing Appropriate Technologies in Rural Housing. Drinking Water Supply : Sources Problems Programmes to Solve Drinking Water Problems; Problems of Sanitation in Rural Areas Low Cost Toilets.

Unit V

(8 periods)

Alternative Occupations in Rural Areas: Dairying Poultry Fishery Horticulture Sheep Rearing; Appropriate Technologies in Animal Husbandry Practices: Breeding Feeding Management Rural Non Farm Sector ISB Sectors Need for Development Problems and Prospects

Unit VI

(8 periods)

Assessment of Rural Energy Supply and Demand Management of Rural Energy Systems Non Conventional Energy Sources Biogas, Solar and Wind. Planning for Rural Development Allocation Under Plans for Rural Development Multi Level Planning Organization for Planning: Centre, State, District and Block Level Planning.

Text Books

- 1.Rajasekhar D (Ed) Prof. G. Parthasarathi's Writings on Indian Rural Economy in Transition
- 2.Venkata Reddy K Agriculture and Rural Development(A Gandhian Perspectives)

Reference Books

1. Shah C. H. (Ed) Agricultural Development of India Policy and Problems N.I.R.D. Facets of Rural Development

T4G3 ENTREPRENUERSHIP DEVELOPMENT FOR AGRICULTURAL BUSINESS

(45 Periods)

Unit-I

(5 periods)

Concept of Entrepreneurship Development-Introduction – agri. business - entrepreneur - entrepreneurship - motivation -opportunities - need, scope and characteristics of entrepreneurship, supporting organization including financial institution and their schemes - special schemes for technical entrepreneurs.

Unit-II

(8 periods)

Classification of Entrepreneurship -Types of entrepreneurship - food processing - export oriented units – agri. inputs - organic product entrepreneurship - service entrepreneur - certification entrepreneurs -clearing and forwarding entrepreneurs - machinery manufactures - books of accounts, financial statements and funds flow analysis - energy requirement and utilisation - resource management men, machine and materials - creativity and innovation - problem solving approach - Strength Weakness Opportunity and Threat (SWOT) Techniques.

Unit-III

(8 periods)

Entrepreneurship Institutions - Entrepreneurship institutions - EDII - CFTRI - STEP - NSIC - KVIC - KVIB - EDP trainings - EDP innovations - traditional technology entrepreneurship - product patenting - MOU - factory orientation management issues - techno - economic feasibility of the project

Unit-IV

(8 periods)

Entrepreneurship Institutions - Plant layout and process planning for the product - quality control/quality assurance and testing of product - elements of marketing and sales management - nature of product and market strategy - packaging and advertising - after sales service - costing and pricing - management of self and understanding human behaviour.

Unit-V

(8 periods)

Resource Building - Behavioural inputs - entrepreneurial motivation and competencies, problem solving - procedures required for setting up enterprise and incentive and benefits – agri. Clinics – agri. business centres - agro related consultancies - market survey and market research, export oriented entrepreneurship, MOU basic rules.

Unit-VI

(8 periods)

New Venture Planning - Starting your own business, feasibility study - entrepreneurship, wealth creation and society - core business skills - dimensions of entrepreneurial behaviour - analysis of competencies and assessment of potential entrepreneurs - identification of entrepreneurial competencies - process of business opportunity identification - migrating from ideas to execution - scaling up - balancing conflicting ideas and managing trade offs - business profile.

Text Books:

1. Jain P.C, 2004, “A Handbook Profitable Entrepreneurship”, EDII Publications, Ahmadabad.
2. Jain. G.R. and Akbar Ansari, 2004. “Self - Made Impact - Making Entrepreneurs, EDII”, Ahmadabad.

Reference Books

1. Matoria.C.B, S.V. Gankar., 2004, “A Text Book of Human Resource Management”, Himalaya Publishing House Mumbai 2004

T4H1 FOUNDATIONS OF AMATEUR AND PROFESSIONAL SPORTS

(45 Periods)

Unit I

(5 periods)

Regulations of Amateur Sports – Government regulations relating to amateur sports, role of amateur athletic – association in promotion of sports, analyzing the legal ramification of actions amateur athletic , association and their athletes, regulation of amateur athletics, bodies empowered to control amateur.

Unit II

(8 periods)

Constitutional issues , constitutional provisions for development and promotion of sports.

Unit III

(8 periods)

Tort liability, meaning of tort liability, implications for athletes, impact on other amateur sports

Unit IV

(8 periods)

Professional team sports , sports based on team performance – football, volley ball, basket ball and cricket, Hockey , Rowing, Guiding principles for conduct of team sports, organization of tournaments, leagues

Unit V

(8 periods)

Individual sports – An overview of Industrial sports, Emerging Trend, Future Potential,

Unit VI

(8 periods)

Studies related to governance of individual sports like Golf, Tennis, Badminton, auto racing, track race.

T4H2 CONTEMPORARY ISSUES IN SPORTS

(45 Periods)

Unit I

(5 periods)

History of Modern sports and other forms of organized physical activity , A Historical overview of sports, evolutionary processes of modern sports, relation between physical education and sports, exercise physiology

Unit II

(8 periods)

Physical education and sports, history and principles of physical education, organization, administration and methods in physical education, elements of statistics for physical education supervision and curriculum

Unit III

(8 periods)

Design in physical education, role of government in promotion of sports, role of the ministry of human resource development in development of sports and physical education, various boards and statutory bodies established by government for control and promotion of sports their roles and functions, importance and contributions.

Unit IV

(8 periods)

Role and Functions of national/ international sports organizations, role of IFA, FIFA, BCCI, ICC, CAB, Sports authority of India (SAI), National Hockey Association, Bengal Volley Ball Association, Bengal Tennis Association, their functions and importance in the promotion and management of sports

Unit V

(8 periods)

Social, cultural and political environment of sports organization, role of sports in society

Unit VI

(8 periods)

Issues that sports administration face on day to day basis in the contemporary world, drug abuse and gratitude violence.

T4H3 PSYCHOLOGY OF SPORTS

(45 Periods)

Unit I (5 periods)

Introduction – Definition, scope, branches of psychology, concept of sports, psychology view,
Points – psychological school

Unit II (8 periods)

Personality – meaning, types, personality traits of sports person.

Unit III (8 periods)

Learning – Definition, Theories of Learning – classical and operant conditioning

Unit IV (8 periods)

Motivation – Definition, Importance of Motivation in sports performance, reaching and sustaining
ideal, motivation, how sports person can be motivated

Unit IV (8 periods)

Confidence – Defining confidence and role of sports manager in developing confidence among
sports, personalities, emotions – Definition, relation between emotions and sports performance,
why sportsmen respond- emotionally

Unit VI (8 periods)

Goal setting – Meaning, Goal setting principles, relation between goal setting and performance in sports – implementation sports psychology – understanding the psychology of the players and the coach and implantation, developing and facilitating coach – player relationship

T4I1- Fundamentals of Banking Principles and Practices

Objective

To enable the students to acquire basic understanding of the structure, organization and functioning of the Financial System in India. The course also aims at exposing the students to new financial instruments and their implications in the existing regulatory framework

(45 Periods)

Unit – I

(8 Periods)

Indian Financial System – An Overview - Banking Regulation - Retail Banking, Wholesale and International Banking, ADR, GDR and Participatory Notes - Role and Functions of Capital Market, Securities and Exchange Board of India(SEBI) - Role and Functions of Mutual funds - Role and Functions of Insurance Companies, Banc assurance and Insurance Regulatory and Development Authority (IRDA)

Unit – II

(8 Periods)

Factoring, Forfeiting Services and Off-Balance Items - Risk Management and BASEL II – An Overview - Alliances/Mergers/Consolidation - Credit Information Bureau (India) Limited (CIBIL), Fair Practices Code for Debt Collection and Banking Codes and Standards Board of India - Recent Developments in the Indian Financial System

Unit – III

(8 Periods)

Functions Of Banks - Banker-Customer Relationship - Banker’s Special Relationship - Payment and Collection of cheques and other Negotiable Instruments - Opening of Accounts of various types of Customers Ancillary Services - Principles of Lending, working capital assessment and credit monitoring- Priority sector advances - Agricultural Finance - Micro, small & medium enterprises in India - Government sponsored schemes

Unit – IV

(6 Periods)

Self- Help Groups (SHGs) - Credit cards, Home loans, Personal loans, Consumer loans - Documentation- Different modes of Charging securities - Types of collaterals and their characteristics - Non-Performing Assets Financial Inclusion

Unit – V

(7 Periods)

Banking Technology - Essentials of Bank computerisation - Payment systems and electronic banking - Data communication network and EFT systems - Role of Technology upgradation and its impact on banks - Security considerations

Unit – VI

(8 Periods)

Module D: Support Services – Marketing Of Banking Services/Products - Marketing – An introduction - Consumer behaviour and product - Pricing - Distribution - Channel management - Promotion - Role of direct selling agent/direct marketing agent in a bank - Marketing information systems – A longitudinal analysis Banking Terms - Marketing terms - Information technology

Text Books

1. Bhole, L.M. (1999), Financial Institutions and Markets, Tata Mcgraw Hill Company Ltd., New Delhi.
2. Bhole, L.M. (2000), Indian Financial System, Chugh Publications, Allahabad

Reference Books

1. Johnson, H.J. (1993), Financial Institutions and Markets, Mcgraw Hill, New York
2. Machiraju, M.R. (1999), Indian Financial Systems, Vikas Publishing House, New Delhi.

3. Ohlson, J.A (1987), The Theory of Financial Markets and Institutions, North Holland, Amsterdam

T4 I2- Risk Management

Objective

To engage students in active discovery of risk management principles. Students will be prepared to function in a business environment, developing an awareness of the challenges, the tools, and the process of designing and implementing a risk management program.

(45 Periods)

Unit – I

(8 Periods)

An Overview - Risk definition / policies, Risk process-Risk Organization, Key risks-Credit risk, market risk, operational risk, liquidity risk, legal risk, interest risk and currency risk. Asset liability Management, ALM Concept, ALM organization, ALCO technique/tools, simulation, Gap, Duration analysis, Linear and other statistical methods of control.

Unit – II

(7 Periods)

Risk measurement & Control, calculation, Risk exposure analysis, Risk management/mitigation policy, Risk immunization policy/strategy for fixing exposure limits, Risk management policy and procedure, Risk adjusted return on capital, Capital adequacy norms.

Unit – III

(8 Periods)

Risk management, Capital adequacy norms, prudential norms, Exposure norms, Concept of Mid office, Forwards, Futures, options, Strategies and Arbitrage opportunities, Regulatory prescriptions of risk management.

Unit – IV

(10 Periods)

Credit Risk Management - Introduction, Base-1, Three pillars of Base-11 and Capital for operation risk, Frame work for risk management, RBI guidelines on risk management, Risk rating and risk pricing, Methods for estimating capital requirement, Credit risk-standardized approach, Credit rating/credit scoring and rating system design, credit Bureau, stress test and sensitivity analysis, Internal capital Adequacy Assuagement Process (ICAAP) introduction to structured products.

Unit- V

(7 Periods)

Operational Risk Management - Introduction, Base-1, & 11, RBI guidelines, likely forms of operational risk and causes for significant increase in operational risk, Sound principles of operational risk Management (SPOR), SPOR-organizational set up and keys responsibilities of ORM,SPOR-policy requirement and strategic approach for ORM,SPOR identification, measurement, control/mitigation of operational risks, capital allocation for operational risk, methodology, qualifying criteria for banks for the adoption of the methods, computation of capital charge or operational risk.

Unit – VI

(5 Periods)

Market Risk - Introduction and definition, prescriptions of Basel-1 & 11, liquidity risk, interest rate risk, foreign exchange risk, price risk (Equity risk), commodity risk, Treatment of market risk under Basel , standardized duration method, internal measurement approach-VAR.

Text Books

1. Philippe Jorion (2008), Financial Risk Manager Handbook, Fifth Edition, GARP, Wiley Finance (hereafter, PJ).
2. John Hull (2008), Options, Futures and Other Derivatives, 7th Edition, Prentice Hall

Reference Books

1. Peter Christoffersen (2003), Elements of Financial Risk Management, Academic Press (hereafter, PC).
2. Robert McDonald (2006), Derivatives Markets, 2nd Edition, Addison Wesley. (hereafter, RM).
3. Jonathan Mun (2006) , Modeling Risk: Applying Monte Carlo Simulation, Real Options Analysis, Forecasting, and Optimization Techniques,1st Edition, Wiley. (hereafter JM)

T4I3- Retail Banking

(45 Periods)

Objectives

It aims to build a pool of banking professionals in India, who can help Axis bank achieve new levels of profitability and customer responsiveness

Unit- I

(8 Periods)

Introduction - History and definition, Role within the bank Operations- Applicability of retailing concepts - Distinction between Retail and Corporate/wholesale Banking

Unit – II (10 Periods)

Retail products overview-Customer requirements, products development ProcessLiabilities and assets, Description of assets, Approval process for retail loans, Credit scoring. Important Assets products

Home loans- Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/collection.

Auto/vehicle loans- Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/collection.

Personal Loans-Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments /collection. Educational Loans- Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments.

Credit/Debit cards-Credit Vs Debit cards, Eligibility, Purpose, Amounts, Margins, Security, Process of Using the cards, Billing Cycle, Credit points.

Other Products-Remittances/Funds Transfer

Unit- III (7 Periods)

Marketing/Selling of Retail Products, MIS and Accounting - Retail strategies; Tie-up with Institution For Personal loans/Credit cards/Educational loans, with OEMs/Authorized Dealers for auto/vehicle loans and with builders/developers for home loans

Unit – IV (6 Periods)

Delivery Channels-Branch, Extension counters, ATMs, POS, Internet banking, M banking. Selling process in retail products-Direct selling Agents.

Unit – V (7 periods)

Customer Relationship Management-Role and Impact of Customer relationship management, Stages in Customer Relationship management process. Regulations and compliance technology for Retail banking-Static information, Account opening, Basic loan origination data etc.Updated information like income details at different frequencies, Transaction information from disbursement till final settlement of the loan amount. Analytics/Alerts.

Accounting entries-Loan Process and the relevant accounting including EMI computation

Unit – VI (7 Periods)

Other issues related to retail Banking -Securitization, mortgage based securities. Trends in Retailing-New products like insurance DEMAT services, online/phone Banking, property services, investment advisory/wealth management, Reverse Mortgage. Growth of E-banking, Cross selling opportunities.

Recovery of Retail loans-Defaults, Rescheduling, Recovery process. SARAFESI Act, DRT Act, use of Lok Adalat forum. Recovery Agents- RBI guidelines.

Text Books

1. Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) Emerging Trends in the Banking Sector, Macmillan 2008
- 2 .Retail Banking, Shroff, T.F., Northern Book Centre, Daryaganj, New Delhi

Reference Books

1. Customer Relationship Management, Mohammed, H. Peeru and a Sagadevan (2004). (Vikas Publishing House, Delhi)
2. CRM-Essential Customer Strategies for the 21st Century, Paul Greenberge (2005). (Tata McGraw Hill)
3. Contemporary Business Communication. Biztantra, Scot, O. (2004). New Delhi.

T5S1 PROJECT MANAGEMENT & ENTREPRENEURSHIP

(60 Periods)

Objective

The course has been designed to create an awareness of the need for systematic management of projects. This application-oriented course provides the skill in executing various projects, starting from project identification till project termination. The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own family businesses

Unit I

(6 Periods)

Introduction to 'Project' concept - Strategic Fit of Projects – Corporate Growth and Business Development Project Cycle – Industrial and Agricultural Projects

Unit II

(10 Periods)

Industry Analysis and Project Identification and Formulation Need Analysis – resource surveys - Product Innovation – Research and Development – Formulation and Implementation of Projects - Market Research – Study and Analysis – Technical feasibility – Technology Forecasting- Choice of Technology and Advance of p\Process of Technology – Technology Transfer

Unit III

(10 Periods)

Analysis of Infrastructure – Location- Site Selection - Appraisal of Management and Manpower Requirement - Financial Projection and Appraisal – Risk Analysis – Cost estimation - Cost Benefit Analysis - Social Cost Benefit Analysis

Unit IV

(10 Periods)

Project and Contracts Planning - co-ordination – Project Scheduling and Techniques -Project Management Information

Unit V

(14 Periods)

Entrepreneurial Traits - Types and Significance - Definitions - Characteristics of Entrepreneurial Types - Qualities and Functions of Entrepreneurs - Role and Importance of Entrepreneur in Economic Growth- Competing Theories of Entrepreneurs.

Unit VI

(10 Periods)

Entrepreneurial Development Programme in India- History – Support – Objectives - Stages of Performances - Planning and EDP – Objectives - Target Group - Selection of Centre - pre-training work - Government Policy towards SSI's

Text Books

1. Prasana Chandra, Projects-Planning, analysis, selection, Implementation and review, TMGH, New Delhi
2. Goel, B.B., Project Management, Deep & Deep, New Delhi
3. Desai, A.N. Entrepreneur and Environment, Ashish, New Delhi

Reference Books:

1. David I. Cleland, Project Management, MGH, New York
2. **Kumar, S.A. Entrepreneurship in small Industries, Discovery, New Delhi**
3. **Joy, P.K., Total Project Management, Macmillan, India**

Web Links

1. [Guidelines for Managing Projects](#) from the UK Department for Business, Enterprise and Regulatory Reform (BERR)
2. [APM, PMP, PRINCE2 Project Management Certification Roadmap](#)
3. [Open Source Project Management manual](#)
4. [Project management skills](#)

T5S2 STRATEGIC MANAGEMENT

Objective:

(60 Periods)

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

UNIT I

(10 Periods)

Objectives of Business – Social Responsibility - Social Audit and Business - Social Ethics - Types of Business Policies - Developing Basic Business Purposes and Mission - Basic Economic Purposes - Personal Aims and Values of Top Managers - Missions - Long range objectives - Short range Goals and objectives.

UNIT II

(8 Periods)

Internal Environment - External Environment - Analysis of the Macro Environment & Industry Forecasting the Environment - SWOT Analysis

UNIT III

(10 Periods)

Corporate Level Strategies - Business Unit Strategies - Functional Strategies - Strategy Implementation - Organisation Structure - Leadership Style - Organization Culture.

UNIT IV

(10 Periods)

Strategic Control Process and Performance - Strategic Management and not-for-profit organizations

UNIT V

(6 Periods)

Industrial Sickness – Problems - Causes - Importance of Financial Ratios as healthy indicators of a company - Altman's Z - Score

UNIT VI

(16 Periods)

Five Case Studies with reference to Indian Perspective

Text Books

1. Aazhar Kazmi, Business Policy, TMGH, New Delhi,

2. Budhiraja, S.B and Athreya. M.B cases in Strategic Management, Tata McGraw Hill, New Delhi

Reference Books:

1. Hamel G and Prahalad, C.K. Competing for the Future Boston, Harvard Business School Press
2. Christensen, C. R etc. Business Policy. Text and Cases 6th ed. Homewood, Illinois, Richard, D. Irwin
3. Pearce and Robinson, Formulation, Implementation, and control of competitive Strategy, Irwin Publication
4. Peters, Tom Business School in a Box. New York, Macmillan
5. Ghosh, P.K., Business Policy “Strategic Planning and Management”, Sultanchand,

Web Links

1. [Institute for Strategy and Competitiveness at Harvard Business School](#)
2. [\[1\]- Improving Strategic Management](#)
3. [The Journal of Business Strategies](#)
4. [Strategic Planning Society](#)
5. [The Association of Internal Management Consultants](#)-The nationwide network of Strategic Management and Planning professionals

T5A1 MARKETING OF SERVICES

(45 Periods)

Objective

The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

UNIT I

(5 Periods)

Developing a framework for understanding Services Marketing - Classification of Services on similar Characteristics.

UNIT II

(8 Periods)

Nature of Service - Relationship with Customers - Customerisation and Judgment in Service Delivery - Nature of Demand relative to Supply - Method of Service Delivery - Significance of People based Attributes and/or Facility based attributed of the Service Product – Service Quality Gap (SERVQUAL).

UNIT III

(8 Periods)

Managing Customer Mix - Targeting - Positioning the Service – Service Productivity - 7 P's of Service Marketing

UNIT IV

(8 Periods)

Managing Demand - Demand Supply Interaction - Strategies relating to Demand - Inventory Demand - Flexible Capacities. Modifying Marketing Mix Elements to Manage Demand.

UNIT V

(12 Periods)

Service Business as a System - Service Operations Sub-Systems - Service Delivery Subsystem - Service Marketing Subsystem - Planning, Organization and Implementation of Marketing Effort - Inter functional Conflict between Marketing and Operations - Evaluation of Marketing Effort.

UNIT VI

(4 Periods)

Building Customer Relationship – Relationship Marketing and Retention Strategies.

Text Books

1. Valarie A. Zeithaml, Mary J.O.Bitner, Services Marketing, MGH, New York
2. Helen woodruffe, Services Marketing, Macmillan, New Delhi

Reference Books:

1. Verma, H.V., Marketing of services, ND, Global Business Press
2. Newton M.P.Payne, A The essence of Services Marketing New Delhi Prentice Hall of India
3. Lovelock, Christopher H. Services Marketing Englewood Cliffs, New Jersey, PHI
4. Nargundhar – Service Marketing – TaTa McGraw Hill

Web Links

1. [Shostack, G. Lynne. "Designing Services that Deliver", Harvard Business Review, vol. 62, no. 1 January - February 1984, pp. 133–139](#)
2. Wilson Alan/ Zeithaml, Valerie A./ Bitner, Mary Jo/ Gremler, Dwayne D. (2008): Services Marketing: Integrating Customers Focus Across the Firm, Glasgow, 2008. (p. 203-206)

T5A2 - SALES MANAGEMENT

Objective:

(45 Periods)

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

UNIT I

(8 Periods)

Meaning and Scope of Sales Management – Objectives of Sales Department, Co-coordinating functions of Sales Manager, Sales as a function of Marketing Management - Sales Department - Field organization of Sales Department.

UNIT II

(5 Periods)

Theories of Selling - Process of Selling

UNIT III

(8 Periods)

Formulating Personal Selling Strategy - Personal Selling Objectives - Sales related Marketing Policies - Determining the kind of Sales Personnel - Determining the size of Sales Force - Individualizing Selling Strategies to Customers.

UNIT IV

(8 Periods)

Work Assignment to Sales Personnel - Routing and Scheduling of Sales Force - Objectives of Sales Quotas - Types of Quotas - Quota Setting and Administration – Concept - Objectives and Procedure of setting Sales Territories.

UNIT V

(8 Periods)

Recruitment - Selection and Training of Sales Personnel – Motivation of Sales Force – Maslow's Theory - Herzberg Theory – Theory X and Y - Equity Theory, Vroom's Theory - Compensation of sales Personnel - Sales Meeting and Sales Contests

UNIT VI

(8 Periods)

Controlling of Sales Force - Controlling of Expenses - Sales Budgets - Sales Audit - Use of Market Research in Sales Management.

Text Books

1. Richard R.Still, Edward W. cundiff, Norman A.P.Govoni, Sales Management, PHI, New Delhi
2. Buskirk, R H and Stanton, W.J. Management of sales Force, Homewood Illinois, Richard D. Irwin
3. Dalrymple D. J. Sales Management: Concepts and Cases, John Wiley

4. Tapan Panda, Sunil sahadev - Sales and distribution management - Oxford publication

Reference Books:

1. Rolph E.Anderson, Joseph F.Haor, Jr., Aalan J. Bush, Professional sales Management, MGH, New York
2. Donaldson Bill, Sales Management – Theory and Practice, McMillan, India
3. Thomas R. Wotmba, Holt Rinehart & Winston, Sales Management, New York
4. P. Allen, MacDonald & Evans Sales & Sales Mgt, Ltd, London.
5. Ramachandran , Field Sales Management, Allied Publication, New Delhi

Web Links

1. Strategic Planning." NC Office of State Personnel, n.d. Web. 10 Jul 2011.
<<http://www.performancesolutions.nc.gov/strategicPlanning/index.aspx>>.
2. Spiro, Rosann L., Gregory A. Rich, and William J. Stanton. Management of a Sales Force. 12. New York, NY: McGraw-Hill/Irwin, 2008. 49-51. Print.

T5B1 MERCHANT BANKING

(45 Periods)

Objective

This course is designed to help the students in acquiring necessary knowledge and skills for bringing public issue through merchant bankers

Unit I

(5 Periods)

Introduction – An overview of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges – Functions of Merchant Banking

Unit II

(8 Periods)

Raising Funds from Capital and Money Markets – Issue Pricing – Pricing – Preparation of Prospectus Selection of Bankers – Underwriting Arrangements – Dealing with Bankers to the Issue – Underwriters - Registrars and Brokers – Code of Conduct for Merchant Bankers

Unit III

(8 Periods)

Offer for Sale – Book Building – Green Shoe Option - Private Placement – Bought out Deals – Placement with FIs, MFs , FIIs etc., - Off Shore Issues – Post Issue Activities

Unit – IV

(8 Periods)

Mergers and Acquisition – Credit Rating

Unit – V

(8 Periods)

Leasing and Hire Purchasing – Basics of Leasing and Hire Purchasing – Financial Evaluation – Tax Implications – Marketing of Financial Services

Unit – VI

(8 Periods)

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Development in Factoring and Forfeiting – Venture Capital

Text Books

1. M.Y. Khan – Financial Services – Tata McGraw Hill
2. Bhalla V.K. – Management of Financial Services – Anmol, New Delhi

Reference Books:

1. J.C. Verma – A manual of Merchant Banking Bharath Publishing house, New Delhi
2. H.R. Machiraju - Merchant Banking & Allied Financial Services

Web Links

1. Brunner, Allan D.; Decressin, Jörg; Hardy, Daniel C. L.; Kudela, Beata (2004-06-21). "Germany's Three-Pillar Banking System: Cross-Country Perspectives in Europe". [International Monetary Fund](#). ISBN 1-58906-348-1. ISSN 0251-6365. [Abstract](#)
2. Khambata, Dara (1996). *The practice of multinational banking: macro-policy issues and key international concepts* (2nd ed.). New York: Quorum Books. p. 320. ISBN 978-0-89930-971-2.
3. Commercial Banks directory and guidelines [Commercial Banks](#)

T5 B2 Strategic Cost Management

(45 Periods)

Objective

The subject covers the complex modern industrial organisations within which the various facets of decision-making and controlling operations take place; the subject includes discussion of costing systems and activity based costing, activity management, and implementation issues in modern costing systems.

Unit I (6 Periods)

Concept of Strategic Cost Management- Views of Cooper & Slagmulder, Welfie & Keltyka, Horvath & Brokemper, Porter, Hinter Hurber and Others on Strategic Cost Management.

Unit II (8 Periods)

Concerns and Objectives of Strategic Cost Management -, Traditional Cost Management Vs Strategic Cost Management.

Unit III (8 Periods)

Underlying Themes of Strategic Cost Management – Value Chain Analysis - Strategic Positioning Analysis and Cost Driver Analysis.

Unit IV (8 Periods)

Strategic Cost Analysis- Target Costing- Life Cycle Costing and Kaizen Costing.

Unit V (7 Periods)

Cost Control - Cost Reduction and Cost Management.

Unit VI (8 Periods)

Cost Comparison –Make or Buy - Sell or Process - Retain or Replace - Shut-Down or Continue - Export or Local Sales - Cost based Pricing - Customer based Pricing and Competitor based Pricing.

Text Book

1. Barry J. Briinker, Guide to Cost Management, John Wiley & Sons, New York, 2000

Reference Books

1. Robert S. Kaplan and Anthony A. Atkinson, Advanced Management Accounting, PHI, New Delhi, 1996, 22nd Ed
2. Blocher, Chen, Lin, Cost Management MGH, New York, 1999

Web Links

1. [AACE International \(AACE\)](#)
2. www.uakron.edu/uba/scm/issues.html
3. www.vancechan.com/strategic-cost_management.html
4. <http://www.ism.ws/pubs/ISMMag/099933.htm>

T5D1-TRAINING AND DEVELOPMENT

(45
Periods)

Objectives

1. To enable you understand the concepts, principles and process of training and development and to develop an understanding of how to assess training needs and design training programmes in an Organizational setting

Unit I (5
Periods)

Introduction to Training and Development – Meaning – Objectives – Need – Components of Need Analysis – Training Design – Principles - Process and Models – Determining Training Content – Selecting Training Methods – Evaluation – Follow-up

Unit II (8
Periods)

Training Implementation – Making or Buying Decision – Selecting Outsourcing Agency – Implementation of In-house Programme – Blocking the Dates – Infrastructure and Logistics requirements – Seating Arrangements – Transportation – executing the Programme – Training Evaluation – Meaning – Donald KirkPatrick’s Evaluation Models – Data Collection for Training Evaluation – Designs of Training Evaluation – Focus on better Evaluation

Unit III

(8

Periods)

Selection and Training of Trainers – Trainers Competencies – Technical, Business, Interpersonal and Intellectual Competencies – Training the Trainers – Training Aids – Black or White Board, Flip Charts, Printed Materials, OHP, Videos, Audios, Props, etc., - Legal and Ethical issues in Training and Development – Employee – Employer Relation – Training Days - Duration and Timings – Termination of Training and Compensation – Ethical Issues

Unit IV

(8

Periods)

Methods of Training – Classrooms Methods – Advantages and Limitations – Types of Classrooms – Classroom Learning Methods – Technology based Class Rooms – Outward Bound Methods – Advantages – Process – Types – OBL (Outward Bound Learning) in India

Unit V

(8

Periods)

E-Learning – Meaning – Types – Significance – Process – Advantages and Limitations – Classrooms Learning Vs E-Learning – Blended Learning – On the Job Training (OJT) – Meaning – Allen’s Four Step Model – Kane’s seven Steps Models – Advantages and Limitations of OJT – suitability of OJT – Types of OJT – Effectiveness of OJT

Unit VI

(8

Periods)

Coaching for Performance Improvement – Types of Coaching – Characteristics of Coaching – Benefits of Coaching – Competencies for Successful Coaches – Place for Coaching – Coaching Process – Mentoring – Meaning – Process – Benefits – Phases of Mentoring relationship – Formal Vs Informal Mentoring – Ethical issues in Mentoring – Pitfalls in Mentoring

Text Book

1. G. Pandu Naik, Training and Development, Excel Book

Reference Books:

- 1 . Pandu Naik, Training and Development, Excel Book
2. Tapomoy Deb, Human Resource Development Theory and Practice, Ane Books India, New Delhi
3. A.Landale, Advanced Techniques for Training and Development, Infinity Books, New Delhi

Web Links

1. [Training and Development Agency for Schools](#)
2. <http://dataprovizion.tda.gov.uk/public>
3. [Teacher Training Resource Bank](#)

T5D2 COMPENSATION MANAGEMENT

(45 periods)

Objective

The course is designed to promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies

Unit I (8 Periods)

Compensation: Concept – Factors - Base and Supplementary Compensation - Wage and Salary - Wage Components - Minimum Wage - Fair Wage - Living Wage - Wage Policy in India - Wage Differentials, Wage Theories - Market Theories - Human Capital Theories - Bargaining Theories – Social Theories. Economic and Behavioural Theories.

Unit II (8 Periods)

Job Evaluation- Nature and Importance- Methods - Computer Aided Job Evaluation - Internal and External Equity- Pay Surveys.

Unit III (8 Periods)

Pay Structure-Types - Broad Banding - Performance Linked Compensation - Types of Incentives – Bonus - Profit Sharing - Gain Sharing - Stock Options - Benefits and Allowances- Types - Executive and Shop Floor Level Rewards - Compensating Expatriates and Knowledge Workers.

Unit IV (8 Periods)

Legal Framework of Wage Determination - Welfare Legislations - Tax Planning – Downsizing - VRS, Gratuity – Commutation - Pension Plans - Machinery for Wage Fixation – Wage Boards – Pay Commissions –Statutory Wage Fixation.

Unit V (8 Periods)

Total Reward System - Components of Pay - Pay Structure for Startup Organizations - Pay restructuring in Mergers and Acquisitions, Alliances and Turnarounds - Board Room Pay.

Unit VI
Periods)

(5

Compensation management in public, private and emerging sectors, Emerging Issues in Compensation management-Future trends.

Text Books

- 1 . Michael A. Armstrong and Helen Murlis, Reward Management: A Handbook of Remuneration Strategy and Practice , London Kogan Page.
2. B D Singh, Compensation and Reward Management Excel Books. New Delhi

Reference Books

1. Henderson, Compensation Management in a Knowledge Based World New Pearson Education, New Delhi.
2. Bhattacharya, Compensation Management, Oxford Press.
3. Milkowich, Newman, Compensation, Tata Mcgraw Hill, New Delhi.

Web Links

1. [Bad bonus rules are worse than bad bonuses](#)". *Economist*. Economist. Retrieved 1 December 2014.
2. ["Want to Retain Me? U.S. Workers Say 'Show Me the Money'"](#). Randstad USA. Randstad USA. Retrieved 1 December 2014.
3. ["Bonus time"](#). *The Economist*. The Economist. Retrieved 1 December 2014

T5E1 PRODUCTION PLANNING AND CONTROL

(45

Periods)

Objectives

1. To understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, Inventory Control.
2. To know the recent trends like manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP).

Unit I
Periods)

(8

Objectives and Benefits of Planning and Control-Functions of Production Control-Types of

Production-Job- Batch and Continuous- Meaning and Need for Forecasting – Classification of Forecast – Essentials of Good Forecasting Method

Unit II **(8 Periods)**

Method Study - Basic Procedure –Selection -Recording of Process - Critical Analysis, Development - Implementation - Micro Motion Study - Work Measurement - Techniques of Work Measurement - Time Study - Production Study - Work Sampling - Synthesis from Standard Data - Predetermined Motion Time Standards.

Unit III **(8 Periods)**

Material Planning – Introduction - Factors influencing materials Planning – Techniques in Material Planning – Bill of Materials – Materials Requirement Planning – Past Consumption Analysis Technique – Moving Average Method –Exponential Smoothing – Inventory Control – Other Operation Research Techniques

Unit IV **(7 periods)**

Process Planning – Introduction – Inputs to Process Planning – Factors Influencing Process Planning – steps in Process Planning – Route Sheets – Process Planning in Different Situations – Documents in Process Planning

Unit V **(8 periods)**

Scheduling – Meaning – Need – Inputs of Scheduling – Loading – Meaning and Need – Loading and Scheduling Devices – Gantt Charts – Techniques of Scheduling

Unit VI **(6 periods)**

Dispatching - Introduction – Functions of Dispatching – Dispatching under Different Situations – Documents in Dispatching – Progressing – Meaning – Functions – Documents in progressing

Text Books

1. Martand Telsang, “Industrial Engineering and Production Management”, S.

Chand and Company, First edition, 2000.

Reference Books

1. Samson Eilon, “Elements of production planning and control”, Universal Book Corpn.1984
2. Elwood S.Buffa, and Rakesh K.Sarin, “Modern Production / Operations Management”, 8th Ed. John Wiley and Sons, 2000.
3. K.C.Jain & L.N. Aggarwal, “Production Planning Control and Industrial Management”, Khanna Publishers, 1990.

Web Links

1. [The MRP 2 \(Manufacturing Requirement Planning\)](#)

2. [The Master Production Schedule \(MPS\)](#)

T5E2 TECHNOLOGY MANAGEMENT

(45

Periods)

Objective

The course focuses on different matters of importance related to Technology Management. It discusses various aspects of technological innovation and subsequent diffusion. It also analyses the Technology Management scenario in India.

Unit I (7
Periods)

Technology Management – Introduction – Definitions – Concepts – Main Technologies and their Characteristics – Classification of Technology – Technology Management as an Emerging Discipline.

Unit II (8
Periods)

Technological Environment – Levels of Environment – Factors in Technological Environment – Major Current Developments in Technological Environment

Unit III (8
Periods)

Technology Development and Acquisition – Forecasting – Generation and Development – Technology Strategy – Collaborative Arrangements in Technology Strategies.

Unit IV (8
Periods)

Technology Absorption and Diffusion – Absorption – Assessment – Evaluation – Diffusion

Unit V
Periods)

(7

Selection and Implementation of New Technologies – Automation Decisions

Unit VI
Periods)

(7

Managing New Generation Technologies – Commercializing New and Innovative Technologies – Invention – Innovation – Intellectual Property Rights.

Text Book

1. Managing Technology and Innovation for competitive Advantage – V.K. Narayanan – Pearson Education

Reference Books:

1. Management of New Technologies for Global competitiveness – Christian N. Madu – Jaico Publishing House
2. Handbook of Technology Management – Gaynor – McGraw Hill

Web Links

1. ATMAE.org
2. <http://www.bus.wisc.edu/erdman/> Erdman Center for Operations and Technology Management; [UW-Madison School of Business](http://www.bus.wisc.edu/); Retrieved May 20, 2008
3. <http://www.london.edu/otm.html> London School of Business; [London School of Business](http://www.london.edu/); Retrieved May 22, 2008
4. <http://www.anderson.ucla.edu/x124.xml> UCLA Anderson School of Management; [UCLA Anderson School of Management](http://www.anderson.ucla.edu/); Retrieved May 22, 2008
5. <http://www.bu.edu/om/> Boston University Operations and Technology Management Department; [Boston University](http://www.bu.edu/); Retrieved May 22, 2008

T5F1 INTERNATIONAL TRADE AND FINANCE

(45 Periods)

Objective

1. To gain the conceptual clarity of the theoretical aspects of international trade and finance
2. To incorporate international issues in designing corporate strategies in a fast changing environment.

Unit I

(5 Periods)

International Trade – Meaning and Benefits – Basics of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Basics to International Trade

Unit II

(8 Periods)

International Bank Lending - off-shore financing – Import - Export Financing - International Liquidity – Currency Appreciation Vs Currency Depreciation

Unit III

(12 Periods)

Foreign Exchange Markets – Spot Prices and Forwarded Prices – Factors Influencing Exchange Rates – The Effects of Exchange Rates in Foreign Trade – Tools for Hedging against Exchange Rate Variation – Forward - Future and Currency Option

Unit IV Periods)

(8

Foreign Exchange Management Act Regulations (FEMA)

Unit V

(8 Periods)

Special Need for Finance in International Trade Incoterms – Payment of Terms – Letter of Credit – Pre Shipment and Post Shipment Finance – Financing Methods for Import of Capital Goods

Unit VI

(4 Periods)

Investment Appraisal in the Multinational Corporation – Country Risk Analysis – Management of Interest Rate Exposure

Text Books

1. V.K. Bhalla International Financial Management – New Delhi Anmol

Reference Books:

2. P.G. Apte “International Financial Management” - Tata Mcgraw Hill

3. Vyuptakesh Sharan “International Financial Management” Prentice Hall of India (P) Ltd.,

Web Links

1. [Trade Finance Guide: A Quick Reference for U.S. Exporters](#)", International Trade Administration, U.S. Department of Commerce
2. [Federation of International Trade Associations](#)
3. [AplonTrade: Free sample tool for trade financing with SWIFT message](#)

T5F2-LEGAL DIMENSIONS OF INTERNATIONAL BUSINESS

(45Periods)

Objective

The objective of this paper is to acquaint students with the legal dimensions of international business and enable them to formulate strategies as compatible with laws and treaties governing international business operations.

Unit-I (8 periods)

Legal Framework of International Business - Nature and Complexities - International Conventions and Trade Law - Code and Common Laws and their Implication to Business - International Business Contract - Legal Provisions - Payment Terms - International Sales Agreements - Rights and Duties of Agents and Distributers.

Unit-II (8 periods)

Contract of Enforcement and Dispute Settlement - International Commercial Arbitration and Enforcement of Foreign Awards:

Unit III (8 periods)

Regulatory Frame Work of WTO - Basic Principles and Charter of GATT/WTO - Provisions Relating to preferential Treatment to Developing Countries - Regional Grouping – Subsidies - Technical Standards - Antidumping Duties and other NTBs - Customs Valuation - Dispute Settlement - Implication of WTO to important sector- GATS, TRIP and TRIMs.

Unit IV
periods)

(8

Regulations and Treaties relating to Licensing – Franchising - Joint Ventures - Patents and Trade Marks- Technology Transfer and Telecommunications - Restriction on Trade in Endangered Species and other Commodities as based on International Conventions - Taxations Treaties.

Unit V
periods)

(6

Regulatory Framework Relating to Electronic Commerce.

Unit VI
(7periods)

India Laws and Regulations Governing International Business Transactions- RERA/FEMA, Taxation of Foreign Income - Foreign Investment - Setting up Offices and Branches Abroad - Competition Law - National and International Dimensions - Consumer Law - National and International Dimensions

Text Books

1. Bansal. A.K., Law of Commercial Arbitration, Universal Law House, Delhi.
2. Chuah.J, International Trade Law: Questions and Answer Series, Cavendish, London.
3. Chuah.J.C.T., Law of International Trade. Sweet and Maxwell. London.

Reference Books

1. Indian Council of Arbitration case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi
2. Jain.R ., Foreign Exchange Management Law and Practice, Vidhi, New Delhi, 2000.
3. Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International , London.

Web Links

- 1.[International Competition Network](#)
2. [Global Competition Forum](#)
3. [Global Competition Policy](#)
4. [OECD Competition Home Page](#)

T5G1-RURAL MARKETING

(45 Periods)

Objective

To objective of this course is to develop understanding regarding the opportunities which are available for marketing in rural areas by understanding the marketing environment, consumer behaviour, distribution channels, marketing strategies, and issues related.

UNIT I (8 Periods)

Concept and Scope of Rural Marketing - Nature and Characteristics of Rural Markets - Potential of Rural Markets in India - Rural Communication and Distribution.

UNIT II (7 Periods)

Environmental Factors - Socio-Cultural – Economic – Demographic -Technological and Other Environmental Factors affecting Rural Marketing.

UNIT III (8 Periods)

Rural Consumer's Behaviour - Behavior of Rural Consumers and Farmers - Buyer Characteristics and Buying Behaviour - Rural v/s Urban Markets - Customer Relationship Management - Rural Market Research.

UNIT IV (7 Periods)

Rural Marketing Strategy - Marketing of Consumer Durable and Non-Durable Goods and Services in the Rural Markets with special reference to Product Planning - Product Mix,

UNIT V (7 Periods)

Pricing – Objective - Pricing Policy and Pricing Strategy - Distribution Strategy.

UNIT VI (8 Periods)

Promotion and Communication Strategy - Media Planning - Planning of Distribution Channels and Organizing Personal Selling in Rural Market in India - Innovation in Rural Marketing.

Text Books

1. Krishnamacharyulu C & Ramakrishan L. 2002. Rural Marketing. Pearson Edu. Ramaswamy VS & Nanakumari S. 2006. Marketing Management. 3rd Ed. MacMillan Publ

Reference Books

1. Singh AK & Pandey S. 2005. Rural Marketing. New Age.
2. Singh Sukhpal. 2004. Rural Marketing. Vikas Publ. House.

Web Links

1. <http://www.iirm.ac.in/>
2. <http://www.iirm.ac.in/>

T5G2-AGRI SUPPLY CHAIN MANAGEMENT

(45 Periods)

Objective

The course introduces the students the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

Unit I (10 Periods)

Supply Chain - Changing Business Environment - SCM: Present Need - Conceptual Model of Supply Chain Management - Evolution of SCM - SCM Approach - Traditional Agri. Supply Chain Management Approach - Modern Supply Chain Management Approach - Elements in SCM.

Unit II (8

Periods)

Demand Management in Supply Chain - Types of Demand - Demand Planning and Forecasting; Operations Management in Supply Chain - Basic Principles of Manufacturing Management.

**Unit III (7
Periods)**

Procurement Management in Agri. Supply chain - Purchasing Cycle - Types of Purchases Contract/Corporate Farming - Classification of Purchases Goods or Services - Traditional Inventory Management - Material Requirements Planning - Just in Time (JIT) - Vendor Managed Inventory (VMI).

**Unit IV (7
Periods)**

Logistics Management - History and Evolution of Logistics - Elements of Logistics - Management; Distribution Management - Distribution Strategies - Pool Distribution - Transportation Management; Fleet Management - Service Innovation;

**Unit V (6
Periods)**

Warehousing - Packaging for Logistics - Third-Party Logistics (TPL/3PL) - GPS Technology.

**Unit VI (7
Periods)**

Concept of Information Technology - IT Application in SCM - Advanced Planning and Scheduling- SCM in Electronic Business - Role of Knowledge in SCM - Performance Measurement and Controls in Agri. Supply Chain Management –Benchmarking – Introduction - Concept and Forms of Benchmarking.

Text Book

1. Altekar RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India.

Reference Books

1. Monczka R, Trent R & Handfield R. 2002. Purchasing and Supply Chain Management. Thomson Asia.
2. Van Weele AJ. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House.

Web Links

1. [Glossary of supply chain standards](#)
2. [Supply Chain and Logistics Terms and Glossary](#)
3. [EcoTransIT](#) - Calculation of energy consumption and emission data of supply chains

T5H1Sports Marketing

(45 Periods)

Objective

This course is meant to cover three basic components of sports marketing: (1) the use of sports as a marketing tool for other products; (2) the marketing of sports products; and (3) the emerging considerations relevant for both marketing through and the marketing of sports.

Unit I

(7 Periods)

Sports Marketing- Definition - Marketing Myopia in Sport - Uniqueness of Sports Marketing – Model of Sports Industry- Implementation of Sports marketing Programme

Unit II

(10 Periods)

Perspective in Sports Consumer Behavior- Environment Factors- Individual Factors- Decision Making for Sports Involvement- Role of Research in Sports Marketing- Types of Primary Market Research- Common Problems In Sports Marketing Research

Unit III

(8 Periods)

Sports Product - Its Core and Extensions - Key Issues in Sports Product Strategy- Managing Sports Brands- Benefits and Development of Brand equity - Sales - Definition- Typical Sales Approaches used in Sports - Selling Sports to the Community.

Unit IV

(8 Periods)

Pricing Strategies: The Basics of Pricing- Core Issues- Special Pricing Factors- Advertising Media for Sport-Promotional Concepts-, Practices and Components- Sponsorship-: Definition- Growth of Sponsorship- Evaluating and Ensuring Sponsorship Effectiveness- Selling the Sponsorship –Ethical Issues.

Unit V

(5 Periods)

Place / Product Distribution: Placing core products and their extensions- The facility- Marketing Channels-Product Place Matrix- Electronic Media Landscape

Unit VI

(7 Periods)

Media Impact on Sport Public Relations - Integrated Sales - Promotion, Sponsorship, Media and Community Relations - Cross Impacts among the Five P's- The Legal aspects of Sports Marketing.

Reference Book

Bernard J Mullin, Stephan Hardy, William A Sutton, Sport Marketing Human Athletics

Web Links

1. <http://www.jeffbullas.com/2011/09/21/11-new-twitter-facts-figures-and-growth-statistics-plus-infographic/>
2. <http://www.brafton.com/blog/four-winning-sports-social-media-marketing-campaigns-you-can-learn-from>

T5H2 Fitness and Wellness Management

Objective

1. Identify and appraise the content of appropriate health information, services and products.
2. Assess health behaviors related to fitness, nutrition, relationships, substance use and abuse, and the environment.

(45 Periods)

Unit I

(10 Periods)

Definition and Meaning of Physical Fitness- Brief Historical Reference of Exercise and Physical Fitness- Future Challenges- Strategies for increasing Physical Fitness in India- Values of Physical Fitness Components of Health Related Physical Fitness and Athletic related Physical Fitness-

Factors Influencing Fitness- Definition and Components of Wellness- Relationship between Fitness, Health and Wellness.

Unit II

(7 Periods)

Factors Influencing Fitness (Age, Sex, Climate, Diet, Exercise and Training) - Types of Exercise used in Fitness (Aerobic, Anaerobic, Isometric, Stretching, Agility and Balancing) – The Acute and Chronic effects of Physical Activity on Various System of the Body - Health Benefits of Physical Activity- Assessment of Cardio – Respiratory Fitness, Muscular –Skeletal Fitness, Flexibility and Body Composition.

Unit III

(7 Periods)

Prescription for Aerobic Exercise- Modes of Acrobats Exercise- Implementing an Aerobic Fitness Programme- Principle of Cardiovascular Exercise prescription- Aerobic Exercise Programmes (Walk-Jog-Run) Aerobic Dancing - Rope Jumping- Treadmill Running- Jogging in Place- Stair Climbing- Stationary Bicycling

Unit IV

(8 Periods)

Prescription for Flexibility- Principles of Flexibility Exercise- Types of Flexibility and Methods of Training- Flexibility Exercise for the Low Back - Round Shoulders – Joggers - Runners and various Muscles of Upper and Lower Extremities.

Unit V

(8 Periods)

Resistance Training- Meaning- Benefits of Resistance Training- Terminologies used in Resistance Training- Sets, Resistance (load), Repetitions Maximum- Principles of Exercise Prescription the Threshold- Over Load specificity Reversibility

Unit – VI

(5 Periods)

Progression- Warm-up – Cool- down- Types of Exercise programme- Stamina, Suppleness and Strength- Exercise programming for Resistance Training- Forms of Resistance Training- Constant Resistance- Variable Resistance- Accommodating Resistance- Isotonic Training- Isometric Training- ISO kinetic Training

Text Books

1. Williams H Melvin (1995), Life Time fitness and wellness, Brown Publications
2. Introduction to Physical Education Fitness and Sport, Mayfield Publications Company, Mountain View , California

Reference Books

1. Batman P and Van capelle M (1995) The Exercise Guide to Resistance Training, FITAU Publication , Australia
2. Uppai A K (2004), Physical Fitness and Wellness, New Delhi, Friends Publications.

Web Links

1. <http://www.healthylivingmagazine.us>
2. <http://www.lsfptmagazine.co.uk>