

(Abstract)

M.B.A Programme under Choice Based Credit Semester System in Schools/ Departments - Revised Scheme, Syllabus & Model question papers - Implemented with effect from 2015 Admission - Orders Issued.

ACADEMIC 'C' SECTION

No.Acad/C1/466/2016

Civil Station P.O, Dated, 25 -01-2016

- Read:..
1. U.O.No.Acad/C3/2049/2009 dated 11/10/2010
 2. U.O.No.Acad/C3/2049/2009 dated 05/04/2011
 3. Meeting of the Department Council held on 31/12/13
 4. U.O.No.Acad/C1/466/2016 dtd,18/01/2016
 5. Meeting of the Syndicate Sub-Committee held on 16/01/2015
 6. Meeting of the Curriculam Committee held on 10/04/2015
 7. U.O.No.Acad/C4/14536/2014 dated 29/05/2015
 8. Letter from the HoD, Department of Management Studies .

ORDER

1.The Regulations for P.G. Programmes under Choice Based Credit Semester System were implemented in the Schools/Departments of the University with effect from 2010 admissions as per paper read (1) above and certain modifications were effected to the same vide paper read (2).

2. The Department Council vide paper read (3) above has approved the Scheme, Syllabus & Model Question Papers for MBA Programme under Choice Based Credit Semester System for implementation w.e.f. 2014 admission and the same was implemented in the University vide paper read (4) above.

3.The meeting of the Syndicate Sub- Committee recommended to revise the Scheme, Syllabi & Model Question Papers of all the University Schools/ Departments under Choice Based Credit Semester System (CCSS) w.e.f. 2015 admission vide paper read (5) above.

4. As per the paper read (6) above, the meeting of the Curriculam Committee recommended certain modifications/ additions to the Regulations for PG Programmes under Choice Based Credit Semester System and the Regulations were modified in the University w.e.f. 2015 admission vide paper read (7).

5. The HoD, Dept.of Management Studies, vide paper read (8) above, has forwarded the Scheme, Syllabus & Model Question Papers for MBA Programme stating that the syllabus implemented for 2014 admission is applicable for 2015 & 2016 admission also.

6.The Vice Chancellor after considering the matter in detail and in exercise of the powers of the Academic Council conferred under section 11 (1) of Kannur University Act 1996 and all other enabling provisions read together with has accorded sanction to implement the Scheme, Syllabus and Model Question Papers for MBA Programme under Choice Based Credit Semester System offered in the University Department with effect from 2015 admission subject to report before the Academic Council.

Handwritten signature
22/01/16

(PTO)

7. Orders are, therefore, issued accordingly.

8. The revised Scheme, Syllabus and Model Question Papers of MBA Programme effective from 2015 admission are appended.

Sd/-
JOINT REGISTRAR (Academic)
For REGISTRAR

To

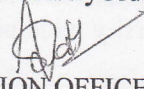
The HoD
Dept.of Management Studies ,K.U.Palayad Campus


Copy to:

- 1.The Examination Branch (through PA to CE).
- 2.The Computer Programmer (For uploading in the Website)
- 3.SF/DF/FC



Forwarded/ByOrder


SECTION OFFICER


27/01/16

For more details; log on www.kannur university .ac.in

(U.O.No.Acad/C1/466/2016 dtd,25-01-16)



KANNUR UNIVERSITY
SCHOOL OF COMMERCE AND MANAGEMENT STUDIES
DEPARTMENT OF MANAGEMENT STUDIES
MBA CHOICE BASED CREDIT AND SEMESTER SYSTEM (CCSS)
Effective from 2015 BATCH ONWARDS

COURSE STRUCTURE AND PEDAGOGY

FIRST SEMESTER

Course Code	paper	Core(C) /Elective (E)	Credits	Marks		
				ESE	CE	Total
CMS 1C001	Managerial Economics	C	3	60	40	100
CMS 1C002	Managerial Accounting	C	3	60	40	100
CMS 1C003	Quantitative Methods	C	3	60	40	100
CMS 1C004	Managerial Communication	C	3	60	40	100
CMS 1C005	Management Principles	C	3	60	40	100
CMS 1C006	Indian Business Environment	C	3	60	40	100
CMS 1C007	Information Technology for Managers	C	3	60	40	100
	Managerial Skill Development	C (4hrs/week	–	–	–	–
	Total		21	420	280	700

SECOND SEMESTER

Course Code	Paper	Core (C) /Elective (E)	Credits	Marks		
				ESE	CE	Total
CMS 2C008	Management Science	C	3	60	40	100
CMS 2C009	Organisational Behaviour	C	3	60	40	100
CMS 2C010	Human Resources Management	C	3	60	40	100
CMS 2C011	Marketing Management	C	3	60	40	100
CMS 2C012	Financial Management	C	3	60	40	100
CMS 2C 013	Research Methodology	C	3	60	40	100
CMS 2C014	Production And Operations Management	C	3	60	40	100
	Managerial Skill Development	C(4 hrs/week)	–	–	–	–
	Total		21	420	280	700

THIRD SEMESTER

Course Code	Paper	Core (C) /Elective (E)	Credits	Marks		
				ESE	CE	Total
CMS 3 C015	Summer Project	C	3	60	40	100
CMS 3C016	Indian Management Ethos & Business Ethics	C	3	60	40	100
CMS 3C017	Management Information Systems	C	3	60	40	100
CMS 3C018	Business Law	C	3	60	40	100
CMS 3 E	Elective I	E	3	60	40	100
CMS 3 E	Elective II	E	3	60	40	100
CMS 3E	Elective III	E	3	60	40	100
CMS 3E	Elective IV	E	3	60	40	100
	Total		24	480	320	800

FOURTH SEMESTER

Course Code	Paper	Core (C) /Elective (E)	Credits	Marks		
				ESE	CE	Total
CMS 4C019	Strategic Management	C	3	60	40	100
CMS 4C020	Entrepreneurship & Project Management	C	3	60	40	100
CMS 4E	Elective V	E	3	60	40	100
CMS 4E	Elective V1	E	3	60	40	100
CMS 4E	Elective VII	E	3	60	40	100
CMS 4E	Elective VIII	E	3	60	40	100
CMS 4C021	Project Report	C	3	60	40	100
CMS 4C022	Viva Voce	C	3	60	40	100
	Total		24	480	320	800

CMS 1 C001 MANAGERIAL ECONOMICS

Objective - To impart a basic knowledge of the concepts and tools of economic analysis as relevant for managerial decision making and to provide an understanding of the aggregate economic system within which a firm operates.

Pedagogy - Lectures, Assignments, Practical exercise, Case Discussion and seminars

Examination - 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.

Workload - 4 hours per week

Credits - 3

Course Outline -

1. Nature and significance of Managerial Economics- fundamental concepts & technique of Managerial decision-making - application of economic theories in decision making.
2. Demand Analysis- - Meaning of demand - determinants of demand - types of demand - law of demand - elasticity of demand - demand forecasting - methods of forecasting demand - essentials of good forecasting-
3. Supply Analysis- Supply Curves- Factors affecting Supply- Elasticity of supply.
4. Production Analysis- - production function - laws of production – economies of scale - laws of returns and business decision.
5. Cost Analysis- - Various concepts of costs - cost output relationship - Application of marginal costing in business decisions - cost control and cost reduction.
6. Pricing- price determination under perfect competition – under monopoly – under monopolistic competition - under oligopoly - pricing policies and practices - pricing of a new product.
7. Profit Analysis- -Nature of Profit- Theories of profit – Rent theory- Marginal Productivity theory- dynamic Theory- Innovation Theory- Risk & uncertainty Theory-policies of profits- profit measurement
8. National Income Analysis- Basic concepts- Measurement of National Income Components of National Income- Managerial uses of National Income concepts

References-

- | | |
|---------------------------------|-------------------------|
| 1. DN Dwivedi | - Managerial Economics |
| 2. Varshney and Maheshwari | - Managerial Economics. |
| 3. Lija J Truett, Dale B Truett | - Managerial Economics |
| 4. Dominick Salvatore | - Managerial Economics |
| 5. Mote, Paul & Gupta | - Managerial Economics |
| 6. Chopra, O P | - Managerial Economics |
| 7. Adhikary , M. | - Business Economics |
| 8. Mankar and Dinakar | - Business Economics. |
| 9. Roger A Arnold | - Macro Economics |

CMS 1C002 MANAGERIAL ACCOUNTING

Objective	- To acquaint students with the accounting concepts, tools and techniques for managerial decision making
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and seminars
Examination	- 3 hours written exam- 60 marks & Continuous Assessment 40 marks – Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

Part A- Financial Accounting

1. Overview of financial accounting - Generally Accepted Accounting Principles (GAAP) - concepts- principles- and conventions of accounting.
2. Accounting Mechanics- Basic records - ledgers - day books - cash books.
3. Preparation of financial statements of sole trader and company - trial balance- profit and loss accounts - various adjustments in Balance sheet.
4. Depreciation Accounting- Concept of depreciation - straight line and diminishing value methods - tax implication of depreciation.
5. Company Accounts- Issue of shares & debentures - accounting for issue- forfeiture and reissue of shares - Guidelines for issue of shares at par, discount & premium.
6. Preparation of company final accounts- Legal requirements for preparation of financial statements of limited companies.

PART B- Cost Accounting

7. Gathering cost data - classification of costs - types - preparation of cost sheets.
8. Methods of Costing- Job costing- contract costing- process costing- equivalent units and inter process profits - treatment of normal and abnormal gains.

PART C- Management Accounting

9. Introduction to Management Accounting - Objectives- utility and limitations of management accounting
10. Capital structure and Dividend Decisions- Cost of Capital and Factors determining the capital structure. Factors affecting the dividend decisions (study of theories of capital structure and dividends is not expected)

References-

1. R.L. Gupta & Radhaswamy -Advanced Accounting
2. Shukla & Grewel -Advanced Accounting
3. N.K. Prasad -Principles and Practice of Cost Accounting
4. Chakravorthy -Advanced Accountancy
5. Jain & Narang -Advanced cost Accounting
6. Bhattacharya & Deardon -Accounting for Management
7. Prasanna Chandra - Financial management - Theory & Practice
8. Van Horne -Financial Management & policy
9. M Y Khan & Jain - Financial management Text & problems
10. S.N Maheshwari -Corporate Accounting for Managers

CMS 1C003 QUANTITATIVE METHODS

Objectives	- To acquaint students with the basic tools for analysing data and to teach the application of Mathematical and Statistical concepts in Management.
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Matrices & Determinations- Types of matrices- Matrix Operations- Addition-Subtraction- Multiplication- Transpose and Inverse of a Matrix- Adjoint of a Matrix- Properties of Matrices- Determinant of a Matrix- Cramers's Rule. Solution to Simultaneous Equations using Matrices and Determinants- Business Applications.
2. Variables & Functions- Meaning- Types of Functions- Solution of Functions & Managerial Applications.
3. Differential calculus- The concept of derivatives-derivative of a function- derivatives of linear and quadratic equations. Derivative of a product of two functions & applications to Management and Economics. Successive differentiation- partial differentiation- determination of maxima and minima optimization problems in business.
4. Integral Calculus – Integration - Rules of integration - some standard results in integration- integration by substitution -Integration by parts- applications to business problems.
5. Introduction to Statistics- Importance of data collection and tabulation of data- diagrammatic representation of data - pie charts- bar charts etc.
6. Measures of central tendency- Mean- median- mode- geometric mean- harmonic mean- quartiles- deciles and percentiles and their uses.
7. Measures of dispersion- Mean deviation- Quartile deviation- Standard deviation- Co-efficient of variation and applications.
8. Correlation analysis- Significance of correlation- correlation of two variables- properties- rank correlation co-efficient- co-efficient of determination - correlation co-efficient for bi-variate frequency distribution.
9. Regression Analysis- Significance of regression- linear regression of two variables - the line of best fit and the errors involved in estimation. - Regression lines for predicting values. Business applications of regression analysis.
10. Probability and Probability Distribution. Sample space -Probability of an event independence- Bayes Theorem- Probability density functions - Binomial Distribution- Poisson Distribution & Normal Distribution.
11. Sampling theory- Types of Sampling- concept of standard error - significance of Hypothesis testing- t test- F test- Z test and Chi square test. Analysis of variance- one way and two way classifications –Managerial Applications

References-

1. Levin , Berenson and Stephen -Statistics for managers
2. Levin & Rubin - Statistics for Management
3. Sanchethi & Kapoor -Statistics
4. Barenson and Levene - Basic Business Statistics.
5. S. P Gupta - Statistical Methods.
6. Raghavachary - Mathematics for Management.

CMS 1C004 MANAGERIAL COMMUNICATION

Objective	-To equip the students with the necessary skill and techniques of Communication to make them successful in performance. The course also aims to sharpen the oral, written and interpersonal communication skills of the students
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. Principles of communication – Types of communication – Methods and media of communication – Process of communication – Barriers to communication – Strategies for improving communication effectiveness.
2. Managerial Communication –Need for organizational communication -Principles of effective organizational communication – Causes of poor organizational communication – Types of organizational communication- Communication for inter personal influences – effective leadership communication – Crisis management and communication- Cross culture communication
3. Verbal and non-verbal communication in business –Public Speaking skills-structure and styles of speeches- public meeting – board meeting –business presentations – role of audio visual aids and computers in oral presentations- interviewing- art of negotiation- Listening skills – Mannerisms – Body language
4. Written communication –structures and methods of written communication – Sales letters- memoranda – Directives and instructions – Notices – Reports – Memos – Agenda – Proposals – Minutes – Professional papers – Agreement documents – Press releases –Good will messages –bad news messages- preparation of resumes

References-

1. Jasmin, S & Bright, JS - Business letter writing
2. Carrad, HL - English & commercial correspondence
3. Herta A, Murphy & Charles E Pick - Effective business communication
4. William M Chute & Erwin - Communication in business & industry
5. A. Ashley - A handbook of commercial correspondence
6. Guffy Mary Elenn - Business Communication
7. Thill John V. - Business Communication
8. Ronald B Adler - Communicationg at work
9. Lesikar John - Business Communication

CMS 1C005 MANAGEMENT PRINCIPLES

Objective - To acquaint the students with the evolution of management discipline and its implication on modern industry and business. It also aims at imparting various managerial skills to tackle the problems of an organization in an effective manner.

Pedagogy - Lectures, Assignments, Case Discussion and seminars

Examination - 3 hours written exam- 60 marks & Continuous Assessment 40 marks
Total 100 marks.

Workload - 4 hours per week

Credits - 3

Course Outline-

1. Meaning and definitions of Management – Historical development – elements – Approaches to Management - Processes and functions of management – Social responsibilities of management.
2. Schools of Management thoughts – Classical theory- Neo classical theory - Systems theory – Contingency theory
3. Planning and decision making-objectives - concepts and principles – Elements- techniques- processes – Types of plans– Implementation - MBO
4. Organizing –nature - purpose-principles- - Line, staff and lateral relations – departmentation- Delegation – Centralization & decentralisation - Levels of authority – Span of control – Traditional and modern organizational structures –
5. Staffing- Selection & Recruitment- performance appraisal - Training & Development
6. Directing and leading – Basic concepts and techniques – Motivation - leadership processes and approaches
6. Communication - Importance – Types – Barriers to effective communication – techniques to overcome barriers -
7. Control & Coordination –concepts – Elements – Processes and techniques.

References -

1. Koontz & O Donnel - Management – A Systems Approach.
2. Stoner J - Management.
3. Peter Drucker - Managing for the future.
4. Joseph .L. Massie - Essential of Management
5. Louis Allen - Management and organization
6. Harold Koontz & Heinz Weirich - Essentials of Management
7. Griffin - Principles of Management.

CMS 1C006 INDIAN BUSINESS ENVIRONMENT

Objective	- This course aims to provide a broad overview of the changing Indian business environment with related issues. The course outlines the Indian environment including social, economic and cultural environment within which a business firm has to operate. It further helps the students to understand the intervention of the government in business and its policies that have a direct impact on business.
Pedagogy	-Lectures, Assignments, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Business Environment- Concept- significance- environmental factors- relationship between business and environment – business planning and environment.
2. Economic Environment - Patterns of Indian economy- characteristics of Mixed economy- sectors of economy and their relative importance- economic planning- growth with justice- rural development- implications of economic environment to business.
3. Social and Cultural Environment - Indian social structure- caste and family systems- religions- customs- culture- transitions – demographic changes- savings and consumption habits- Business implications.
4. Technological Environment- Technological changes – R & D in India – implications to business.
5. State policies and GATT- Theory of Government intervention in Business – Nature of government intervention in India – recent trends-state policies affecting business – GATT -Trade related investment measures- Trade in Services- Introduction to Law of Patents- Copyright and Trademarks.
6. Economic Legislations- Central excise and sales tax – meaning and scope of excise duty, basis for the levy of central excise, permissible deductions & exemptions, VAT- basis for levy of central sales tax- inter-state sale- penalties under sales tax. Income Tax – An overview.
7. Indian Money and Capital Market – Characteristics- An overview of SEBI & its functions –. NBFC's.
8. Institutional structure and Finance- Term Finance and Working Capital - Constitution of India – Fundamentals Rights and Duties- Rights under the Constitution (with special reference to business cases)

References-

- | | |
|-------------------------------|---|
| 1. Cherunilam - | Business Environment. |
| 2. Datta R and Sundaram KPM - | Indian Economy. |
| 3. Sivavya and Das - | Indian Industrial Economy. |
| 4. Sharma TR and Chanhall - | Indian Industries. |
| 5. Surinder P Pruthi - | Economic and Managerial Environment. |
| 6. Adhikary - | Economic Environment of Business. |
| 7. Colo AH - | Business Enterprises in Social setting. |
| 8. Sen AK - | A Handbook of Commercial Law. |

CMS 1C007 INFORMATION TECHNOLOGY FOR MANAGERS.

Objectives - This course aims at familiarizing the students with different technologies used in information gathering, storage, processing, transfer and communication. The course also intends to familiarise the students with innovations in the area of internet and Internet enabled services

Pedagogy - Lectures, Assignments, Lab work and Seminars

Examination - 3 hours written exam- 60 marks & Continuous Assessment 40 marks ,
Total 100 marks.

Workload - 4 hours per week

Credits - 3

Course Outline -

1. Fundamentals of computers- Evolution of Computing Machines- Input/Output devices- Microprocessors- binary number system- generation of computers and programming languages – Algorithms and Flowcharting – Branching and looping algorithms – Hardware and Software- Classification of software – Operating systems (including salient features of DOS, Windows and Linux). PC Architecture - Commonly used PC software for word processing- spreadsheet - database applications and mathematical statistical analysis of data.
2. Networking of computers. LAN, WAN, MAN, VAN, Enterprise – wide networks, Internet technologies- E-mail, Electronic payment systems- Electronic Fund Transfer (EFT) and Electronic Data Inerchange (EDI)- Websites and design principles their uses- WAP- Bluetooth- VPN- Client/Server applications using PCs- E-commerce and M-commerce
3. The Internet and its Basic Concepts- Internet – introduction- evaluation, and development in India and the world- The technological foundation of the Internet- Distributed Computing- Client-Server computing- Internet Protocol Suite- Application of Distributed Computing- Internet protocol Suite in the Internet environment- Domain Name System (DNS) Domain Name Service (DNS)- Generic top-level domain (GTLD) Country code top-level domain(CCTLD) in India- Allocation of second-level domains- IP Addresses- Internet Protocol- Applications of Internet in business, education, governance etc.
4. Exploring World Wide Web- Exploring the World Wide Web- Architecture of World Wide Web- Hyperlink- Hypertext Mark-up Language (HTML)- Hypertext Transfer Protocol (HTTP) Address- URL- Working of WWW- Web Standards- Introduction to HTML- HTML Versions- Naming Scheme for HTML Documents- HTML Editor- Explanation of the Structure of the homepage- Elements in HTML Documents- XHTML- CSS- Extensible Style sheet Language (SXL)- Tips for designing web pages.
5. Security of Data/Information- Security- Network Security- PINA Factor (Privacy- Integrity- Non-Repudiation- Authentication)- SSL- Encryption- Digital Signature- Digital Certificate- Server Security- Firewall- Password- Biometrics- Payment Security- Virus Protection- Hacking.

6. Web Browsing and Search Engines- Browsers- Basic Functions of Web Browsers- Browsers with advanced facility- Internet Explorer- Netscape navigator/Communicator- Directory- General features of the search engines- Different Search- engine- Approaches to website selection- Major Search Engines- Specialized search engines- Popular search engines/directories- Guidelines for effective searching- A general Approach to searching.
7. Database Systems & Design- Overview of Database Management- Storage and file organization- Index structure entity-relationship model- An architecture of database system- Relational model- Relational operators- Functional dependencies & normalization- SQL- A relational database language transaction processing concepts- Concurrency control.
8. Data Warehousing and Data Mining - Recovery system- Database security/ authorization- Distributed database- Object oriented database- Network model- Hierarchical model- Data warehouse- Environment & design- Data warehousing & technology- Web-enabled data warehouse- Data Mining - tools for Data mining- Software for Data Mining.

References-

1. Bajaj Kamlesh K. and Nag Debjani- E-Commerce- The Cutting Edge of Business
2. Douglas E.Comer - Computer Networks and Internets.
3. Tanenbaum A S - Computer Networks.
4. Deepak Bharihoke - Fundamentals of Information Technology
5. Desai Bipin - An Introduction to Database System
6. U.K. Jain - Computer Fundamentals
7. Agarwala Kamlesh. N & Agarwala Deeksha - Business on the Net- Introduction to E-Commerce
8. Agarwala Kamlesh. N & Prateek Amar Agarwala - WAP The Net- An Introduction to Wireless Application Protocol

CMS 2C008 MANAGEMENT SCIENCE

Objective	- The course gives an exposure to the most widely used quantitative techniques in modern management decision making. The learning is expected to enable the participants to develop and employ optimization models appropriately in realistic but complex business situations.
Pedagogy	- Lectures, Assignments, Field work , Case Discussion, and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. Introduction to Management Science (Operations Research) – Decision making through Operation Research – Significance of Operation Research – Definition – Models – Modelling in O.R – General methods for solving O.R. models – Application and scope of O.R. –limitations of O.R.– Basic O.R. models.
2. Programming Techniques – Linear Programming and Applications – Graphical methods – Simplex methods- maximisation and minimisation problems- problems involving artificial variable – Concepts of duality – Sensitivity Analysis.
3. Transportation Problem – North west corner method (NWCM) – Least cost method (LCM) – Vogel’s Approximation Method (VAM) – MODI Method –Stepping Stone Method - Degeneracy in Transportation Problem.
4. Assignment Problem – Solution to Assignment Problems – Hungarian method.- Unbalanced Problems.
5. Decision Theory – Steps in Decision Theory approach – Types of decision-making environment – Decision making under certainty, risk and uncertainty – Decision criteria – revision of probability – Decision trees - Game theory – Solution methods for Games-Use of Dominance-Linear Programming approach.
6. Inventory and waiting line methods – Inventory control – Deterministic models – Probabilistic models – Queuing Models – Simulation – Monte-Carlo simulation
7. Network Analysis – PERT/CPM – Evolution of PERT/CPM – Drawing a Network – Finding the critical path and floats – Concepts of critical path – Computation of earliest and latest events times – PERT analysis – Crashing of Networks

References-

1. Gupta M.P. & J.K. Sharma - Operation research for management.
2. Fatryckey W.J., P.M. Ghare & P.E. Torgessen - Applied operations research and Management sciences.
3. Ecker J.G. and M. Kupfer schmid - Introduction to operation research.
4. Banerjee B - Operation Research – Techniques for Management
5. Robert J Thierauf - An Introductory Approach to Operations Research
6. N.L. Enrick - Management Operations Research
7. Pannerselvam - Operations Research
8. Kalavathy - Operations Research

CMS 2C009 ORGANISATIONAL BEHAVIOUR

Objective	- To familiarise the students with the basic concepts of an organisation and to enhance the understanding of the interaction between the individual and the organisation. The course also intends to develop a perspective to diagnose and effectively deal with the issues of human behaviour in organisations.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment - 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Organizational behaviour – Meaning-Contributing disciplines to the OB field – Why managers require a knowledge of OB – Need for a contingency approach to the study of OB – Emerging challenges and opportunities for OB – The organization as a system – System approach to organizational behavior – Managerial functions – The organization and people.
2. Basic psychological processes – Perception – Factors influencing perception – Attribution theory – Specific applications in organizations – Learning – Theories of learning – implications for performance and satisfaction – Basic motivational concepts – Theories of motivation – Implication for performance and satisfaction.
3. Personality – determinants of personality – Theories of personality – Major personality attributes influencing organizational behavior – Attitudes and job satisfaction – Ethical issues in organizational behavior – Mental & health problems in organizations – Role of Counselling.
4. Group Dynamics and inter group relationships – Characteristics of work group – Basic forces of group behaviour – Dynamics of effective operating groups – Work group behaviour and productivity.
5. Team management – Styles and skills in leadership and communication – Power and politics in organization – Managing differences and conflicts – Managing change – Organization and society.
6. Organizational Development – Techniques of organizational development – Interventions – Grid management – Transactional analysis – Sensitivity training.

References-

- | | |
|--------------------------------------|---|
| 1. Fred Luthans | -Organisational Behaviour. |
| 2. Danial C Fieldman and Hugh Arnold | -Managing individual and group behaviour in organisation. |
| 3. Edwin Gerlof | -Organisation theory & design. |
| 4. Robins, S P | -Organisational Behaviour. |
| 5. Porter LW, Lawler EE & Hackman R | -Organisational Behaviour. |
| 6. Umasekharan | -Organisational Behaviour |
| 7. Uday Pareek | -Understanding Organisational Behaviour |
| 8. David Keith | -Human Behaviour at Work |

CMS 2C010 HUMAN RESOURCES MANAGEMENT

Objective	- The objectives of this course is to sensitize students to various facets of managing people and to create an understanding of various policies and practices of human resource management.
Pedagogy	- Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Introduction to Human Resources Management– Definition- nature and scope of Human Resources management – Principles and approaches to Human Resources management – Personnel department – Structure and functions – Relation to total organization. – HRM in India
2. Human Resources Procurement (HRP) – Manpower planning -Job Analysis – Recruitment – Selection – Induction – Placement – promotion and transfer.
3. Human Resources Development (HRD) – Training and development – Assessment of training needs and training methodologies – Evaluation of training schemes – Performance appraisal – Career planning and development.
4. Reward Management – Compensation – Wage and salary administration – Incentive schemes – Welfare & benefit administration – Executive Remuneration
5. Human relations and participative management – Quality circles and quality of work life- Management of differences and conflicts - Industrial Relations – Complaints and grievances – Grievance handling machinery and procedure-- Disciplinary procedure
6. Human Resources Information System –New trends and issues in Human Resources Management

References-

1. Arun Monappa & Mizra S Saiyadain -Personnel Management.
2. Edwin B Flippo -Principles of Personnel Management.
3. George Strauss and Leonard R Sayles-Personnel – The Human Problems of Management
4. Dale Yolder -Personnel management and industrial relations.
5. Michael Armstrong -A Hand book of Human Resources Management Practice.
6. C.B. Mammoria -Personnel management.
7. C S Venkata Ratnam & Srivasthava -Personnel management & Human resources.
8. Aswathappa - Human Resource Management

CMS 2C011 MARKETING MANAGEMENT

Objective	- The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam- 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. Marketing – Concept- nature- scope and importance - Marketing concepts and its evolution – Marketing management process – Integrated marketing – Marketing mix – Strategic marketing planning.
2. Market Analysis and selection - Marketing environment – Macro and Micro components and their impact on marketing decisions - Buyer behavior – Understanding consumer and industrial markets – Major factors influencing buyer behaviour – Consumer decision making process - Market segmentation and positioning (STP marketing).
3. Product decisions – Concept of a product – Classifications of products – Product line and product mix - Product life cycle – Strategic implications – Branding, packaging and labeling.- New product development – Consumer adoption process.
4. Pricing and promotion decisions – Factors to be considered in pricing – Approaches to pricing – Pricing policies and practices – Marketing communication – Promotion mix -Advertising – Personnel selling – Sales promotion – publicity and public relations.
5. Distribution channels and physical distribution decisions – Nature, functions and types of distribution channels – Channel management decisions – Retailing and wholesaling.
6. Marketing organization and marketing control –Organizing the marketing department – Marketing control techniques – Annual plan control – Profitability control – Strategic control.
7. Marketing research- Meaning and scope – Marketing research process - Demand forecasting
8. Recent trends / Issues in marketing – Globalization – Consumerism – green marketing – legal issues.

References-

1. Kotler Philip - Marketing management- Analysis, Planning Implementation and control.
2. Ramaswami V S & Namakumari - Marketing management.
3. William J Stanton - Principles of management.
4. Kotler and Keller - Marketing Management
5. Rajan Saxena - Marketing Management
6. Kotler and Armstrong - Marketing Management
7. Czinkota, Kotabe - Marketing Management
8. Pride Ferrell - Marketing
9. Zikmund D Amico - Marketing.

CMS 2C012 FINANCIAL MANAGEMENT

Objective	- The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam- 60 marks & Continuous Assessment 40 marks, Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. Nature and scope of financial management- Finance functions – Treasury Vs Controller functions – Changing role of financial management.
2. Investment decisions- Capital budgeting process – Basic principles of capital expenditure proposals – Appraisal methods – Average Rate of Return – Pay back period – NPV, IRR and profitability index – Merits and demerits of appraisal methods – Capital rationing
3. Financing decisions- Sources of finance – Debt, Preference and Equity capitals. Operating and Financial leverage – Total leverage – Capital structure theories – Net income and net operating income approaches – Optimal capital structure – Factors affecting capital structure EBIT/EPS and ROI & ROE analysis – Capital structure policies in practice.
4. Dividend decisions- Dividend theories – Modigliani Miller hypothesis – Dividend policies – Dividend policy and share valuation – Corporate dividend practices in India.
5. Working capital policy- Overall considerations – Importance of working capital management – Components of working capital – Factors affecting the working capital requirements – Profitability liquidity trade off – Estimating working capital requirements – Finance manager's role in working capital management.
6. Inventory management- need for inventories and the importance of inventory management techniques of management of inventory – Economic Order Quantity – EOQ model – Re-order point safety stock – Selective inventory controls – ABC analysis.
7. Cash management- Important factors affecting cash balances – Optimum cash balances – Cash budgeting – Management of collection and disbursement – Cash management models.
8. Receivable management- Credit policy variable credit standards – Credit period discounts – Credit evaluation – Credit decision control of receivables.

References-

1. Pandey I.M - Financial Management
2. Schall & Haley - Introduction to Financial Management
4. Prasanna Chandra - Financial Management – Theory & Practice.
5. Srivastava R.M. - Financial Management.
6. Ravi M Kishore - Financial Management

CMS 2C013 RESEARCH METHODOLOGY

- Objective** - To equip the students with the basic understanding of the research methodology and to provide insight into the application of major research tools and techniques for the purpose of management decision making.
- Pedagogy** - Lectures, Assignments, Practical exercise, Discussion and Seminars
- Examination** - 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
- Workload** - 4 hours per week
- Credits** - 3

Course Outline -

1. Nature and Scope of Research Methodology- Meaning and Applications of - Importance of research in managerial decision making - The Research Process and types of Research- Defining the Research Problem - Problem Formulation and Statement of Research Problem-Hypothesis of research.
2. Research Design- Types of Research Design - Exploratory, Descriptive, Diagnostic/Conclusive and Experimental Researches - Details and applications- Operational and Administrative structure for research - Sampling and Sampling Designs.
3. Methods & Techniques of data collection- Observational and other survey methods, Development and designing of tools of data collection - Attitude measurement scales - Levels of measurement and questions of Validity and reliability.
4. Fieldwork in research and data processing - Analysis and Interpretation of Data- Univariate analysis, Bivariate analysis - Correlation and Regression - Testing of Hypothesis - Applications -Parametric and Non-parametric tests - 't' test, One way ANOVA, two way ANOVA and Chi-square statistic - Essential ideas of Multivariate analysis of data, Factor Analysis, Discriminant Analysis - Use of Statistical Software Packages.
5. Reporting of research work – Types of Reports – Substance of Reports – Format of Report- Presentation of Reports.

References-

1. Bennet, Roger - Management Research
2. Claire & Morton - Research Methods in Social Relations
3. Neil J.Salkind - Exploring Research (3e)
4. Kothari C.R. - Research Methodology-Methods & Techniques
5. Taro Yamane - Statistics-An Introductory Analysis
6. Richar I.Levin - Statistics for Management

CMS 2C014 PRODUCTION AND OPERATIONS MANAGEMENT

Objective	- The course is designed to acquaint the students with decision making in Planning, scheduling and control of production and operation functions in both manufacturing and services.
Pedagogy	- Lectures, Assignments, Practical exercise. Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Production as an organization function - Importance of production function – Scope of production and operations management – Characteristics of modern production and operation function – Strategic operations management – Operations strategies – Elements of operations strategy.
2. Production processes, manufacturing and service operations- Classification of manufacturing processes – Product design and process design – Process planning and process design – Factors affecting process design – Process design procedures.
3. Plant location & Layout- Nature – Location theories – Steps in location – Location models – Plant lay out – Factors influencing lay out – Principles of lay out – Lay out tools and techniques – Materials handling – Material handling principles – Organization for material handling. Selection and design of handling system.
4. Production/Operations planning & control- Factors determining production planning – Production planning system – Production control – Elements of production control – Factors determining production control – Objectives of production planning and control – Role of production planning & control in operations management – Resource requirements planning – Shop floor planning and control.
5. Quality control - Organization for quality control – Quality control techniques – Statistical Quality Control – Types of control charts – Total Quality Management – Quality Circles.
6. Plant maintenance- Meaning and definition – Scope – Importance – Objectives of maintenance management – Maintenance policy – Organization for maintenance - Models for maintenance management – Implementation of maintenance programs.

References-

1. Starr. Martin K - Production management – Systems and Synthesis.
2. Senthil.M - New Production and Operations Management
3. Pannerselvam - Production and Operations Management
4. Elwood S. Buffa & Rakesh K Sarin - Modern production/operations management.
5. Norman Gaither - Production and operations management.
6. Kanishka Bedi - Production and operations management
7. Joseph G Monks - Operations management.
8. W Grant Ireson & Engene L Grant - Hand book of industrial engineering and management.
9. Everette Adam, Jr & Ronald Ebert - Production and Operations Management.
10. Schniederjans - Production and Operations Management
11. S.C. Sharma - Production and Operations Management

CMS 3C015 SUMMER PROJECT

Objective - The course is designed to acquaint the students with the different functions as well as the operations of an organisation

Pedagogy - Discussion with the guide, Reading of the Research Methodology and previous reports.

Credits - **3 reports**

Examination – Viva Voce

Course Outline

During the third semester students are expected to undertake an organization study at a manufacturing/service rendering unit for a duration of 1 month to acquaint them with a business organization structure. They are supposed to present a report of the organization study in a spiral binded format with a minimum of 75 pages. The organization study report has to be prepared under the supervision of a faculty guide. The project report carries 100 marks with double valuation followed by a Viva Voce Examination.

CMS 3C016 INDIAN MANAGEMENT ETHOS & BUSINESS ETHICS

Objective	This course is to make the students understand the role of values and ethics in business.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

- 1.Ethics – What is ethics – Objectives of ethics – Business ethics – Characteristics of business ethics – Need for business ethics- Business ethics and profits – The Utilitarian view – The separatist view - the integration view – Nature of ethics in business — Arguments against business ethics – Evolution of business ethics as a field of study.
- 2.Indian ethos for management – Basic principles of management as per ancient Indian wisdom and insight – work life in Indian philosophy – Indian ethos for the work life – Indian values for the work place – Respect for elders – Respect for hierarchy and status – Rights and duties – Quality of work life in Indian philosophy – The concept of ethics in work life according to Bhagavat Gita.
- 3.Value oriented Holistic management – Importance of character – Values – Wholeness – Goodness– Courage – Self discipline – Living by inner truth – Dharma of organization/management – Value driven management – Exploitation of nature – Man-machine equation – Indian culture and wisdom – Ethical/spiritual values – Management effectiveness based on values – Need of value based holism in management in India – Ever changing world – Our future.
- 4.Role of legislation & other bodies in enforcing ethical business behavior – Relationship between law and ethics – Role of the Govt. of India in enforcing ethical behavior - Indian constitution – Indian business laws and their impact on ethical business behavior.
- 5.Relationship between ethics & corporate excellence – Corporate mission statement – Code of ethics – Organizational culture – Total quality management.

References-

1. Larue Tone Hosmer - The ethics in management.
2. Naresh B Shah - Values/Ethics in management – Relevance & Application.
3. S A Sherlakar - Ethics in management.
4. David Murray - Ethics in organization.
5. George A Steiner - Business & Society.
6. Ajanta E Chakravarthy - The Geeta & the Art of Successful management.
7. Chakravarthy.S.K - Foundation of Managerial Work- Contribution from Indian Thiought

CMS 3C017 MANAGEMENT INFORMATION SYSTEMS

Objective	- This course introduces the concept of information systems for managerial decision making. It also develops an understanding of different types information systems employed in business houses.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Analysis, Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Overview of MIS- Concept of data and information- Information Systems and management – MIS – Meaning & Definition - system classifications for managerial decision making – use of MIS at various levels of management.
2. Information system building- Stages in system analysis – methodologies for system development – SDLC – Tools for system analysis design & development – system implementation – Business Process Re-engineering.
3. Classification of Information systems- Transaction Processing System – Decision Support Systems – Expert system – Executive Information Systems – Groupware – Information systems for competitive advantage. Exposure to concepts of ERP, CRM & SCM.
4. Application of information systems in functional areas- Human Resources Information Systems – Financial Information Systems – Manufacturing information Systems – Marketing Information Systems – Cases in MIS.
5. Technological Frontiers- Network Technology – Information flows in the networked world – web enabled technologies – configuration of computer systems – security aspects in information systems – Online Transaction Processing – IT in banking & share market transactions – IT in sales and distribution – IT in processing industry.

References-

1. O'Brian, James - Management Information Systems
2. M.Senthil - Management Information Systems – System Analysis and Design
3. Gordon davis & Olson - Management Information Systems
4. Mudrik, Robert G et al - Information Systems for Management
5. Kanter, Jerome - Management Information Systems.
6. Goyal - Management Information Systems
7. Chris Edwards & John ward - The Essence of Information Systems
8. Rajaraman - Analysis and Design of information syst

CMS 3C018 BUSINESS LAW

Objective	- to provide the students with an understanding of basic laws affecting the operations of business and industry
Pedagogy	- Lectures, Assignments, Case Discussion and seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. The Law of Contract. Definition of contract-Offer - acceptance – Essential elements of a valid contract -Free consent- Competency of parties- -consideration - Legality of object Void, voidable, unenforceable & illegal contracts – Performance of contracts- discharge of contracts -Remedies for breach of contracts –Quasi contracts- special contracts- contract of indemnity and guarantee-bailment and pledge- law of agency
2. Sale of Goods Act 1930 contract of sale – essentials –duties of buyers and sellers- conditions and warranties-performance of contract of sale- rights of an unpaid seller-
3. Negotiable Instruments Act 1881- Negotiable instruments- parties to a negotiable Instrument- Cheques – bills of exchange - promissory notes.
3. Partnership Act 1932- Definition of partnership-relations of partners-rights and duties-dissolution of partnership
4. Companies Act 1956- definition of a company-characteristics- kinds-incorporation of a company-Memorandum and Articles of Association, Prospectus, Statement in lieu of prospectus – directors-appointment-powers and duties- company meetings – resolutions & minutes- Winding up of companies
5. Factories Act- Industrial Disputes Act -Trade union Act - Workmen’s compensation Act- Minimum wages Act- Relevant Cyber laws in India. (Only a basic understanding of these Acts is expected.)

References -

1. N.D Kapoor - Elements of Mercantile Law
2. Anson - The Law of Contracts.
3. Saharay A.K & Sha.N.K - Business and Economic Law
4. Tandon M.P - Text Book of Company Law
5. Pollok and Mulla - Sale of Goods Act
6. Pollok and Mulla - Indian Contract Act
7. Indian Companies Act with Amendments.

CMS 4C019 STRATEGIC MANAGEMENT

Objective	-The course intends to provide a theoretical frame work of strategic management and to develop an understanding about the strategic processes and their impact on a firm.
Pedagogy	-Lectures, Assignments, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Evolution of business policy and strategic management as a field of study - nature and meaning of strategy - strategic planning - tactical planning - characteristics of strategic decisions - strategic management process - benefits and relevance of strategic management - growing relevance of strategic management in India.
2. Strategic formulation - mission and purpose - Business definition - Environmental appraisal - concept of environment - environmental scanning - Appraising the environment - organizational appraisal - method and technique used for organizational appraisal - strategic alternatives - classification of strategies - strategic choice - process of strategic choice - corporate portfolio analysis - industry, competitor and SWOT analysis - strategic plan.
3. Strategy implementation- issue in strategy implementation - project implementation - procedural implementation - structural implementation - functional implementation - behavioral implementation.
4. Strategy evaluation and control- strategic control - operational control - technique of strategic evaluation and control - essential features of effective evaluation and control - preventive control - contingency planning.

References

1. William Glueck - Business policy - Strategy formulation and Management Action.
2. Azhar Kasmi - Business Policy
3. A.J. Ansoff - The new corporate strategy
4. Pearce and Robinson - Strategic Management
5. Michael E. Porter - Competitive Strategy
6. Michael E. Porter - Competitive Advantage
7. Donal F Harvey - Business policy and strategic management
8. R.M. Srivastava - Management policy and strategic management
9. V.P. Michael - Globalisation, liberalisation and strategic management
10. Francis Cherunilam- Business policy and strategic management
- 11 Bhattacharya - Strategic Management.

CMS 4C020 ENTREPRENEURSHIP & PROJECT MANAGEMENT

Objective	- The objective of the course is to familiarize the students with the process of entrepreneurship and Management of Projects
Pedagogy	-Lectures, Assignments, Field visits, CaseDiscussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Introduction to Entrepreneurship- Its role - Defining an entrepreneur- entrepreneurial traits - Developing entrepreneurs
2. New ventures and Business Plan- Need for a Business plan - Steps in the preparation of business plan - Need for marketing research - Operating plans and financial plans - Dynamics of small business environment - Causes for small business failure - Success factors for small business.
3. Corporate planning process and investment decisions- Expenditures of different types – Formulation of capital expenditure – Appraisal and evaluation – Estimation of cost of project – Financing – Estimation of profitability – Processing for administrative approval.
2. Execution of projects – Project organisation- Need for a project organisation – Function of a project department – Project admission – Sanction letter and its contents – Types of projects – Finalisation of strategies for execution of projects – Engagement of consultants – Preparation of technical specification – Contracts finalisation – Execution of contracts.
3. Project implementation- Project management organisation – Importance of project management organisation – Monitoring and control of projects – Parameters for monitoring and control – Process of monitoring – PERT/CPM and network techniques in project monitoring and control – Computer based project management.
4. Completion of projects and post project evaluation- Completion of projects and handing over to operation – Closure of contracts – Completion cost of projects – Capitalisation of assets of projects.
5. Post project evaluation and post completion Audit report- Contents of post project evaluation and completion audit report – Diagnosis of delays in projects – Consequences of delays in projects – Key lessons learned from the executed projects.
6. Environmental appraisal of projects- Stresses on environment – Environmental impact assessment (EIA) and environmental impact statement (EIS) – Impact assessment methodologies.

References-

1. Hold Davis H. - Entrepreneurship.
2. Siropolis Nicholas - Entrepreneurship and Small Business
3. Bhavesh M Patel - Project management.
4. Prasanna Chandra - Projects – Planning, analysis selection – Implementation & review.
5. Vasant Desai - Project management and entrepreneurship.
6. Harvey Maylor - Project Management
7. Narendra Singh - Project Management

CMS 4C021 PROJECT REPORT

- Objective** - The objective of the course is to familiarize the students with the process of preparing a Project Report.
- Pedagogy** - Discussion with the guide, Reading of the Research Methodology and previous reports.
- Credits** - 3

During the fourth semester each student has to undertake a project work attached to an industry or undertake an independent problem study within a duration of 2 months period. Students are supposed to prepare the project report in consultation with faculty guide as well as the guide at the industry/unit he or she is attached. The report has to be prepared in the format as per research methodology syllabi and should be hard bounded carrying pages ranging 100 and above .The student has to defend the project report at the time of the viva voce examination and the same carries 100 marks. The project report will be valued by internal and external faculty.

CMS 4C022 VIVA VOCE

After the written examination at the fourth semester ,each student is supposed to attend a comprehensive viva voce examination with the board constitute by the Controller of Examination, Kannur University.

DEPARTMENT OF MANAGEMENT STUDIES

LIST OF ELECTIVE PAPERS

ELECTIVE: FINANCE

Course Code	Paper
CMS E 001	SECURITY ANALYSIS AND INVESTMENT MANAGEMENT
CMS E 002	PORTFOLIO MANAGEMENT
CMS E 003	MANAGEMENT OF FINANCIAL SERVICES
CMS E 004	CORPORATE TAXATION
CMS E 005	FINANCIAL DERIVATES
CMS E 006	WORKING CAPITAL MANAGEMENT
CMS E 007	FOREIGN EXCHANGE MANAGEMENT
CMS E 008	INTERNATIONAL FINANCIAL MANAGEMENT
CMS E 009	INTERNATIONAL ACCOUNTING
CMS E 010	INTERNATIONAL FINANCIAL MARKETS
CMS E 011	COST SYSTEMS AND CONTROL
CMS E 012	INDIAN FINANCIAL SYSTEMS

ELECTIVE : MARKETING

Course Code	Paper
DMS E 013	MARKETING RESEARCH & CONSUMER BEHAVIOUR
CMS E 014	ADVERTISING MANAGEMENT
CMS E 015	STRATEGIC MARKETING
CMS E 016	SALES & DISTRIBUTION MANAGEMENT
CMS E 017	INDUSTRIAL MARKETING
CMS E 018	SERVICES MARKETING
CMS E 019	BRAND MANAGEMENT
CMS E 020	INTERNATIONAL MARKETING

ELECTIVE: HUMAN RESOURCES

Course Code	Paper
CMS E 021	MANAGEMENT OF INDUSTRIAL RELATIONS
CMS E 022	MANPOWER TRAINING & DEVELOPMENT
CMS E 023	MANAGING INTERPERSONAL AND GROUP PROCESSES
CMS E 024	COUNSELLING SKILLS FOR MANAGERS
CMS E 025	LABOUR LEGISLATIONS
CMS E 026	REWARD MANAGEMENT

ELECTIVE: PRODUCTION AND OPERATION MANAGEMENT

Course Code	Paper
CMS E 027	PURCHASING AND MATERIALS MANAGEMENT
CMS E 028	SUPPLY CHAIN MANAGEMENT
CMS E 029	LOGISTICS MANAGEMENT
CMS E 030	SERVICE OPERATIONS MANAGEMENT
CMS E 031	WORLD CLASS MANUFACTURING & TOTAL QUALITY MANAGEMENT

ELECTIVE: INFORMATION TECHNOLOGY

Course Code	Paper
CMS E 032	DATABASE MANAGEMENT SYSTEM
CMS E 033	SYSTEM ANALYSIS AND DESIGN
CMS E 034	ENTERPRISE RESOURCE PLANNING
CMS E 035	STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY
CMS E 036	MANAGEMENT SUPPORT SYSTEMS
CMS E 037	BUSINESS PROCESS REENGINEERING
DMS E 038	SECURITY AND CONTROL INFORMATION SYSTEM
CMS E 039	MULTIMEDIA MANAGEMENT
CMS E 040	INTERNET PROGRAMMING FOR E-COMMERCE

ELECTIVE : SMALL BUSINESS MANAGEMENT

Course Code	Paper
CMS E 041	NEW ENTERPRISE MANAGEMENT
CMS E 042	FINANCING OF SMALL BUSINESS
CMS E 043	SMALL BUSINESS MARKETING
CMS E 044	SMALL BUSINESS ENVIRONMENT AND MANAGEMENT
CMS E 045	GOVERNMENT BUSINESS INTERFACE

Electives

Finance

CMS E 001 SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Objective - To impart knowledge on different investment avenues available and to create awareness on the theory and practice of security analysis and investment decision making process.

Pedagogy - Lectures, Assignments, Practical exercise, Discussion and Seminars

Examination - 3 hours written exam- 60 marks & Continuous Assessment 40 marks, Total 100 marks.

Workload - 4 hours per week

Credits - 3

Course Outline-

1. Investment Environment- Real estates and financial assets - short term & long term - call money , treasury bills, discounting of bills , equities, bonds, debentures, fixed deposits, mutual fund units, tax sheltered saving schemes , life insurance and pension products securitised and non securitised investments, warrants and convertibles and non convertibles , financial derivatives - investment process
2. Securities Market- Primary & secondary -Structure and functioning of the market, stock exchanges- listing ,trading and settlement procedures- NSE , BSE, Indo-next, important international stock exchanges- depositories -recent developments -stock market indices -BSE SENSEX, Nifty and others - calculation of index
3. Risk And Return- systematic & unsystematic risk - calculation of beta - using beta to estimate return - expected risk & return -Significance of beta in the portfolio theory – estimation of beta from historical share prices, market risk
4. Economic , Industry & company Analysis- economic forecasting & investment decision -economic forecasting methods -industry analysis -classification schemes -key characteristics -industry life cycle -company analysis -financial and non financial factors -efficient market theory - strong ,semi strong weak -random walk hypothesis
5. Technical analysis - concept -types of charts -Dow theory -price pattern -support and resistance levels -relative strength analysis -moving averages -breadth of the market -volume -momentum -confidence index -contrary opinion theory -oscillators - stochastic-Elliot wave theory
6. Derivatives- Options – put and call options, -Trading-margin -valuation-binomial option pricing model -Black schools model -index options .Futures -hedgers &speculators -contract -markets -returns -expected ¤t spot prices -futures options -index future
7. Mutual funds - concepts & objectives - types &classification-organization &management -services provided -advantages -Indian scenario

References-

1. Kevin - Security And Portfolio Management
2. Fischer & Jordan - Security Analysis and Portfolio Management
3. Martin J Pring - Technical Analysis Explained.
4. Alexander, Sharpe & Bailey - Investments
5. Prasanna chandra - Managing investments.
6. Raghunathan - Stock exchanges & Investments
7. V K Bhalla - Investments Management
8. Vohra & Bhagri - Futures & options

CMS E 002 PORTFOLIO MANAGEMENT

Objective	- The objective of this course is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.
Pedagogy	- Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam- 60 marks & Continuous Assessment 40 marks, Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. Portfolio Management- Introduction to Portfolio Management – Portfolio Analysis- Risk and Return – Valuation of Bonds and Shares – Portfolio construction.
2. Portfolio Selection- An Optimum Portfolio Selection problem – Markowitz Model – single Index Model.
3. Capital Asset Pricing Model- Arbitrage Pricing Theory.
4. Portfolio Revision- Portfolio Investment Process – Meaning of Portfolio Revision – Need for Portfolio Revision – Constraints in Portfolio Revision – Portfolio Revision Strategies – Formula plans.
5. Portfolio Evaluation- meaning of Portfolio Evaluation, Need for Evaluation – Measuring Portfolio Return – Risk Adjusted Returns- Sharpe Ratio, Treynor Ratio, Jensen's performance index.

References-

1. Alexander, Gordon J and Sharpe William, F - Fundamentals of Investments
2. Bhalla, V.K. - Investment management
3. Elton, Edwin J and Gruber, Martin J Modern - Portfolio Theory and Investment Analysis.
4. Lee Cheng F. etc - Security Analysis and portfolio management
5. Markowitz Harry M Mean. - Variance Analysis in Portfolio Choice and Capital market

CMS E 003 MANAGEMENT OF FINANCIAL SERVICES

Objective	- The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.
Pedagogy	- Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam- 60 marks & Continuous Assessment 40 marks, Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. Financial System and markets- Concept, Nature and scope of financial Services.
2. Regulatory Framework for Financial Services- Management of Risk in Financial Services- Stock Exchange Operations- Mutual Funds.
3. Merchant banking Services Managing of issue shares and bonds Mobilising of Fixed Deposits- Inter-corporate loans-international finance
4. Other Financial services leasing and Hire Purchase- Debt Securitization- Housing finance, Credit rating- Credit cards banking and Insurance.
5. Venture Capital- Factoring and Bill Discounting, Insurance- the Tax environment and Financial Services- Pricing Financial Services.

References

1. Bhalla, V K - Management of Financial Services
2. AnmolBhalla, V K And Dilbag, Singh - International Financial Centres
3. Ennew.C, Trevor Watkins & Mike Wright - Marketing of Financial Services
4. Gordan, E and K Natrajan - Emerging Scenario of Financial Services
5. Meidan, Arthur Brennet, M - Option Pricing Theory & Applications.
6. Kim, Suk and Kim, Seung - Global Corporate Finance Text and cases.

CMS E 004 CORPORATE TAXATION

Objective	- The objective of the course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.
Pedagogy	- Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam- 60 marks & Continuous Assessment 40 marks, Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. Basic Concepts of Income Tax- Assessment year and previous year - Residential status of Assessee – Tax free incomes
2. Computation of income under Different Heads- Income from salary - Income from house property – Income from business/profession – Capital Gain –Income from other sources.
3. Aggregation of income- Set off and Carry forward of Losses – Deductions and Exemptions.
4. Assessment of Companies- Computation of total income – Filing of Return of income – Procedure of Assessment – Collection and Recovery of Tax
5. Income tax Authorities- Tax Planning Relating to Companies

References-

1. Vinod K Singhania - Direct Taxes Law & Practice
2. Bhagavathi Prasad - Income Tax Law & Practice
3. Mehrotra H.C. - Direct Taxes – Law & Practice

CMS E 005. FINANCIAL DERIVATES

Objective	- The course is to give an understanding of the functioning of derivative markets.
Pedagogy	- Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam- 60 marks & Continuous Assessment 40 marks, Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Financial risk- Risk and uncertainty – types of risk – interest rate risk currency risk, transaction risk, translation risk & economic risk systematic and unsystematic risk – Risk management & tools. Financial Derivative Risk Management using derivatives.
2. Forward and futures market- Mechanism of forward and futures market Determinants of forward and futures prices – Hedging strategies using futures – Interest rate futures – Foreign currency futures.
3. Options- Mechanics of option markets – Characteristics and types- Option models – Black-scholes and Binominal Models – Trading strategies, Interest rate options
4. Swaps and options- Mechanics of interest rate swaps valuation of interest rate swaps – Currency swaps and its valuation options on swaps.
5. Derivative markets in India- Futures and options on Index , Stock commodities and interest rates – Trading infrastructure for derivatives in India.

References-

1. Hull, John C - Introduction to Futures and Option markets
2. Hull, John C - Options, Futures and Other Derivative Securities
3. Cox John C and Rubinstein - Options Markets
4. Bhalla V.K. - Financial Derivatives.

CMS E 006 WORKING CAPITAL MANAGEMENT

Objective	- The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management
Pedagogy	- Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam- 60 marks & Continuous Assessment 40 marks, Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. Concept of Working Capital Management- Importance of Working Capital, kinds of Working Capital, Factors Determining Working capital, Estimating working capital Requirements.
2. Management of Cash- Motives for Holding Cash and marketable securities- Managing the Cash Flows, Types of Collection Systems, Cash Concentration Strategies Disbursement Tools, Investment in marketable Securities, Forecasting Cash Flows- Managing Corporate Liquidity and Financial Flexibility- Measures of Liquidity, Determining the Optimum Level of Cash Balances – Baumol Model, Beranek Model, Miller-Orr Model, Stone Model.
3. Receivable Management- Determining the Appropriate receivable Policy, marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis.
4. Inventory Management Kinds of Inventories- Benefits and Costs of Holding Inventories, Inventory management and Valuation, Inventory Control Models.
5. Short-term financing- Programming Working Capital Management- Integrating Working capital and capital Investment processes- Monetary system- Money market in India- Banking system in India- the restructuring Process- working Capital Control and banking Policy in India- Instruments of the International Money market- managing Short-term International Transactions.

References-

1. Bhalla, V.K. - Working capital management- Text and cases
2. Hampton J J and C L Wagner - Working capital management
3. Mannes, T S and J T Zietlow - Short-term Financial management
4. Scherr, F.C. - Modern Working capital management
5. Smith, Keith V. and G.W. Gallinger - Readings on Short-term Financial management

CMS E 007 FOREIGN EXCHANGE MANAGEMENT

Objective	- To acquaint the participants with the mechanism of the foreign exchange markets, measurements of the foreign exchange exposure and hedging against exposure risk.
Pedagogy	- Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam- 60 marks & Continuous Assessment 40 marks, Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

Type of Foreign Exchange Markets and Transactions - Quoting Foreign exchange rates, Spread - Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward rates - Organisation of the Foreign Exchange markets - Currency Futures- Currency Options- Currency Swaps- Corporate Exposure - Management Alternative - Definitions of Foreign Exchange - Risk Exposure - Information System - Alternative strategies for Exposure Management - Exposure management Techniques - Organisation of the exposure management function- Parameters and Constraints on Exposure management - Theory and practice of Forecasting Exchange Rates Economic Fundamentals - Financial and Socio-Political factors - Technical Analysis - Tax Treatment of Foreign exchange Gains and Losses- - FEMA.

References-

1. Aliber, R Z -Exchange risk and corporate International finance
2. Bhalla, V K - International financial management
3. Luca Cornelius -Trading in the Global Currency Markets
4. Shapiro, A.C. - International Financial management
5. Sutton, W.H. - Trading in Currency Options

CMS E 008 INTERNATIONAL FINANCIAL MANAGEMENT

Objective	- The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.
Pedagogy	- Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam- 60 marks & Continuous Assessment 40 marks, Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. Multinational Financial Management- An overview- Evolution of the International monetary and Financial System.
2. Long-term Investment Decision- Foreign Investment Decision. Risk Analysis
3. Multinational Capital Budgeting- Application and interpretation.
4. Cost of capital and Capital Structure of the Multinational Firm- Managing Short-term assets and liabilities- Long-term Financing.
5. Dividend policy of the Multinational Firm- Taxation of the multinational Firm.

References-

1. Abdullah, F A - Financial management for the Multinational firm
2. Bhalla, V K - International Financial management
3. Buckley, Adrian - Multinational Finance
4. Kim Suk and Kim, Seung - Global Corporate Finance- Text and Cases
5. Shapikro, Alan C. - Multinational Financial Management

CMS E 009 INTERNATIONAL ACCOUNTING

Objective	- The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyse the accounting measurement and reporting issues unique to multinational business transactions.
Pedagogy	-Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

International Dimensions of Accounting – Conceptual Development and Comparative Development Patterns- Currency Transactions- managing International Information Systems- International Perspective on Inflation Accounting financial Reporting and disclosure- Analysing Foreign financial Statements- Financial management of Multinational Entities- Transfer Pricing and International Accounting – International Standards and Multinational Corporations.

References-

1. Arpon, Jeffrey S and Radebaugh, Lee H. - International Accounting and Multinational Enterprises.
2. Cho, Frederick D S and Mueller Gerhard G. - International Accounting
3. Evans, Thomas G. - International Accounting & Reporting
4. Gray, S J - International Accounting and Transnational Decisions
5. Hoizer H Peter - International Accounting
6. Prodhan, Bimal - Multinational Accounting
7. Rathore, Shirin - International accounting

CMS E 010 INTERNATIONAL FINANCIAL MARKETS

Objective	- The objective of this course is to give students an in depth knowledge of the working of international financial markets.
Pedagogy	-Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

History of the International Financial System - The rise and Fall of Bretton Woods, Globalisation and the growth of Derivatives, the Crash of 1994-96 and Beyond, Euro-currency market, Eurobanking and Euro-currency Centers, Dealing and the term Structure of eurocurrency rates, Eurocurrency Futures and Options, Syndicated Euro-credits, International Bond Markets, - Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging Interest rates and currency Swaps, Pricing Option, Features of International Bonds., Forecasting and the Image of the Future – Central banks and the Balance of Payments. The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital markets, International Banking and Country Risk, International Portfolio Diversification, International Transfer Pricing.

References-

1. Bhalla, V K - International Financial Management
2. Bhalla, -V K Managing International Investment and Finance
3. Buckley, Adrian - Multinational Finance 3rd
4. Eiteman, David K and et al -Multinational Business FinanceJohnson and Glaccotto, Options and Futures
5. Kim Suk and Kim, Seung -Global Corporate Finance- Text and Cases,
6. Shapiro, Alan C. -Multinational Financial Management

CMS E 011 COST SYSTEMS AND CONTROL

Objective	- The objective of this course is to acquaint the students with the cost systems in use and to study in detail, the various controlling measures.
Pedagogy	-Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Cost systems- methods of cost finding – job costing – estimating in job costing - recording costs in job systems – batch costing – contract costing – process costing - operating costing – pre requisites of a good costing system
2. Marginal costing and break-even analysis – Marginal costing – Nature & scope – Marginal cost determination – Cost-volume-profit (CVP) relationship – Break even analysis – managerial application of Break even analysis- Limitations.
3. Budgeting & Budgetary control - Functional & master budgets – Sales budget – Production budget – Materials budget – Purchase budget – Labour budget - over head budget – Production cost budget – Cash budget – Master budget – Flexible budgets – zero base budgeting (ZBB) – performance budgeting
4. Standard costing and analysis of variances – Establishment of standard costs – Analysis of variances – Computation of simple variances – Direct materials cost variances – Direct wages variances – Variable overhead variances – Fixed overhead variances – Sales variances – Profit (or loss) variances– Investigation of variances.
5. Cost reduction & value analysis - Cost reduction – Nature and scope – areas of cost reduction campaign – Major difficulties in cost reduction – Concept of value analysis and value engineering – Steps in value analysis
6. Cost audit - Definition and objectives – Nature and scope cost audit.

References-

1. S.P. Iyengar, Cost accounting.
2. S.N. Maheswari, Management accounting and financial control.
3. Jain & Narang, Advanced cost accounting.
4. Khan & Jain, Management accounting.
5. B.K. Bhar, Cost accounting – Methods & problems.
6. Horngreen, Foster & Datar, Cost accounting – A managerial emphasis.
7. Nigam & Sharma, Cost analysis and control – A managerial approach
8. James K Hickel, Cost effective organisation.

CMS E 012. INDIAN FINANCIAL SYSTEMS

Objective	- The objective of this course is to make the students familiarize the Indian Financial System.
Pedagogy	-Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

- 1.The financial system in India - functions of financial system - financial concepts- financial intermediation - financial markets - classification - capital market - industrial securities market - government securities market - long term loan market - Mortgages market - financial guarantee market - money market - call money market - treasury bill market - short term loan market - foreign exchange market - development of financial system in India - multiplicity of financial instruments - weakness of Indian financial system.
2. Money market - definition - features - objectives - composition of money market - call money market - commercial bill market - Discount market - Acceptance market - Money market instruments - structure of Indian money market.
3. Depository system - Definition and meaning - objectives - Activities - Interacting institutions - Depository process - Depository system in India - SEBI (Depository and Participant) drawbacks - Remedial measures.

References-

1. M.Y. Khan - Indian Financial Systems
2. K. Sriram - Handbook of leasing, Higher Purchase and factoring.
3. R.M. Srivastava - Indian Financial Systems
4. Sunderajan - Merchant Banking
5. Bhole L.M - Financial Institutions.
6. Verma J.C - Mutual Funds & Investment Portfolio.

Electives

Marketing

CMS E 013 MARKETING RESEARCH & CONSUMER BEHAVIOUR

Objective - This course intends to provide an insight on consumer behaviour analysis and market research techniques. This also provides an understanding to the students about the different dimensions of consumer behaviour and equip them to carry out independent market research.

Pedagogy - Lectures, Assignments, Practical exercise, Case Discussions, Seminars, Role plays

Examination - 3 hours written exam - 60 marks & Continuous Assessment 40 marks
Total 100 marks.

Workload - 4 hours per week

Credits - 3

Course Outline -

Part - A- MARKETING RESEARCH

1. Definition- Aims and objectives – contribution of marketing research. Need for marketing research. Scope of marketing research. Techniques of marketing research. Steps involving research procedure.
2. Research Methodology- Research design, types of research- exploratory and descriptive steps involved in research design.
3. Research plan- types of data- sources- secondary data- limitations of secondary data- primary data- Attitude measurement & scaling Techniques -questionnaires- question sequence- question requirements- types of question- conducting the survey.
4. The sampling process- The sample- theory of sampling- types of sampling- probability and non-probability methods of sample selection- sample size.
5. Data Processing- General tasks and approaches- data processing methods- tabulation- analysis and interpretation of data- presentation of the research report.
6. Application of Marketing Research findings- product selection- test marketing- advertising strategy development- motivation research.

Part – B- CONSUMER BEHAVIOUR (C. B.)

1. Introduction- Consumer behaviour as marketing discipline - meaning and scope of consumer behaviour – decision process approach- Psychology and consumer behaviour.
2. Nature of Buyer behaviour process- Buyer behaviour models- Consumer decision processes. Nature and characteristics of Indian consumer buying process.
3. Consumer behaviour and social influences- Forms of social influences – culture- subculture- social class- reference groups- family- FLC- sales person's influence- influence of advertising and other situational influences.
4. Consumer motivation- Major components of consumer motivation- consumer perception- key factors in perception. Nature of consumer learning- major factors in learning.
5. Consumer attitudes- Concept- components of attitude- relation of consumer attitude to consumer behaviour.
6. Problems faced by Indian Consumers- Consumer protection in India- cases

References -

1. D.J.Luck, H.G.Wales, D.A.Taylor & R.S.Rubin - Marketing Research
2. Paul. E. Green & Donald S Tull - Marketing Research.
3. Tull & Hawkins - Marketing Research
4. H.W. Boyd & Stasch - Marketing Research.
5. Kanuk & Schiffman - Consumer behaviour.
6. Naresh Malhotra – Marketing Research
7. James F Engel RD, Blackwell, et al - Consumer Behaviour

CMS E 014 ADVERTISING MANAGEMENT

Objective	- The aim of the course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Role of Advertising in the Marketing Process- Legal Ethical and social Aspects of advertising. Functions and types of advertising. Integrated Marketing communication. Brand management - Brand Equity and Brand Building. Ethics of advertising
2. The major players in advertising- Advertising agency- Brand manager- market research firms-- Media- Type of agencies. Structure of an agency and its functions. The process of developing an ad.
3. Objective Setting and market Positioning- Determination of Target Audience and understanding them. Assumptions about consumer behaviour an advertiser makes. Building of Advertising Programme-Message- Headlines- Copy- Logo- Illustration- Appeal- layout Campaign Planning. Creative Strategies. Production and execution of TVCs and print ads
4. Media Planning- Budgeting- Evaluation – Methods . Media buying . Emerging medias and trends.
5. Advertising Research- Effectiveness of advertising-methods- measurement. Rationale of testing Opinion and Attitude Tests- Recall--.

References

1. Aaker, David A et al - Advertising management
2. Beleh, George E and Beleh, Michael A - Introduction to Advertising and Promotion
3. Borden, William H. - Advertising
4. Hard, Norman - The Practice of Advertising
5. Kleppner, Otto - Advertising Procedure
6. Sengupta, Subroto, - Brand Positioning, Strategies for Competitive Advantages
7. Chunawalla - Advertising Management.

CMS E 015 STRATEGIC MARKETING

Objective	- The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive marketing strategies for higher market share.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Nature and scope of market oriented strategic planning - Corporate & division planning SBUS- Business strategic planning - marketing plan.
2. Market Situation Analysis- Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position- Market Leader Strategies – Expanding the Total market- Protecting market Share- Expanding market Share-
3. Market Challenger Strategies- Choosing and Attack Strategy- market Follower Strategies- market Niche Strategies- Competitive Market Strategy for Emerging Industries- Declining Industries and Fragmented Industries- Balancing Customer and Competitor Orientations- Industry Segmentation and competitive Advantage-
4. Product Differentiation and brand Positioning- Competitive Pricing. Competitive Advertising- Role of Sales Promotion in Competitive Marketing.
5. Formulating strategies for sustainable competitive advantage.

References

1. Cravens, D W - Strategic marketing
2. Aaker - Strategic Market Management
3. Koller Philip - Marketing management Analysis, Planning, Implementation and Control
4. Porter M E - Competitive Advantage- Creating, Sustaining Superior Performance
5. Porter M E - Competitive Strategy- Techniques for Analysing Industries Competitors
6. M.J. Xavier - Strategic Marketing

CMS E 016 SALES & DISTRIBUTION MANAGEMENT

Objective	The objective of this course is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channels.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks , Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Salesmanship – Fundamentals- Nature of selling- Salesmanship- Theories of salesmanship – AIDAS Theory- Right set of circumstances theory- Buying formula theory and Behavioural equation theory- Qualities of salesmen- Objectives of sales management – Sales Function – Concept of Personal selling- Stages in the personal selling process- Sales organizations and its purposes- Setting up of sales organizations- Basic types of sales organisations.
2. Selection and Training- Sales job analysis- Sales job description- Recruiting Sales persons. Selection – Screening- Interviewing/Testing- Induction and placement – Building Sales training programmes- Deciding Training Content- Selecting training methods- Execution and evaluation of training programmes
3. Sales Territories- Concept of Sales territory – Procedures for setting up Sales territories – Deciding assignment of sales personnel to territories - Sales budget and Sales Quota – Sales budget – Purpose- form and content of sales budgets- Sales Quota - Concept- Types of quota- Quota setting procedures- Administering the quota system.
4. Motivating Salesmen- Concept of motivation- Need for motivating sales persons- Motivation and morale of sales persons- Application of different motivation theories in sales management – Compensating Salesmen – Requirement of a good sales compensation plan- Type of Compensation plans- Steps in devising a sales compensation plan.
5. Performance Evaluation for Salesmen- Standards of performance- personal selling -Recording actual performance- Evaluation – Sales Meetings and Field Sales Control – Planning and staging sales meetings- Sales contests-The Sales audit- Sales analysis Marketing cost analysis.

References-

1. Stanton, Buskirk and Spiro - Management of a Sales Force
2. Charles Futrell - ABC's of selling
3. Still, Cundiff and Govoni - Sales Management – Decisions, Strategies and Cases
4. Anderson - Professional Sales Management
5. Bill Donaldson - Sales Management Theory and Practice
6. Chunnawalla - Sales Management,

CMS E 017 INDUSTRIAL MARKETING

- Objective** - The objective of this course is to lay a foundation for an understanding of the complex dimensions of the industrial marketing.
- Pedagogy** - Lectures, Assignments, Practical exercise, Case Discussion and Seminars
- Examination** - 3 hours written exam - 60 marks & Continuous Assessment 40 marks
Total 100 marks.
- Workload** - 4 hours per week
- Credits** - 3

Course Outline -

Nature and Scope on Industrial marketing- Differences between Industrial marketing and Consumer marketing Nature of Demand in Industrial markets- Industrial Buyer Behaviour- Industrial Purchasing- Marketing research and market Information Systems- Segmentation of Industrial Markets- Technology and the Industrial markets- Product Decisions and Strategies- Industrial Services- Industrial Pricing Distribution and Channel Relationships- -Logistics Management- Industrial Marketing communication- Sales Force Management- Industrial Marketing Strategy Planning and Implementation.

References

1. Corey, E Raymond - Industrial marketing- cases and concepts
2. Gross, A C et al - Business marketing Boston
3. Hill, Richard et al. - Industrial marketing
4. Reeder, Robert R et al. - Industrial marketing- Analysis, Planning and Control
5. Webster F.E. - Industrial marketing

CMS E 018 SERVICES MARKETING

Objective	- This paper aims at acquainting the students with the principles of services marketing and help them to implement service concepts in services organisations.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion, Seminars, case studies and Role plays
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Marketing of services- Concepts and issues – Differentiation of goods and services marketing – Differences between manufacturing industry and service industry – Definition of services – Nature & characteristics of services.
2. Managing services marketing- The seven P's – Future of services marketing – Designing marketing strategy for services firms.
3. Managing service quality- Growth of consumerism in the service sector – Managing productivity – Managing product support services.
4. Marketing in the various service industries- Banks health care – Insurance – Transport – Hospitality and tourism services – Educational services – Professional education – Special problems – Principles – Ethical considerations - Implication for advertising agencies.
5. The future of service marketing- Societal marketing – The changing service environment – Prospects for growth.

References-

1. Ravi Shankar - Services Marketing
2. Balaji - Services Marketing
3. Jha - Service marketing.
4. Varma - Services Marketing
5. Bidhi Chand - Marketing of services.

CMS E 019 BRAND MANAGEMENT

- Objective** - The objective of the is course is to impart knowledge to the students regarding the theory and practice of Brand Management.
- Pedagogy** - Lectures, Assignments, Practical exercise, Case Discussion and Seminars
- Examination** - 3 hours written exam - 60 marks & Continuous Assessment 40 marks
Total 100 marks.
- Workload** - 4 hours per week
- Credits** - 3

Course Outline -

1. Product planning and development – Meaning and objectives – Product life cycle theory – Product portfolio analysis – Mapping – Understanding company product/brands and competitive brand market position – Global forces in business environments.
2. The new product development – Research and innovation – Strategic reasons for new product development – The need – Preparing the organisation for new product development – The role of product manager – Operationalising new product development process – New product managerial activities – Pricing – Promotion – Positioning of new products.
3. New product decision support – Forecasting demand – Estimating market opportunity – New product sales forecasting – Experimental design and test marketing – Types – Test marketing design issues – Evaluation of test marketing results.
4. Market entry decisions – Launching new product programmes – National launching of new products – Tracking the launch – Absorbing the new product in the mix.
5. Understanding Brands – Branding practices Brand image, brand identity, Brand loyalty. Brand management – Brand positioning concept – positioning components – Measuring differential advantage and financial values – Advertising for brands.
6. Consumer – Market studies – Buyer behaviour – Brand performance – Loyalty – Classes of early adopters & the laggards – Brand switching – Consumer attitudes – Brand – Market – Competitive profiles.

Reference-

1. Philip Marvin - Product planning simplified.
2. Chandrasekar - Product Management
3. Philip Kotler - Readings in marketing management.
4. OAJ Mascareuhas - New product development
5. Ramanuj Majumdar - Product management in India.
6. Subroto Sengupta - Brand positioning – Strategies for competitive advantage.
7. Y L R Moorthi - Brand Management – The Indian Context.
8. Aaker David - A Managing Brand Equity.

CMS E 020 INTERNATIONAL MARKETING

Objective	- The objective of this course is to acquaint the students with the environment, principles and strategies of and trends in international marketing and related aspects.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Introduction to international business- why go international? Special problems/features of international marketing vis-à-vis domestic marketing- internationalization stages and international marketing - International business environment – economic environment- political and legal environment- demographic and cultural environment- natural environment- international trading environment.
2. International marketing research- market profiling’ analysis and selection. Market entry and operating strategies – exporting- licensing- contract manufacturing- foreign assembly, foreign production- joint ventures- production in free areas- third country location- counter trade- strategic alliance. Trade in services.
3. International market segmentation and market coverage strategies – differentiated marketing- undifferentiated marketing- concentrated marketing- niche marketing. Product strategies- international marketing and PLC- pricing strategies- promotion strategies- distribution strategies. Trade financing and risk insurance.
4. International marketing organization – export department- subsidiary- foreign branches/offices global organization. Multinational corporations- foreign direct investment.
5. Foreign trade strategy of India – Exim policy, export promotion measures Analysis of foreign trade of India. Major problems of India’s export sector. Trends, problems and prospects of globalisation of Indian business.

References-

1. W.J. Keegan - Global Marketing
2. Kirpalani - International marketing
3. Cateora, Philip - International Marketing
4. Keegan, Warren - Global Marketing
5. Majaro, Simon - International Marketing
6. Ram, Paras - Exports - What Where and How
7. Ministry of Commerce, - Export – Import Policy, 1992-97.
8. Fairwaether - International Marketing

Electives

Human Resources

CMS E 021 MANAGEMENT OF INDUSTRIAL RELATIONS

Objective	- Organisational efficiency and performance are interlinked with Industrial Relations in a business enterprise. This course provides the conceptual and practical aspects of IR at the macro and micro levels.
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Industrial Relations - Perspectives- Conceptual framework and approaches to industrial relations- Influence of the emerging socio-economic scenario on industrial relations- Roles of employer/management- trade union and government in industrial relations- IR at the shop floor- salient features of Industrial Employment (Standing Orders) Act 1946.
2. Trade Union and the employee- Structure- characteristics and functions of trade unions- Trade Union Security- Theories and problems of trade unions- Recognition of trade unions as collective bargaining agents- Essentials of Trade Unions Act- 1926- Principles of Employee Discipline and Grievance Handling.
3. Industrial Unrest- causes and cures of industrial disputes- Bipartite and Tripartite machineries- Collective Bargaining- Conciliation- Voluntary Arbitration and Adjudication- Collective Agreements and settlements- Authorities for settlement of industrial disputes and relevant provisions under Industrial Disputes Act- 1947
4. Method of Direct Action- Purpose and relevance of other peaceful methods- Strikes- Lock out - types and forms of strike- legal- illegal and unjustifiable strikes and lock outs-protections to workmen - prohibitions on the right to strike and lock out.
5. Employee Empowerment- Industrial Democracy- Workers' Participation in Management- Industrial Peace and International Labour Organisation- IR Policy- Recommendations of II National Commission on Labour- IR and Technological Change.

References-

Mamoria C.B. & S. Mamoria	- Dynamics of Industrial Relations in India
Pramod Varma	- Management of Industrial Relations,
Tripathi P.C.	- Personnel Management and Industrial Relations
Ramaswamy E.A.	- The Strategic Management of Industrial Relations
Niland R. et. al	- The Future of Industrial Relations
C.S. Vekata Ratnam	- Globalisation and Labour-Management Relations

CMS E 022 MANPOWER TRAINING & DEVELOPMENT

Objective	- This paper aims at acquainting students with the knowledge of various training methods and also to help them acquire training skills in all walks of life.
Pedagogy	-Lectures, Assignments, Practical exercise, Seminars, Case Discussion and Role plays.
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Human Resource Development (HRD) – Meaning and significance – Importance of training and development in organisations – Meaning of manpower planning – Micro and macro man power planning – Man power planning practices – Personnel inventory and audit – Manpower Information System – Linking training with manpower planning- Differences between Training and Development.
2. Assessment of training needs – Definition of training needs – Methods for determining training needs – Objectives – Computation of training needs. Training practices in India – Practices in PSU – practices in Private Companies.
3. Training methodology – Overview of training methodologies – Logic & Process – Methods of training – Memory based methods – Lecture talk Programme learning – Algorithm – Understanding based methods – Action learning – Discussion – Case study – Syndicate work – Game – Assignment – Project work – Application based methods – Role play – Demonstration and practice – Simulation – Supervised practice – Coaching – Self diagnostic skills etc. – Transfer based methods – Experimental learning – Discovery learning - Brain storming – Delegating – Counselling – Job rotation.
4. Evaluation of training & development – Concept- definition and need of evaluation – Principles of evaluation – Criteria and approaches to evaluation – Problems of measurement and evaluation – Statistical methods of evaluation – Evaluating the effectiveness of training – Theory and methods of test construction- Role of computers in training – Training needs of 21st Century.

Reference-

1. Bhatnagar O.P. - Evaluation methodology for training.
2. Bhatnagar O.P. - Handbook human resource
3. Stephen P Robins - Organisational behaviour
4. Wayne F Casico - Managing human resources.
5. Pattanayak - Maximising returns on human resource training.
6. Robinson. D.G & Robinson J.C - Training for impact – How to link training to business needs and measure the results.
7. Martin stone - A handbook of training.

CMS E 023 MANAGING INTERPERSONAL AND GROUP PROCESSES

- Objective** - The purpose of this course is to provide understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.
- Pedagogy** - Lectures, Assignments, Practical exercise, Case Discussion and Seminars
- Examination** - 3 hours written exam - 60 marks & Continuous Assessment 40 marks
Total 100 marks.
- Workload** - 4 hours per week
- Credits** - 3

Course Outline -

1. Nature of Groups at work- Meaning of group- Definition, Types of groups, Dynamics of group formation, structure and dynamics of work groups- group cohesiveness.
2. Group Vs Teams- Concept of Teams- Distinguishing Team from groups- types of teams – Dysfunctions of groups and teams- Dynamics of Informal groups
3. Effective Team Performance- Creating Teams- making Team successful - obstacles to success- Training in Team skills - Developing successful teams.
4. Individual Performance in groups- Interpersonal communication- Johari Window- Interpersonal awareness- Social facilitation- Social loafing - Interpersonal Trust- Interpersonal conflicts- Group decision making- Group Synergy
5. Intervention Techniques- Counselling Techniques- Grid Management- Transactional Analysis- Sensitivity Training- Process Consultancy- Skill development techniques.

Reference-

1. Bennis, W G - Essay in Interpersonal Dynamics
2. Kolb, D et al - Organizational Behaviour- An Experiential Approach
3. Kolb, D et al. - Organizational Behaviour - Practical Readings for management
4. Mainiero, L A & Tromley C I - Developing managerial Skills in OB
5. Moore, M D et al. - Inside Organizations- Understanding the Human Dimensions

CMS E 024 COUNSELLING SKILLS FOR MANAGERS

Objective	- To develop basic skills among students to independently handle a wide range of employee counselling and performance counselling.
Pedagogy	-Lectures, Assignments, Practical exercise, Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Emergence and Growth of Counselling Services- Approaches to Counselling-
2. Counselling Process- Beginning, Developing and terminating a Counselling relationship and follow up
3. Counsellor's Attitude and Skills of Counselling- Assessing Clients problems
4. Selecting Counselling Strategies and Interventions- Changing Behaviour through Counselling
5. Special Problems in counselling- Application of Counselling to Organizational situations with a focus on Performance Counselling.

Reference-

1. Corner, L.S. and Hackney, H. - The Professional Counsellor's Process Guide to Helping
2. Maclellan, Nigel - Counselling for managers
3. Moursund, J - The Process of Counselling and Therapy
4. Munro, C A et al - Counselling- A Skills Approach
5. Reddy, Michael - Counselling at Work

CMS E 025 LABOUR LEGISLATIONS

Objective	- Understanding of the legal framework is important for the efficient decision-making relating to management and employees relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Introduction- Importance of Labour laws – sources of Labour law – objectives of labour laws – History of labour legislation in India – classification of labour laws – Labour laws in some countries particularly in U.S.A- U.K and U.S.S.R.
2. Social Security Legislation- Workmen compensation Act- 1923 – E.S.I. Act 1948- Maternity benefit Act- 1961 – Employees Provident Fund and Miscellaneous Provision Act- 1952 – Payment of Gratuity Act- 1972.
3. Labour Welfare Legislation- Factory Act 1948 – Contract Labour (Regulations and Abolition Act- 1970) – Plantation labour Act- 1951 – Mines Act- 1952.
4. Kerala Legislation- Kerala Shops and Commercial Establishment Act- 1960 – Kerala Beedi and Cigar Workers Act- 1966 – Kerala Head Load Workers Act 1978 – Kerala Agricultural Labourers Act 1974 – Kerala Toddy workers Welfare Fund Act- 1969 – Kerala Labour Welfare Fund Act- 1975 and other welfare enactments.
5. Regulative measures and other Legislation- Industrial Disputes Act- 1947 – Trade Unions Act 1926 – Payment of Wages Act 1936 – Minimum wages Act 1948 – Payment of Bonus Act 1965 – Equal Remuneration Act 1976. Employment Exchange (Compulsory Notification of Vacancies) Act 1939 – Apprentices Act 1961
6. Critical Evaluation of working of Labour Legislations in India- Changing Business Environment and Labour laws – WTO and social clause.

Reference-

1. A.M. Sarma - Industrial Relations – a conceptual and legal frame work
2. H.K. Saharay - Industrial and Labour laws of India
3. Malik P.L. - Industrial law

CMS E 026 REWARD MANAGEMENT

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 reward management systems- policies and strategies.
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Conceptual and theoretical understanding of economic theory related to reward management- competitive imperatives- productivity- quality service- speed learning- planning for improved competitiveness- diagnosis and benchmarking- determination of inter and intra-industry compensation differentials- internal and external equity in compensation system.
2. Understanding tools used in designing- improving and implementing compensation packages- compensation designs for specific type of human resources like compensation of chief executives- senior managers- R & D staff.
3. Understanding different components of compensation packages like fringe benefits- incentives and retirement plans- compensation practices of multinational corporations and strategic compensation systems.
4. Statutory provisions governing different components of reward systems.
5. Working of different institutions related to reward system like wage boards- pay commissions etc.

Reference-

- | | |
|------------------------|--|
| 1. Armstrong | - Reward Management- A Handbook of salary administration |
| 2. Leonard R, Berger's | - Wage and Salary Administration |
| 3. Rock Micton | - Wage and Salary administration |

Electives

Production and Operations

Management

CMS E 027 PURCHASING AND MATERIALS MANAGEMENT

Objective	The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations. Cost reduction techniques in Pre-Purchase, Purchase and Post-Purchase systems, Modern material planning and delivery systems like MRP and JIT and material handling and logistics systems
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment- 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Role- Scope and Importance of Purchase and Materials Management - Objectives of Materials Management- the materials cycle- organization for Materials Management- Material handling. Logistics
2. Classification of Materials and Estimation of Demand - classification and coding systems- specification of materials- standardization- elements of Value Analysis/Engineering & Quality control- Estimation of demands- concepts of dependent and independent demands- ABC- VED- FSN analysis- Materials audit.
3. Procurement- Purchasing policies and practices- make/buy/lease decisions- location and selection of suppliers buying the right material at the optimum price. Vendor rating and source development. Imports- procurement in shortage situation- hedging ethical and legal aspects of purchasing lead time analysis- paper work and record of purchasing department- cost of acquisition. Capital Equipment purchase.
4. Inventory Control- System of stock replenishment- cost of inventory holding and of stock out- Inventory control principles- Basic EOQ formula- Adaptation of discount and other price factors- other considerations in determining order quantities- service levels and safety stock- considerations for dependent demands items- order quantities in fixed interval replenishment systems.
5. Materials Requirement Planning -Layout of stores and warehouses- storage facilities- Material handling in stores- physical control of stock- preservation of stores- accounting and other record of stores- Appreciation of use of computer for maintenance of records and for generating outputs for decision making. Material Handling Traffic and Transportation- Disposal of Scrap- Surplus and Obsolete Materials- JIT Purchasing.

Reference-

1. P.R. Gokarn - Essentials of Materials Management.
2. Westing J.II & Fine - Purchasing Management.
3. K.S. Menon - Purchasing & Inventory Control.
4. P.Gopalakrishnan and M. Sudaresan - Materials Management – An integrated Approach
5. R.J. Carter Macdonald and Evans - Stores Management
6. Joseph Orlicky - Materials Requirement planning
7. G.J. Murphy - Transport and distribution Management
9. Baily P., et al - Purchasing Principles and management
10. Dobler D W, et al - Purchasing and materials management

CMS E 028 SUPPLY CHAIN MANAGEMENT

Objective	- This course is intended to help the students wishing to take up a career in Logistics and Supply Chain Management. The objective is to present a comprehensive and integrated model of SCM with its tools and Techniques.
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total- 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Supply Chain Management and Logistics- Introduction – role- scope- functions and importance. The new manufacturing and distribution practices in the light of globalize economy – International Supply Chain-SCM Planning and development Strategies
2. Purchasing and Supplier Management, Sourcing and supplies management- outsourcing, Global Sourcing- Vender identification- selection- evaluation- development- Supplier Relationship Management- Supplier Quality Management
3. Distribution and planning Strategy- Warehousing and Operations Management – Transport Management- Inventory Management-
4. Customer Service Management- CRM- Manufacturing Logistics- Pricing Strategies- Negotiation- SCM relationships and third part and Fourth party Logistics- SCM Network design and Facilities development-
5. Supply Chain Coordination- Role of IT- Impact of Internet and E-Commerce- IT enabled SCM- SCM information systems- BPR- ERP- SCM models and optimisation

References

- | | |
|--|--|
| 1. Martin Christopher | -Logistics and Supply Chain Management |
| 2. Sunil Chopra and Peter Meindal | -Supply Chain Management – |
| 3. Donald J. Bowersox and David J. Closs | -Integrated Logistics Management |
| 4. James F. Roerch and Copacino | -Logistics Hand book |

CMS E 029 LOGISTICS MANAGEMENT

Objective	- The Course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment and to show how logistics could improve an enterprises effectiveness and.
Pedagogy	-Lectures- Assignments- Practical exercise- Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total -100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

- 1 . Introduction to logistics and its interface with Production and marketing- Measures of Logistics- physical Distribution and Logistics- Logistics System Analysis and design-
2. Warehousing and Distributing Centres- location- Transportation Systems- Growth of Urbanisation and problems of Transportation- Transport-Challenges and Limitations- Government Activities in Transportation-
3. Transportation systems – Planning- Operations and Management- Trip Generation and Distribution- Load Planning- Transportation Modes and their Selection- Sequential Travel Demand Forecasting Models- Future developments in Transportation- Motor Vehicle Act 1988 and its impact on Urban Transport system- Emission Norms- Facilities and Services- Dispatch and Routing decisions and Models Inventory Management Decisions-
4. Logistics Audit and Control- Packaging and Materials Handling- International Logistics management- Logistics Future Directions.

References

- | | |
|----------------------------------|--|
| 1. Ballalu- Renald H | - Business Logistics Management |
| 2. Beal K | - A Management Guide to Logistics Engineering |
| 3. Benjamin S.B | - Logistics Engineering and management |
| 4. Bowersox, D J and closs, D J | - logistics management- A System Integration of Physical Distribution. |
| 5. Christopher, M | -Logistics and Supply Chain Management- Strategies for Reducing Costs and Improving Services |
| 6. James, C.J. and Wood Donald F | - Contemporary Logistics |
| 7. Shapiro, R | - Logistics Strategy- Cases and Concepts |
| 8. Bell G. et al. | -The business of Transport |

CMS E 030 SERVICE OPERATIONS MANAGEMENT

Objective The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

Pedagogy -Lectures- Assignments- Practical exercise- Case Discussion and Seminars

Examination - 3 hours written exam - 60 marks & Continuous Assessment 40 marks
Total -100 marks.

Workload - 4 hours per week

Credits - 3

Course Outline -

Service characteristics- Challenges in Operations management of Services Aggregate Capacity Planning for Services- Facility Location and layout for Services- Job Design – Safety and physical environment- Effect of Automation- operations Standards and Work measurement- Measurement and Control of Quality of Services- Dynamics of Services Delivery System- Scheduling for Services personnel and Vehicles- Waiting line analysis- Distribution of Services- Product-Support Services- Maintenance of Services- Inventory Control for Services case Studies on Professional Services.

References-

1. Bowman David E et al - Service management Effectiveness Balancing Strategy, Organization and Human Resources, Operations and marketing
2. Collier David A. - Service Management Operating Decisions
3. Fitzsimmons, James A and Sullivan - Robert Service Operations Management
4. Heskett, James L etc. - Service Breakthroughs Changing the Rules of the Game
5. Murdiek, R.G. et al. - Service Operations management,
6. Sharma, J.K. - Service Operations management
7. Voss C et al. - Operations management in Service Industries

CMS E 031 WORLD CLASS MANUFACTURING & TOTAL QUALITY MANAGEMENT

Objective	- To acquaint the students with the world class manufacturing environment and optimized production principles along with TQM.
Pedagogy	- Lectures, Assignments, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total-100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. World Class manufacturing Environment Imperatives for success – technology- Systems approach and change in the mindset- Strategic decisions in- Manufacturing Management- Choice of technology- Capacity- Layout/Automation in material handling systems- Aggregate Planning and master Production Scheduling-materials Requirement Planning (MRP) – software in Use-manufacturing Resources Planning (MRP-11) Software in Use- Implementation Problems/Indian experience- Optimised Production Technology Principles advocated by Eliyahu Goldratt- Just – in- Time System- JIT manufacturing System- JIT Pull system – Use Of Kanban- JIT Purchase – Source Development Buyer – seller relations- Supply Chain Management/Bench Marking
2. Total Quality Management- Strategic Quality Planning- Introduction to TQM- Organizing for TQM- Benefits of TQM- Kaizen- Benchmarking- Organizing for TQM Quality Circles- Kaizen- Benchmarking for quality improvement- TQM in service organizations- Training for TQM. Implementing a TQM program. TPM- Business Process Reengineering- Deming’s 14 point for management- Deming’s triangle- the Juran philosophy. TQM Principles- TQM tools including Circles- SQC Acceptance samplings- Quality through design- QFD – Quality House Failure Mode effect analysis- Fault – tree analysis- Concurrent Engineering Principles Taguchis Quality loss function and Robust Design concept- Designing Products through ‘Fuzzy’ Logic- Quality management Systems- and ISO 9000Standards-
3. Total Productive Maintenance- Objective of TPM – Total System effectiveness- Break – down Maintenance- Preventive maintenance- Predictive- maintenance- Condition Monitoring Systems Maintenance Prevention- maintainability improvement- Reliability improvement- Total employee Involvement and Small Group Activities-
4. Customer – Driven project management (Integration of TQM- Project management Systems with customer driven team structure)- Automation in Design and Manufacturing Automated Material handling equipments- Role of IT in World Class Manufacturing- Flexible manufacturing Systems (FMS)- Group Technology/Cellular Manufacturing Systems- Six Sigma.

Reference-

1. Buffa, Elwoods and et al - Programmed learning for Production and Operations Management
2. Dervitsiotis, Kostas N - Operations management Auckland
3. Hughes, Chris - Productions and Operations management
4. Schomberger, Richard J - Japanese manufacturing techniques.
5. James R. Evans and William M. Lindsay - The Management and control of quality,
6. K. shridhara Bhat - Total Quality Management
7. Pike, John and Barnes, Richard - TQM inaction

Electives

Information Technology

CMS E 032 DATABASE MANAGEMENT SYSTEM

Objective - This course has been designed to expose the students with the applications of systems designed to manage the data resources of organizations. It provides the students an opportunity to study the hands-on implementation of a database in corporate environment and to expose the students to a RDBMS and a query language for database management.

Pedagogy -Lectures, Assignments, Practical exercise, Case Discussion and Seminars

Examination - 3 hours written exam - 60 marks & Continuous Assessment 40 marks
Total -100 marks.

Workload - 4 hours per week

Credits - 3

Course Outline -

1. Introduction – Data processing Concepts- Data Structures- File processing and Access methods- Taxonomy of Data Management Systems- . Database and DBMS Software- Different types of database systems. Three layered Architecture- Advantages and Disadvantages of a Database- History- Data Modelling – Language- Various Data Management Models. Database administration and database users.

2. Data Models – Object Oriented and Record Based models- E-R Model and E-R diagram examples and Exercises- Hierarchical Model- Network Model and Relational Model- Normalization techniques – First Normal Form- Second Normal Form and the Third normal Form- Examples and Exercises- Transaction management- process and their Communications Interface with Database Management Systems- Properties of a Transaction- Commit and Rollback- Concurrency- Locking Access Control Data Integrity- Integrity Constraints- Auditing- Backup and Recovery- data Dictionary – System Catalogue.

3. Reduction of schema to tables- relational Database- relational models structure of relational database. Refresher to RDBMS- Defining a data base- defining columns and keys- structure of a relational database – normalizing the design- minimizing redundancy- organization of data in RDBMS- Query languages for Relational Database management Systems- Structured Query Language. Distributed data Base Systems On-line Bases Object Oriented Data Bases.

4. Distributed Data base and Distributed Data Access. Distributed data Processing Systems and a need for database Environment for such a System- Transaction concepts- Physical database Structure- states – concurrency controls – query optimization – Study of a relational Data base management Systems for Successful Implementation of Distributed Systems.

5. Approaches to database design. Managerial Issues Related to Data Base management- Evaluation criteria- performance Analysis- database back up Recovery Issues- Reorganization Problems- Implementation and maintenance issues- Database Administration. Emerging trends in database management – object oriented database – DSS – data mining – data warehousing – multimedia database – geographic database – distributed information systems

Reference-

1. Coad, Peter and Edward, Yourdon - Object Oriented Analysis 2nd ed.
2. Kroenke, David M - Database Processing Fundamentals, Design & Implementation
3. McFadden, Fred R and hoffer, Jeffrey - A Database management.
4. Pratt, Philip J.A - Guide to SQL
5. Salemi joe - Client/Server Data bases

CMS E 033 SYSTEM ANALYSIS AND DESIGN

Objective	- The course is aimed at developing an appreciation of analysis and design of computer based commercial data processing systems.
Pedagogy	- Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total-100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

Overview of systems analysis and Design- Software applications today-the changing scenarios- Introduction to different methodologies and Structured system analysis- Problem identification – requirement analysis- tools and techniques feasibility analysis – Operational Technical and Economical Feasibility – details of SDLC approach- Business Systems Concept- Systems Development Life Cycle- Project Selection- Feasibility Study- Tools for Analysis and Design of business Systems- Methodologies Available- Need for Structured Techniques structured Techniques Available System Requirement Specification and Analysis- Data Flow Diagrams- Data Dictionaries- Process Organisation and Intersections- Decision Analysis- Decision Trees and Tables- Expansion- Explosion and Normalization Detailed 1 Design Modulation- Module Specification File Design- Data Abase Design system Control and Quality Assurance- Documentation Tools- Testing techniques Available- System Controls and Audit Trails- System Administration and Training- Conversion and Operations Plan hardware and Software Section- hardware Acquisition Bench marking- Vendor Selection- Operating System Selection- Language Processors Performance and Acceptance Testing Criteria- managing data Processing in an Organization- Data Processing Setup- Project management Techniques for Managing Software Projects

References-

1. Award Elias M - . Systems Analysis and design 2nd ed
2. Senthil - MIS and System Analysis and Design
3. Coad Peter and Edward, Yourdon - Object-Oriented Analysis 2nd ed
4. Macro, T.D - Structured Analysis & System Specification
5. Rajaraman, V - Analysis and Design of information systems
6. Van Over, David - Foundations of business Systems
7. Whitten J L et al - System Analysis and Design methods

CMS E 034 ENTERPRISE RESOURCE PLANNING

Objective	- To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career. Also to expose the students to the technical aspects of ERP systems, particularly to those that help in the process of infrastructure planning, selection, implementation, and administration of these systems.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total-100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

1. Enterprise Resources Planning- Evolution of ERP, MRP and MRP II, problems of system Islands, need for system integration and interface, Enterprise wide software solutions, difference between ERP and traditional information systems, early and new ERP Packages, Over view of ERP packages, ERP products and markets – players and characteristics. Benefits of ERP implementations.
2. Opportunities and problems in ERP selection and implementation- ERP implementation-identifying ERP benefits team formation-Consultant intervention-Reengineering (BPR) Concepts- The emergence of reengineering concept of business process – rethinking of processes – Identification of reengineering need preparing for reengineering Implementing change – change management – Integrating with other systems- Post ERP implementation
3. Modules in ERP- business Modules of ERP package- Functional architecture, salient features of each modules of ERP, Comparison of ERP packages. Implementation of ERP systems, Business process modelling, Gap analysis, Framework for ERP implementation business process, Emerging trends in business process, Selection ERP Process of ERP implementation—managing changes in IT organization- Preparing IT infrastructure measuring benefits of ERP
4. Technical Architecture of ERP systems- communication and networking facilities- distributed computing, client server systems, Concepts of Business objects, distributed object, computing architecture, support for data mining and warehousing, EDI – internet and related technologies- Net technologies
5. ERP and Supply Chain management- Extending scope of ERP through SCM., The concept of value chain differentiation between ERP and SCM – issues in selection and implementation of SCM solutions – CRM concepts and CRM solutions – E-Business and ERP – business opportunities – basic and advanced business models on internet – security and privacy issues – Future and Growth of ERP-role of ERP in international Business

Reference-

1. Hammer, Micheal and Jamts Chamby - Reengineering the corporation.
2. Leon, Alexix - Countdown 2000
3. Ptak, Carol A. & Eli schragenheim - ERP

CMS E 035 STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Objective	- This course is aimed at developing an understanding of use of Information Technology as a strategic tool for business management. The course focuses on development of Information Technology leadership. Also to enable the students understand the process of formulating and implementing IT strategies in organizations.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total-100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

1. Introduction to IT applications – transaction processing – IS for managerial decisions – Sustaining competitive Advantage by use of IT- - key issues in Information Systems management and the role of the CIO- Learning Organizations and Role of Information technology in Business Transformation.
2. Planning for critical success factors – IT planning frame works – Analytical Framework for Strategic IT Initiatives- Frame work focusing on stages of growth – Value chain analysis – Porter’s five forces model management planning and control needs- Creativity.
3. IT implementation – gap analysis – implementation frame work – implementation strategies – BPR- managing change – post implementation issues – Framework for appraising IT implementation- evaluation of inter organizational systems – project planning with IT – application with emerging technologies – IT outsourcing strategies- Information Partnerships- value added partnerships
4. Introduction to Security- Need for security and control- Risks to Information system data and resources- Definitions of Information security- computer crimes and virus- Internal control Types of security- Physical Security Threats to security- Physical access- Fire- and theft protection Environment hazards- Logical Security- Threats to security- access control – identification- Authentication- Authorization- Password control and management Access control software- Data Security- Threats to security- Access controls- Back up and recovery strategies- Data input / output control Data encryption- Tele-communication Security Physical security- Logical Access security- Dial-in access security- network management control- Authentication protocols- internet/intranet/extranet security- Computer Configuration and Operation Security Hardware/Software security- Start up/Shut down procedures- journals- Back up recovery strategies- personal Security- Threats Security- Protection from people- Protection of employees- Security Planning- Risk and security policy- Security management- Business continuity planning- Security audit.
5. Group decision organization communication and group work support – impact of IT on organizations and support – Managing in the Market space- national Information Infrastructure and IT Policy at the national Level- Planning for Strategic IT Resource- Managing the IT enabled restructuring – Virtual organization- IT innovation and Knowledge management.

References:

1. Galliers R D - Strategic Information Management Challenges and Strategies Information System
2. McKemney James - Waves of Change- Business Evolution through Information Technology
3. Neuman, Seev - Strategic Information Systems- Competition through Information technologies
4. Nolan Richard L - Creative Destructor- A six stage process for transforming the organization
5. Parker, Marilyn M -Strategic Transformation and Information technology, Paradigms for Performing while Transforming
6. Somogyi, E K and Wallers, Robert - Towards Strategic Information systems
7. Ward, John - Strategic Planning for Information Systems

CMS E 036 MANAGEMENT SUPPORT SYSTEMS

Objective	- This course is designed to develop an understanding of the concepts and application of Information Technology based Management Support Systems.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total-100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

Overview of CBIS Applications- Decision making Concepts – A Need for Decision Support- Decision Modelling Exercises- Role of Decision Support Systems in Business- Modelling in Decision Support, Spread Sheet Software systems as DSS Tool- Development of planning Models in Various Functional Areas- Introduction to Integrated Financial Planning System for Financial Modelling Group Decision Support Systems’ Use of DSS Technology for Marketing Finance, Production and HRM. Modelling of Multi-objective and Analytic Hierarchy Process. Artificial intelligence- Need and Application. AI Based Systems- Fuzzy Knowledge in Rule Based Systems- Expert System Shells- Working on an Expert System Shell- Development of a expert System Model for a Functional Area. PROLOG A Tool for AI Programming Executive Information Systems and their Applications.

Reference

1. Bratko, Ivan, Prolog - Programming for Artificial Intelligence
2. Davis, Michael W - Decision Support
3. Jayashankar, R - Decision Support System
4. Patterson, Dan W - Introduction to Artificial Intelligence and Expert systems
5. Rolph, Paul -How to choose and Use an Executive Information System
6. Sprague, Ralph H - Decision Support for Management
7. Turban, E - Decision Support & Expert Systems

CMS E 037 BUSINESS PROCESS REENGINEERING

Objective	- This course has been designed to develop an appreciation of process view of business and redesign there of. The Students would be able to develop an understanding of the use of Information Technology for process redesign.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total -100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

Conceptual Foundation of business process Re-engineering- Role of Information technology in BPR- Process Improvement and Process Redesign- BPR experiences in Indian Industry' Process identification and mapping- Role/Activity diagrams- process Visioning and Benchmarking, Business Process improvement, Business Process redesign- man Management for BPR implementation, Re-Organizing People and Managing Change.

References-

1. Carr, D K and Johansson, H J - Best Practices in Re-engineering
2. Champy, James - Re-Engineering Management- The mandate for New Leadership
3. Coulson Thomas C - Business process Re-engineering Myth & Reality
4. Davenport, T H - Process Innovation- Re-engineering Work Through Information Technology.
5. Hammer Michael - Re-engineering the Corporation- A Manifesto for Business Revolution
6. Jayaraman M.S. et al. - Business Process Re-engineering
7. Preppard J and Rowland P - The Essence of Business Process Re-engineering

CMS E 038 SECURITY AND CONTROL INFORMATION SYSTEM

Objective	- The objective of the course is to familiarize the participants with the security and control system use in the business world.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 50 marks & Continuous Assessment 50 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline -

Introduction to Security- Need for security and control, Risks to Information system data and resources, Definitions of Information security, computer crimes and virus, Internal control Types of security- Physical Security Threats to security, Physical access, Fire, and theft protection Environment hazards- Logical Security- Threats to security, access control – identification, Authentication, Authorization, Password control and management Access control software- Data Security- Threats to security, Access controls, Back up and recovery strategies, Data input / output control Data encryption- Telecommunication Security Physical security, Logical Access security, Dial-in access security, network management control, Authentication protocols, internet/intranet/extranet security - Computer Configuration and Operation Security Hardware/Software security, Start up/Shut down procedures, journals, Back up recovery strategies- personal Security- Threats Security, Protection from people, Protection of employees- Security Planning- Risk and Security policy, Security management, Business continuity planning, Security audit.

Reference-

1. Ron Weber -EDP Auditing
2. Stephen cobb - PC and LAN Security
3. Michel E.Kabey - Enterprise Security – Protecting Information assets
4. Miora -Enterprise Disaster Recovery Planning Computer Security for Dummies
5. Derek Atkins et al. -Internet Security

CMS E 039 MULTIMEDIA MANAGEMENT

Objective	- The aim of the course is to acquaint the participants with the application multimedia in business.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

Introduction to multimedia – stages in multimedia project-multimedia hardware, Multimedia software – Basic tools – making Instant multimedia – Authoring tools. Multimedia, building blocks Text – Sound Images Animation – Video- Multimedia and Internet – Tools for the World Wide Web – Designing for World Wide Web- Assembling and delivering a project- Planning and Costing – designing and producing – delivering- Multimedia Education – Training – Business Applications – Hotel management – Banking Information system – Tourist information system.

References

1. Vaughan, Tay - Multi Media- Making it work

CMS E 040 INTERNET PROGRAMMING FOR E-COMMERCE

Objective	The objective of the course is to familiarize the students with the internet programming for e-commerce.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

Authenticating HTML Building blocks of HTML, page Design, Site Design, Linking HTML Documents, Adding Images, audio and video- SCRIPTS- Java Scripts VB Scripts- LINUX Basic features. Vi editor LINUX Commands, Elements of Shell programming Com Concepts- Dot Com companies vs. Brick and Mortar companies, Critical success factors for Dot Com companies, Hybrid companies, Security of data Transfer – Cryptography-Encryption and decryption of data – Digital signatures Cyber laws.

Configuration and features of Internet Information Server (118)

Configuration and features of Apache Web Server

SERVER Side Programming using PERL, JAVA-ODBC, ASP Programming

References-

1. Coleman, pat and Peter Dyson - Internet
2. Keen, Peter and Mark McDonald - The e-Process Edge
3. Oberoi, Sundeep - E-Security and You
4. Ricart, Alberto et al - Active Server pages 3
5. Rich Jason R - Starting and E-Commerce Business
6. Samantha Shurety - E-business with Net Commerce
7. Schneider, Robert D & J RE Garbus - Optimizing SQL Server 7

CMS E 041 NEW ENTERPRISE MANAGEMENT

Objective	The objective of this course is to expose the students to the managerial aspects of new enterprise and to help them to understand the working of these enterprises and to measure and evaluate their performance and efficiency
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline-

Entrepreneurship and its role in economic development, Problems of industrialization in underdeveloped countries with special reference to India. Industrial policy, Regulation and control of Industries in India- Mechanics of setting of new enterprises – size and location, optimum units – its meaning and determinants- size of industrial units in India. Theory of industrial location factors determining the industrial location. Regional distribution of industrial activity in India- Recent trends in the localization of industrial activity in India- Regional planning of industrial activity in India- Feasibility studies- technical, marketing and financial- managerial problems of new enterprises- Production purchasing, Financing labour and marketing problems Facilities provided by different Institutions and Agencies in India financing facilities for new enterprises, marketing and other facilities.

References-

1. Caticts A Dalley - Entrepreneurial Management Going All out for Results
2. Clelland, D.C. and D.G. Winer -Motivating Economic Achievement
3. Drucker, Peter - Innovation and Entrepreneurship East
4. F.M. Harblson - Enterpreneurial Organisation as a factor in Economic development, Quarterly journal in Economics Augus1952.
5. Gupta C B and Srinivasan - Entrepreneurial 'Development in India New Delhi
6. Hisrich, Robert D et al. - Entrepreneurship- Starting, Developing and managing a New Enterprise
7. Holt, David H. - Entrepreneurship – New Venture Creation

CMS E 042 FINANCING OF SMALL BUSINESS

Objective	The objective of the course is to familiarize the participants with the various modes of Small Business Financing.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline

Financial Management in Small Industries- Financial needs of Small business – types of capital requirements- Cash Management Problems- Sources of finance for small business in India- Indigenous bankers, public deposits, State Finance Corporations, Industrial Co-operatives adequacy and appropriateness of funds from banking and non-banking financial intermediaries- Monetary Policy of the Reserve Bank of India for Small business, Financial Assistance from the Central and State governments. Small Scale Industries and Financial Allocation and Utilization under Five Year plans – a Critical Appraisal.

References-

1. Bhalla, V K. - Financial management and policy
2. Bhattaacharya C D - Public Sector Enterprises in India.
3. Desai, Vasant - Small Scale Industries and Entrepreneurship
4. Pickle, Hal B and Abrahamjon Royee - Small Business management
5. Schemacher, E.F - Small is Beautiful
6. Staley, E and Morsey, R. - Small scale Industries in the Developing countries
7. Vepa, Ram N - How to Success in Small Industry

CMS E 043 SMALL BUSINESS MARKETING

Objective	The objective of this course is to develop in depth analysis for better understanding of the nature of completion in changing business environment.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline

Basis for Competition- Structural Analysis of Industries- Generic Competitive Strategies- Framework for Competition Analysis- market signals- Competitive Moves- Technology of Competitive Advantage- Strategy towards Buyers and Suppliers- Strategic Groups within Industries- Competitive Strategy in declining Industries- Competitive Strategy in global Industries- Strategic Analysis of Integration capacity expansion- Strategies of Entering into new Business Portfolio Techniques in competitor Analysis- techniques of conducting industry Analysis.

References-

1. Albert, Kenneth J - The Strategic Management Handbook
2. Allio Robert J. - The Practical Strategist- Business and corporate Strategy in the 1990s,
3. Ansoff, H.I. - Implanting Strategic Management
4. Hamel, Gary and Prahlad, C.K. - Completing for the future,
5. Hax A.C. and Majlyl, N S - Reading sin Strategic management
6. Porter, Michael E - Competitive advantage
7. Stalk, George - Competing Against Time

CMS E 044 SMALL BUSINESS ENVIRONMENT AND MANAGEMENT

Objective	The objective of the course is to analyse and develop an understanding of socio-economic political environment of small business and to develop an understanding of the overall management process in a small business unit, particularly in a developing economy.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline

Small business in Indian Environment – Economic, Social Political Cultural and Legal- Policies Governing Small Scale Units- Industrial Policies and Strategies relating to Small Scale Sector- Technological Know-how and Appropriate Technology- Quality Circles and productivity and linkage between Small and big Business. Organizational structure and other characteristics of Small Firms- Special Problems in the Management of Small Business in various Functional Areas like Finance, marketing, Production and Personnel Sickness in the Small Scale Sector- Modernisation of Small and village Industries- Training Programmes and consultancy Services- Institution Assisting Export Promotion of small Business in India- Export Promotion councils Global Perspective of small business in selected Countries.

References-

1. Desai, Vasant - Organization and management of Small Scale Industry
2. Desai, Vasant - Small Scale Industries and Entrepreneurship.
3. Papola, T S - Rural Industrialization Approaches and potential
4. Pickle, Hal B and Abrahamjon - Small Business Management
5. Schumacher, E.F - Small is Beautiful
6. Vepa, Ram, N. - How to Success in Small Industry

CMS E 045 GOVERNMENT BUSINESS INTERFACE

Objective	The Objective of the course is to highlight the need for strong interaction between government and business in India so that the resources are channelised to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government.
Pedagogy	-Lectures, Assignments, Practical exercise, Case Discussion and Seminars
Examination	- 3 hours written exam - 60 marks & Continuous Assessment 40 marks Total 100 marks.
Workload	- 4 hours per week
Credits	- 3

Course Outline

State participation in Business, Interaction between Government, Business and Different Chambers of Commerce and Industry in India- Public Distribution System- Government Control over Price and distribution- Consumer Protection Act (CPA) and The Role of Voluntary organizations in Protecting Consumer's Rights- Industrial policy Resolution, New Industrial Policy of the Government Concentration of Economics Power- Role of multinationals, Foreign Capital and foreign Collaborations- Indian Planning System- Government Policy Concerning Development of backward Areas/Regions- Government Policy with Regard to export Promotion and import Substitution- Controller of capital Issues, Government's Policy with Regard to small Scale Industries. The responsibilities of the business as well as the government to protect the Environment- Government Clearance for Establishing a New Enterprise.

References-

1. Amarchand, D. - Government and Business
2. Cherunilam, Francis - Business and Government
3. Dassgupta A. and Sengupta, N - Government and Business
4. Marathe, Sharad S. - Regulation and Development
5. Trivedi M.L. - Government and business