

**MAHATMA GANDHI UNIVERSITY
KOTTAYAM**

MBA SCHEME AND SYLLABUS 2010

**FACULTY OF MANAGEMENT SCIENCES
MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

Scheme of the course

1. The Full time Two-year MBA programme will have four semesters each having 18 workweeks.
2. The First and Second semesters each will have 9 full Courses with 75 contact hours each. All these courses are core courses. Each course carry 100 marks (Internal 40 and External 60). In addition, an External Viva-Voce examination will also be conducted at the end of the Fourth Semester. There will be a total of 1800 marks for First and Second Semesters(900+900).
3. The Third Semester will have 8 courses with 75 contact hours each and a placement in connection with an organization centered study. Out of the 8 courses two are compulsory and other 6 are electives. Of the six electives 4 courses from one major functional area opted by the student and remaining 2 in another minor functional area also opted by the student. Every student has to undergo a placement work and produce a report on an organization centered study based on the organization to which he/ she is deputed. This work and it report will be treated as full course carrying 100 marks. The internal marks will be awarded by means of seminar presentation cum viva-voce conducted by a board appointed for this purpose from among the faculty decided by the Faculty Council. Students are permitted to do their organization study only in a nationally or internationally reputed business organizations for a period not less than 4 weeks. While selecting the

organisation students should make it sure that four functional areas such as production, Marketing , Finance and HR are available there. There will be a total of 900 marks in the third semester.

4. For the Forth Semester, there are 8 full courses of which two are compulsory. Of the remaining 6, four will be from the first major functional area opted by the student and two form the second minor area opted by the student. In addition the student are required to do a project Work of a problem centered nature and the Dissertation is to be submitted before the commencement of Fourth semester examination. Total duration of this project study is 8 weeks and total marks for the dissertation is 100. Project work should be done in a nationally or internationally reputed organization. The duration of the training is 2 months. Students are expected to choose one functional area that they have opted as their major functional area in the 3 rd and 4 th semesters. Training should be done strictly under the supervision of an executive allotted by the organization. An attendance certificate should be obtained from the organization as a proof of the successful completion of the training and the same should be incorporated in their project report. For the preparation of the report the Head of the Department will entrust one Faculty Member to supervise the student. There will be comprehensive viva at the end of the fourth semester along with the evaluation of the project report.

5. The electives offered in the third and fourth semesters will be depending on the preference, aptitude of the students, availability of the Faculty and other facilities in the institution.

6. Total marks for third and fourth semester will be 1900 (900+1000)

7. All clauses of MBA Regulation (Full Time) 2010, except which are under the consideration of Hon. High Court of Kerala are applicable along with these scheme and syllabus.

8. List of courses mentioned in the MBA Regulation (Full Time) 2008 onwards is replaced and modified by the list of courses appended in the new scheme and syllabus.

I SEMESTER

CC21	ORGANISATIONAL STUDY	40	60	100
Total		360	540	900

FOURTH SEMESTER

Course No	Title	Internal Evaluation Marks	External Evaluation Marks	Total Marks
CC22	PROJECT MANAGEMENT	40	60	100
CC23	STRATEGIC MANAGEMENT	40	60	100
EC7	ELECTIVE 7	40	60	100
EC8	ELECTIVE 8	40	60	100
EC9	ELECTIVE 9	40	60	100
EC10	ELECTIVE 10	40	60	100
EC11	ELECTIVE 11	40	60	100
EC12	ELECTIVE 12	40	60	100
	VIVA-VOCE		100	100
	SUMMER PLACEMENT REPORT		100	100
Total		320	680	1000

LIST OF ELECTIVES

1. MARKETING
2. FINANCE
3. INFORMATION TECHNOLOGY
4. HUMAN RESOURCE MANAGEMENT

SEMESTER I

1. PRINCIPLES OF MANAGEMENT

Module I Management Nature and significance- Schools of management Thought-

Evaluation of management thought-Management Process- Functions

Module II Group Behaviour Team effectiveness team decision making, issues in managing teams.

Module III Leadership styles, autocratic, paternal, participative

Module IV Management Functions- Planning, Organizing, Directing, Controlling Staffing, Coordinating budgeting and reporting.

Module V Organizational Politics- Organizational culture-Dynamics- Role of culture and corporate culture Ethical issues in organizational culture

2. ENVIRONMENTAL MANAGEMENT

Module I



Module -111

◆ Database functions ◆ Database creation ◆ Sorting , Indexing and report- Programming using software

Module -1V

Data communication and computer networks . LAN and WAN- Communication through computer networks-Network topologies

Module -V

World Wide Web and Business Community, Internet , E- Mail with TCP/IP.

9. INDIAN ETHOS AND VALUES

Module-1

Indian model of Management; Work ethos ; Indian heritage in Production and Consumption

Module -11

Indian insight to TQM; Teaching ethics; transcultural human values in management education ◆◆◆◆◆◆◆◆



Module -111

Relevance of values in management; Need for values in Global change ◆ Indian perspective ; Values for Managers◆

Module -1V

Holistic approach for managers in Decision making- Secular Vs Spiritual values in management- Science and human values ◆ Ethical issues relates to globalization

Module -V

Indian Constitution- History, Fundamental rights, Unity in diversity.

Module-1

Marketing Management- Scope of marketing and markets . Target market and segmentation

Module -11

Marketing concept- Production concept, Selling concept, Societal marketing concept.



Module -111

Relationship marketing- Rural marketing ♦ Target consumers- Marketing mix-Marketing environment- Micro environment- Macro environment- Global environment, Liberalization and its aftermath.

Module -1V

Market measurement and forecasting ♦ Estimating market demand-Estimating actual sales and market share- Forecasting future demand ♦Market segmentation ♦ Market positioning- Market targeting

Module -V

Marketing communication ♦ Marketing Information System ♦ Marketing Intelligence ♦ Marketing Research system ♦ Marketing Decision Support System

5. ♦♦ MANAGEMENT INFORMATION SYSTEM

Module-1

Techniques in data processing ♦ Online _ Batch Mode ♦ Real Type .

Module -11

System analysis, Input Design , Output Design , File Design ♦ Introduction to Internet and other emerging technologies. ♦♦♦♦♦♦♦♦♦♦



Module -111

MIS Meaning ♦ Scope and role in modern management, Fundamental concepts in MIS ♦ Computer based MIS

Module -1V

Office automation ♦ String and filing data ♦ System Implementation ♦ Transaction Processing Systems ♦ Decision Support Systems

Module -V

Organizational Changes ♦ Information System Design ♦ Business process redesign -♦ Business Transformation ♦ distributed databases and MIS ♦ Computer Networks and E Commerce

6. ♦ HUMAN RESOURCE MANAGEMENT

SEMESTER IV**1. PROJECT MANAGEMENT**

Module-1

Project Defined ; Theoretical framework ; Risk analysis and utility theory

Module -II

Project appraisal and feasibility ; Project identification ; Preliminary screening , industrial policy , market analysis , technical analysis ,financial analysis, social cost benefit analysis



Module -III

Income tax benefits ; incentives offered ; Role of financial institutions

Module -IV

Project evaluation and selection ; CPM and PERT- project management organizations ; Role of project management

Module -V

Project implementation ; Tendency , contacting , vendor selection , project planning and scheduling , MIS for project management , Project control
Monitory review and feed back

2. STRATEGIC MANAGEMENT

Module-1

Business policy as a field of study

Module -II

General point of view; vision ; mission; Objectives and policies



Module -III

Environmental analysis and internal analysis; impact metrics; the experience

Module -IV

BCG Metrics; GEC Model; Industry analysis

Module -V

Six papers from Elective subject and

A problem centered Report submitted by the students based on a training in a nationally or internationally reputed organization for a period not less than 8 weeks.

1. ELECTIVE: MARKETING

1. Marketing Management
2. Marketing Research
3. Advertising Management
4. Strategic Marketing
5. Events Management
6. Service Marketing
7. Marketing of Financial Services
8. Brand Management
9. E-Marketing
10. Retail Management
11. Industrial Marketing Strategy
12. International Marketing
13. Rural Marketing

2. ELECTIVE: HUMAN RESOURCE MANAGEMENT

1. Human Resource Management
2. Compensation Management
3. Labour Legislation
4. Business Transformation And HRM
5. Performance Management and Reward Systems
6. Human Resource Information Systems
7. Strategic Human Resource Management
8. Human Resource Planning
9. Human Resource Development
10. Human Resource Accounting and Auditing
11. Industrial Relations
12. Management of Change and Organisational Development
13. Counseling skills For Managers
14. Managing Interpersonal and Group Process
15. Participative Management

3. ELECTIVE: INFORMATION TECHNOLOGY

1. Planning and Implementing IT Strategies
2. Electronic Commerce and Internet Marketing
3. Distributed Computing and Data Networks
4. Management Support Systems

5. Business Process Reengineering
6. Systems Analysis and Design
7. Strategic Management of Information Technology
8. Data Base Management Systems
9. Telecommunications for Business
10. ERP
11. Security and Control Information System
12. Multimedia Management
13. Internet Programming for E-Commerce
14. RDBMS and SQL Concepts
15. Application Development using ORACLE



4. ELECTIVE: FINANCE

1. Financial Statement Analysis
2. Security Analysis and Portfolio Management
3. Management Of Banks and Financial Institutions
4. International financial Management
5. Working Capital Management
6. Accounting Standards
7. Management and Control System
8. Taxation and Tax Planning
9. Management Of Financial Services
10. Financial Derivatives and Risk Management
11. Corporate Restructuring
12. Insurance Management
13. Project Financing and Management
14. Financial Econometrics

ELECTIVE: MARKETING

1.❖❖ MARKETING❖❖ MANAGEMENT

Module-1

Product decisions- Individual and product line decisions ❖ Product mix decisions ❖ Product life cycle ❖ Branding , new product decisions.

Module -11

Pricing ❖ Factors affecting pricing decisions ❖ Cost , Buyer , Competition based pricing , New product ❖ Pricing strategies , Product mix pricing strategies❖



Module -111

Channels of distribution ❖ Channel design and modification decisions .❖ Channels ❖ the middlemen, the wholesaler, the retailer- Multi channel system

Module -1V

Promotion ❖ Promotion mix ❖ Promotion Budget ❖ Advertising , sales force management decision ❖ Publicity and sales promotion ❖ Direct marketing ❖ Marketing of Services ❖ Relationship Marketing

Module -V

International Marketing ❖ Impact of Globalization ❖ International segmentation ❖ Targeting and positioning

2.❖❖ MARKETING RESEARCH

Module-1

Marketing research concept , scope , importance , need ❖ Organizing research function ❖ Marketing research in marketing decision making , marketing research and marketing information ❖ marketing research in India

Module -11

Research design ❖ Types of research design , steps in marketing research process❖❖❖



Module -111

Identification of different research design ❖ Framing of questionnaire, analysis and interpretation of data- Testing of hypothesis- Preparation of report and making presentation

Module -1V

Organizational structure and control mechanism of marketing research agency ❖ Use of research in marketing in India

Module -V

Undertaking a field based marketing research study is an essential part of the course requirement.

3. ADVERTISING MANAGEMENT

Module-1

Advertising ♦ An overview; meaning , nature and scope ♦ evolution , importance , functions ♦ Advertising and marketing mix , advertising and promotion mix

Module -II

Advertising management ♦ Advertising department ♦ Advertising agency ♦ Functions ♦ Selection and co ordination ♦ Campaign planning ♦ Strategy and execution ♦ Advertisement objectives- advertisement budget ♦ Purpose and methods ♦ ♦ ♦ ♦ ♦ ♦ ♦ ♦ ♦ ♦



Module -III

Advertising creativity ♦ Creative thinking process ♦ Creative strategy ♦ Style , appeal- Copy writing ♦ Elements and types , copy writing for print , broadcast and other media ♦ Copy testing ♦ Art direction ♦ Design elements and principles ♦ Designing and producing print and broad cast advertisements

Module -IV

Advertising media ♦ Media decisions ♦ Media planning ♦ Objectives and strategy ♦ Media profile ♦ Print , broad cast , out door and other forms ♦ Online advertising ♦ Media scheduling ♦ Measurement of advertisement effectiveness

Module -V

Media Audience measurement methods ♦ Readership research ♦ Advertising evaluations ♦ Multimedia package

4. STRATEGIC MARKETING

Module-1

Vision ♦ Detailed analysis of the vision statement ; Is link with the objectives of SBU and functional strategies , specially marketing strategies

Module -II

What is market oriented organization ? ♦ Marketing myopia ; the marketing plan ; ♦



Module -III

Understanding new consumer ; the marketing mix ; Product decisions ; Marketing implementation and control

Module -IV

Multi national and international, global and Transnational marketing ♦ Ethical and legal issues in Strategic Marketing

Module -V

Competitive Strategies ♦ New marketing and its link with new manufacturing ; Link between Marketing Strategy and HR Strategy

11. INDUSTRIAL MARKETING STRATEGY

Module I ♦♦♦♦♦♦♦♦

♦ Introduction to advanced industrial marketing strategy ♦ Indian business environment and Globalisation of industrial markets

Module II ♦♦♦♦♦♦

Competitive advantage in industrial markets ♦ Diagnosing product portfolio ♦ speed of new product introduction first to market ♦ vs. Follower Diffusion of innovation and investment decisions ♦

Module III

Technology strategy and role of quality in industrial marketing ♦ - Brand equity/corporate branding.

Module IV

Negotiations ♦ for joint venture, agreements to co-invest ♦ in Technology, R&D, Negotiation ♦ with independent representative,

Module V

Sales agents companies, suppliers etc- diversified customer Vs. narrow focus, risks spread across customers. ♦ Strategic alliance with customers, suppliers, competitors and Government.

12. INTERNATIONAL MARKETING

Module I

Introduction ♦ Concepts and definitions ♦ International multinational and transnational corporations ♦ international business ♦ foreign. ♦ International marketing and multinational marketing ♦ relationship between international marketing and international trade ♦ international trade and product life cycle ♦ a preview.

Module II

Managing international product line ♦ basic consideration ♦ factors influencing standardization Vs. adaptation policies in respect of product, package, labels, brands, trademarks, warranty and services ♦ product development activities for international markets ♦ deletion of old/weak products managing of existing products.

Module III

International distribution management ♦ alternative methods of foreign market entry ♦ selection criteria ♦ selection of country types of channels in world markets ♦ channel selection and management ♦ physical distribution for international manufacturer ♦ multimarket logistic management.

Module IV

Pricing ♦ for world markets ♦ international considerations of policy ♦ export Vs. domestic prices ♦ market oriented export pricing ♦ price quotes ♦ switch trading, transfer pricing in international marketing ♦ export credit and terms ♦ price co-ordination in world markets.

Module V ♦♦♦♦♦♦♦♦

International promotion ♦ communication strategies in international marketing- constraints ♦ international advertising ♦ personal selling in foreign markets ♦ special form of international promotion ♦ communication objectives Vs. ♦ product life cycle ♦ state support for international promotion ♦ trade promoting agencies ♦ ITPO



6. HUMAN RESOURCE INFORMATION SYSTEMS



Module I

◆ Introduction to Human resource ◆ Information System : Role played by HRIS in the operation of human resources ◆ management ◆ function ◆ Managerial decision making for HR ◆ Strategic ◆ advantage ◆ challenge of business process reengineering and globalisation of HR function Business Imperative ◆ for HR Transformation ◆ HR as business ◆ partner ◆ Focus ◆ on real business value ◆ formulation of success factors ◆ for allocation of priorities and resources.

Module II

◆ Application Software Development : Deriving technical design specs ◆ user involvement in development ◆ process ◆ identifying business needs ◆ translation of business needs into functional requirements for HRIS ◆ role of application systems software ◆ review of HR software for operational & administrative roles of HR function.

Module III

Collaborative ◆ Systems : Use of intranet and extranets to support communication & collaboration ◆ specific enterprise collaboration system as tools for communication of ideas , sharing resources ◆ & co-operative work efforts associated with HR business processes ◆ and projects . Consultative Role : basic concepts and components of management ◆ information , decision support and executive information systems ◆ application system software for consultative ◆ role of HR.

Module IV

Application Software for Strategic Role of Hr : Fundamental ◆ concepts of strategic advantage through information technology Organising for HRIS implementation / Managing Change ◆ functional and process alignments ◆ - core competencies of HRIS team.

Module V

◆ BPR of HR function : Process of work-flow analysis ,assessing Business Value ◆ Cost justification ◆ methodologies; ROI and IRR, Redeployment ◆ Cost Avoidance. ◆

7. STRATEGIC HUMAN RESOURCE MANAGEMENT

Module I

◆ Strategic Management : nature and significance of strategic management , dimensions of Strategic Decisions ; Formality in Strategic ◆ Management, Value of Strategic Management. ◆ Strategic Management Model and its components , Limitations of ◆ Strategic Management.

Module II

◆ Strategy Formulation : Formulating ◆ a company vision , mission , objectives and goals ; Analyzing the Environment ; Forces ◆ influencing ◆ strategy ◆ Formulation : SWOT, Portfolio Models , Porter ◆s Model ,Generic ◆ strategies , Environment ◆ forecasting , analyzing the company profiles , formulating long-term Objectives and Grand ◆ strategies . Strategy Analysis and choice . Evaluating Multinational Environments .

Module III

◆ Strategy implementation : Operationalizing ◆ the ◆ Strategy , Annual objective , Functional strategies ◆ and Business Policy , Institutionalizing the strategy: structure , leadership ◆ and culture; Guiding and Evaluating the strategy, corporate strategy ◆ and global strategy. ◆

Module IV

◆ Human Resource Strategy : Concept , Approaches , HRS and Business Strategy ; Role of HRM in formulating Corporate ◆ Strategy , HR Strategy ◆ and Functional Strategy. Change management , Assumption : Intentions , Implementation and Interpretation , Change management strategies : Training and Development Strategies ; Performance ◆ Management ; Industrial and work place relations , culture. ◆ organizational performance and Human Resource Strategy ; International Human Resource ◆ Strategy ; ◆ HRM Strategy and ◆ difficulties in its implementation.

Module V

◆ New Economic Policy and HRM strategy ; Co ◆ operative ◆ Human Resource Strategy ; Role of Human Resources in Strategy ◆ Formulation ; integrating Human Resources in strategic ◆ Decisions ; Human Resource Sorting , HRS and HRIS; Human Resource ◆ Strategy ◆ some key issues; HRM Strategy for Future.

9. HUMAN RESOURCE ◆ PLANNING

Module I

Human Resource Planning : Concept and Objectives ; HRP at Micro and Macro levels, HRP and Business plans . Different Approaches ; Human Resource Planning Process; Demand and Supply Forecasting ; The Labour Market ; Analysis Sources of demand and Supply of manpower ;Different tools and techniques ; Labour wastage Absenteeism and labour turn over . Overall plan ;Career Management; Career Planning ,Career Paths ,Career Anchors , Career Development

Module II

Job Analysis; Job Descriptions; Job Specification; Job Designing ; Human Resource Inventory; HR Accounting

Module III

Recruitment: Recruitment Policy , Approaches ,Sources of Recruitment, Advertisements , Web Recruitment , The Employment Exchange (Compulsory Notification of Vacancies)Act,1959. Selection : Concept and Process of Selection ;Application blank, Weighted Application Blank ,Resume ,Resume Scanning

Psychological Tests definition ,Purpose, Characteristics and Developing Psychological Tests, Different Types of Tests, Interpreting Test Results, Reliability and Validity.

Module IV

Employment Interview/ Selection ,Interviewing ; Purpose; Types of Interviews ; Interview Techniques; Interviewing skills ; Advantages and Limitations of Interviews; Do's and don'ts of selection Interviewing

Medical Checkups ,Reference and back ground check , Choice of selection methods , assessment Centers, Reliability and validity of selection tools .

Module V

Employment offers; service conditions ,contract of employment , Psychological contract. Standing Orders ,Industrial Employment(Standing Orders)Act, 1946.

Induction : Importance, Socializing the new employee, Different types of Socialization.

Placement, Different Placement.

Probation and Confirmation.

Apprenticeship training , The Apprentices Act 1961.

Promotion and Transfer; Policies and Procedures.

09.HUMAN RESOURCE DEVELOPMENT

Module I

Human resource Development (HRD): Concept, Origin and Need for HRD; Overview of HRD as a Total System; Approaches to HRD; Systems Approach to HRD, HRD Strategies, HRD Styles and Culture, HRD Structures, HRD Competencies.

Module II

HRD Interventions: Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning, OD or Systems Development, Rewards, Employee Welfare and Quality of Work Life.

HRD Staffing: Role of Top Management in HRD, Roles of HRD Developer: Physical and Financial Resources for HRD: HRD Climate, HRD Audit; HRD Scorecard

Module III

Learning and HRD: Models and Curriculum: Factors and Principles of Learning; Group and Individual Learning; Concept of Learning Organizations; HRD Trends: Behavioural Science; Organization Development, Transactional Analysis, Assessment Center, Behaviour Modeling and Self Directed Learning; Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; HRD Experience in Indian Organizations, Future of HRD.

Module IV

Human Resource Training: Concept and Importance; HRD and Training Policy, Assessing Training Needs; Process of Training; Designing and Evaluating Training and Development Programmes

Module V

Types and Methods of Training; Training within Industry (TWI);On the Job and Off the job Training Methods: Lecture, Incident Process, Role Play, Structured and Unstructured Discussions, In Basket Exercise, Simulation, Vestibule Training, Management Games, Case Study, Programmes Instruction, Computer Based Training, Team Development, Transactional Analysis and Sensitivity Training, Coaching and Mentoring; Review of Training Programmes in India

10. HUMAN RESOURCE ACCOUNTING AND AUDITING

Module I

Human Resource Planning Meaning and definition , Importance , Natural Resources and Human Resources , Investment in Human Resources , Efficient use of Human Resource, Modern market investment Theory , Market Portfolio, Enumerating the assets, Human Capital as an illiquid and non- marketable assets.

Human Capital, Investment in Human Capital , Education , Training and development , Expenditure and productivity.

Module II

Human Resource Accounting Concept, Objectives , Converting Human data in to money value, Limitations of Human Resource Accounting Investment Approach, Investment in human resources , Recruiting and Costs, Depreciation , Rates of Return, Measuring return of human assets, Prevention of Human Resource Wastage.

Module III

Organization Climate Approach ♦ Improvement and deterioration of organizational climate, Determination of changes in Human Resources Variables ♦ Increased costs, cost reduction and future performance.

Module IV

Responsibility accounting and Management control ♦ Management Control structure and process, classification of cost in responsibility accounting, Behavioural aspects of Management Control.

Human resources as social capital, Mentoring and development of social capital, Social control, HR accounting and bench-marking.

Module V

Personnel costs, Auditing and accounting, Audit Techniques, HR Audit, HRD Audit, Balance Score Card, HRD Score Card ♦ Accounting and Financial Statements.

11. INDUSTRIAL RELATIONS

Module I ♦

Industrial Relations: Philosophy and concept , Origin and development of IR, Context ♦ and environment of IR.
Approaches to IR : Human Relations Approach, Psychological Approach , Sociological Approach , Gandhian Approach, Marxian Approach and Dunlop ♦s Systems Approach.

Module II ♦

Trade unions: Concept and Objectives , registration, structure, functions, membership, union leadership, trade union disputes , recognition of trade unions; Indian Trade Unions Act, 1926. Participative Management; Concept , objectives ,evolution ,industrial democracy, participative ♦ models , approaches , forms of ♦ participation , levels of participation , employee empowerment, evaluation ♦ of schemes in India.

Module III ♦

Collective Bargaining: Concept and development ; Pre- requisites for effective collective bargaining, Process of collective bargaining, Collective Bargaining Approaches and Techniques , Collective Bargaining and Legal Frame work ; Trends and practice of Collective Bargaining in India

Module IV

Discipline- Nature and concept, Approaches to Discipline; Statutory and non statutory measures for discipline ,. Standing orders , Service Rules , Code of discipline; Grievance; Concept, significance, methods of redressal.

Domestic enquiry- Principles of Natural justice , Misconducts, Disciplinary procedures, Punishment, Positive Disciplinary Intervention , Remedial counseling.

Module V

Industrial Disputes : Causes , Manifestation and effects , Trends in Industrial Disputes in India , Instruments of Economic coercion : Strike, Lockout, Lay-off; Retrenchment and closure; Unfair Labour practices,, Dispute settlement machinery : Industrial Disputes Act, 1947; Collective Bargaining, conciliation , Voluntary Arbitration , Adjudication

Industrial Relations Audit , Industrial Relations Research

12. MANAGEMENT OF CHANGE AND ORGANISATIONAL DEVELOPMENT



Module I ♦

Change Nature of change , planned and unplanned change, organizational change ♦ forces for change ♦ aspects of change ♦ resistance to change ♦ approaches to managing organizational change contribution of Kurt Lewin.

Module II ♦

Organisational Transformation , concepts of Transformation and Transitions , Strategies of Transformation ♦ The ♦New♦ and ♦Renew♦ strategies , The ♦Top down♦ and ♦Bottom up♦ Strategies Transformation Theories ♦ Scientific revolution.

Module III ♦

Organisational Development ♦ Concept and evolution ♦ Characteristics of OD ♦ Organisational effectiveness and OD ♦ OD process ♦ Phases in OD-OD interventions .

Module IV

Organisational Development Programmes and Techniques b- Grid Training ♦ Managerial Grid ♦ Blake and Mouton Grid ♦ New Managerial grid ♦ Rensis Likert ♦s Managerial Systems ♦ System 1-4 continuum- Fiedler ♦s Leadership contingency model, Vroom ♦ Yetton Contingency Model ♦ Hersey Balnchard Tridimensional leader effectiveness model ♦ Ridden ♦s 3 ♦ D management ♦ conference board management ♦ Training score- Stamford power matrix ♦ survey guided development /survey feed back ♦ team building

Module V

Emerging OD approaches and techniques ♦ simplistic approach of Kirk Patrick ♦ Peter Senge ♦s Learning Organisation, Schein ♦s dialogue approach ♦ Japanese Management- Tom Peters ♦ in the context of Liberalisation ; Strategies for Organisational Growth ; Computerization and Organisational

13. COUNSELLING SKILLS FOR MANAGERS



- Module I ♦ Emergence and Growth of Counseling Services; Approaches to counseling;
- Module II ♦ Counseling process- Beginning, Developing and terminating a counseling relationship and follow up.
- Module III ♦ Counselor's Attitude and Skills of Counseling; Assessing Clients problems.
- Module IV ♦ Selecting Counseling Strategies and Interventions ♦ Changing Behaviour through Counseling
- Module V ♦ Special problems in counseling; Application of Counseling to Organizational situations with a focus on Performance counseling.

14. ♦ MANAGING INTERPERSONAL AND GROUP PROCESSES



- Module I ♦ **Nature of Groups at work;**
What is a group? Definition, Types of Group, Dynamics of Group Formation, structure and dynamics of work groups, Group Cohesiveness
- Module II ♦ **Group Vs Teams;**
Concept of Teams , Distinguishing team from Groups , Types of Teams ♦ Dysfunctions of groups and teams, Dynamic of Informal Groups ,
- Module III ♦ **Effective Team Performances: .**
Creating Teams , Making Team successful obstacles to success, Training in team skills developing successful teams
- Module IV ♦ **Individual Performance in Groups**
Interpersonal ♦ Communication, - Johari window , interpersonal awareness, Social facilitation , social loafing Interpersonal Trust ,- Inter personal conflicts, Group Decision Making ,Group Synergy.
- Module V ♦ **Intervention Techniques**
Counseling Techniques, Grid Management, Transactional analysis, Sensitivity Training, Process Consultancy, skill Development Techniques

15. PARTICIPATIVE MANAGEMENT

Module I

Meaning of participative management ♦ participative management as a concept- Economics, Psychological, Social, Political viewpoints on this concept ♦ Origin and growth of participative management.

The need for participative management ♦ the objectives of participative management ♦ Approaches to participative management

Module II

Different types of workers participation in management-Informative participation, consultative participation, Associative participation, Administrative participation and decisive participation-Bipartite forums in PSUs and private sectors to promote WPM-WCS,JMC, Shop councils, workers representatives on the Board of Directors and other forums like QCS,TQM-Employee stock option

Module III

Structural arrangements for participative management-National Level, corporate level, plant level, zonal level and shop level-Role of external and internal factors in influencing the levels of W.P.M

Module IV

W.P.M in India-Experience of PSUs and private sectors-the participation of workers in management Bill 1990-Suggestions for improving the W.P.M in Indian companies- W.P.M in abroad-Evaluation of W.P.M in abroad ♦ comparison of W.P.M in India and abroad-Selected studies on working of participative management in Indian companies

Module V

Training to make participative management more successful-Future of participative management.

ELECTIVE: INFORMATION TECHNOLOGY

1. ♦ PLANNING AND IMPLEMENTING IT STRATEGIES

Module I

IT and Business: Introduction to information technology applications ♦ transaction processing ♦ IS for managerial decision planning for critical success factors ♦ information systems and competitive advantage.

Module II

Strategy for IT: planning Frameworks ♦ IT planning frameworks ♦ frameworks focusing on stages of growth ♦ value chain analysis ♦ Porter's Five forces model management planning and control needs

Module III

IT Implementation Issues: Implementation framework ♦ gap analysis ♦ Business Process Reengineering (BPR) ♦ managing change ♦ post implementation issues.

Module IV

Deriving Pay off from It: Framework for appraising It implementation ♦ evaluation of inter organizational systems- value added partnership ♦ project planning with IT ♦ applications with emerging technologies ♦ - IT outsourcing strategies.

Module V

IT and Organizational Impact: Group decision organization communication and group work ♦ support ♦ Impact of IT on organizations and markets ♦ IT enables restructuring ♦ - virtual organization ♦ IT and innovation ♦ knowledge management.

2. ELECTRONIC COMMERCE AND INTERNET MARKETING

Module I

Introduction to E Commerce ♦ competing in the digital economy ♦ business models in E Commerce ♦ Environment of electronic commerce ♦ Economic and social impact of electronic business ♦ opportunities and challenges.

Module II

Structure and organization of electronic business ♦ Internet architecture ♦ web technology: structure sub-systems, communications ♦ services offered in the Internet.

♦Module III

Salient features of web programming ♦ Multi media technologies ♦ Multi media Elements, Production of MM, File Conversions ♦ Principles of Animation ♦ Incorporating Multimedia ♦ Concepts in regard to Java, Applets & CGI Scripts .

♦

Module IV

Building Interactivity ♦ Component technologies and Writing Interfaces.
Servers, Server SW, Security aspects of Server including proxy servers and Firewalls. Familiarization with one of the tools for preparing Web Pages.

Module V

Internet Marketing ♦ advertising in the Internet ♦ potential for market research ♦ attractive traffic to the site ♦ Internet marketing plans ♦ EDI ♦ EFT ♦ Industry applications like on line banking and other business applications ♦ CRM ♦ Mobile commerce ♦ cyber laws in different countries. ♦

♦

3. DISTRIBUTED COMPUTING AND DATA NETWORKS

Module I

Introduction ,history of Network development , Distributed ♦ Computing System ♦ Models, Advantages and Disadvantages of DCS, Comparison with Centralized OS - Network Hardware , Network Software, OSI Reference Model (7 layers) ,TCP/IP Reference Model, Queuing ♦ Markovian Process.

Module II

Network concepts for distributed computing ♦ The physical layer ♦ The theoretical basis for data communication ♦ the data link ♦ layer ♦ , datd link layer design issues ♦ the network layer , Network Layer Design Issues.

Module III

Message Passing, Inter Process Communication , Issues in IPC ♦ Remote Procedure Calls, RPC Models, Transparency of RPC, Implementing RPC Mechanism, Client Server binding ♦ The Transport Layer , The TCP service model.

Module IV

The Application Layer, DNS,SNMP,SNMPv2 ♦ ♦ - Introduction to CORBA,CORBA Overview , BOA & POA ♦ Generations, Life cycle of a CORBA Invocation.

Module V

Network Management, Functions of Networks, Network Environments, Design Considerations, Performance, Monitoring , Fault Management, Maintenance, Security, Administration ♦ Recent Development in Network, ♦ Mobile Communication, Satellite Communication, Fiber Optics as a Communication ♦ Media ♦ ATM, Types of services in Atm,Hubs,Gateways, Bridges etc.

8. DATA BASE MANAGEMENT SYSTEMS

Module I

Data Processing Concepts ; Data Structures ; File processing and Access Methods; Taxonomy of Data Management Systems ; Various Data Base Management Models .

Module II

Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs Among Cost, Capacity and Responsiveness ; Functions of Transaction Processes and their Communications Interface Data Base Management Systems ;

Module III

Distributed Data Processing Systems and a Need for Data Based Environment for such a System . Physical Data Base Structures ;

Module IV

Normalization and Logical Design Query Languages for Relational Data Base Structures ; Normalization and Logical Design Query languages for Relational Data Base Management Systems ; Study of Relational Data Base Management Systems for Successful Implementation of Distributed Systems ;

Module V

Structured Query Languages. Distributed Data Base Systems , On-Line Data Bases; Object Oriented Data bases. Managerial Issues Related to Data Base Management; Evaluation Criteria; Performance Evaluation; Recovery Issues; Re- Organization Problems; Implementation and Maintenance Issue; Data Base Administration.

9. TELECOMMUNICATIONS FOR BUSINESS

Module I

Computers and communications: The Information Technology ; The Concept of Global Village ; On-line information Services ; Electronic Bulletin Board systems ;

Module II

The Internet; Interactive Video; Communications Channels; Communications Networks; Local networks; local networks;

Module III

Managerial Issues Relating to Telecommunications. Client /Server Computing ; Communication ; Digital Networks; Electronic Data Interchange and its applications ;

Module IV

Enterprise Resource Planning Systems ; Inter- Organisational Information Systems ; Value added Networks ; Wireless Networks ; Managing in the Market space ;

Module V

Electronic Commerce and the Internet ; Applications of internet ; Intranet and Extranet in Business Organisation ; Using Intranet for Business EIS ; Internet as vehicle for transacting business.

10. ERP

Module I

Enterprise Resources Planning : Evolution of ERP-MRP and MRP II- problems of system islands ♦ need for system♦ integration and interface♦ early ERP♦ package ♦ ERP products and markets ♦ opportunities and problems in ERP selection and implementation : ERP implementation : identifying♦ ERP benefits♦ team formation ♦ consultant intervention♦

ModuleII

Selection ERP ♦ process of ERP implementation ♦ managing changes♦ in IT organization ♦ Preparing IT infrastructure ♦ measuring♦ benefits of ERP ♦ Integrating♦ with other system; post ERP; models in ERP; Business models of ERP package ;

Module III

Re-engineering♦ concepts: the emergence of♦ re-engineering♦ concepts ♦concepts of♦ business process ♦ rethinking♦ of processes ♦ identification of re-engineering ♦ need ♦preparing for re-engineering ♦

Module IV

Implementing change ♦ change management ♦ BPR and ERP ; supply chain management ;♦ the concepts of value chain♦ differentiation between ERP and SCM- SCM for customer focus ♦need and specificity♦ of SCM- SCM scenario♦ in India ♦ products and markets of SCHL ♦ issues in selection and implementation of SCM solutions ♦ CRM solutions ♦

Module V

E-Business; introduction to I-Net technologies ♦evolution of E-Commerce , EDI and E-Business- Business opportunities ♦ Basic♦ and advanced business models on internet- internet banking and related technologies- security♦ and privacy issues ♦technologies E-Business. Future and growth for E- Business.

11.SECURITY AND CONTROL INFORMATION SYSTEM

Module I

Introduction to security: Need for security and control, risk to information system data and resources, definitions of information security , Computer crimes♦ and virus , Internal control , Types of security ; Physical security ; Threats to♦ security

Module II

Access control♦ identification Authentication, Authorisation, Password control and management Access control software.

Module III

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 .

Module IV

♦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;

Module V

♦Personal security; threat security, protection from people, protection of Employees security planning, risk and security policy, security management, Business continuity planning, security audit.

12. MULTIMEDIA MANAGEMENT

Module I

Introduction to multimedia ♦ stages in a multimedia project-

Module II

Multimedia Hardware Multimedia software-Basic tools- making instant Multimedia ♦ Authoring tools- Multimedia-building blocks-

Module III

Text-sound ♦ Images ♦ Animation ♦ Video ♦ Multimedia and Internet ♦ Tools for the World Wide Web

Module IV

Designing for World Wide Web; Assembling and delivering a project- Planning and costing♦ - designing and producing ♦ delivering;

Module V

Multimedia education ♦ training Business applications ♦ Hotel management♦ - Banking Information system♦ - Tourist Information system.

13. INTERNET ♦ PROGRAMMING FOR E-COMMERCE

Module I

Authentic ♦ HTML- Building blocks of Html , page design , site design ,linking

Module II

HTML documents ,adding images, audio and video, SCRIPTS: Java scripts VV scripts;

Module III

♦ LINUX: basic features , VI editor, LINUX commands, elements of shell programming;

Module IV

E-COM concepts; Com companies Vs Bricks and Mortar companies , critical successes ,factors for .com companies, Hybrid companies, security of data transfer ♦

Module V

Cryptography Encryption and description of ♦ datation♦ and digital signatures♦ Cyber laws.

ELECTIVE FINANCE

1. FINANCIAL STATEMENT ANALYSIS

Module - I

Financial Statement Analysis: Link between financial statements and decision makers, Historical development; Traditional approaches and recent developments in the area of FSA. Requirements of Information users of accounts.

Module - II

Mechanics of FSA : Financial ratio Analysis; ratio classification and structure; Empirical basis of financial ratios; ratio information; Interfirm and intrafirm analysis; Univariate and multi variate approach; Weakness of ratio Analysis; practical difficulties.

Module -III

Decomposition Analysis : Assets, liabilities and income statements decompositions; Accounting issues in FSA ;Problems of measurement and valuation in accounting and its impact on FSA;Price level problem and its implications.

Module IV

Applications of FSA: FSA as an information processing system; Assessment of corporate solvency and performance; prediction of corporate earnings and growth; credit valuation.

Module - V

Finance theories and FSA: Portfolio theories and FSA;efficient capital markets-CAPM and FSA

2. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Module I

Concept of Investment; Investment Instruments ;Introduction to Financial system, Markets and Components;Background;Indian Capital Market, Different types of Securities; Primary and Secondary Markets, Money market; Stock exchanges; Trading of securities; Depository System ; Index of share price; International indices; Role and function of SEBI;Role of Financial Institutions.

Module II

Sources of Investment Risk; Systematic risk and unsystematic risk; Analysis of alternate investments; Bond Analysis ;Bond returns and prices; risk factors in Fixed income investing ;Bond rating Process; Bond management strategies; Interest rate structure and YTM; Securitisation ; Derivatives; technical structure.

Module III

Share Valuation ;Models; Factors influencing share price movement; Security analysis; Fundamental Analysis; Technical Analysis and Efficient Market Hypothesis ;Random walk Hypothesis.

Module IV

Portfolio management ; portfolio selection ;evaluation and Revision ; Capital asset Pricing Model

Module -V Case Studies

Wall street Collapse, Scam of 1992 by Hashad Mehta

5.WORKING CAPITAL MANAGEMENT

Module I

Concept and meaning of working capital ♦ Liquidity and profitability ♦ identification of factors ♦ affecting working capital requirements ♦ theories of working capital

Module II

Approaches to estimation of working capital ♦ operating cycle approach.

Management of inventories ♦ determination of optimum inventory ♦ lead time ♦ Safety stock ♦ EOQ approach

Module III

Management of receivables ♦ credit and Collection policy ♦ Credit standards ♦ Credit terms ♦ Credit analysis ♦ management of payables ♦ Maturity matching.

Module IV

Management of cash ♦ Accelerating cash inflows ♦ Managing collections ♦ Concentration banking ♦ lock box system ♦ Control of disbursements ♦ models for determining optimum level of cash ♦ inventory model, stochastic ♦ Cash budgeting ♦ Investment of surplus cash.

Module V

Sources of working capital finance ♦ Approaches to optimum mix of funds ♦ trade credit, accrual accounts ♦ money market instruments, commercial paper, Certificate of deposits ♦ Bill discounting and factoring ♦ Inter corporate loans ♦ short term bank loans.

6.ACCOUNTING STANDARDS

Module I

Meaning ♦ and objectives of financial statements; Components and qualities of financial statements; Accounting Standards and conceptual framework; Accounting failures ♦ Enron Corporation, WorldCom etc;

Module II

Evolution of Indian Accounting standards; A comparative study of UK and US standards and evaluation of their relevance to India,

Module III

Accounting for special transactions; leases and intangibles; Accounting for branch operations; International accounting and financial reporting;

Module IV

Accounting for foreign currency transactions ; Accounting for combinations and disinvestments, Accounting for price level changes ; Approaches of different accounting bodies ; divisional reporting; Integrating financial reporting operations.

♦ ♦ ♦ ♦ Module V ♦ ♦ Accounting Standards in Indian Companies

11. CORPORATE RESTRUCTURING

Module I

Mergers: Types and Characteristics ♦ Motives ♦ theories ♦ Acquisitions ♦ Restructuring ♦ different methods ♦

Module II

Valuing synergy in M&A deals ♦ Valuation approaches ♦ Accounting and Legal issues in M&A

♦Module III

♦SEBI Takeover code ♦ Financing of M&A deals ♦ Debt Restructuring ♦ share buyback and Corporate Performance ♦

Module IV

determination of swap ratio M&A deals ♦ Restructuring ♦ of regulated industries ♦

Module V

Sweat equity and Corporate performance-ESOP

12. INSURANCE MANAGEMENT

Module I

Introduction ♦ to Insurance ; Insurance industry . Insurance Policies ♦ Auto, Health, Life and Homeowners. Overview of risk ♦ classification of risk ♦ risk evaluation.

Module II

Insurance Accounting ♦ Final Accounts of insurance company ♦ Financial analysis, valuation ♦ Solvency and performance measures, ratio analysis.

Module III

Marketing of insurance products ♦ marketing mix for insurance products ♦ role of insurance agents ♦ Information technology and insurance ♦ E-Commerce and E-Insurance ,Insurance documents.

Module IV

Legal aspects of insurance ♦ Insurance Act 1938 ♦ Indian Contract Act ♦ Consumer Protection Act 1986 ♦ Insurance Ombudsman ♦ - Contract of agency ♦ Special principles of insurance contract including reinsurance and double insurance .

Module V

