

Code: IM – 101

Principles and Practices of Management

Course Objectives

Objectives of this course are to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyze and understand the environment of the organization.

Course Contents

1. Concept of Management: Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought; the Classical School, the Human Relations School, Systems theory, Contingency Management, Developing Excellent Managers.
2. Planning: Nature and Purpose of Planning, the Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.
3. Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting objectives, Management by Objectives (MBO) Benefits and weaknesses of MBO.
4. Strategies and Policies: Concept of Corporate Strategy, formulation of Strategy, Types of Strategies, the Strategic Planning Process, the TOWS Matrix, the Portfolio Matrix, Three Generic Competitive strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of formulation of Policies, Decision Making Process, individual Decision Making Models.

5. Organizing: Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization.

6. Controlling: Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a feedback system, Feedforward Control, Preventive Control, Profit and Loss Control, Control through Return on investment, the Use of Computer for Controlling and Decision Making, the Challenges created by IT as a Control Tool.

Text Readings

1. Harold Koontz, O'Donnell and HeinzWeihrich, "Essentials of Management", New Delhi, Tata McGraw Hill, 1992.
2. R. D. Agrawal, "Organization and Management", New Delhi, Tata McGraw Hill, 1995.

Suggested Readings

1. Harold Koontz, HeinzWeihrich, "Management: A Global Perspective", New Delhi,
McGraw Hill, 10th Ed., 1994.
2. Robert Kriettner, "Management", Houghton Mifflin Co., 7th Ed., 1999.

Code: IM 102
Financial Accounting

COURSE SUMMARY & OBJECTIVES: Objective of the subject is to acquaint students with concepts of accounting and help them acquire the ability to develop and use the accounting data as an aid to decision making.

1. FUNDAMENTALS OF FINANCIAL ACCOUNTING: Meaning and definition of accounting, Need and functions of accounting, users of accounting information, importance and limitations of accounting, Relationship of accounting with other disciplines, Accounting Principles- Concepts and Conventions, An introduction to Accounting Standards and US GAAPs
2. DOUBLE ENTRY SYSTEM OF ACCOUNTING: Concept and definition, Process of Accounting, various stages of DES accounting: Journal, Ledger, Trial Balance, Preparation of Final Accounts, Adjustments in Final A/cs., Preparation of Final a/cs. With adjustments, Numerical Problems
3. An Introduction to Subsidiary Books, Cash Book and its types, Preparation of various types of Cash Books.
4. Errors and Their Rectification: Concept and Types of Errors, Procedure for Rectification of Errors, Impact of Errors and their Rectification on Final Accounts, Numerical Problems.
5. Bank Reconciliation Statement: Concept, Causes and Need, Reconciliation Process, Numerical Problems.
6. Depreciation Accounting.

Text Readings :

1. Principles of Accounting by R.L. Gupta and V.K. Gupta
2. Principles of Accounting by T.S. Grewal
3. Financial Accounting by S.N. Maheshwari

Code: IM – 103
Business Mathematics

Course objective: To acquaint the students with basic mathematical tools used in management.

Course Syllabus – Session Descriptions

1. **Sets** – Relation and functions sets, types of sets, algebra of sets, union, intersection, difference, Cartesian products, applications.

2. Relations, binary relations, types, equivalence relation, mapping types, one-one-out maps.

3. Law of indices, Exponential among logarithmic functions, graphical representation.

4. Natural and common logarithm characteristic and mantissa, tables of logarithms, Antilogarithm.

5. **Trigonometric Function**

Definition, graphical representation of trigonometric functions, trigonometrical ratios, sum, difference and product formula. Fundamental relationship in trigonometrical ratios, ratios of certain specific angles, Examples.

6. Solution of linear equation in two variables, Examples

7. **Calculus:**

Limit and continuity of functions Derivatives, geometrical meaning, Methods of differentiation, standard forms, product and quotient functions, Examples. Differentiation of function of a function, logarithmic differentiation, Examples. Maxima and minima of single variable, applications.

8. **Integration**

Meaning,

integration as reverse process of differentiation, standard forms, method of integration, integration by parts, method of substitution, Examples.

9. **Averages**, ratios and proportions, applications, percentage

10. **Commission**, discount, profit & loss, applications.

11. **Progressions**: A.P, G.P. and H.P. applications

12. **Simple Interest**

Meaning, calculation of interest by using logarithm, common multiplier, interest on provident fund scheme, calculation of simple interest by third – tenth and tenth rule, applications

13. **Compound Interest**

Meaning, difference between simple and compound interest, methods of calculation, interest compounded monthly, quarterly etc. effective rates nominal rates, depreciation, applications.

14. **Matrix**

Meaning notations, types of matrices, matrix algebra, transport and adjoint, inverse of matrix, solution of linear system by matrix methods.

Text Readings :

1. R. Jayprakash Reddy and Y. Mallikarynna Reddy, “**A Text book of Business Mathematics**”, New Delhi, Ashish Publishing House, 2002
2. K. B. Dutta, “**Matrix and Linear Algebra**”, New Delhi, Printice Hall of India 1999.

Code: IM-104
Computer Application

Objectives:

The objective of this course is to introduce the students to the basic concepts of computer. Special emphasis will be laid on helping students to acquire a high degree of proficiency in Windows based applications in various functional areas of management.

Course Contents:

1. Introduction to computer.

- Definition of the computer
- Characteristics of the computer
- Components of the computer
- Functions and Applications of computer.

2. Classification of computer

- Microcomputers
- Minicomputers
- Mainframes
- Supercomputers

3. Anatomy of Digital Computer:

- Central Processing Unit (CPU)
- Control Unit
- Arithmetic –Logic Unit
- Memory

4. Computer Architecture

- Block Diagram of the Computer
- I/O Interface
- Techniques to transfer data.

5. Number Systems:

- Decimal Number system.
- Binary Number System
 - Binary-decimal conversion
 - Decimal-binary conversion
 - Binary Addition
 - Binary Subtraction
- Octal Number System
- Hexadecimal Number System

6. Memory Units:

- Introduction
- RAM Dynamic RAM
 Static RAM
- ROM
 - PROM
 - EPROM
 - EEPROM

7. Auxiliary Storage Device:

- Magnetic tape

- Magnetic Disk
- Optical Disk
- Magneto-Optical Disk

8. Input Devices

- Keyboard, Mouse, Scanner.
- Digital Camera.
- Magnetic Ink Character Recognition (MICR).
- Optical character Recognition (OCR)
- Optical Mark Recognition (OMR)
- Bar code Reader.

9. Output Devices

- Monitor, Printers, Plotter

10. Computer Software

- System Software
- Application Software

11. Computer Languages

- Introduction
- Machine Language
- Assembly language
- High-level languages
- Compiler and Interpreter

12. Operating Systems:

- Types of Operating System
 - Batch Operating System
 - Spooling
 - Multiprogramming
 - Real time System

13. MS-DOS

- DOS Features
- External and Internal Commands.
- Working with files
- Working with Directories

14. A.MS –Word (Word Processing):

- Working with Word.
- Typing and Editing
- Formatting Text.
- Page design and layout
- Adding Tables
- Advanced features of word
- Hypertext., Mail Merge

15. MS - Excel (Worksheet):

- Entering Data
- Formatting
- Calculation in Worksheets
- Adding Charts

- Advanced features of Excel

16. **MS – PowerPoint (Presentation):**

- Working with PowerPoint
- Adding Text.
- Customize PowerPoint

17. **Brief Introduction to Networking:**

- Types of networking
- Different topologies

References:

Books

Fundamentals of Information Technology. (Text Book)
Introduction To Comp. Science
The Complete Reference Office 2000
Learn DOS in a day

Author

Alexis and Mathews Leon
Pearson (LPE)
Stephen L. Nelson
Stulz

Code: IM – 105A
ORGANIZATIONAL BEHAVIOUR

Course Objectives

Objective of this course is to help students to understand human Behaviour in organizations so that they improve their managerial effectiveness.

Course Contents

Foundations of Individual and Organizational Behaviour: OB Models, Personality—Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception-Factors affecting Perception and Cognitive Dissonance theory.

Motivation: Needs, Contents and Processes; Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behaviour Modification.

Foundations of Group Behaviour: Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.

Leadership: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.

Conflict: Intra-individual Conflict, Interpersonal Conflict, Intergroup Conflict, Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques.

Organizational Change and Stress Management: forces of Change, Resistance to Change, and Lewin's Three-Step Model, Stress Management—Potential Sources, Consequences and Coping Strategies for Stress.

Organizational Culture: Definition, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture.

Text Reading

1. Stephen P. Robbins, “**Organizational Behaviour: Concepts, Controversies, and Applications**”, New Delhi, Prentice Hall, 9th Ed., 2000.
2. Fred Luthans, “**Organizational Behaviour**”, New York, McGraw Hill, 8th Edn., 1998.
3. Bill Scott, “**The Skills of Communications**”, Jaico Publications, Bombay 1995.
4. John W. Newstrom and Keith Davis, “**Organizational Behaviour: Human Behaviour at Work**” New Delhi, Tata McGraw Hill, 1993.

Suggested Reading

1. Upinder Dhar and Santosh Dhar, “**Case Method in Management Education: Text and Illustrations**”, Excel, New Delhi, 2002.

Code:IM- 106B
Business Communication and Personality Development

Objectives of the course:

- To explain the dynamics of communication
- To make the students understand the importance of effective communication in personal as well as professional life
- To help students become effective communicators and develop good interpersonal skills
- To explain the meaning of personality
- To make students assess their personality and help them develop it

Pre requisites:

Students are expected to have good understanding of English language and fluency in English speaking. **This is not an English Speaking and/or Writing course.**

Contents:

Unit 1:

Communication: meaning, definitions, models, functions

Objectives of effective communication

Dimensions of communication: upward, downward, lateral/horizontal, grapevine

Barriers to effective communication

Unit 2:

Channels of communication: formal, informal

Types of communication: verbal, nonverbal

Written communication: letter writing, report writing

e-mail and mobile phone etiquettes

Public speaking, making effective presentations

Preparing for interviews

Listening

Unit 3:

Interpersonal communication: Johari Window, Transactional analysis

Unit 4:

Personality: meaning, definitions, aspects

Types of personalities

Having an effective personality

Note: classroom activities and exercises would be conducted and assignments would be given as per the session requirements. The assignments would be graded as a part of the internal assessment.

IM—203
COST ACCOUNTING

Course Objective:

To demonstrate an understanding of cost accounting fundamentals and be able to apply them to various business decision context.

Course Content--

1. Fundamentals: Cost Accounting- Meaning, Objective, Advantage and importance, concepts and classification of cost, cost accounting, as compared with Financial and Management Accounting

2. **Elements of Cost-Materials: Meaning and Classification, Labor: Meaning and Classification, Overheads: Meaning and Classification**

3. Unit or Output Costing—Costing Procedure, items excluded from cost, preparation of Cost Sheet, Numerical Problems: estimated cost sheets, Quotation and tenders, etc.

4. Contract costing – Features of contract costing, contract costing procedure, special points in contract costing. Numerical problems: Incomplete Contracts.

Job & Batch Costing- Difference between contract and job costing, job costing procedure, batch costing procedure, economic batch quality

5. Process Costing-- Essential Characteristics of Process Costing, Process Costing Procedure, Process Losses & Wastages, Process Gains & Effectiveness.

Numerical Problems: Partial Sale of Production, Inter-process profits, etc.

Joint Products & By Products—Distinction between joint& By products, various methods of absorption of joint costs. Numerical Problems.

6. Misc. Costing Methods—uniform costing, operating costing,

7. Miscellaneous—cost reduction & cost control, cost audit, recent trends in cost accounting.

Recommended Books—

Cost accounting- Principles & Practice by M.N. Arora

Practical Costing by Khanna, Pandey, Ahuja & Batra

Practical Costing by P.C.Tulsian

IM-210

C Programming

Course objective:

To develop an understanding of the structure of C programming language and to become familiar with the steps in the programme development process.

Course Contents:

Unit I:

History of Programming Language, Low Level, Middle Level and High Level Languages. Introduction to algorithms and flowcharts. Decision tables. Introduction to compiler, interpreter and assembler.

Unit II:

Different data types, variables names, constants, Expressions and operators, Basic I/O, precedence and order of evaluation, control constructs.

Unit III:

Statement and block, if-else, else-if, while, for, do-while loops, break, continue, goto and labels, functions and use of functions, function arguments, Call by value, Call by reference. Storage Classes, Preprocessor: Macro, File Inclusion, Preprocessor directives, and recursion.

Unit IV:

Pointers, pointers and function arguments, Pointers and arrays, address arithmetic, character pointers and functions, one dimensional arrays and multidimensional arrays, pointers arrays, pointers to pointers, initialization of pointer arrays, pointers Vs multidimensional arrays.

Unit V:

Structures, arrays of structures, pointer to structures, union typedef. Standard input and output, formatted input and output, different file access modes, creation and manipulation of files using structures, error handling during I/O operations, File Handling.

Suggested references:

- 1 Let us C by Yashwant Kanitkar
- 2 Working with C by Yashwant Kanitkar.
- 3 C Programming Language by Brian W. Kerningham and Dennis M. Ritchie.
- 4 Thinking in C by P B Mahapatra Wheeler Publications.
- 5 Schaum Series C Programming Book.

IM-214 **BUSINESS LAWS**

Course objective:

The course is based on important provisions of various laws related to business. The aim of the course is to gain an insight into the Indian Legal process and legal provisions specifically with reference to business and corporate functioning.

Course Contents:

The Indian Contract Act, 1872

General principles of contract, classification of contract and key terms, Essential elements of a valid contract viz., offer & acceptance competence of contracting parties, free consent, consideration, legality of object and consideration, void agreements

Performance of contracts, discharge of contract, and breach of contract remedies for breach of contract, Specific contracts viz, contingent contracts, quasi-contracts, contracts of indemnity and guarantee, contract of bailment, contract of agency.

The Indian Partnership Act 1932

General Principles- Meaning of partnership, essential features of partnership, types of partners

Formation of Partnership-Partnership deed, registration of partnership firms, position of a minor partner, duration partnership firm, rights of outgoing partner

Rights and Liabilities of Partners- Relations of partner with each other, rights of partner, duties of partners, relation of partner with third parties

Dissolution of Partnership Firms- Dissolution of partnership and dissolution of firm modes of dissolution of firm consequences of dissolution, rules for settlement of accounts after dissolution

The Companies Act, 1956

Company- Meaning and definition, characteristics of joint stock companies, types of companies difference between private and public limited companies.

Promotion and incorporation of companies-Promotion, Incorporation of companies, promoters: meaning and importance, process of incorporation: preparation contents and importance of various documents to be filed, Memorandum of Association, Articles of Association, certificate of commencement of business.

Memorandum of Association and Articles of Association- Contents and alteration.

Capital of the company- Share and its types, Debentures and its types, difference between shares and debentures, share certificate, share warrant and stock.

Prospects- Meaning and definition, contents and registration of prospectus, issue and allotment of shares.

Management of Companies- Board of Directors: Appointment, Qualifications and disqualification, powers, duties and position of directors, removals of directors.

General Principles of Meetings- Statutory Meeting, Annual General Meetings, Extra-ordinary General Meetings, Board Meetings.

Winding-up of Companies- Meaning and types of winding-up, provisions relating to winding-up.

The Negotiable Instruments Act, 1881

General Principles- Meaning of negotiable instrument, types of negotiable instruments, ambiguous instruments, maturity of negotiable instrument, payments of negotiable instruments, dishonor of negotiable instruments, provisions of sections 138 to 145.

Foreign Exchange Management Act, 1999

General Principles- Meaning & definition of various important provisions

Regulation & Management of Foreign Exchange- Current account transaction, capital account transaction. Provisions related to authorized person, Reserve Bank's power to issue directions to authorized person.

The Consumer Protection Act, 1986

General Principles- Meaning & definition of various important terms. Rights of Consumers

Nature & scope of remedies available to consumers.

The Information Technology Act, 2000

Main provisions of the I. T. Act, 2000

The Competition Act, 2002

Main provisions of The Competition Act, 2002

The SEBI Act, 1992

Main Provisions of The SEBI Act, 1992

Laws relating to Intellectual Property

Provisions relating to patent, copyright and trademarks.

An overview of Environment Protection Laws

Books:

Mercantile Law by S.S. Gulshan

Elements of Mercantile Law by N.D. Kapoo

Business Legislation for Management by M.C. Kuchhal

Business Law by S.K. Agrawal

Legal Aspects of Business by Akhileshwar Pathak

IM-215

Human Resource Management

Course Objective:

The course objective is to help the students help understanding of the dimensions of the management of Human Resource with particular reference to human resource management policies and practices in India. Efforts will also be directed towards developing communication and decision-making skills through case discussions, group discussion, role-playing, presentation and live and theoretical projects and assignments.

Course Contents

1. INTRODUCTION TO HRM: Functions of HRM, Role of HR manager.
2. HRM PLANNING: Concept of HR Planning, Job Analysis, and Job Description & Job Specification
3. PERSONNEL POLICIES: Objective, Need, Essentials, Policies, Formulation & Implementation of Personnel Policies
4. STAFFING PROCESS: Recruitment & Selection Process.
5. WAGE & SALARY ADMIN: Designing & Administering the Wage & Salary.
6. APPRAISING HR: Performance & Potential Appraisals, Meaning, Concept, Methods.
7. DEVELOPING THE HR: Training & Development of Employees, Need, Steps In Training Program, Training Techniques
8. TRENDS IN HRM: Latest Trends In HRM

Text Readings

1. Personnel Management- Stephen Robbins.
- 2 Principles of personnel management – Edwin Flippo
- 3 Human Resource Management – Dr. C.B. Gupta
- 4 Personnel Management - Arun Monappa and Mirza S. Saiyad

Suggested Readings

1. Pigors and Myers- Personnel Administration , McGraw Hill, Kogalusha.
2. Max. S. Wortman- Creative Personnel Management, Allyn & Bacon, 1996.
3. Dale Yoder – Personnel Management and Industrial Relations, Prentice Hall.

Websites to be referred:

"HRD Practices "-Vol. 1, for more details visit www.summit-personnel.com, hronline.com, and personnelindia.com

**“Human Resource Management”- Russel, for more details on the topic visit
www.prenhall.com/desseler**

See “HR Excess Trade Notes on Human Resource Information System”, BNA Bulletin to Management.

See Mary Mink, “Software cases HR Tasks” Career Union Executive Vol. 36, no.6 (NOV)

IM—216

Business Statistics

Course Objective:

The objectives of the course are to equip the students with the statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Course Content:

Statistical Methods:

- 1 Introduction to Statistics, types of data, their presentation, frequency distribution.
 - 2 Diagrammatical & graphical representations, Histograms, Bar diagrams, Frequency polygons, Ogives etc.
 - 3 Measures of Central Tendency: Mean, Mode, Median.
 - 4 Partition values: quartiles, deciles, percentiles etc.
 - 5 Measure of dispersion: range, quartile deviation, mean deviation.
 - 6 Standard deviation & variance.
 - 7 Concept of skewness & kurtosis, measures of skewness.
 8. Introduction, random experiment, sample space, simple & compound events.
 9. Probability of an event-formula, complementary events.
 - 10.Theorem of total probability problem.
 - 11.Conditional probability; compound probability.
 - 12.Correlation: meaning, linear correlation. Karl Pearson's coefficient of correlation.
 13. Correlation of Bivariate frequency distribution, rank coefficient of correlation.
 - 14 .Regression analysis: regression lines & regression coefficients, their properties.
- Books Recommended-**
1. Text book of Matrix: Gupta & Malik
 - 2.Business Statistics: S.C.Gupta
 3. Text book of differential calculus & integral calculus: Dr. Gorak Pol.:

CODE: IM-301B
MARKETING MANAGEMENT

COURSE OBJECTIVE

The objective of the course is to understand market move and strategies and how to have USP for the Organization.

Course Contents

1. **Marketing Concepts:** Customer Value and Satisfaction, Customers Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value chain, scanning the Marketing Environment.
2. **Market Segmentation, Targeting, Positioning:** Market segmentations, levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tool for competitive differentiation, developing a positioning strategy.
3. **Marketing Information System** and Marketing Research Process.
4. **Product Decision:** Objectives, Product classification, Product-Mix, Product life cycle strategies, equity, challenges, repositioning branding, introduction and factors contributing the growth of packaging, introduction of labeling.
5. **Pricing Decision:** Factors affecting price, pricing methods and strategies.
6. **Distribution Decisions:** Importance and Functions of Distribution Channel, Considerations in Distribution Channel Decisions, Distribution Channel Members.
7. **Promotion Decisions:** A view of Communication Process, developing effective communication, Promotion-Mix elements.
8. **Marketing Strategies for Leaders, Challengers, Followers and Nichers:** Expanding to market, defining market share, expanding market share, defining the strategic object and openness, choosing a goal attacking strategies, market follower strategies.
9. **Emerging Trends in Marketing:** An introduction to Internet Marketing, Multi level Marketing, and Introduction of CRM & EVENT marketing.

Text Readings

1. Philip Kotler “**Principles of Marketing Management**”, New Delhi: Prentice Hall of India, Millennium Edn. 1999.
2. Willam J. Stanton, Michael J. Etzel and Bruce J. Welker, “**Fundamentals of Marketing Management**”, New York: Mc Graw Hill, 10th Edn., 1995.
3. Philip Kotler, “**Marketing Management, Planning Analysis and Control**”, New Delhi, Prentice Hall of India, 9th Edn., 1998.

CODE: IM-302
MANAGEMENT ACCOUNTING

COURSE OBJECTIVE

This course aims at developing an understanding of the principles of Management accounting and examining the role of management accounting in the planning and control functions of management applicable to a variety of business situations.

COURSE CONTENTS

- 1. Management Accounting-Introduction**
 - The Nature of Management Accounting
 - Function of Management Accounting
 - Financial, Cost & Management Accounting
 - Need, objectives and importance
- 2. Statement of Financial Information**
 - Balance sheet, Profit & Loss account, Relationship between Balance sheet and Profit & Loss account.
- 3. Financial Analysis**
 - User of Financial Analysis
 - Types of ratios
 - Liquidity Ratio
 - Activity Ratio
 - Profitability Ratio
 - Leverage Ratio
 - Comparative statement analysis
 - Inter firm analysis
- 4. Statement of change in financial position**
 - Nature of change in financial position. Definition of fund
 - Preparing the fund flow statement
 - Preparing the cash flow statement
- 5. Cost Volume Profit Analysis**
- 6. Budgetary Control**
 - Meaning, types and purpose of budget
 - Preparation of budgets
 - Budget administration
 - Essentials and advantage of budgeting
- 7. Standard Costing**
 - Concept and types of cost standards
 - Components of standard C"
 - a. Material Labour and overhead standards.
 - Utility and limitation of standard costing
- 8. Variance analysis for cost control**
 - Significance of Variance analysis
 - Variance computation
- 9. Responsibility accounting and reporting**
 - Nature of responsibility accounting
 - Requirement of effective responsibility accounting
 - Cost control through responsibility accounting
- 10. Management Reporting**
- 11. Recent trends in management accounting**

TEXT READING

1. Management accounting a planning & approach by I.M Pandey.
Vikas Publishing House Pvt. l t d . (Third Revised Edition)
2. Management Accounting by M.Y.Khan & P.K.Jain
3. Accounting and Finance for Managers by Nitin Balwani
4. Managerial Accounting by Louderback & Holmen

Code: IM – 304B
OBJECT ORIENTED PROGRAMMING USING C++

Course Objective

The objective of this course is to help students to understand the concepts of Object Oriented Programming using C++ and their use in organization and processing complex business information.

Course Contents

1. **Object Oriented Programming**: Introduction, Advantages of Object Oriented Programming, Procedural versus Object Oriented Languages, **Overview of**: Objects, Classes, Encapsulation, Data Binding, Inheritance and Polymorphism.
2. **Programming with C++**: General forms of a C++ programme, I/O with cout and cin, different operators, scope resolution operator, Data types, For while, do-while, if-else, switch and conditional statements, Classes and objects: structure and classes, unions and classes, constructors and destructors, Automatic, external and static data members and member function.
3. **Arrays & Pointers**: arrays of objects, Pointer to object, the this pointer, Function: General form, Prototypes, returning, passing objects to functions returning objects, friend function, recursion, and references.
4. **Inheritance**: Multilevel and Multiple Inheritance, Constructor, Destructor and Inheritance, Private, Public and Protected access specifies, function and operator overloading.
5. **Functions & Templates**: Virtual function, pure virtual function, polymorphism, generic functions, generic types, overloading of templates and functions, standard parameters with template functions, applying generic functions, and generic class.
6. **File and Exception handling**: Introduction to templates and Exception handling, File Classes, Opening and Closing a file, Reading and writing a text file, detecting EOF.

Text Readings

1. Robert Lafore, “**Object Oriented Programming in Turbo C++**”, Galgotia Pub. Pvt. Ltd., New Delhi, 2000
2. Herbert Schildt, “**C++ : The complete reference**”, Tata McGraw Hill Publishing Company Ltd., New Delhi, 1999
3. D. Ravichandran, “**Programming with C++**”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 2000
4. E. Balagurusamy, “**Object Oriented Programming with C++**”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 2000

Suggested Readings

1. Bjarne Strstrup, “**The C++ Programming Language**”, Addison-Wesley, New York, 1995
2. Scott Meyers, “**Effective C++**”, Addison-Wesley, New York, 1999
3. Walter Savitech, “**Problem Solving with C++**”, Addison-Wesley, New York, 1996

Code: IM - 305A

Labour Law

COURSE OBJECTIVES: The course is based on various important provisions of labour laws. The aim of the course is to give the students knowledge of various labour laws and its practical aspects, which will make them capable to handle the matters in practical business life.

COURSE CONTENTS

- Industrial Disputes Act, 1947

Introduction, meaning and definitions of important terms

Authorities under the act and their duties and powers

Reference of disputes to the authorities

Procedures for disposal of disputes, award and settlements

Provisions regarding strikes, lockout, layoff and retrenchments

Provisions relating to closure of undertakings

- The Factories Act, 1948

Meaning and definitions of important terms

Concepts of manufacturing process and occupier

Provisions relating to health, safety and welfare

Working hours and employment of women and young person

Special provisions relating to hazardous process

- The Payment of Wages Act, 1936

Definitions of important terms

Provisions relating to applicability of the act

Responsibility for payment of wages

Deductions, which may be made from wages

- The Minimum Wages Act, 1948

Objects and applicability of the act

Important definitions

Concept of minimum wages and relevance of paying capacity

Fixation and revision of minimum wages and its procedure

Advisory board and misc. provisions

- The Trade Union Act, 1926

- Objectives and important definitions

Provisions regarding registration of trade unions

Funds, office bearers, membership rights and privileges

Alteration and change in name etc. and provisions regarding dissolution of trade unions.

- The Workmen's Compensation Act, 1923

Meaning, objectives and important definitions, Concept of “arising out of” and “in course of employment” and liability of employer in such cases, theory of notional extension of time and place, Concept of permanent and temporary disablement and liability of employers, Concept of occupational diseases, personal injury and accident and liability of employers in such cases., Remedies of employer against strangers, Provisions relating to compensation and responsibility of employer

- An introduction to misc. Labour Laws

The Payment of Bonus Act, 1965, The Payment of Gratuity Act Act, 1972, The Contract Labour (Regulation & Abolition) Act, 1970, The Employees State Insurance Act, 1948, The Employees Provident Fund & Misc. Provisions Act, 1952, The Industrial Employment (Standing Orders) Act, 1946,

Readings: A Hand book of Industrial Law: N. D. Kapoor

Industrial Laws: J.K. Bareja

Labour and Industrial Laws by P.K. Padhi

Study Material of The ICSI

References: **Labour Laws: P.L. Malik**

Bare Acts

Code: IM 310
FRENCH

COURSE OBJECTIVE

To introduce student to a foreign language and to make them capable of expressing themselves in certain everyday situation.

Course Contents:

To talk about oneself

Unit 1 - Good morning

- To enter in contact with someone
- To greet
- To excuse oneself
- To spell

Unit 2 - Meetings

- To introduce oneself
- To present someone
 - To ask someone to introduce himself

Unit3- 100% Questions

- To express one's choices
- To talk about oneself
- To express possession

Grammar & vocabulary

- Masculine/feminine
- Numbers
- Alphabet
- Definite articles
- Pronouns
- Interrogation
- Verbs
- Adjectif
- Internet language
- Possessif adjectif
- Partitive
- Negation
- Conjugaison of verbs
- Sports
- Professions

Cultural notes

- Greeting people
- The television
- Geography of France
- France in Europe

TEXT READING

Connexions – 1

Code: IM - 311

Quantitative Techniques

COURSE OBJECTIVE

The objective of the course is to understand the practical application of Statistics and Operation Research Concept in Business and Management.

COURSE CONTENTS

1. **Meaning of Quantitative techniques and Operation Research:** Characteristics of QT & OR, Scope of QT & OR management, Methodology of OR, Advantages and limitations of OR.
2. **Introduction of Linear Programming:** Meaning of linear programming, Mathematical formulation of linear programming problems, assumption, Solution of linear programming by graphical methods.
3. **Simplex Method:** -Maximization problems, Minimization problems (Big M Method), Problem of mixed constraints, Infeasibility, Unbounded ness, Degeneracy, Duality in linear programming problem.
4. **Transportation and assignment Model:** Introduction, Mathematical formulation of transportation problems, Initial basic feasible solution using NW corner method, Row minima method, Column minima method, Matrix minima method, Vogel's approximation method (VAM), Optimization (Maximization and Minimization) of transportation problems using stepping stone method and MODI method, Unbalanced problem and degeneracy in transportation problems, Transportation problem Maximization type.
5. **Probability:** Introductory ideas, Basic terminology in probability, Three types of probability, Probability rules. Probability under conditions of statistical independence, Probability under the condition of statistical dependence, Bayes' theorem.
6. **Probability Distributions:** What is probability distribution, Random variables, Use of expected value in decision-making, the binomial distribution, the Poisson distribution, The normal distribution, Choosing the correct distribution.

TEXT READING

1. **Statistical Methods by D.N. Elhance**
2. **Statistical Methods by S.P. Gupta**
3. **Operation Research by V.K. Kapoor**
4. **Statistical Methods by N.D. Vohrr**

IM-401C **INDUSTRIAL AND SOCIAL PSYCHOLOGY**

Course Objective: The objective of this course is to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

COURSE CONTENTS :

1. Social and Industrial Psychology: Definition, Nature and Background
2. Social Perception: Non-Verbal Communication, Theories of Attribution, Impression Formation and Impression Management.
3. Social Identify: Self Concept, Self Esteem, Self Efficacy, Self Monitoring and Self Focusing.
4. Social Influence: Conformity, Compliance and Obedience.
5. Interviews, Application Blanks and Reference: The interview, Application Blanks and Biographical Inventories, References and Background Investigations.
6. Employment Testing: Testing Abilities, Testing Personality, Testing Skills and Achievements, Using and not using Tests.
7. Safety Psychology: Safety Management and Safety Psychology, Differential Accident Liability.

TEXT READING :

1. Robbert A Baron and Donn Byrne, Social Psychology : Understand Human Interaction, New Delhi, Prentice Hall of India 7th Ed., 1995
2. John B Miner, Industrial-Organizational Psychology: Singapore, McGraw-Hill, 1992

SUGGESTED READING

1. S.C. Tailor L.A. Peplau and D.O Sears, Social Psychology, New Jersey, Prentice Hall Inc., 7th Ed., 1995

IM-403

INCOME TAX

COURSE OBJECTIVE:

This subject contains all the provisions described under Income Tax Act, 1961 which helps to determine the types of income; its assessment & the levy of Income Tax through which the Govt. generates the revenue for meeting various socio-economic objectives & public welfare. After the completion of the course, students will be able to assess individual's income & calculate the Income Tax payable on the same.

COURSE CONTENT:

1. Introduction: Definition of Income, Casual Income, Agricultural Income, Person, Assessee, Previous year, Assessment year, Gross Total Income, Total Income; Exempted Income; Heads of Income, Residential Status & Tax Liability
2. Computation of Income from Salary: meaning & definition Different forms of Salary Allowances, Perquisites Valuation of allowances & perquisites. Valuation of allowances & perquisites. Provisions regarding Provident Fund. Entertainment Allowances, Professional Tax
3. Income from House Property: Introduction & Important provisions, Types of House Property. Determination of Gross Annual Value, Municipal Tax & Deductions u/s 24. Treatment of unrealized rent & Vacancy period.
4. Income from Business or Profession: Meaning, income chargeable under Income Tax (section 28) Income chargeable under Income Tax (section 28) Deductions in respect of expenses & allowances. Disallowed expenses.(Excluding special business)Depreciation How to compute profits & gains.
5. Capital Gain: Meaning, Items included & types of Capital Gain/Loss. Computation of Capital Gain/Loss. Capital Gain Exempted from Tax. (U/s 54,54B, 54D, 54ED, 54F, 54G, 54H) Capital Gain Exempted from Tax. (U/s 54,54B, 54D, 54ED, 54F, 54G, 54H)
6. Income from Other Sources: Meaning & types of Income. Allowable & Disallowable Deductions, exempted incomes. Computation of Income.
7. Set off & carry forward of Losses: Set Off of Losses under- same head, other head. Carry forward & set off.
8. Deductions: Deductions u/s 80C to 80U
9. **Assessment of Individuals: Assessment of Individuals Assessment of Individuals & tax liability. Procedure for Assessment Advance Payment of Tax.**

TEXT READING :

Income Tax: Law & Accounts by Dr.H.C. Mehrotra

Reference Book: Students Guide to Income Tax by Dr. V. K. Singhania

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IM-405

PRODUCTION & OPERATIONS MANAGEMENT

COURSE OBJECTIVE:

1. To provide an awareness of the role of operations management in the functioning of a business organization
2. To give an insight into the relationships that exists between various factors that affect the operations of a business organization- manufacturing or service.
3. To equip students with tools and techniques for analyzing, designing and improving the functioning of an operations system.

COURSE CONTENT:

1. Production & Operations Management- Definition, Production Functions and its environment, interrelations with other subsystems.
2. Types of production, system concept of production, world class manufacturing
3. Product design and development-product decision and business strategies, product development processes, factor influencing product design
4. Value analysis and value engineering, standardization, simplification
5. Make or buy decision, ergonomic consideration in product design, concurrent engineering
6. Process and technology selection-classification of production processes and new technologies
7. Technical analysis for process selection, manufacturing processes and equipment selection.
8. Process selection and manufacturing strategy
9. Resources planning-an over view of resource requirement planning
10. Equipment planning and labor planning
11. Facility location and distribution system design-location decision process, decision variables
12. Choice of optimal location, location models
13. Facility layout and materials handling Types of layout, layout factors.
14. Layout procedure and techniques, material handling
15. Aggregate planning-nature of aggregate planning decisions, aggregate planning strategies,
16. Aggregate planning methods,
17. Quantitative methods of aggregate planning
18. Line balancing-concept of line mass production system, objectives of assembly line balancing
19. Scheduling for high volume continuous production
20. Capacity requirement planning-determination of plant capacity, capacity measurement and decision.
21. Interrelationship between capacity and other issues, investment decision.
22. Material requirement planning-introduction, product structure bill of material.
23. MRP concept and MRP calculation
24. Modern production management tools-just in time manufacturing, computer integrated manufacturing and flexible manufacturing system,
25. TQM,ISO9000series ,benefits of ISO 9000, steps in ISO registration

26. Maintenance management-maintenance objective, types of maintenance ,basic reasons for replacement
27. Reliability, reliability improvement, reliability calculation, failure modes, effect and critical analysis [FMECA]

TEXT READING:

Applied Production and Operations Management- James R. Evans

Reference-

1. Operations Management- Norman Gaither, Greg Frazier
2. Production & Operations Management- K. Shridhara Bhat
3. Production and Operations Management-R. Panneerselvam
4. Operations Management: Strategy and Analysis, Krajewski Lee J & Ritzman Larry P, Addison Wesley.
5. Modern Production / Operations Management, Buffa ES & Sarin RK.

IM-406

BUSINESS ECONOMICS (Macro)

COURSE OBJECTIVE:

To Impart Basic Knowledge Of Macro Economics, Which Is Necessary For Management Students

COURSE CONTENT:

1 Introduction: Macro Economic analysis, Micro and Macro Economics, goals of macroeconomic policies, stock and flow variables, exogenous and endogenous variables, EX- ANTE and EX-POST concepts.

2 Measurements of Macro Economic Aggregates: National Income and its variants, Real & Nominal GDP, Measures of national products and methods used, National income and Economic welfare, National income in India, its composition, trend & structural analysis, Okun's Law

3 National Income Determination: National income determination models under open and closed economy, Aggregate demand and supply, Calculation of multiplier, simple investment multiplier, government expenditure, tax, balanced budget and foreign trade multiplier, Super multiplier, limitations of multiplier.

4 Consumption & Savings function: Keynes' psychological law of consumption, Post Keynesian income consumption hypothesis, Trends of consumption and savings in Indian economy.

5 Investment Function: Investment, its types, factors affecting investments, MEC and factors affecting MEC, Accelerator principle. Investment trends in Indian economy, measures to stimulate public and private sector investment in India.

6 Theories of Employment: Classical theory, Say's law of market, Keynesian theory, overall equilibrium in factor, goods and assets market.

7 Money and Interest Rates: Money and its role, measures of demand and supply of money, money multiplier, interest rate and IS- LM framework.

8 Inflation and Deflation: Types of inflation, Inflationary gap, causes and consequences of inflation, Philips curve, Reflation, Deflation; trends and measurements of inflation in Indian Economy.

9 Monetary and Fiscal Policies: Objectives and Instruments of Monetary and Fiscal Policies, Analysis of the policies in Indian Economy, Current Budget.

10 Basic Macro Economic concepts for Open Economy: Balance of Payments, Current and Capital account, Official reserve account, Balance in BOP, Analysis of India's BOP Position

11 Business Cycles: Concept and phases of Business cycles, Monetary and Non Monetary theories of business cycles

READING LIST:-

1. G. MANKIW- MACRO ECONOMICS
2. DORNBUSCH & FISCHER- MACRO ECONOMICS, 9th edition
3. FRED GOTHIEL – PRINCIPALS OF MACRO ECONOMICS
4. EDWARD SHAPIRO – MACRO ECONOMIC ANALYSIS
5. SUNIL BHADURI – MACRO ECONOMICS
6. M.C. VAISH – MACRO ECONOMICS
7. M.L. SETH- MONETARY ECONOMICS

Course Conte

IM 912M
RURAL AND RETAIL MARKETING (MAJOR)

COURSE CONTENT:

RURAL

1. Analyzing the differences Between Rural And Urban Management.
2. Demand Of Products And Services In Rural Areas.
3. A. Distinctive Marketing Environment In Rural India.
B. Rural Marketing Segmentation Consideration.
C. Rural Consumer Behavior.
4. A. Product Planning With Respect To Rural Market.
B. Promotional Mix In Rural Market.
C. Distribution System Planning For Rural Market.
5. A. Problems And Constrains In Rural Marketing.
B. Strategy Development In Rural Marketing.

RETAIL

1. Concept Of Retailing, Functions, Retail Business Planning.
Change In Retail Environment (Socio Economic, Socio Demographic, Technological Changes And Its Impact On Retail Industry.)
2. Retail Marketing, Planning And Development, Strategic Planning Process And Integrated Marketing.
3. Fundamentals Of Merchandising Strategic And Planning.
4. Retail Market- Operations And Constrains.

Books:

Retailing Environment And Operation By Andrew J. Human And Peter Colley.

1. Rural Marketing In India By Ahmed Shamim.
2. Retail Marketing By David Gilbert.
3. Rural Marketing By V E Sanal Kumar.
4. Marketing Management By R L Barshady And SI Gupta.
5. Principles Of Marketing By Philip Kotler.

SITES:

1. businessworld.com
2. estrategicmarketing.com
3. itc.com
4. economictimes.com
5. businessweek.com
6. thirtyseven.com.

IM 904 MB

Marketing Research (Major)

Objective of the course

This course will provide students an opportunity to understand concepts and applications of Marketing Research. Objective of the course is to inculcate conceptualization and development of understanding on application of MR in marketing environment.

Course contents:

Nature and scope of marketing research:

Concept of Marketing research, nature, objectives, scope, difference between marketing research and market research, factors responsible for the growth of marketing research, features of good marketing research, types, uses and limitations of Marketing research.

Marketing research process and hypothesis:

Steps, common research errors, role of research in decision making, Hypothesis.

Research design:

Definition, types, exploratory research design, conclusive research.

Instrument design –structured and non-structured

Sampling design: Census method, sampling method, types of sampling, sampling error, non-sampling error, sample size decision, probability and non probability sampling, characteristics of a good sample plan.

Sources of data: Types of primary data, primary data collection methods, internal and external sources of secondary data

Questionnaire designing: Types, construction, Precautions in designing a questionnaire, Pretesting a questionnaire, reliability and validity of questionnaire, Pilot study and test marketing.

Data analysis: Basic statistical techniques (measures of central tendency, measures of variability, correlation, regression, etc.). Advanced statistical techniques - factor analysis, cluster analysis, Discriminant analysis, MDS, Conjoint analysis

Brief understanding of popular software like SPSS.

Data interpretation; Report writing: Types of report, principles of report preparation.

Applications: segmentation research, product research, potential assessment, advertising research

TEXT BOOKS

Marketing Research – Boyd, Westfall
Marketing Research - G. C. Beri

REFERENCE BOOKS

Marketing Research in Marketing Environment – Dillon, Firtle
Research Methodology – D. H. McBurney

Marketing Research – Luck, Rubin Marketing Research – Green, Tull, Albaum

Recommended Readings:

A&M (Advertising & Marketing)
Business World, Business Today, Business India
Special Supplements – Brand Equity (Economic Times), Catalyst (Business Line)

IM 905F
STRATEGIC FINANCIAL MANAGEMENT (MAJOR)

COURSE OBJECTIVES:

1. Application Of Various Tools And Techniques Of Financial Management For Formulation And Implementation Of Financial Strategy.
2. To Highlight The Linkages And Interdependence Between Finance And Strategy
3. To Develop A Value Based Financial Management Perspective

COURSE CONTENTS

1. Basic Themes In Finance : Valuation, Return And Risk.
2. Corporate Strategy, Value And Excellence
3. Valuation Of Large Scale Investment
4. Economic Value Addition
5. Capital Allocation Multiple Projects
6. Strategies For Resource Allocation
7. Capital Structure And Corporate Planning
8. Information Signaling, Dividend Decision & Corporate Strategy
9. Financial Policy And Flexibility
10. Financial Distress And Re-Organization
11. Strategic Technology Alliances : Valuation, Risk & Optionality
12. Corporate Governance
13. Financial Management In Knowledge Intensive Companies
14. Future Of Finance Function- The Role Of E-CFO

BOOKS:

1. Corporate Finance Principles By Brealey & Myers, MC Graw Hill
2. Financial Management : Prasanna Chandra

JOURNALS :

1. Harvard Business Review
2. Management Decision
3. The Paradigm
4. Economic And Political Weekly
5. The Mc Kinsey Quarterly

IM 909 F **BANK MANAGEMENT (MAJOR)**

Course objective:

The course aims at -

- Developing understanding about the various functions operations and activities of banking institutions
- Explain how to apply the basic finance concept to management of banking institute
- Provide framework rules regulations for governing banking institutions

COURSE CONTENTS

1. Overview of the banking industry and regulation; fundamental forces of change in banking, a case; GE Capital services.
2. Bank organization and regulation; structure of banking industry and organization forms, bank regulation.
3. Evaluating bank performance; commercial bank financial statements relationships between income and balance sheet statement, return on equity model and trade off, CAMELS Rating, alternative models of bank performance, managing non-interest incomes and –non-interest expenses.
4. Managing cost of funds bank capital and liquidity ; managing liabilities and cost of funds, effective use of capital, liquidity planning and managing cash assets.
5. Credit management; credit policies, evaluating loan proposals, evaluating consumers loan, credit analysis.
6. Managing investment portfolio; investment portfolio and policy guidelines, characteristics of various securities, active investment strategies.
7. Global banking activities; global banking participants, universal banking.
8. Bank merger and acquisition; recent travel, how mergers add value, valuation process, a case study.
9. E- banking: bank technology overview, bank services on computers, M- Banking.

TEXT BOOKS:

1. Financial institutions and markets: L.M Bhole(2nd addition Tata Mc Graw Hill publishing Company, New Delhi)
2. Bank Management- W. Koch Timothy and S. Scot McDonald(4th addition Dydren press Harcourt college, publishers)
3. Managing Bank technology
 - Marilyn R. Sheyman (Toppabn Company PTE Singapore)
 - Risk Management of financial institutions – William T . Thornhill (Banker's publishing company Illionis)

IM 911FM
PROJECT FINANCE (MINOR)

COURSE OBJECTIVE:

The objective of this course is to give an insight to the students of project financing as to enable him to understand project appraisal, means of finance, term loan and appraisal by financial institutions and various ways of financing a project.

COURSE CONTENTS:

1. Introduction To Project Finance
2. Financial Appraisal
3. Financial Projections
4. Time Value Of Money , Cost Of Capital
5. Financial Analysis
6. Means Of Finance
7. Euro-Loan Syndication And Euro Issue
8. Venture Capital
9. Planning The Means Of Finance: Norms And Policies Of Financial Institutions
10. Term Loans: Procedure Of Obtaining Term Loans
11. Applications For Financial Assistance
12. Detailed Project Report
13. Next Project Appraisal
14. Lease Finance
15. Working Capital Finance
16. Infrastructure Finance
17. Structured Finance
18. International Project Finance

TEXT BOOKS

1. Project Management – Prasanna Chandra (TMH, New Delhi)
2. Project Finance – H.R. Machiraju (Vikas Publishing House, New Delhi)
3. Project Financing – H.S. Pahwa.

IM 915 MM **SALES AND DISTRIBUTION MANAGEMENT (Minor)**

Course Objectives

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

Course Contents

1. Personal Selling: The Role of personal selling in marketing mix. The personal selling process, Personal selling objectives, Types of Sales Jobs.
2. Theories of Sales Management: objectives, Nature and Scope. Buyer - Seller Dyads, Theories of selling - AIDAS Theory, “Right set of circumstances” Theory, “Buying Formula” Theory, and Behavioural Equation Theory of selling.
3. Sales Planning, Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.
4. Operational Sales Management: Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.
5. Distribution: Design of Distribution Channel, Management of Channels, Managing Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems.
6. Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing: Importance, Types, Retailer Marketing Decisions.
7. Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information.

Text Readings

1. Philip Kotler, “**Principles of Marketing Management**”, New Delhi, Prentice Hall of India, Millennium Edn. 1998.
2. Cundiff and Govni, “**Sales Management - Decisions, Strategy and Cases**”, New Delhi: Prentice Hall of India, 1997.

Suggested Readings

1. Watuba R. Thomas ., “**Sales Management-Texts and Cases**”, Business Publication Inc.
2. Johnson, Kurtz and Scheving – “**Sales Management,Concept Practice and Cases**”, McGraw Hill NY, 1994.
3. S. L. Gupta, “**Sales and Distribution Management**”, New Delhi: Excel, 2000.
4. F. L. Lobo, “**Sales and Distribution Management**”, New Delhi: Global Business Press. 1998
- 5.

IM- 903A

BUSINESS ENVIRONMENT

Course Objective:- To acquaint students with the practical application of the factors that affect business

Course Content:-

- 1) Meaning of Business Environment - Business & Business Environment, Nature of Business in 21st century, Components of Business Environment, Stages of & Techniques for environmental analysis.
- 2) Economic Environment - Nature & Structure of Economy, Anatomy of Indian Economy, Economic Reforms, Economic Policies: - Industrial policy, SWOT Analysis of Indian Economy.
- 3) Social Environment – Social Environment, Poverty and Poverty Alleviation Programmes, Labour and Employment, Women in Work Force, Child Labour, Education, Health, Population and Family Welfare, Corporate Social responsibility, Corporate Governance.
- 4) Legal Environment – MRP Act, FEMA, Consumer Protection Act, Mergers and Acquisitions.
- 5) Technological Environment Concepts & Significance of Technological Environment, Technology & Business, Technological Transfer
- 6) Natural Environment: Economic development and Environment, market failure, Externalities, Economic solution to environmental problem.
- 7) Recent Developments in Business Environment of India: -Globalization- Meaning, scope, phases, indicators; Privatisation & Disinvestment – Mode, reasons, problems and Indian scenario; Foreign Investment, Capital account Convertibility, Corporate Governance, Consumer Protection

Text Books:-

- 1) Francis Cherullinum- Business Environment, Himalaya Publishing House, New Delhi
- 2) K. Aswathappa – Essentials of Business Environment, Himalaya Publishing House, New Delhi
- 3) Mishra & Puri – Economic Environment in India, Himalaya Publishing House, New Delhi
- 4) Justin Paul:- Business Environment – Text & Cases, McGraw Hill Companies, New Delhi
- 5) Raj Agrawal - Business Environment, Excel Books, New Delhi

Suggested Books:-

- 1) Dutt & Sundaram – Indian Economy, S. Chand & Co. New Delhi
- 2) I.J. Ahluwalia & I.M.D. Little – India's Economic Reforms and Development , Oxford University Press, New Delhi
- 3) E- Journals & Database :- EBSCO, INDIASTAT.COM, EIU.COM, RBI.ORG.IN,

IM-901C

STRATEGIC MANAGEMENT

Course Objective

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long-run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

Course Contents

1. Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organisations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioural; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; Interpersonal, Informational and Decision Roles of a Manager.

2. Mission, Business Definition and Objectives; Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives.

3. SWOT Analysis

General, Industry and International Environmental Factors; Analysis of Environment, Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting these; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).

4. Strategy Alternatives

Grand Strategies and their sub strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.

5. Strategy Choice Making

Narrowing the choices; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.

6. Strategy Implementation

Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.

7. Strategy Evaluations and Control

Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

Text Readings

1. Lawrence R. Jauch and William F. Glueck, “**Business Policy and Strategic Management**”, McGraw Hill Book Co., New York,

Suggested Readings

1. Glen Boseman and Arvind Phatak, “**Strategic Management : Text and Cases** “ , John Wiley and Sons, Singapore, 1989
2. Daniel J. McCarthy, Robert J. Minichiello, and Joseph R. Curran, “**Business Policy and Strategy**” Richard D. Irwin, AITBS, New Delhi, 1988
3. Roanld C. Christenesen, Kenneth R. Andrews and Joseph L. Bower, “**Business Policy – Text and Cases** “ , Richard D. Irwin, Inc., Illinois, 1978

IM-506 **MARKETING STRATEGIES**

COURSE OBJECTIVES:

- To understand the strategic concepts and its role in the modern and innovative marketing planning.
- To build a strategic framework to sustain the competitive advantage.
- To help students to develop abilities and skills required for the strategy formulation and implementation under ever changing market scenario.

COURSE CONTENTS:

1. **Introduction** to strategy, key elements of marketing strategy formulation, formulating the marketing strategy, competition and marketing strategy, factors influencing competitive success, Basic marketing strategies, strategic role of marketing manager, factors influencing company's marketing strategy, Difference between marketing strategy and marketing management.
2. **SWOT ANALYSIS:** A framework for developing marketing strategy.
3. **SEGMENTATION, TARGETING AND POSITIONING STRATEGIES:** Meaning, process of segmentation, factors affecting the feasibility of segmentation, bases of segmenting consumer markets and industrial markets, market targeting, types of targeting strategy, factors influencing targeting decisions strategy, Positioning process, positioning strategy, factors affecting positioning strategy, positioning strategy overview.
4. **PRODUCT STRATEGY:** Meaning, strategies for developing new products, Product life cycle, Strategies at various stages of PLC, Branding strategies.
5. **BCG MATRIX:** Strategies to improve performance, sales volume and profitability, Understanding business portfolio through BCG matrix.
6. **MARKETING STRATEGIES** of market leader, market challenger, market follower and market niches, Porter's three generic strategies.
7. **PRICING POLICIES AND STRATEGIES:** Meaning of price, pricing objectives, role and significance of price, factors affecting pricing, pricing strategies for new products, established products, price flexibility strategy, Product-line pricing strategy, Leasing strategy, price-leadership strategy, pricing strategy to build market share.
8. **DISTRIBUTION (PLACE) STRATEGY:** Channel structure strategy, distribution scope strategy, multiple-channel strategy, channel modification strategy, channel-control strategy, conflict-management strategy.
9. **PROMOTION MIX STRATEGY:** Identify and understand the promotion mix variables, promotion objectives, strategies for developing promotional perspectives, Advertising strategies, Personal selling strategies.

BOOKS RECOMMENDED:

- **TEXT BOOKS**

1. Marketing Strategy	:Vernon R.Stauble
2. Marketing Management	:Philip Kotler
- **REFERENCE BOOKS**

1. Marketing Strategy and Management	:Michael J. Baker
2. Competitive Marketing Strategies	:Norton Paley

IM 601 C

E-BUSINESS FUNDAMENTALS

Course Objective:

The objective of this course is to help students to understand the basics of Electronic Business, Electronic Commerce, and related issues.

Course Content:

- 1. Introduction:** Introduction to internet, Introduction to e-business, Traditional business vs. e-business (Brick and Mortar system vs. virtual systems)
- 2. Basic concepts:** Basic concepts of e-Business, History of Internet, Emergence of e-business, Importance of e-Business
- 3. Structural transformation**-Business models, Functional model, Resource model
- 4. Consumer behavior:** Segmenting and analyzing target audience, Consumer Behavior Models
- 5. Internet Marketing:** Traditional marketing V/s e-marketing, Internet as a tool to promotion, Cyber Advertising and Cyber Branding e-Fulfillment
- 6. Customer relationship management:** CRM Myths, CRM Architecture, Supporting, Requirement of CRM infrastructure, Building CRM Infrastructure, Next Generation CRM trends
- 7. Business to business intermediations:** Virtual supply chain and Supply chain management
- 8. Electronic payment systems:** Payment methods, SET, Other payment services on Internet, e-Tailing, e-Banking, e-HRM, e-Commerce in service sector, e-Enterprise
- 9. Security Issues:** Technical and management perspective
- 10. Knowledge Management:** KM with Organization Perspective, Service and Products.
- 11. Cyber Laws**
- 12. Electronic Business Challenges and Prospective**
- 13. Strategies for electronic business**

Books Recommended :

- 1)Frontiers of Electronic Commerce by : Dr. Ravi Kalakota
- 2)Electronic Business by Danial Amor
- 3)E-Commerce BASICS by Bruce McLaren, Constance McLaren
- 4)E-Business Technologies by H.Albert Napier, Phil Judd, Rivers, Andrew Adams
- 5)New Perspectives on E-Commerce-Comprehensive by Gary Schneider.

IM 602A **Entrepreneurship**

Course summary and objectives:

The objective of this course is to develop appreciation and understanding of various aspects of entrepreneurship. This course will help the students in identifying business opportunity, translating it into a detailed business plan and getting versed with various issues in this course. This will provide exposure to the students to the entrepreneurial culture and industrial growth so that they may be prepared to set up and manage their own units.

Course contents:

1. **Entrepreneurship:** Concept of Entrepreneur, Concept and features of Entrepreneurship, Enterprise, Characteristics Of Entrepreneur, Characteristics of Entrepreneurship, Functions of Entrepreneurs, Entrepreneurial skills, Entrepreneur v/s Entrepreneurship, Attributes of Entrepreneurship.

Activities and Assignments:

Group task: studying various success stories of entrepreneurs and discussing their characteristics and reasons for success.

2. **Entrepreneurial Theories:** Economist's View, Sociologist's View, Psychologist View, Anthropologists View, Difference between Managers and Entrepreneurs, Classification of Entrepreneurs, Entrepreneurship Environment

3. **Creativity, Innovation and Idea generation:**

Creativity and Innovation, Creativity process, Innovation and Entrepreneurship linkage, Searching and selecting business ideas, Methods of generating new ideas

Activities and assignments: Idea generation by students.

4. **Organizational Structure of new venture:** Definition of Organization, Importance of Organization, Steps in Organizing, Functions/Forms of Organizations

5. **Project Planning:** Steps in business planning, Uses of a business plan, Criteria for a good business Plan.

Activities and assignments:

Students asked to finalize on their ideas and start writing business plans.

6. **Financial Management Issues in new venture:** Types of Industrial Finance, Sources of Finance.

7. **Marketing Management Issues in new venture:** Functions of Marketing, Product Concepts, Distributions, Promotions, Pricing, The Marketing Plan, Marketing Strategies

8. **Problems Of new ventures:** Internal Problems, External Problems

9. **New Venture Expansion Strategies And Issues:** Joint Ventures, Acquisitions, Mergers, and Franchising
10. **Legal Issues For The Entrepreneur:** Patents, Trademarks, Copyrights.

Books Recommended:

- 1) Entrepreneurship for SSI: Vasant Deasi (Text Book)
- 2) Entrepreneurship: New Venture Creation: David H. Holt
- 3) Entrepreneurship in small Scale factor: D Naxendra Kumar
- 4) Entrepreneurship development – Programs & Practices: Jasmer Singh Saini
- 5) Entrepreneurship: strategies & resources: Marc. J. Dollinger
- 6) Entrepreneurship: Hirsch Peters

IM 603
Econometrics

Objective: - The Objective Of The Course Is To Acquaint Students With Basics Of Econometrics And Create A Base For Advance Econometrics & Forecasting.

Course Description:

1. **Meaning And Methodology Of Econometrics:** Nature & Scope of Econometrics. The Nature of Regression Analysis and Basics of Two Variable Regression Analysis. Estimation and Hypothesis Testing.
2. **Extension Of The Two Variables Linear Regression Model:** Multiple Regression Model, Estimation and Inferences.
3. **Nature, Consequences, Detection and Remedial Measures :** Heteroscedasticity, Autocorrelation, Multi- Co linearity.
4. **Regression on Dummy Variable,** Dynamic Econometrics Models: Autoregressive and Distributed Lag Models.
5. **System of Equations,** Identification and Estimation Methods (ILS and 2SLS), Business application of Single Equation Econometrics Models and system of equations.

Books Recommended:

- 1) Gujrati: - Basic Econometrics
- 2) Koutsoyiannis: - Theory of Econometrics
- 3) Madnani: - Theory of Econometrics

IM 604 A
FINANCIAL MANAGEMENT II

Course Objectives: This course is designed to enhance the understanding of the fundamental concepts of finance with focus on long-term financial management.

Course Description:

1. Function of finance manager-a review
2. **Concept of Value:** Time preference for money, Compound value and present value, Numerical Exercises.
3. **Long Term Source of Finance:** Share, debenture and term loan.
4. **Capital Budgeting Decision:** Nature of investment decisions, Investment evaluation criteria-discounted and non-discounted cash flow criteria, Numerical exercises.
5. **The Cost of Capital:** Concept and significance of cost of capital, Factors affecting cost of capital, Measurement of cost of capital.
6. **Dividend Decision:** Concept, significance, forms, determinants and constraints of dividend decision, Share split and buy-back of shares, Case on dividend policy analysis.
7. **Capital Structure Planning:** Features of an appropriate capital Structure, Factors determining capital structure, Numerical exercises.

Reference Books :

1. Financial Management, Ravi M Kishore, Taxmann Publication, New Delhi.
2. Financial Management, I M Pandey, Vikas Publishing House Pvt. Ltd.
3. Fundamental of Financial Management, Brigham and Houston, Cengage Learning.
4. Financial Management, Theory, Concepts and problems; R P Rustagi
5. Indian Financial System Bharati V Pathak, Pearson Education.
6. Financial Management Text & Problems by M Y Khan & P K Jain, McGraw Hills Education (India) Ltd.

IM 605

Purchasing and Materials Management

Course Objective

Objectives of this course are to help the students acquire basic knowledge and understanding of purchasing and materials management and apply it for making relevant decisions.

Course Contents:

1. **Materials Management:** Objective, Importance, Integrated Materials Management, The role of Materials and Purchase management.
2. **Organization Of Materials Function:** Organization Structure Centralized Purchasing, Decentralization, Delegation of Power, Materials and User Department.
3. **Material Planning And Budgeting:** Planning: Advantages, Definition, Planning Approaches to Materials Management.
4. **Standardization And Codification:** Relevance, Definition, Specification, Advantages and Techniques, Identification, Evolution Of Codes, Classification, Methodology, Advantages Of Codification.
5. **Inventory Management And EOQ:** objective of inventory, inventory cost, inventory control techniques, evaluation of inventory management. ABC, XYZ, VED analysis.
6. **Ordering Systems:** Purchase Policy, Cash Purchase, Tender System, Rate Of Running Contract, Subcontracting, and Systems Contract Etc.
7. **Purchasing Cycle:** Purchasing Activities, Indent Status, Chasing And Follow Up, Transportation, Incoming Inspection, Bill Settlement, Documentation, Right Price, Right Time Of Purchasing, Right Method Of Material Handling, Right Mode Of Material Of Transport, Right Quality, Right Source And Right Buyers Sellers Relations.
8. **International Buying:** Why Imports, Import Policy, Classification Of Import, Objective Of Control, Preliminary Formalities, Source Selection, Licensing Procedures, Letter Of Credit, Documentation, Bill Of Lading Custom, Clearance Etc.
9. **Negotiations:** Objectives, Process, Process Factor, Other Parameter, Strategy And Tactics, Qualities Of Negotiator, Process And Guidelines For Negotiation, Negotiation Techniques.
10. **Vendor Rating:** Relevance Of Good Supplier, Need For Vendor Evaluation, Goals Of Vendor Rating, Advantages Of Vendor Rating, Parameters Of Vendor Rating.
11. **Financial Aspects In Materials Management:** Role of Finance, Interaction with Materials Holding and Acquisition Cost, Settlement Of Bill, Accounting, Audit In Materials Management.
12. **Disposal Of Obsolete And Scrap Items:** Management Of SOS, Categorization Of Obsolete/Surplus, Reasons For Obsolescence, Control Of Obsolescence And Scrap, Responsibility For Disposal, Disposal Methods.
13. **Warehousing Management:** Objectives Of Store, Location And Layout, Preservation Of Items, Management Of Receipts, Issue Control Store Documentation.

Books Recommended:

Purchasing And Materials Management - M.N. Verma.

Purchasing And Materials Management - P. Gopalakrishnan.

IM 606 **Project Management**

Course Objective:

To acquaint students with project management method and to develop skills on project planning, analysis implementation and control.

Course Contents:

1. **Project Planning and Phases:** Need and importance, phases of capital budgeting, project analysis facts, resource allocation framework (investment strategies, portfolio planning tools, and interface between strategic planning and capital budgeting), Generation and Screening of Project Ideas.
2. **Project analysis:** Market and demand analysis, (Including demand forecasting) Technical Analysis and Financial Analysis (Cost of Project, working capital requirement & its financing).
3. **Project Selection:** Project cash flows, Time value of money, cost of capital, Appraisal criteria and analysis of Risk.
4. **Project Management and Control:** Project Organizations, Planning and Control of project & human aspects of project management, Project control tools (Gantt Charts, Line off Balance)
5. **Network techniques for Project Management:** Basic concepts of networks, line estimation and determination of critical path (for both PERT and CPM models), network cost systems and activity crashing.
6. **Project Review:** Need for reviews, initial review, performance evaluation, abandonment analysis, evaluating the capital budgeting systems.

Books Recommended :

- 1) Maylor, Harvey: Project Management
- 2) Red F Parviz F: Project Estimating and cost management
- 3) Nevendorf Steve: Project Management
- 4) Royer Paul S.: Project Risk Management
- 5) Goel BB: Project Management
- 6) Patel M.Bhavesh: Project Financing
- 7) Rampal M.K. and Gupta S.L.: Project Report Writing

FT – 30 FM/ IM- 7 FM

Insurance and Banking(Mn)

Course Objective

This course is designed to enhance understanding of fundamentals of risk, Insurance and Banking. Insurance fundamentals are intended for students who have little or no prior education in insurance. The course introduces the subject matter banking from an economic perspective. The structures and role of central banking system and commercial banking will be examined.

Course Contents :

1. Risk and Insurance

Concept of risk and its classification, Insurance as risk management technique, Functions of insurers, Classification of Insurance, Concepts and advantages of reinsurance.

2. The Basic Principle of Insurance:

Utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate cause.

3. Practice of Insurance

**Life Insurance: Products, Riders, Options, documents and Claims
General Insurance: Products, Rating, and Concept of Underwriting, Claims.**

4. Commercial Banking System and Structure

Introduction & Definition of Banking, Structure of Banking System, Function of Commercial Bank, Credit Creation, Electronic Banking, Commercial Bank Financial Statement and its analysis. Various Banking Risks

5. Central Banking

Definition and Function of Indian Central Bank.

6. Legal Environment- Insurance and Banking

Insurance Regulatory Authority, Negotiable Instrument act.

Text and Reference Books:

1. K C Shekhar and Lekshmy Shekher, Banking Theory and Practice, Vikas Publishing House Pvt Ltd.
2. Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services, Pearson Education.
3. Roger Leroy Miller and David D Vanhoose; Modern Money and Banking; 3rd ed.; Mc Graw Hill.
4. S Scott MacDonald and Timothy W Koch, Management of Banking, Thomson.
5. D M Mithani, Money Banking, International Trade and Public Finance. Himalaya Publishing House.
6. Principle of Risk Management and Insurance by Geoge E Rejda, Pearson Education
7. Risk Management and Insurance; Trieschmann, Gustavson, Hoyt., Cengage Learning
8. Principle of Insurance, IC-01, Insurance Institute of India
9. Practice of Life Insurance, IC-02, Insurance Institute of India
10. Practice of General Insurance, IC-11, Insurance Institute of India

IM - 701

BUSINESS FORECASTING TECHNIQUES

Course Objectives :

To familiarize the students with the substantive understanding of the concepts of forecasting and various forecasting techniques with special reference to business. Futurology as input for planning and decision making in business would broaden the ideas of the students of management science.

Course Contents :

1. Basic concepts of business forecasting and planning: fundamental of quantitative forecasting; criteria for evaluation; ME,MAD,MSE, RMSE (SDE), PE, MPE, MAPE.
2. Theil's U-statistics. Introduction to quantitative & technological forecasting. Quantitative v/s qualitative forecasting.
3. Time series methods of forecasting; naïve method, single and double moving averages.
4. Single exponential smoothing, adaptive response rate single exponential; smoothing.
5. Double exponential smoothing; brown's one parameter and holt's two parameter methods.
6. Simple regression & forecasting
7. Multiple regression & forecasting
8. Introduction to Box-Jenkins (ARIMA) models
9. The specifications, estimations & forecasting through input-output analysis
10. Introduction to input output analysis
11. Forecasting import, labor & investment requirements through input-output analysis.
12. Quantitative & technological methods of forecasting; subjective assessment methods jury of executive opinion, sales force composite methods formal surveys & market research based assessments, subjective probability assessments.
13. Exploratory methods- scenario development, Delphi, cross-impact matrices, curve fitting
14. Analogy methods, morphological search, catastrophe & planning in business organization, forecasting & planning in business organization, forecasting as input to planning & decision making
15. The role of forecasting in planning, relating forecasting & planning in business organization, forecasting as input to planning & decision making .
16. Contribution of forecasting to analysis & understanding (the valance as a measure of risk, marginal analysis, elasticity, costing, seasonal & cyclic considerations, simulation & sensitivity analysis,.

TEXT READINGS:

1. Makridakis wheelwright and McGee (1983), Forecasting: Methods and applications, John Wiley and Sons (latest edition)

COLLATERAL READINGS :

1. Hanke J.E.,D.W. Wichern and A.G. Reitsch (2001), Business forecasting, pearson Education
2. Sheerer, P. (1991), Business Forecasting & Planning, Prentice Hall.
3. Thirlwall, A.P. (1983), Growth and development with special reference to developing economics, ELBS/Mc Millan (ch.10)
4. Wheelwright & Makridakis (1985), Forecasting Methods for management, John Wilcy & Sons.

IM-702 **RESEARCH METHODOLOGY**

Course Objective

The overall purpose of the course is to introduce basic concept and methods for conducting research. The objective of the course is to make student familiar with the formulating the research plan; review of the literature, data collection; analysis of data; interpretation of data and reporting of findings.

Course Contents

1. **Research Methodology Introduction:** Meaning and purpose of research, Objective of research, Types of the research, Approaches to research, Process of the research, Research methods v/s methodology, Limitation of research.
2. **Research Design:** Selection and definition of problem, Survey of literature, Feature of good research design and different research designs, Identifying variables, Formulating of hypothesis, Measurement scales.
3. **Sampling Design:** Concept of sampling, Sampling terminology, Objective and principles, Types of sampling, Sampling and non-sampling error.
4. **Data Collection and Analysis:** Attitude measurement and scale; Methods of collection data and their advantages and disadvantages; Establishing the validity and reliability of a research instrument; Data organizing, presenting and analyzing techniques.
5. **Report Writing and Presentation:** Significance of Report Writing; Steps in Report Writing; Layout of Report and Precautions in Writing Research Reports; Writing Bibliography.

Suggested Reading

1. Shajahan, S.(2005) Research Methods for Management , Jaico Publishing House.
 2. Krishnaswamy, K.N., Sivakumar, A.P., Mathirajan, M.(2006) Management Research Methodology, Pearson Education.
 3. Panneerselvam,R. (2007) Research Methodology, Prentice Hall of India Pvt. Ltd.
 4. Kothari, C.R.(2004) Research Methodology - Methods and Technique, New Age International Publishers
 5. Fred N Kerlinger, Foundation of Behavioral Research, Surjeet Publication.
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FT – 3 F / IM- 70 F
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective

The objectives of this course is to provide the students in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

Course Contents

1. Introduction: Concept of Investment, Investment V/S Speculation, Financial And Economic Aspect Of Investment, Types, Characteristics And Objectives Of Investment.
2. Risk Return: Concept Of Risk And Return, Systematic And Unsystematic Risk, Valuation of securities, Concept of Beta, Capital Assets Pricing Model, SML And CML Valuations.
3. Valuation of Bonds: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Convervity, Bond Value Theorem.
Valuation Of Equity : Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.
4. Security Analysis: Fundamental Analysis And Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories And Testing.
5. Portfolio Concepts: Portfolio And Security Returns, Diversification, Markowitz Model, Sharp Index Model.
6. Factor Models and Arbitrage Pricing Theory.
7. Portfolio Investment Process.
8. Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures.

Text Readings

1. V.K.Bhalla, “**Investment Management: Security Analysis And Portfolio Management**”, S. Chand And Sons, New Delhi, sixth edition 1999.
2. Donald E. Fisher and Ronald J. Jordan, “**Security Analysis And Portfolio Management**”, PHI Publication, New Delhi, 1998.
3. V.A. Avadhani, “**Investment and Security Markets In India**”, Himalaya Publication, Bombay, 1998.

Suggested Readings

1. Edwin J. Elton and Martin J. Gruber, “**Modern Portfolio Theory And Investment**”, John Wiley and Sons, Singapore, 1996.
2. Preeti Singh, “**Investment Management**”, Himalaya Publications, 9th Edition, 2000.

IM- 70 F/FT-3 F

Insurance and Banking (Mj)

Course Objective

This course is designed to enhance understanding of fundamentals of risk, Insurance and Banking. Insurance fundamentals are intended for students who have little or no prior education in insurance. The course introduces the subject matter banking from an economic perspective. The structures and role of central banking system and commercial banking will be examined.

Course Contents

I. Risk and Insurance

II. Concept of risk and its classification, Management of risk, Insurance as risk management technique, Functions of insurers, Classification of Insurance.

III. The Basic Principle of Insurance:

IV. Utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate cause.

V. Reinsurance:

VI. Concept, types and advantages of reinsurance,

VII.

VIII. Practice of Insurance

IX. Life Insurance: Products, Riders, Options, Computation of Premium & Bonuses, documents and Claims

X. General Insurance: Products, Rating, and Concept of Underwriting, Claims.

1. Commercial Banking System and Structure

Introduction & Definition of Banking, Structure of Banking System, Function of Commercial Bank, Credit Creation, Electronic Banking.

2. Central Banking

Definition and Function of Indian Central Bank.

3. Legal Environment- Insurance and Banking

Insurance Regulatory Authority, Negotiable Instrument act.

Text and Reference Books:

1. K C Shekhar and Lekshmy Shekher, Banking Theory and Practice, Vikas Publishing House Pvt Ltd.
2. Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services, Pearson Education.
3. Roger Leroy Miller and David D Vanhoose; Modern Money and Banking; 3rd ed.; Mc Graw Hill.
4. D M Mithani, Money Banking, International Trade and Public Finance. Himalaya Publishing House.
5. Principle of Risk Management and Insurance by Geoge E Rejda, Pearson Education
6. Risk Management and Insurance; Trieschmann, Gustavson, Hoyt., Cengage Learning
7. Principle of Insurance, IC-01, Insurance Institute of India

8. Practice of Life Insurance, IC-02, Insurance Institute of India
9. Practice of General Insurance, IC-11, Insurance Institute of India

FT -30 FM/ IM-70 FM

FINANCIAL MARKETS AND SERVICES (MINOR)

Course Objective:

This course is designed to give the participant a basic understanding of financial markets – the structure, the players, the instruments, the regulation and the jargon. It covers the capital markets, the money market, the foreign exchange market and the derivatives markets.

Course Content:

1. Introduction to Indian Financial System : Financial system: Significance and Definition ,Liberalisation of Financial System
2. **Capital Markets :Primary Market : Introduction, Institutional Structure, Instruments, Regulation and latest trends**
3. **Secondary Market :Stock Exchanges Introduction, Structure and working, Instruments, Regulation and latest trends.**
4. **Money Market :Characteristics and functioning, Instruments call-Money Markets, Government Securities Markets :Introduction, Structure and Players, Instruments, Concept of Yield and its role.**
5. **Forex Market : Introduction, Characteristics, Functioning and basic concepts**
6. **Derivatives Market :Introduction, Types of Derivatives, Trading and Regulation, Latest Trends**
7. **Financial Services :Introduction, Asset/Fund-Based Fee/Non-Fund Based**
8. **Lease Financing :Theoretical Framework, Regulation, Latest Trends**
9. **Venture Capital Financing :Introduction, Framework, Latest Trends**
10. **Merchant Banking Services :Introduction, Institutional Framework, Regulation**
11. **Investment Banking :Concept, Trends, Vis-à-vis Merchant Banking**
12. **Other Financial Services : An Introduction**
13. **Securitisation :Basic Concepts and Securitisation in India**

REFERENCES:

- Indian Financial System By; H.R.Machhiraju
- Indian Financial System By; M.Y.Khan
- Investment and securities markets in India By; V.A. Avdhani
- Management of Financial Services: By: B.S.Bhatia and G.s.Batra

FT-316 MM/IM-70 MM
Consumer Behavior (R & U)(MN)

Course Objective :

The consumer has become sovereign, a fact which has been recognized by the marketers. The students are explicitly required to acquire knowledge of such in order to develop effective strategies of influence and shape the behavior in order to achieve their organizational targets. The aim of teaching this subject is to acquaint the student with behaviour of rural and urban consumers.

Course Contents:

- 1 Introduction to Consumer Behavior, Definition, Models
- 2 Consumer Research
- 3 Market Segmentation, Targeting & Positioning
- 4 Consumer Needs & Motivation
- 5 Consumer Involvement & Perception: Information and its processing, types of consumer involvement, Perception – process, exposure attention and comprehension, Semiotics
- 6 Consumer Learning: Meaning, Classical conditioning, Operant Conditioning & Behavioral Learning
- 7 Consumer Motivation & Affect: Meaning, concept, types and systems, theories
- 8 Consumer Beliefs, Attitudes & Behaviors: concepts & formation
- 9 Consumer Attitude, Belief & Behavior Change: Decision-making Path,
- 10 Consumer Environment: impact of culture, reference group, family, social class and situational influences of rural and urban consumers
- 11 Consumer Decision Making Process: Problem Recognition & Search, Evaluation & choice, Post acquisition process

Text Readings:

- 1 Consumer Behaviour By Henry Assael.
- 2 Consumer Behaviour By Shiffman and Kanuk

Suggested Readings:

- 1 Consumer Behavior – James Engel, Roger Blackwell & Paul Miniard
- 2 Consumer Behavior – Mowen & Minor

FT-311SM /IM-70 S

OBJECT ORIENTED ANALYSIS AND DESIGN (MINOR)

COURSE CONTENT:-

1. REVIEW OF OBJECT ORIENTED CONCEPTS

- Classes, objects and attributes ,Encapsulation and interfaces,Association and multiplicity,Inheritance and aggregation,Polymorphism and collections

2. THE UNIFIED PROCESS

- Traditional software lifecycle,The object-oriented software life cycle,Use case-driven and architecture-centric feature,Iterative and incremental development

3. USING UML NOTATION

- Use case diagrams,Object model,Packages and subsystem,Interaction diagrams

4. CAPTURING SYSTEM BEHAVIOR IN USE CASES

(producing requirement models)

- Finding primary and secondary use cases,Include and extend dependencies,Use case generalization,Refining use cases:rapid prototypes

5. REFINING CLASSES AND ASSOCIATIONS

(establishing the model object)

- Analysis model vs design , boundary and control,Categorising classes: entity,boundary and control Modelling association and collection ,Preserving referential integrity

6. USE CASE REALIZATION

(generating the behavioral model)

- Sequence diagram , object lifelines and messages types ,Modelling collection multiobjects,Refining sequence diagrams to match object models,Typing object and behavioral models with collaboration diagrams

7. OBJECT ORIENTED DESIGN

- Partitioning systems for deployments across processors , tasks and thread,Persistency: storing objects to disc and databases,Mapping designs to concurrent systems

8. OBJECT ORIENTED DATABASE

- Overview of DBMS concepts,Approaches to Object Oriented Database

9. OOA AND D CASE STUDIES

Text Books:

Object oriented modeling and design- James Rumbaugh

Object Oriented Analysis and design with Application- Grady Booch

The Unified Modeling Language User Guide- Grady Booch

FT-317SM /IM-70 SM
JAVA(MINOR)

COURSE CONTENT:-

1. JAVA BASICS

- Object oriented programming
- Features of java
- Classes and objects, Operators, identifiers and literals
- Application and applet programming
- Structure of java program

2. DATA TYPES AND CONTROL STRUCTURES

- Data type, Type casting
- Decision control structures
- Loop control structures
- Jump statements
- Arrays

3. CLASSES AND METHODS

- Class as a basic building block
- Access specifier, Methods
- Constructors and garbage collection
- Recursion
- Overloading methods
- Abstract and inner classes
- Static Methods
- String Class

4. INHERITENCE

- Basic
- Types
- Introduction to interface
- Use of extends and implements
- Using super

5. EXCEPTIONAL HANDLING

- Introduction to exception
- Introduction to try and catch
- Use of throw, throws and finally

6. MULTITHREADING

- Introduction to thread
- Thread cycle
- Main thread
- Creation of user define thread
- Thread priorities
- Thread methods

7. APPLETS

- Introduction
- Applet cycle
- Applet class

o Creation and use of applets.

References :

- The Complete reference Java – Herbert Schild
- CoreJava- Orelly Publication.

FT-304FB/ IM-70 F **CORPORATE TAXATION (MAJOR)**

Course Objective: This course is based on the provisions of various direct and indirect tax laws with reference to company assesses. This course will enable the students to understand the tax provisions related to the companies and compute the tax liability.

Course Contents:

1. **Introduction:** Introduction and brief history of income tax, definitions Corporation tax, Tax Planning, Tax Evasion, Tax Avoidance, Tax Management, Dividend Tax, Indian Company, Foreign Company.
2. **Computation of Total Income and Tax Liability of Companies:** Income from business, capital gain, income from other sources, Gross Total Income, Deductions from Gross Total Income, computation of Total Income. Introduction to MAT, FBT and Dividend Distribution Tax
3. **Special Tax Provisions:** Tax provisions in respect of Free Trade Zone and Special Economic Zone, Tax provisions in respect of Infrastructure Development, Tax provisions in respect of Backward Areas,
4. **Amalgamation related tax issues.**
5. **Tax Payment:** Tax deduction at source, Tax collection at source, and Advance payment of tax.
6. **The Wealth Tax Act, 1957:** Introduction of wealth tax, meaning, scope and incidence of tax, Assets included for wealth tax, assets exempted from wealth tax, deemed assets,
7. **Central Excise and Custom Duty:** Meaning and important provisions.
8. **Service Tax:** Background and nature of service tax, Value of service tax, Exemption from of service tax, Classification of services, Procedure of service tax, other important provisions.
9. Introduction to Value Added Tax (VAT)

Books:

Direct Taxes Planning and Management by V.K. Singhania
Corporate Tax Planning and Management by H.C. Mehrotra
Students' Work Book on VAT and Service Tax by V. S. Datey

Study Material published by ICSI, Financial Dailies and journals like Business Standard, The Economic Times and Financial Express, Economic and Political Weekly

FT-311FA/ IM-706F

FINANCIAL MARKETS AND SERVICES(MAJOR)

COURSE OBJECTIVES:

The course aims at:-

- Developing understanding about the various functions operations and activities of banking institutions.
- Explains how to apply the basic finance concept to the management of banking institute.

Course Contents:

01: INTRODUCTION TO INDIAN FINANCIAL SYSTEM—

Financial System:: Significance in definition, Liberalization of financial system.

02: CAPITAL MARKET

Primary Market:: Introduction, Institutional Structure, Method of issue, instruments, regulations.
Secondary Market: Introduction to Stock Exchanges, Instruments, Clearing and settlement Mechanism, Players,Regulations and Latest Trend.

03:MONEY MARKET:

Characteristics and functioning , Instruments , call money market, Treasury bills, certificate of deposit, commercial Paper, REPOS

04. Regulatory Institutions: SEBI and RBI

05. Working capital Financing management: Bank and Institutional Financing, management of cash, receivables and inventories.

06. Introduction to financial Institutions: SFC's and DFI's, their importance and scope(IDBI, IFCI, SIDBI)

07:DERIVATIVES:

Introduction to Derivatives , futures and options, terminologies, operational margins, concept of hedging ,risk in derivatives,.

08:MUTUAL FUNDS:

Introduction, Structure of Mutual industry, Types of Funds, Advantages Of Mutual Funds. Guide Line of Mutual Funds, Concept of SIP, Mutual Funds in India.

09:FINANCIAL SERVICES

Introduction of Financial Services

10:LEASING FINANCING : Concept of Leasing

11:VENTURE CAPITAL FINANCING :Introduction , Framework, Latest Trend

12:MERCHANT BANKING : Introduction, Institutional Framework, Regulation

13:INVESTMENT BANKING : Concept, Trend Vis-à-vis Merchant Banking

14:SECURITIZATION : Basic Concept and securitization in india

15:OTHER FINANCIAL SERVICES: Factoring

TEXT READING:

1. M.Y.khan," Financial services"" tata McGraw Hill 2000
2. B.S.bhatia, G.S.Batra," Management of capital markets, financial services and institutions"" Deep and Deep publications,2000
3. Investment of security market in India: V.A.Avadhani
4. Indian Financial system: P.N.varshney and D.K.Mittal

IM 801

TOTAL QUALITY MANAGEMENT (TQM)

Course Objective:

After successful understanding of TQM principles, tools and techniques, the students will be able to apply this knowledge as management executives and contribute as a member of team in improving the quality standards in industry/corporate sector.

Course Contents:

1. Quality definition, product quality, service quality, dimensions of quality, quality evolution.
2. Inspection QC, quality assurance, total quality control, other aspects of quality, rehabilitee, maintainability and availability.
3. Concept of total quality.
4. Total quality management - definition, and guiding principles.
5. Quality management philosophies, Demming philosophies, Fourteen points of management, Juran philosophy, Quality trilogy, cross by philosophy comparison.
6. Cost of quality.
7. Quality management and ethics, quality culture.
8. Focusing on customers – internal and external customers.
9. TQM leadership
10. Quality improvement and problem solving, introduction to TQM tools and techniques, statistical process control
11. Kaizen, bench marking, quality systems – ISO 9001:2000

References:

1. TQM – K.S. Bhat
2. TQM – Besterfield
3. TQM – Ross
4. Quality – Donna, C.S. Summers
5. Quality Management – Goetsch
6. Principles Of Total Quality – Swift
7. Kaizen Strategy For Customer Care – Patricia Weillington

IM-803 H/FT-403H

Performance Planning and Appraisal

Objective of the Course

To help the students to comprehend what is meant in an organization by performance and how its planning is important in an organization with respect to attaining and maintaining a contented work force for the larger objective of having a competitive edge in the industry.

Course Content:

1. Overview: Challenges and opportunities
2. Prerequisites for an objective performance appraisal
3. Performance Appraisal basics :PA and expectancy theory, Defining performance Appraisal process, Absolute process, Relative Methods, MBO,
4. New objectives of PA
5. Developing performance appraisals
6. Performance appraisal in a government organization
7. Performance appraisal in a private industry
8. Project on Performance Appraisal
9. Road Ahead

Test books & other references:

- Organization Behavior by Robbins
 - Personnel / Human Resource Management by DeCenzo and Robbins
 - Handbook on Organizational Performance – Johnson and Redman
 - Designing and Managing HR Systems- Pareek and Rao.
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IM - 803HM / FT- 403 HM

HR AND PERFORMANCE PLANNING

Course objective:- To make students aware of performance control mechanism in the organization.

Course Content:-

- 1) **HUMAN RESOURCE PLANNING:** - Definition, model for HR planning, forecasting demand and supply, planning for shortages & surplus, planning for new establishment, Managerial succession planning, Career planning.
- 2) **HR INFORMATION SYSTEM:-** Purpose of HRIS, uses of HRIS, Establishing an HRIS, approaches to evaluate an HRIS.
- 3) **HRD AUDIT:** - Meaning, Concept, HRD Audit Process, Parameters to be audited, audit results, preventive and corrective actions.
- 4) **INTRODUCTION TO PERFORMANCE AND POTENTIAL APPRAISAL:-** HRD and Performance Appraisal Systems, Identification of KPA's Self Appraisal.
- 5) **PERFORMANCE ANALYSIS PROCESS:-** Performance Rating, Counseling and Feedback.
- 6) **JOB ENRICHMENT:-** Quality of work life and role efficacy.

Text Readings:-

1. Designing and Managing HRS – Udai Pareek & T.V. Rao
2. HRD Audit – T.V. Rao
3. Performance Planning analysis and review - T.V. Rao
4. Redesigning Performance Appraisal System - T.V. Rao
5. Personnel Management – C.B. Mamoria

IM - 803MM / FT – 404 MM

PRODUCT AND BRAND MANAGEMENT

Course Objectives:

The objectives of this course are to discuss various concepts involved in learning Product and Brand Management for the success of any concern, to understand how the product manager implements business strategy in the marketplace and to acquaint the students with the process and strategies of new product management. The course also explores the methodology for managing the cohesive development and marketing of new products from idea inception to product discontinuation.

COURSE CONTENTS:

- 1. Product Management: Introduction and concept of product, Product components, objectives of Product Management, Roles of Product Manager.**
- 2. Product mix** and product line decisions, Growth strategies for the FMCG.
3. Routes of new product development, Process of new product development, the latent factors behind marketing success and failure of any new product, Product elimination strategies
- 4. Brand Management:** Branding concept, Benefits of Branding, Brand perspectives, Characteristics of a Brand, Branding decisions
5. Brand Personality: Introduction, concept Types and brand personality scale
6. Brand Extension, Types of Brand extension, Strategies for successful brand extension
7. Brand positioning and repositioning
- 8. Global branding: Concept, advantages and disadvantages**
- 9. Brand equity: Introduction and concept of brand equity, Cost based, price based, customer based Methods**
10. Brand Loyalty: Concept, Loyalty pyramid
11. Brand management and the future
12. The Six myths of Branding

Books recommended:

1. Marketing Management by Philip Kotler.
 2. Product Management by R. Majumdar
 3. Strategic brand management by Kevin Lane Keller.
 4. Brand Management by Y.L.R.Moorthy.
- **Collateral Readings for Brand Management:**
Doyle, P. (1989), “Building successful brands : The strategic options” , Journal of Marketing Management.
Kapferer, J.- N.(1997), Strategic Brand management.
Brand Equity of “The Economic Times” newspaper.
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IM-804F/FT-405F

FINANCIAL ENGINEERING & RISK MANAGEMENT

Objective of the Course:

The focus is to provide an opportunity to develop a basic understanding of process of financial engineering, risk & risk management techniques, Derivatives & Derivative trading process for managing risk.

Course Content:

Unit I: Introduction to Financial Engineering

Scope of Fin. Engg., Tools of Fin. Engg. ,Factors contributing to Growth of Fin. Engg. Environmental Factors, Intra-firm factors.

Unit II: Risk & Risk Management

Types of Risk: Market Price Risk, Measuring exposure to price risk, Interest rate risk, Exchange rate risk, Risk Management: Why Risk Management, Hedge Ratios & their uses, Composite Hedging.

Unit III: Tools of Financial Engineering

Introduction to derivatives, Forward & Future Contract, Trading in Futures Market, SWAP, Options, Fixed Income securities, Recent Debt market innovations, Equity related Instruments & Hybrid securities, Asset Liability Mgt.

Leverage Buy Out (LBO), Arbitrage.

Unit IV: Forward & Futures

Forwards, Futures, Forward Rate Agreement, Market participants in futures market, Hedging using Futures Contracts, Valuation of Forward & Futures Contract, Stock Index Futures, their valuation, Hedging using stock Index futures contract .

IM-804 HA/FT-410H

HUMAN RESOURCE PLANNING AND AUDIT

Course Objectives:

This course will introduce students to different aspects of human resource planning and how it is helpful in giving organizations a competitive edge. The role of HRD audit and its impact on business improvement will also be examined.

Course Contents

1. **Human Resource Planning**: Definition, HR Planning, Model for HR Planning, forecasting Demand and Supply, Planning for Shortages, Surplus, Planning for New Establishment, Managerial Succession Planning, Career Planning.
2. Downsizing, HR information System: Purposes of HRIS, Uses of HRIS, Establishing an HRIS, Approaches to Evaluate HR Function.
3. **HRD Audit**: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.
4. **HRD styles and culture**: OCTAPACE Culture, Importance of Top Management Styles in Building Culture, Auditing the HRD Culture, Auditing the Style of Top Management, Current Structures and Structural Alternatives.
5. **HRD Competencies**: Challenges, Professionalism in HR, Myths and Realities of HRD, Competencies Needed, Auditing HRD Competencies, individual interviews, Group interviews, Observation, HRD Audit instruments.
6. HR Performance and Benchmarking in Policy, Process and Management Styles, Benchmarking Analysis.

Text Reading

1. Donald Currie, “**Personnel in Practice for the New IPD-CPP**”, Blackwell, MA, 1997.
2. R. W. Mondy and R. M. Noe, “**Human Resource Management**”, Prentice Hall, London, 6th Ed., 1996.
3. T. V. Rao, “**HRD Audit**”, Response Books, New Delhi, 1999.

Suggested Reading

1. Satish Pai Ed., “**HRD Skills for Organizational Excellence**”, Bombay, Himalaya Publishing House, 1999.

Strategies & Modeling in Marketing

Objectives of course:

The objectives of this course are to help the students to gain an understanding of concepts of marketing strategies and modeling, and their applications in real life corporate world with the help of case studies.

Course Content:

- 1. Strategic Marketing:** Basic concept of strategy, Strategic management, Strategic planning at corporate, SBU and operational level, Strategic marketing, Marketing management, Process of strategic marketing.
- 2. Strategic analysis:** Corporate appraisal, understanding competition, analyzing customers, scanning the environment.
- 3. Strategy Formulation:** Analysis models, portfolio analysis, strategy selection, segmentation, targeting, differentiation and positioning.
- 4. Market strategy:** Dimensions of market strategy, strategies for new, growing, mature and declining markets.
- 5. Product Strategy:** launch, relaunch, Positioning, repositioning, overlap, scope, design, elimination, and new product strategies.
- 6. Pricing Strategies:** Factors affecting prices, initiating and responding to price changes, New product, product mix, Discriminatory pricing strategies, formulating strategies for price leadership.
- 7. Distribution strategies:** Channel structure strategy, channel mix, modification, control and management strategies.
- 8. Promotion strategies:** Strategies for developing promotional prospective, Promotion mix strategies.
- 9. Implementation and control of marketing strategies.**
- 10. Marketing models:** science and marketing models, types, purpose and development of models, decision support models, theoretical modeling in marketing.
- 11. Application of models:** Consumer behavior, Organizational Buying, New product Development and advertising.

Text Reading:

1. Subhash C. Jain, 'Marketing Planning and Strategy', 'India : Thomson- South Western.
2. Ferrell, 'Marketing Strategy', India: Cengage
3. Lilien, G.L: Kotler Philip and Moorthy, K.S., ' marketing Models' India : PHI
4. Kotler Philip, 'Marketing Management' India : PHI
5. Kotler Philip, 'Marketing Management- a south asian perspective', India: Pearson

IM 805F / FT 403F
INTERNATIONAL FINANCE

Course Objective:

The focus of “**International Finance**” course is two fold- one, it develops an understanding of International Financial System. Two, it gives an insight into different dimensions in managing MNC’s. Specifically understanding of International Financial System and Business Environment.

Course Contents:

1. Growth & Evolution of International Business

Additional Readings:

- “From trade to Investment”, Merchants to Multinationals by Geoffrey Jones, Oxford university press
- History of World Trade, by Mira Wilkins

2. International Monetary System

- IMF, World bank, Asian Development bank etc.
- Exchange rate regimes

Additional Readings:

- www.imf.org, www.worldbank.org,
- Global Corporate Finance , Kim & Kim

3. International Trade & balance of payments

Class Discussion:

“India’s BOP- critical analysis of Present and Present”*Website to be visited:www.rbi.org.in*

4. Foreign Exchange Management

- Foreign Exchange Market and Mechanism
- Determinants of Exchange rates (theories)
- Foreign Exchange Risk & Exposure
- Exchange Control Regulations & Role of RBI

Cases:

- Ken & Joan Morse
- Coimbatore Yarns Receivables
- Eurotunnel

5. Internal Examination I & Mid-term Review of Term Paper

Management of MNC’s

- Foreign Direct Investment
- Drivers of MNC
- Strategic Entry Options to MNC’s

Additional Readings:

- Foreign Direct Investment: India, a case study, Yamini Karmarkar, G.Kawadia
- Cross-Border Management: Motivations & Mentalities, Bartlett & Ghoshal, Transnational Management, Irwin McGraw Hill Pub.
- Are MNC’s Safer, Journal of International Business, spring 86, vol 17, issue 1

Case: AT & T Consumer Products

6. Multinational Cash Management

Case: British Metal Corporation

7. Multinational Capital Budgeting & Capital Structure

Additional Readings:

- An Empirical Examination of MNC Capital Structure, Todd Burgman, Union College
- MNC vs DC ;Financial Performance and characteristics, Journal of International Business, Fall 86, vol 17, issue 3

Case: Wiley International

8. Financing Foreign Operations

Case: Reliance Industries Ltd: Global Financing Choices

9. International Banking Transactions for Export & Import

10. International Taxation

11. Internal Examination II & Submission of Term paper

Text Books & Other references:

Text Books

- International Financial Management, P.G.Apte, Tata McGraw Hill
- Multinational Financial Management, Madhu Vij, Excel Publications

Reference Books:

- “International Financial Management”, Alan Shapiro
- “Global Finance”, Eng, Lee, Maur, Addison Wesley Ltd.
- “Global Corporate Finance”, Keith Pilbeam

Journals:

- RBI Bulletin
 - Journal of Foreign Exchange and International Finance
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IM - 805FM / FT – 403 FM

INTERNATIONAL FINANCIAL MARKETS & INSTRUMENTS

Course Objective:- The objective is to familiarize the participants to the International Financial Markets and the instruments available for financing the needs of the capital.

Course Contents:-

1. **EVOLUTION OF TRADE AND MONETARY SYSTEM:** - Barter System, Evolution of money and foreign trade.
2. **INTERNATIONAL MONETARY SYSTEM AND INSTITUTIONS:** - Need for institution to manage growing trade and fix exchange rate for currencies.
3. **FOREIGN TRADE AND BALANCE OF PAYMENTS:**- Growth of foreign trade and system of balance of payment to settle the transactions
4. **FOREIGN EXCHANGE MANAGEMENT:** - Structure of foreign exchange markets, Fixing of exchange rates.
5. **RESERVE BANK OF INDIA & EXCHANGE CONTROLS:** - RBI'S role as controller of foreign exchange reserves and its management.
6. **INDIAN AND INTERNATIONAL FINANCIAL MARKETS.**
7. **INSTRUMENTS OF FOREIGN FUNDING:**- FC loans v/s Bonds, FC notes, Fixed v/s floating rate notes, CP's, FDI, GDRs, ADRs.
8. **RISK MANAGEMENT IN FOREIGN EXCHANGE.**

Text Books & Other references:

Text Books

- International Financial Management, P.G.Apte, Tata McGraw Hill
- Multinational Financial Management, Madhu Vij, Excel Publications

Reference Books:

- “International Financial Management”, Alan Shapiro
- “Global Finance”, Eng, Lee, Maur, Addison Wesley Ltd.
- “Global Corporate Finance”, Keith Pilbeam

Journals:

- RBI Bulletin
- Journal of Foreign Exchange and International Finance

IM-805M /FT 403M

INTERNATIONAL MARKETING

COURSE OBJECTIVE:

The objectives of this course are to help the students to gain an understanding of concepts of international marketing, types of international markets, demand and supply, position in international markets, import-export documentation, policies and procedure of foreign trade.

COURSE CONTENT:

- 1. INTERNATIONAL MARKETING:** basis of international trade, theories of international trade, absolute advantage, comparative advantage and factor endowment theory, difference between domestic, international, multinational. Global markets, EPRG framework.
- 2. SCANNING OF INTERNATIONAL ENVIRONMENT:** social, political, legal, economic.
- 3. FACTORS AFFECTING INTERNATIONAL TRADE:** methods of entry, role of IMF and WTO in international trade.
- 4. FOREIGN TRADE POLICY:** EXIM policy, salient features of latest policy. Export documentation and procedures and institutional support for export promotion in India.
- 5. PRODUCT:** identifying new products, international product planning, product design strategy, product elimination, adoption and diffusion of new products, branding strategies.
- 6. PRICING STRATEGIES:** factors affecting international prices, methods of pricing, pricing an international product, transfer pricing.
- 7. DISTRIBUTION SYSTEM FOR INTERNATIONAL MARKETS:** direct and indirect channels, factors affecting international channel, international channel management.
- 8. PROMOTING PRODUCTS/SERVICES IN OVERSEAS MARKETS:** perspectives of international advertising, standardization v/s localization, global media decisions, and global advertising regulations.

TEXT READINGS:

1. W.J.KEEGAN- “Global marketing management”, new delhi, PHI, 5th edition 1997

2. SACK ONKVISIT AND JOHN SHAW, "International marketing analysis and strategies", new delhi, PHI, 1998
 3. SUBHAS S.JAIN, "International marketing management", Delhi, CBS Publishers Distributors, 1997.
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IM-806 HA/FT-407HA

HR Based Business Process and Transformation

Course Objective:

The objective of the course is to study business transformation through managing people with special emphasis on motivation, creativity, team building, TQM and BPR.

Course Contents:

1. **Innovation and Creativity:** Theories of innovation and creativity, managing people side of motivation, resistance to motivation, the creative process, releasing creativity, creative techniques of problem solving, the creative environment, creative organization, creativity training, introduction to learning organizations, Architecture of Learning Organization.
2. **Team Building:** Redesigning Work, Developing Teams, Building Teams Structure and Skills, managing Disruption and Conflict, Improving work process and work flow, Appraising Team Performance, Leading High Performance Teams.
3. **Total Quality Management:** History and Philosophy of TQM, TQ as a System, Step by step TQM Implementation Process, ISO 9000 and ISO 4000 process Implementation and obtaining Certification, Malcom Baldrige Award criteria, Demings Award, Rajiv Gandhi Quality Award.
4. **Basic HR issues in TQM:** Leadership Vision and Continuous Process of improvement, Kaizan, performance appraisal and TQM, People Capability Maturity Model (PCMM), Quality HR Practices.
5. **Business Process Re-Engineering:** Basic Concepts, Process Mapping, Work flow Mapping, Effectively Applying BPR in the Organizations.
6. **Management Of Change:** Theories of Change, Leading Change, Resistance to Change, Change Process, Visioning, HRM and Culture.
7. **Knowledge Management:** Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge Officer in Organization.

Text Readings:

1. Pradip N. Khandwala, Fourth Eye: “Excellence Through Creativity”, Wheeler Publishing, New Delhi
 2. Knoues B Stephen “Human Resource Management Perspective on TQM: Concepts and Practices, Milwaukee Kilsconsin, ASQC Quality Press latest edition, 1996.
 3. Robert A. Pato an James Mccalman, “Change Management: A Guide to Effective Implementaton” New Delhi, Response Books, 2000.
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IM-807M /FT- 409M

SERVICE MARKETING

Course Objective:

The objectives of the course are to expose students to the nature of service markets and develop abilities to help them apply marketing concepts in these markets.

Course Contents:

- 1. Services:** Service sector and Economic Growth, Service Concept, Classification of Service, Challenges in Service Marketing, Characteristics and Strategies for dealing with unique characteristics.
- 2. Strategic Issues in Service Marketing:** Segmentation, Differentiation and Positioning of Services
- 3. Marketing Mix in Service Marketing:** Product, Price, Place, Promotion, People, Physical Evidence and Process Decisions
- 4. Designing a Service Strategy:** Service management Process; Internal, External and Interactive Marketing Strategies
- 5. Managing Service Quality and Productivity:** Concepts, Dimensions and Process; Service Quality Models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services, Customer Focus
- 6. Applications of Service Marketing:** Marketing of Financial, Hospital, Health, Educational, Tourism, Telecom and IT, and Marketing for Non Profit Organizations and NGOs.

Text Readings

1. Christopher H. Lovelock, “**Services Marketing**”, New Delhi: Prentice Hall of India, 3rd Edn., 1996.

Suggested Reading

1. Ravi Shankar, “**Services Marketing**”, New Delhi, Global Press, 2nd Edn., 1998.
 2. V.A. Zeithamal and M.J. Bitner, “**Service Marketing: Integrating Customer Across the Firm**”, McGraw Hill, 2002.
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IM-807M /FT- 409M

SERVICE MARKETING

Course Objective:

The objectives of the course are to expose students to the nature of service markets and develop abilities to help them apply marketing concepts in these markets.

Course Contents:

- 1. Services:** Service sector and Economic Growth, Service Concept, Classification of Service, Challenges in Service Marketing, Characteristics and Strategies for dealing with unique characteristics.
- 2. Strategic Issues in Service Marketing:** Segmentation, Differentiation and Positioning of Services
- 3. Marketing Mix in Service Marketing:** Product, Price, Place, Promotion, People, Physical Evidence and Process Decisions
- 4. Designing a Service Strategy:** Service management Process; Internal, External and Interactive Marketing Strategies
- 5. Managing Service Quality and Productivity:** Concepts, Dimensions and Process; Service Quality Models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services, Customer Focus
- 6. Applications of Service Marketing:** Marketing of Financial, Hospital, Health, Educational, Tourism, Telecom and IT, and Marketing for Non Profit Organizations and NGOs.

Text Readings

1. Christopher H. Lovelock, “**Services Marketing**”, New Delhi: Prentice Hall of India, 3rd Edn., 1996.

Suggested Reading

1. Ravi Shankar, “**Services Marketing**”, New Delhi, Global Press, 2nd Edn., 1998.
 2. V.A. Zeithamal and M.J. Bitner, “**Service Marketing: Integrating Customer Across the Firm**”, McGraw Hill, 2002.
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IM - 807MM / FT – 409 MM

SERVICE MARKETING

Course Objective:

The objectives of the course are to expose students to the nature of service markets and develop abilities to help them apply marketing concepts in these markets.

Course Contents:

- 1. Services:** Service sector and Economic Growth, Service Concept, Classification of Service, Challenges in Service Marketing, Characteristics and Strategies for dealing with unique characteristics.
- 2. Strategic Issues in Service Marketing:** Segmentation, Differentiation and Positioning of Services
- 3. Marketing Mix in Service Marketing:** Product, Price, Place, Promotion, People, Physical Evidence and Process Decisions
- 4. Designing a Service Strategy:** Service management Process; Internal, External and Interactive Marketing Strategies
- 5. Managing Service Quality and Productivity:** Concepts, Dimensions and Process; Service Quality Models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services, Customer Focus
- 6. Applications of Service Marketing:** Marketing of Financial, Hospital, Health, Educational, Tourism, Telecom and IT, and Marketing for Non Profit Organizations and NGOs.

Text Readings

1. Christopher H. Lovelock, “**Services Marketing**”, New Delhi: Prentice Hall of India, 3rd Edn., 1996.

Suggested Reading

1. Ravi Shankar, “**Services Marketing**”, New Delhi, Global Press, 2nd Edn., 1998.
2. V.A. Zeithamal and M.J. Bitner, “**Service Marketing: Integrating Customer Across the Firm**”, McGraw Hill, 2002.

IM 808F/ FT 404 FA

BANK MANAGEMENT

Course objective:

The course aims at developing understanding about the various functions operations and activities of banking institutions. The course also covers application of basic finance concept to management of Indian banking institutes

COURSE CONTENTS:

1. Bank's role as financial intermediaries, Basic Principles of Banking
2. **Evaluation of Bank Performance:** Introduction and analysis of financial statements of banks operating in India. Non-interest incomes and non-interest expenses in Indian banks. Key performance indicators for Banks CAMELS Ratings, alternative models of bank performance.
3. **Bank Customer Relationship:** Bank customer, Forms of bank customer relationship. Types of customer and their accounts. Bank's duties and rights, Termination of bank customer relationship.
4. Some Important Legal Provisions Relevant for Bankers.
5. **Sources of Bank Fund I-Deposits and Non Deposits:** Basic Concepts, types of Deposits, Deposit insurance, Deposit pricing, Non-deposit sources. Nomination facility of deposit accounts. Reserve requirement and computation of NDTL for banking system in India, Non deposits sources for banking system in India.
6. **Source of Bank Fund-II Capital:** Function of bank capital, Bank capital standards, Basel Committee.
7. **Use of Bank Fund-I Lending:** Purpose, security and modes of credit delivery, Broad steps to credit analysis, risk classification criteria, Fixed vs floating rate, Legal Aspect of Lending. Prudential norms, Loan sales.
8. **Use of bank fund II-Investment:** Basic concepts, VaR, Banks investment portfolio in India.
9. **High Tech Banking:** E Payment system and electronic banking
10. **Retail Banking:** Innovation in products and services in banking.

BOOKS:

1. "Management of Banking" - S. Scot McDonald and Timothy W. Koch, Thomson.
2. "Management of Banking and Financial Services" Justine Paul and Padmalatha Suresh, Pearson Education.
3. "Financial Institutions and Markets" L.M Bhole, Tata Mc Graw Hill Publishing Company, New Delhi.
4. "Bank Financial Management" S N Swastikar, Taxmann Publication Pvt. Ltd.

IM-808H/FT-412H
Labour Law

COURSE OBJECTIVES: The course is based on various important provisions of labour laws. The aim of the course is to give the students knowledge of various labour laws and its practical aspects, which will make them capable to handle the matters in practical business life.

COURSE CONTENTS

• **Industrial Disputes Act, 1947**

Introduction, meaning and definitions of important terms

Authorities under the act and their duties and powers

Reference of disputes to the authorities

Procedures for disposal of disputes, award and settlements

Provisions regarding strikes, lockout, layoff and retrenchments

Provisions relating to closure of undertakings

• **The Factories Act, 1948**

Meaning and definitions of important terms

Concepts of manufacturing process and occupier

Provisions relating to health, safety and welfare

Working hours and employment of women and young person

Special provisions relating to hazardous process

• **The Payment of Wages Act, 1936**

Definitions of important terms

Provisions relating to applicability of the act

Responsibility for payment of wages

Deductions, which may be made from wages

• **The Minimum Wages Act, 1948**

Objects and applicability of the act

Important definitions

Concept of minimum wages and relevance of paying capacity

Fixation and revision of minimum wages and its procedure

Advisory board and misc. provisions

- **The Trade Union Act, 1926**

- Objectives and important definitions**

Provisions regarding registration of trade unions

Funds, office bearers, membership rights and privileges

Alteration and change in name etc. and provisions regarding dissolution of trade unions.

- **The Workmen's Compensation Act, 1923**

Meaning, objectives and important definitions, Concept of “arising out of” and “in course of employment” and liability of employer in such cases, theory of notional extension of time and place, Concept of permanent and temporary disablement and liability of employers, Concept of occupational diseases, personal injury and accident and liability of employers in such cases., Remedies of employer against strangers, Provisions relating to compensation and responsibility of employer

- **An introduction to misc. Labour Laws**

The Payment of Bonus Act, 1965, The Payment of Gratuity Act Act, 1972, The Contract Labour (Regulation & Abolition) Act, 1970, The Employees State Insurance Act, 1948, The Employees Provident Fund & Misc. Provisions Act, 1952, The Industrial Employment (Standing Orders) Act, 1946,

Readings: A Hand book of Industrial Law: N. D. Kapoor

Industrial Laws: J.K. Bareja

Labour and Industrial Laws by P.K. Padhi

Study Material of The ICSI

References: Labour Laws: P.L. Malik

Bare Acts

IM- 810 F/FT-407 F
PERSONAL FINANCIAL MANAGEMENT

Course Objectives:

To acquaint the students with the basic understanding of all personal financial planning related concepts and procedures and programs. Also to have understanding about insurance and its applicability in personal financial planning.

Course Contents:

1. Personal Finance:
 - Introduction
 - The Goal And Steps Of Personal Planning
 - Personal Financial Statements
2. Models Of Personal Finance:
 - 4 Stroke Model
 - Stair Case Model
 - Earning –Expenses Model
3. Managing Expense Mix: Personal Expenses, Personal Investment And Personal Charities
4. Principles And Importance Of Insurance In Personal Financial Planning
 - Principles Of Insurance
 - Principles Of Life Insurance: Uberrima Fide And Insurable Interest
 - Various Types Of Insurance: Their Importance In Personal Financial Planning, Their Characteristics, Corollaries Of Indemnity
5. Plan Of Life Insurance: Premium Computation, Surrender Value Computation, And Loanable Amount Computation.
6. Non Life Insurance: Fire, Marin, Moto, House Holds, Health, Etc. And Their Importance In Personal Financial Planning.
7. Claim Management.
8. Managing Personal Taxes: IT, Wealth Tax And Property Taxes Etc.
9. Managing Fixed Invest: House Buying, Bond Buying, Etc.
10. Consumer Credits, Credit Cards, Auto And Consumer Durables Loans And Personal Loans And Their Planning.
11. Some Special Schemes: Post Office Schemes, Government Schemes, Etc.
12. Cases In Personal Financial Management.
13. Presentation Of Projects.

Reference:

1. Personal Financial management Volume I, II, III by ICFAI
 2. Planning for Retirement by IIBF
 3. Insurance products and Services by IIBF
 4. Fundamentals of Insurance by P.K. Gupta, Himalaya Pub.
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IM - 810FM / FT -411FM

PERSONAL FINANCIAL MANAGEMENT

Course Objectives:

To acquaint the students with the basic understanding of all personal financial planning related concepts and procedures and programs. Also to have understanding about insurance and its applicability in personal financial planning.

Course Contents:

I. Personal Finance: - Concept. Goal and steps of Personal finance, Present Economic and Financial environment, Statement & record keeping of Personal finance, Personal Budget.

II. Models Of Personal Finance: 4 Stroke Model, Stair Case Model, Earning –Expenses Model

III. Risk: - Concept of risk, Types of risks and individual's risk management

IV. Tools for Personal Financial Management:- Expense sheet, Calculation of income level, Calculation of expenses

V. Principles And Importance Of Insurance In Personal Financial Planning: Principles Of Insurance, Principles Of Life Insurance: Uberrima Fide And Insurable Interest, Various Types Of Insurance: Their Importance In Personal Financial Planning, Their Characteristics, Corollaries Of Indemnity

VI .Managing Investment:- Understanding Investments, Investment return & security.

VII. Personal debt management:- Loan, housing loan, personal loan and other loans, repayment period, monthly installment, interest frequency

VIII. A person's financial net worth:- Net worth, Managing assets and liability, Taxes and tax planning

IX. Personal finances:- Teaching children, Creating savings account, lower bad debt , insurance policies.

X. Some Special Schemes: Post Office Schemes, Government Schemes, Etc.

Reference:

1. Personal Financial management Volume I, II, III by ICFAI
 2. Planning for Retirement by IIBF
 3. Insurance products and Services by IIBF
 4. Fundamentals of Insurance by P.K. Gupta, Himalaya Pub.
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IM - 810HM / FT -411 HM

HR FOR BUSINESS EXCELLENCE

Course Objectives: The Objective of the course is to acquaint students with the importance of HR role in business excellence and to offer insights into various mode of business excellence.

Course Content

- 1.Theories Of Innovation, Innovation V/S Kaizem, Team & Its Types, Team Building & Its Process, Resistance To Team Building, Performance Evaluation For Teams, Teams V/S Groups, Small Group Activities (SGA) Like Quality And Kaizem Group
- 2.Total Quality Management: History & Philosophy Of TQM, Total Quality As A System, Step By Step TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation & Obtaining Certification, Malcon Bridge Award Criteria, Demings Award, Rajeev Gandhi National Quality Award
3. Problem Solving Tools & Business Process Re-Engineering (BPR): 7 QC Tools, BPR Meaning, Concept, Methodology & Its Implementation Of HR Intervention In BPR
4. TQM in Service & Manufacturing Industries: Understanding the Different Processes & Designing TQM Models For These Industries
5. Turnaround Mgmt. : Meaning, Types, Methodology & Implementation, Barriers To Turnaround & Methods Of Minimizing Them.
6. Change Mgmt.: Theories Of Change, Leading To Change, Resistance To Change, Change Proneness, Visioning, HRM & Culture Of Change

Text Readings:

1. Pradip N. Khandwala, “Turnaround Excellence Theory & Cases”, Response Books, New Delhi,2001
2. Lt. Gen. Ahluwalia J.S (Ed.), “TQM: The Transforming Role Of Quality In A Turbulent World. ”, New Delhi, Tata Mcgraw Hill, 1997
3. Madhukar Shukla, “Competing Through Knowledge”, Response Books, New Delhi,1999
4. Knouse B Stephen & Milwaukee Klisconsin, “Human Resource Management Perspectives On TQM: Concepts & Practices ”

Suggested Readings:

1. Anthony R. Montbellow, “Work Teams That Works”, Bestsellers, Usa,1996
2. Charles N Weaver , “Managing The Four Stages Of Tqm: How To Achieve World Class Performance Asqc Quality Process”

IM-810M/FT-405M
PRODUCT AND BRAND MANAGEMENT

Course Objectives:

The objectives of this course are to discuss various concepts involved in learning Product and Brand Management for the success of any concern, to understand how the product manager implements business strategy in the marketplace and to acquaint the students with the process and strategies of new product management. The course also explores the methodology for managing the cohesive development and marketing of new products from idea inception to product discontinuation.

COURSE CONTENTS:

- 1. Product Management: Introduction and concept of product, Product components, objectives of Product Management, Roles of Product Manager.**
- 2. Product mix and product line decisions, Growth strategies for the FMCG.**
3. Routes of new product development, Process of new product development, the latent factors behind marketing success and failure of any new product, Product elimination strategies
- 4. Brand Management:** Branding concept, Benefits of Branding, Brand perspectives, Characteristics of a Brand, Branding decisions
5. Brand Personality: Introduction, concept Types and brand personality scale
6. Brand Extension, Types of Brand extension, Strategies for successful brand extension
7. Brand positioning and repositioning
- 8. Global branding: Concept, advantages and disadvantages**
- 9. Brand equity: Introduction and concept of brand equity, Cost based, price based, customer based Methods**
10. Brand Loyalty: Concept, Loyalty pyramid
11. Brand management and the future
12. The Six myths of Branding

Books recommended:

1. Marketing Management by Philip Kotler.
2. Product Management by R. Majumdar
3. Strategic brand management by Kevin Lane Keller.

4. Brand Management by Y.L.R.Moorthy.
- **Collateral Readings for Brand Management:**
Doyle, P. (1989), “ Building successful brands : The strategic options” , Journal of Marketing Management.
Kapferer, J.- N.(1997), Strategic Brand management.
Brand Equity of “The Economic Times” newspaper.
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International Institute of Professional Studies

Devi Ahilya Vishwavidyalaya, Indore

MBA (TOURISM)

Semester III

(July – Dec. 2008)

TA - 302

Subject- Cargo and Airline management

Course Objective

Aim of the paper is to make students aware of the policies and working of airline industry. Also keep them updated of the latest happening in aviation, government policies, agencies etc.

Examination:

End Semester Examination	60 Marks
Internal Assessment I	20 Marks
Internal Assessment II	20 Marks

Course Contents

1. Introduction-aviation, airline working, history of aviation
2. Airport handling, YMS-CRC, check-in formalities, documentation
3. Abbreviations pertaining to airlines, phonetics, agencies related with aviation
4. Regulatory authorities in aviation- ICAO, IATA, DGCA, AAI- (IAD, NAD)
5. Load and trim sheet basic understanding of weight control
6. Baggage handling-PIR, Lost luggage handling
7. Service control, seat allocation, coupon handling, post flight documentation
8. Special handlings, UM, HUM, YP, WCHC ETC
9. Ramp equipments- trolleys, step, conveyor belt, gpu. Ramp safety and precautions.
10. Air Cargo-AWB, Dangerous goods, capacity and configuration live stocks etc.
11. Aircrafts types, maintenance scheduling
12. Coordination-sales, Accounts, Reservation, ATC etc for flight operation.

Ref Books-

IATA AIRPORT HANDLING MANUAL

FLIGHT SAFETY MANUAL-IATA

AVIATION WEEKLY

JANES WEEKLY



International Institute of Professional Studies

Devi Ahilya Vishwavidyalaya, Indore

MBA (TOURISM)

Semester III

(July – Dec. 2008)

TA – 301b
French Language II

Course Objective

Our objective consists of the following:

- A) Linguistic: to learn basic French grammar and vocabulary.
- B) Communication: to enable students to introduce oneself and converse spontaneously in given social settings.
- C) Civilization: to introduce some aspects of France and its people and culture.

Examination

End Semester Examination	60 Marks
Internal Assessment I	20 Marks
Internal Assessment II	20 Marks

Course Contents

1. Inspector Darot's Investigation
2. A Busy Pdg.
3. The Mysterious Disappearance
4. The Investigation Begins
5. The Investigation Continues
6. A Dramatic Turn Of Events

Books: Le Nouveau sans frontiers



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TA 304
International Ticketing

Course Objective

This subject will provide the basic skills to enable the students to accurately issue and price the most common type tickets.

Examination

End Semester Examination	60 Marks
Internal Assessment I	20 Marks
Internal Assessment II	20 Marks

Contents

- 1 International City, Airport & Airline Codes
- 2 IATA Geography, Global indicator & Air itinerary
- 3 How to refer OAG flight guide and PAT
minimum connecting time & Flight routing,
- 4 How to see fare. Fare rules & special fares
OAG & PAT book
- 5 Mileage system
MPM, TPM, HIP, Stopovers
- 6 What are International Sales indicators ?
- 7 What is PTA & MCO
- 8 Fare construction
One way, Round Trip, Round the world fares and Mix class journey
Side Trip and open jaw, Back haul check
- 9 Issuance of International Air Ticket,
Manual entry & Automated Ticket Entry
IROE & LCF-calculation. How to make changes in ticket? Reinsurance
of International AIR Tickets. ? Voluntary and Involuntary routings. With and without
changes in fare and how to do Re-routing

Text Book: Tourism and Travel by Dr. Jag Mohan Negi
Recommended Reading: OAG Flight Guide and PAT



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TA-310
Consumer Behaviour

Course Objective :

The consumer has become sovereign, a fact which has been recognized by the marketers. The students are explicitly required to acquire knowledge of such in order to develop effective strategies of influence and shape the behavior in order to achieve their organizational targets. The aim of teaching this subject is to acquaintain the student with behaviour of rural and urban consumers.

Examination

End Semester Examination	60 Marks
Internal Assessment I	20 Marks
Internal Assessment II	20 Marks

Course Contents:

- 1 Introduction to Consumer Behavior, Definition, Models
- 2 Consumer Research
- 3 Market Segmentation, Targeting & Positioning
- 4 Consumer Needs & Motivation
- 5 Consumer Involvement & Perception: Information and its processing, types of consumer involvement, Perception – process, exposure attention and comprehension, Semiotics
- 6 Consumer Learning: Meaning, Classical conditioning, Operant Conditioning & Behavioral Learning
- 7 Consumer Motivation & Affect: Meaning, concept, types and systems, theories
- 8 Consumer Beliefs, Attitudes & Behaviors: concepts & formation
- 9 Consumer Attitude, Belief & Behavior Change: Decision-making Path,
- 10 Consumer Environment: impact of culture, reference group, family, social class and situational influences of rural and urban consumers
- 11 Consumer Decision Making Process: Problem Recognition & Search, Evaluation & choice, Post acquisition process.

Text Readings:

- 1 Consumer Behaviour By Henry Assael.
- 2 Consumer Behaviour By Shiffman and Kanuk

Suggested Readings:



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- 1 Consumer Behavior – James Engel, Roger Blackwell & Paul Miniard
- 2 Consumer Behavior – Mowen & Minor

TA-307
Hotel Operations & Management

Course objective

Examination

End Semester Examination	60 Marks
Pre Mid Term Examination	15 Marks
Mid Term Examination	15 Marks
Internal Evaluation	10 Marks

Course Contents

1. **Overview of Hotel Industry : brief history – last 70 years, Types of hotels – based on location, facility, size, clientele etc, Role of hotels for growth of Tourism Industry**
2. **Organization of Hotel Operations: Revenue producing departments, Ancillary and supporting departments, Sample organization charts and roles of major designation**
3. Front Office Operations: Layout, Front Office Activities – Reservation, Registration, Information, cash, and Lobby management
Inter-departmental relationship of front office with other department
4. Food & Beverage Operations: Types of F & B Outlets, Types of meals, menus, cuisines, and set-ups, F&B Glossary of terms, Brief introduction about food production methods and equipments
5. Other areas of Hospitality operations: Housekeeping and property management, Marketing and business promotion, Administration and HRD
6. Personality skills required for hospitality operations: Personal hygiene and grooming, Communication and interpersonal skills, Sales and promotional skills
7. Computerization in hotel industry: How computers help to enhance services, Software and packages available for hospitality industry, Networking – how it improves services



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Electronic Commerce For Tourism

Teaching Methods

1. The conceptual understanding through class room studies will be imparted it will emphasized to provide the participation with the skills to cope up with challenges & problems of business decisions,
2. The discussions in the class will be carried out to identify the practice used for various business decision problems. Clarify what is observable and hypothesized as to why certain decision is taken in industry or organization.
3. Cases & discussion will be taken up as scheduled.
4. Project is to be taken up by the students as per guidelines provided.
5. Individual assignment is to be carried out by students.

Class Approach and Student Evaluation

Midterm Exam	40
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Class participation

Will be evaluated on the basis of understanding and using assigned reading and study findings, contributing to insight on analysis and action recommendation for the case or topic being discussed, and taking into account others' inputs. Excessive absence or tardiness from class or other disregard for professional behavior will adversely affect this grade. To get a good grade in participation students must verbally contribute, discuss and raise question in class. Students are encouraged to discuss material for classes & papers, but are individually responsible for all final products including examinations and the case paper. The team project is a team grade. Participation is also influenced by active contribution to the team project.

An Individual Case Study

Papers are to "mimic" regular HBS and IIPS case studies. the papers are to take into account not only the class material to that point, but also the class discussion and insights after the class. Specific criteria will be presented in class during the first two classes. Students will be provided case studies in advance in course pack itself. Students are expected to read and analyze case there own and then discuss in there groups. Submission of written report of case has to be done by group wise before the discussion in class. Details are given below. Groups for case will be declare in class.



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Describe the company's business into 25 words or less.

1. Give industry background: growth, number of firms, major players, etc.
2. Give background of company: age, size, growth, and market.
3. Analyze the porter five forces, SWOT and others relevant framework, only if appropriate
4. Investigate the competitive financial situation; ratio analysis on key operating performance measures (inventory turnover, sales/employee, ROA, etc.) compared to industry values.
5. Discuss key management challenges: today, a few year ago, a few years in the future similar class. What questions would you ask (and how would you answer them)? What would be the learning points?
6. Find major facts related to decision area in the case.
7. Find Issues involved with decision area.
8. Propose solution and strategy for implementation.

Project

Design a project in your favorite functional area that should be based on this module. Preferably project may be based on some data analysis. The objective should be detailed enough to cover all aspects of market research based decision-making. If you need data from secondary source to substantiate objectives and analysis please refer online data base sights as Indiainfoonline.com or indiastate.com or any other website. Project report should cover following.

1. Introduction to problem.
2. Review of literature.
3. Objective
4. Marketing decision-making and use of technical for the same.
5. Source of data
6. Procedure for data collection if any
7. Listing of data and presentation of data
8. Justification for selecting analysis tech. And software used
9. Relevant output for analysis.
10. Interpretation of result.
11. Discussion of on above result on the context of objectives.
12. Constraints and assumptions if any

Each group would submit the project report on the **(date)**. Groups for project will be declared in the class later on

Course materials

There is no course pack for the class. All reading will be available online the detailed reading are being assembled now and links identified. Some readings may be added to te syllabus; for some cases area articles about a company will be used in lieu of case- they will be treated the same way.



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Students are expected to visit the websites of all case study & lecture reference companies prior to class discussion.

There are books for the course:

- Frontiers of electronic commerce: Ravi kalakota
- Road map success in ebuisness: Ravi kalakota

Examination and other grading material will not depend on these optional texts. These are listed so that a serious student can obtain additional material relevant to the course subjects. Other texts may be recommended during the semester.

Week of	Topics
[Week 1]	<h3><u>Introduction</u></h3> <p>Course overview & administration. Scope & content of syllabus. Introduction of Instructor. Discussion of assignment, grading criteria, case paper & exams. Overview of Internet, e-comm. (EM) and e-Biz (EB), as well as other aspects of EC. Review of history of the Internet & EC/EB.role of technology in commerce and strategic systems. Keys frameworks for course. Key vocabulary. Introduction to EC language & tools.</p>
[Week 2]	<h3><u>EC Sites: business perspective</u></h3> <p>Discussion of sites “progressions” and typical sites, relative to a business’ intent and technology implication. The elements of a “business model” as well as the spectrum of EC business models observed will be discussed. Relation of EB/EC to value chains and extended enterprise models.</p>
[Week 3]	<h3><u>EC Sites: Technology perspective</u></h3> <p>Organizing principle and major network and internet technology components, and ISPs, portals, search engines, and other features. E-comm “language.” Mechanics of creating Web pages and launching them in to cyberspace. The technology, software, network connection, and business design will be discussed for several business models.</p>
[Week 4]	<h3><u>Model Components: Sell Sides, CRM, and Auctions</u></h3>



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	<p>This module will discuss how various companies are positioning them to use EC/EB in their marketing and sales operation. Relevant product suites for these types of operation will be discussed. Customer relationship management (CRM) will also be discussed together with the subject of data mining. Impacts on the channels and distribution chains will also be discussed.</p>
[Week 5]	<h3><u>Model components: buy side, SCM, and integration</u></h3>
[Week 6]	EC/EB for tourism industry
[Week 7]	Impact of internet on marketing.
[Week 8]	<h3><u>EC Business: Linkages with strategy</u></h3> <p>How do existing business cope with the establishment of EC in their industries? What steps do mature companies take to create and implement an EC strategy? What factors are in the way? What strategic questions arise and how should they be answered? Various rules of EB will be discussed and related to performance parameters. Performance metrics for EC/EB will also be discussed. EC/EB business will also be discussed from the shareholder and stock market perspective.</p>
[Week 9]	<h3><u>Security and other issues surrounding electronic commerce</u></h3> <p>Key issues surrounding EC will be discussed. Specific focus will be on security and "hacker proof" sites, privacy, authentication, and safeguards, hence, a discussion on protection of company system and information by firewalls and security-limited access. Solutions to security problems with various hardware and software configurations will be covered. Protocols and features of EC software such as browsers that allow heightened security will also be discussed.</p>
[Week 10]	<h3><u>Knowledge management</u></h3>
[Week 11]	<h3><u>EC Sites: Design Criteria and Layout</u></h3> <p>What factors lead to successful EC sites? What are the various evaluation criteria? How can you become a "destination" site? Several specific areas will also be discussed relative to site design, including collaborative filtering versus structured filtering, search engine bias, and common gateway interfaces (CGI). These factors are particularly instrumental in site functionality and relative success. Aesthetic factors will also be highlighted.</p>
[Week 12]	<h3><u>Html & xml</u></h3>



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[Week 13]

Html & xml

End of Syllabus.

RESEARCH METHODOLOGY

Objectives:

1. To familiarize students with different aspects of research in the field of management.
2. To enable the students to understand research methodology and commonly used statistics.
3. To equip the students for conditioning research in the area of management.

Course Contents:

1. Introduction to enquiry /ways to knowing, nature of scientific methods, theory and facts, concepts and constructs, variables.
2. Research questions, selections and statements of problem, review of related literature, writing the objectives of research study, formulation and type of hypothesis, selection of sample.
3. Survey, historical and experimental research, qualitative and quantitative research, tools, types of tools, standardization of tools.
4. Qualitative and quantitative analysis, common statistics; frequency tables, central tendencies, measurement of variability, correlations, parametric and non parametric statistics, level of measurement.
5. Writing a research report: Structure and Organization, language, presentation, etc.

Books Recommended:

1. Kerlinger, F.N: Foundations of behavioral Research, Surjeet Publications, New Delhi, 1983.
2. Gay L R and Diehl, P L: Research methods for Business and Management, Prentice Hall international.
3. Aaker D.A. Kumar V., George S.D: Marketing Research, John Wiley & Sons Inc, 1997



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MARKETING STRATEGIES

Course Objective

In today's competitive environment it has become difficult to build an identity for the product/brand in the market. This course aims at developing strategic thinking in students in order for them to successfully position their product/brand in the market and become successful marketing professionals.

Examination:

Examination

End Semester Examination	60 Marks
Internal Assessment I	20 Marks
Internal Assessment II	20 Marks
(2) External Assessment (60 marks)	

Teaching Plan

Hrs.	Topic	Assignment
02 hrs.	Introduction to corporate plan, concept of SBU and profit center.	
02 hrs.	Marketing Analysis, SWOT.	
05 hrs.	Framework to improve marketing planning – BCG matrix, market – product grid, GE model.	
02 hrs.	Strategy, Formulation & Implementation.	
02 hrs.	Strategic marketing planning process.	
08 hrs.	Strategies for leaders, followers, nichers and challenges.	
08 hrs.	Product and new product strategies, Branding Strategies.	



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- 05 hrs. Pricing Strategies.
- 04 hrs. Physical Distribution Strategies.
- 04 hrs. Internet as Strategic Marketing tool.
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TA 201:FRENCH LANGUAGE I

Objective of course

1. Our first objective consist of the following:
Linguistic: to learn basic French grammar & vocabulary
Communication: to enable students to introduce oneself & converse spontaneously in given social settings
Civilization: to introduced some aspect of France its people & culture
2. Our second objective is to emphasize & develop four linguistic skills which further enhance the course: (1) Written & Oral expression (2) Written & Oral Comprehension

Story: A spring time in Paris and an adventure in Burgundy.

- | | |
|----------|---------------------------------------|
| Lesson 1 | meeting and introducing each other |
| Lesson 2 | Striking a friendship |
| Lesson 3 | Expressing one's likes and dislikes |
| Lesson 4 | Expressing agreement and disagreement |
| Lesson 5 | Expressing surprise |
| Lesson 6 | A countryside house |
| Lesson 7 | Lunch at Broussac |

Vocabulary

- Professions and nationalities
- Day to day life and hobbies
- Physical and psychological descriptions
- Cardinal numbers
- Lodging and getting food
- Clothes and colors

Grammar

- Definite and indefinite articles
- Gender and number of nouns and adjectives
- Masculine and feminine forms
- Interrogative and negative forms
- Conjugation of verbs in the present tense
- Portative articles
- Demonstrative and possessive adjectives

Phonetics

- Intonation
- Linking words
- Oral and nasalized vowel sounds
- Intonation
- Semi vowels



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Communication

Meeting and getting to know each other
Inviting someone and replying
Describe people
Giving order and expressing obligation
Requesting and ordering

Civilization

Paris: Monuments and public places
The life of four Parisians from different professions
A French region: The Burgundy
Daily life in countryside



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TA 202: Cargo Management

Objective of the course

To enhance the knowledge of tourism students about the cargo movement (Import-Export) and their legal formalities so as to successfully deal cargo along with passengers in all modes of transportation.

Hrs	Contents	Activities
03	I. Introduction of Cargo management Export-Import (a) procedure.	
04	(b) Documentation: Post and pre Export-Import (c) Clearance (d) Bank negotiation of documents (e) Units-100% Export oriented units, free trade zone, Export Processing zones, software technology park, electronic hardware technology park	Exercise
04	II. International commercial terms: Free on board, cost insurance and freight, cost and freight, etc.	Presentation
	Class test (I, II)	
03	III. Cargo liabilities and insurance: Marine insurance, general cargo insurance and relevant clauses, Mutual and liability insurance's claims & procedures.	
04	IV. Multimodel transportation: containerization, combined transport, Trade: classification, Problems. Distribution channels, value added chain. Logistic management: classification models	Exercise
03	Physical infrastructure for multimodel transportation, container freight station, dry port	Assignment
03	Packaging, palletization and storage of cargo, handling and transportation of dangerous cargo, storage and warehousing in India	Exercise
	Class test (III, IV)	
04	V. Introduction Foreign trade licenses: Duty exemption pass book scheme, Export promotion capital good schemes, special Import license, Duty drawback, Open general license, foreign license authority	Presentation
04	Transport liabilities: multimodel transportation of goods act, Inter model transport state practice, carriage of goods by sea,	Assignment



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	<u>air, waterways and road.</u> Warsaw convention, Hague convention, Hague-visby rule, Hamburg rule	
04	Sea-air cargo, documents in three modes (Airways bill, Railway Receipt, lorry receipts, etc.) General terms (less than container load, full container load, consolidation, freight forwarding, etc.) Electronic data Interchange in Transport management.	Exercise
Class test (v)		

Recommended Reading: EXIM (magazine)



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TA 205:Tourism Product in India

Objective of the course

The main objective of this course is to expose students to the cultural, natural and historical heritage of Indian order to widen their view towards travel and tourism. this knowledge will help them in their future as professionals in travel & tourism trade and make India a popular tourism destination.

Class Exercise

Students will be allotted rigorous assignments and exercises on topics. Students have to submit write-up and/or make presentation on topics as required. They are advised to be regular and pay attention to the environment.

Hour s	Contents	Assignments
02	Defining Tourism Products, their characteristics & types in India	
02	Indian Architecture: Temples, Churches, stupas & mosques-their structure, distinguishing characteristics, examples, their present condition, way &means to improve & promote them	Presentation
02	Indian Classical Music: (I) Vocal- origin, evolution, styles, ragas, gharanas, instruments, festivals& events. (ii) Instrumental- origin, evolution, styles, ragas, gharanas, instruments, festivals& events	Presentation
02	Indian Sculpture & paintings: Origin, history, evolution, characteristics, styles, and examples.	Presentation
02	Dances of India: Classical Dances Folk dances, Dance Drama- history, characteristics of each, dance festival & events, ways & means to promote	Presentation
02	Yoga, Meditation & Ayurved: Yoga-concepts, history asanas, benefits (ii) Ayurved-history, concepts characteristics, uses, centers	Presentation
02	Religion: History, evolution, (i) Hinduism (ii) Buddhism (iii) Jainism (iv) Sikhism (v) Zoroastrianism (vi) Christianity (vii) Islam	Presentation
02	Fairs and Festivals of India	Presentation



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02	Indian Cuisine	Presentation
02	Shopping & Souvenirs	Presentation
02	Beaches of India/ beaches tourism & Island tourism	Presentation
02	Adventure Sports in India / Adventure Tourism	Presentation
02	Wildlife of India: National parks, Sanctuaries, game Reserves- Setup, administration and Management, present state & promotion	Presentation
02	Famous Museums & Art Galleries	Presentation
02	Famous Forts & palaces of India	Presentation
02	Indian Mythology	
01	Sacred Trees of India	
01	Rites, Customs & Rituals	
02	World Heritage Sites in India	Presentation
02	Famous Trains of India: History, Routes, importance	Presentation
02	Eco-tourisms & Rural tourism	Presentation
01	Tribes of India	Presentation

TEXT BOOKS

Tourism product of India- Dr L.C. Gupta & Dr.S. Kasbekar

Recommended Reading

Outlook traveler
Encyclopedia
Reader's Digest

Recommended websites

www.khoj.com
www.yatra.com
www.Indiatravel.com



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Semester II

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BUSINESS ECONOMICS

Objectives:

To Impart Basic Knowledge Of Macro Economics, Which Is Necessary For Management Students.

Course Contents:

1. **Introduction** - Macro Economic analysis, Micro and Macro Economics, goals of macro economic policies, stock and flow variables, exogenous and endogenous variables, and EX- ANTE and EX- POST concepts.
2. **Measurement of Macro Economic Aggregates** - National Income and its variants, Real & Nominal GDP, Measures of national products and methods used, National income and Economic welfare, National income in India, its composition, trend & structural analysis.
3. **National Income Determination** - National income determination models under open and closed economy Aggregate demand and supply, Calculation of multiplier, simple investment multiplier, government expenditure, tax, balanced budget and foreign trade multiplier, Super multiplier, limitations of multiplier.
4. **Consumption & Savings function** - Keynes' psychological law of consumption, Post Keynesian income consumption hypothesis, Trends of consumption and savings in Indian economy.
5. **Investment Function** - Investment, its types, factors affecting investments, MEC and factors affecting MEC, Accelerator principle. Investment trends in Indian economy, measures to stimulate public and private sector investment in India.
6. **Theories of Employment** - Classical theory, Say's law of market, Keynesian theory, overall equilibrium in factor, goods and assets market.
7. **Money and Interest Rates** - Money and its role, measures of demand and supply of money, money multiplier, interest rate and IS- LM framework
8. **Inflation and Deflation** - Types of inflation, Inflationary gap, causes and consequences of inflation, Philips curve, Reflation, Deflation; trends and measurements of inflation in Indian Economy.
9. **Monetary and Fiscal Policies** - Objectives and Instruments of Monetary and Fiscal Policies, Analysis of the policies in Indian Economy.



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10. Basic Macro Economic concepts for Open Economy - Balance of Payments, Current and Capital account, Official reserve account, Balance in BOP, Analysis of India's BOP Position.

11. Business Cycles - Concept and phases of Business cycles, Monetary and Non Monetary theories of business cycles.

Books Recommended:

1. G. Mankiw- Macro Economics
2. Dornbusch & Fischer- Macro Economics, 9th Edition
3. Fred Gothiel – Principles Of Macro Economics
4. Edward Shapiro – Macro Economic Analysis
5. Sunil Bhaduri – Macro Economics
6. M.C. Vaish – Macro Economics

TA 207:Travel agency and Tour Operation Management

Objective of the course

Travel agency & tour operation are integral part of travel & tourism industry without which both the aspects would not be possible. In this the students are required to learn the ropes of the industry in order to facilitate the procedure. Many students are likely to pursue their career in this field and hence it becomes imperative for them to get acquainted with both travel agency & tour operation business.

Class Exercise

Students will be allotted rigorous assignments and exercises on topics. Students have to submit write-up and/or make presentation on topics as required. They are advised to be regular and pay attention to the environment.

Hours	Contents	Assignments
02	Introduction – segments of travel industry, international travel requirements	Assignments
06	Introduction to travel agency &tour operation business, history, types of agencies, types of organization – proprietorship, partnership & corporate, organizational structure	Assignments
06	Starting level agency: Market Research & provision of investment, IATA rules and regulation, IATA requirements and criteria for approval, approvals from various government and non-government bodies like ministry of tourism & transport, ministry of External Affairs, Railways, civil Aviation etc.	Assignments
01	Function of a travel agency: i. Travel information	Assignments



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02	ii.	Documentation: (a) passport- types & requirements (b) Visas- types & requirements	
03	iii.	Accommodation: classification, rates & terms, room categories, room rates categories, reservation.	
10	iv.	Domestic Ticketing: issuance of a ticket, PTA, sales report etc.	
	v.	Cruises: types, procedure	
01	vi.	Rail Travel: Eurail, Britrail etc.	
02	vii.	Product Development: preparation of itineraries, planning & costing	
05	viii.	Client Service	
01	ix.	Tour Operation Techniques	
02			

TEXT BOOKS

Travel Agency & Tour Operation: Jagmohan Negi

TA- 20 FINANCIAL MANAGEMENT

Course Objective:

This course is designed to enhance the understanding of the fundamental concepts of finance with basic focus on basic techniques like time value of Money, Capital Budgeting and the Cost of Capital, Working Capital Management, etc.

Examination

End Semester Examination	60 Marks
Internal Assessment I	20 Marks
Internal Assessment II	20 Marks

Course Contents:

1. FINANCIAL MANAGEMENT: AN INTRODUCTION – Concept and Nature of financial management , Goals of Financial management , Finance function, Scope of Finance. Organization of Finance Function, Relationship of Finance Function with other disciplines.
2. RECEIVABLES MANAGEMENT: Objectives, costs, benefits, Credit policies. Collection policies. Numerical Problems
3. INVENTORY MANAGEMENT: Objectives, cost & benefits of holding Inventory. Techniques: ABC system, EOQ model, Numerical problems
4. CASH MANAGEMENT: Introduction, motives & objectives for holding cash, factors determining cash, Cash Budgeting as management tool, Numerical problems



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5. WORKING CAPITAL MANAGEMENT: Introduction, nature & concepts. Determination of financing mix, Determinants of working capital, Estimation and Calculation of Working Capital, Numerical problems
6. LEVERAGE ANALYSIS: Concept of Leverage, Operating Leverage, Financial Leverage, and Combine Leverage. Importance of Leverages, Relationship of Leverages with Capital Structure, Numerical problems.
7. SOURCES OF LONG TERM FUNDS: Concept, Debt and Equity, Equity and Preference Shares, Debentures, Term Loans, etc. Lease, Hire purchase
8. CONCEPT & MEASUREMENT OF COST OF CAPITAL: Introduction, Concept, Definition & Importance, Assumptions, Cost Of Debt, Cost Of Preference, Cost Of Equity, Weighted Average Cost Of Capital. Numerical Problems.
9. CAPITAL BUDGETING: Introduction, Importance, Difficulties and kinds of CB Decisions, Concept of Time Value of Money, Discounting and Compounding techniques, Basic Data Requirements- Identifying relevant cash flows, Appraisal Criteria's; DCF and Non DCF Methods for Evaluating Projects, Evaluating Mutually Exclusive and Independent Proposals. Evaluating projects with unequal life, Numerical problems.
10. An introduction to Dividend Policy

Books Recommended:

1. Financial Management by Khan & Jain

Reference Books:

1. Financial Management by I. M. Pandey
2. Fundamental of Financial Management; James C Van Horne & John M Wachowicz, Jr
3. Financial Management Text & Problems by M Y Khan & P K Jain
4. Financial Management: Prasanna Chandra
5. www.economicstimes.com, www.sebi.org.in, www.rbi.org.in



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TA- Business Communication & Personality Development

Course Objectives

The main objective of this course is to nurture students into well balanced, positive thinking human beings. The values thereof instilled will aim at developing students into professionals who are capable of facing new challenges and coming out the winners.

Examination

End Semester Examination 60 Marks

Pre Mid Term Examination 15 Marks

Mid Term Examination 15 Marks

Internal Evaluation 10 Marks

Course Contents

1. Communication: meaning, nature, definitions, features, processes, models, functions

Objectives of Effective Communication: information, order, advice, suggestions, motivation, persuasion, warning, education, raising morale, conflicts and negotiation, group decision making

2. Dimensions of Communication: Upward, Downward, Lateral/Horizontal, Diagonal, grapevine, consensus



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3. Channels of Communication: Formal, Informal

4. Patterns of Communication

5. Media of Communication: Verbal, Nonverbal

6. Barriers to Effective Communication

7. Listening

8. Interpersonal Communication: Transactional Analysis, Johari Window

9. Business Correspondence: Layout, planning, inquiries and replies, complaints, follow up, circulars, notices, goodwill letters, applications for employment

10. Report Writing, Public Speaking: Speeches and presentations, Interviews, Professional use of the telephone

11. Self Improvement, Developing positive attitudes, Self Motivation, Time Management, Stress management, Modern Manners

Text Books

Business Communication: K.K. Sinha

Business Communication: M. V. Rodrigues

The Art of Effective Communication: Margerison

Suggested Readings

Effective Communciation: Asha Kaul

Managing Time: David Fontana

Managing Stress: David Fontana



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ORGANIZATION BEHAVIOUR

Objectives:

An organization is a living organism whose basic component is the individual. The students are required to gain the intricacies of individual behavior in order to function effectively and efficiently in the organization and also avoid potential sources of conflicts which will make their careers interesting and enjoyable.

Course Contents:

1. Introduction to Organization Behavior, Definition, Model, Variables.
2. Foundation of Individual Behavior: Biographical characteristics, ability, personality
3. Perception: Definition, Factors affecting perception, process, social perception, perceptual barriers
4. Values & Attitudes: (i) Value importance, source types (ii) Attitudes- source, types, and theory
5. Motivation: Definition, process, process Theories, Content theories, Motivation Applied- MBO, OB Mod, Goal Setting & Job Design.
6. Learning: Meaning, Definition, Types, Theories of learning, Reinforcement, Techniques, of Reinforcement, Punishment
7. Job Satisfaction: Meaning, Factor Affecting JS & Outcomes of JS
8. Group Dynamics: definition, types, Reason for joining groups, group Development, Group Structure
9. Power & Policies: Definitions, Social Influence, and Tactics of SI. Individual Power, Bases Of Power
10. Interactive Behavior & conflict:
 - A: Intra-Individual conflict- Conflict due to frustration, Goal conflict, Role conflict
 - B: Interpersonal conflict- transactional Analysis, Johari Window
 - C: Inter-group Behavior
 - D: Managing conflict
11. Job Stress: Meaning, Causes, Effect and Coping Strategies
12. Organization Culture: definition, Type, Creating& Sustaining
13. Organization Change & Development: Reason for Change, OD Technique

Books Recommended:

1. Organization Behavior-Stephen Robbins
2. Organization Behavior-Fred Luthans

Reference Books:

1. Management of Organization Behavior-Paul Hersey & K.H. Blanchard
2. Organization Behavior-Nelson & Quick



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(JULY – DEC. 2008)

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TA– 109**

FUNDAMENTALS OF COMPUTER APPLICATIONS

Course Objectives:

The objectives of this course are to introduce the students to the basic concepts of computer. Special emphasis will be laid on helping students acquire a high degree of proficiency in Windows based applications in various functional areas of management.

Examination:

Internal Assessment I- 20 marks
Internal Assessment II- 20 marks
End- Semester Examination 60 marks

Course Contents:

1. Introduction: Course overview and administration. Scope and contents of syllabus. Discussion of assignments, tests and marks criteria.
2. Fundamentals of Computer: Block diagram of the computer Input devices, Output devices.
3. Operating systems: Introduction to operating system, Types of the Operating System, MS-DOS - DOS Features, External and Internal Commands, Working with Files, Working with Directories, Managing Disks, Advanced Command Techniques.
4. WINDOWS: windows operation, File management, Resource location, Managing icons and location, Control manager, Accessories of windows
5. MS – Word (Word Processing): Introduction, Working with Word, Typing and Editing, Formatting Text, Page design and layout, Adding Tables, Using styles, templates and themes, Merging Data and documents, Using Graphs, Advanced features of Word.
6. MS – Excel (Worksheet):Introduction, Working with Excel, Entering Data, Advanced worksheet formatting, Customizing Workplace, Calculation in Worksheets, Adding Charts, Working with lists databases and pivot table, Advanced features of Excel.
7. MS – PowerPoint (Presentation): Introduction, Working with PowerPoint, Adding Text, Expert presentation – building technique, Including Multimedia, graphics and special effects, Customize PowerPoint.
8. MS –Access: Access essentials, Creating and customizing tables, Linking Multiple tables, Using Queries to find and filter data, Designing and using forms, Presenting Data with reports
9. Basic Programming Techniques: Algorithms, Flowchart, Program generation

Text Books

- 01 Computer and commonsense, Roger Hunt and John Shelly
- 02 Using MS- office 2000, Woody Leonhard
- 03 The Computer Guide to MS – Office, Ron Monsfield
- 04 The Complete ref, office 2000, Stephen L. Nelson
- 05 Learn DOS in a Day, Stulz



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TA – 106B

MARKETING FOR TRAVEL AND TOURISM

Course Objective:

The objective of the course is to provide an understanding of the Principles of Marketing concepts and their applications in the Tourism Industry. The course provides students with a customer-oriented approach to Marketing in the Tourism Industry.

Examination:

Internal Assessment I- 20 marks
Internal Assessment II- 20 marks
End- Semester Examination 60 marks

Course Contents:

1. UNDERSTANDING MARKETING & THE MARKETING PROCESS: Concept & Scope of Marketing, Marketing Challenges in the Digital Age, Customer Value, Satisfaction, & Retention, Philosophies of marketing management.
2. DEVELOPING MARKETING OPPORTUNITIES: Marketing Planning, Marketing Environment, Marketing Information System, Market Research, Consumer Buyer Behavior: Model and Factors affecting, Segmentation, Targeting, & Positioning
3. DEVELOPING THE MARKETING MIX:
 - (i) Product & Service – Nature & Classification, Branding, New-Product Development & Product Life Cycle
 - (ii) Price – Pricing Considerations & approaches; Initiating & Responding to price changes
 - (iii) Marketing Channels – Channel Design
 - (iv) Promotion – Advertising, Sales Promotion, Personal Selling, Direct Marketing, Public Relations
4. MANAGING MARKETING: Creating Competitive Advantage, The Global Marketplace, Internet Marketing, Communication process. Building customer relationship through satisfaction, value and retention.

Books Recommended:

Principles of Marketing – Philip Kotler
Hospitality Marketing – Wearne & Morrison

Reference Books:

1. Marketing Management by Philip Kotler
2. Doyle, P. (1995), "Marketing in the new millennium", Journal of Marketing.



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TA-105

PRINCIPLES AND PRACTICES OF MANAGEMENT

Objectives:

The basic objective of this course is to provide an opportunity for the participants to understand the various methods of management techniques and eventually to develop skills in problem solving and decision making.

Examination:

Internal Assessment I- 20 marks

Internal Assessment II- 20 marks

End- Semester Examination 60 marks

Course Contents

1. Introduction–What is Management, Definition of management, Functions of Management, Principles of Management, Is management Art or Science?
2. Management Thoughts – The Classical School, the Human relation School, the Decision Theory School, The Management Science School, The System Theory School, The Contingency Theory School
3. Planning – The Concept, Nature, Type, Steps and Principles of Planning, Instruments of Planning, Strategies Rules, Procedures, Methods, Standards, Projects and Budgets.
4. Decision Making- Nature, Theories, Types, Process of Decision Making, Group Decisions.
5. Organizing & Directing Organization and Organization Structure, Line Staff & Lateral Relation, Directing or Actuating.
6. Motivation and Communication Need Concept, theories of Motivation, , Process, Strategies for Communication.
7. Leadership- Tasks of Leaders, Meaning, Approaches
8. Coordination & Control Concept, Nature, Types, Methods of Coordination, Management Control, Types, Principles, Techniques of Controlling

Text Readings



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1. Harold Koontz, O'Donnell and Heinz Weihrich, "Essentials of Management", New Delhi, Tata McGraw Hill, 1992.

BUSINESS MATHEMATICS AND STATISTICS

Objectives:

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Examination:

Internal Assessment I- 20 marks
Internal Assessment II- 20 marks
End- Semester Examination 60 marks

PART I – BUSINESS MATHEMATICS

1. Theory of Equations: Introduction, Degree of an equation, Solution of an equation, Linear equation in two variables and its application, Solution of quadratic equation and its application, Linear & Quadratic simultaneous equation.
2. Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima.
3. Integration Concepts: Elementary integration, Integration by parts, Integration by partial fractions, definite integrals, economic application, consumer surplus and producer surplus.
4. Sequences and Series: Introduction to Arithmetic, Geometric and Harmonic Progressions, introduction to Discounting, Compounding, and Annuity.
5. Determinants and Matrices with Business application: Types of matrices, operations on matrices, adjoint matrix, inverse matrix, elementary row operations. Solution of simultaneous linear equations using matrices, input/output analysis.

PART II – BUSINESS STATISTICS

1. Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions.
2. Introduction to Measurement of Central Tendency: Types of central tendency and its application. Introduction to Measures of dispersions, Types and its application.
3. Sampling Theory: Introduction, Population, Sample, Parameter and Statistic, Types of sampling.



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4. Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications
5. Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficient), Methods of computing simple correlation and regression.
6. Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average, exponential smoothing and least squares method), Measurement of seasonal variations (simple average, trend, and moving average method) Measurement of cyclic variations (residual method).

Text Reading

1. J.K. Sharma, "**Mathematics for Management and Computer Applications**", New Delhi, Galgotia Publication,
2. R. K. Ghosh and S. Saha, "**Business mathematics and statistics**", Calcutta, New Central Book Agency 9th Ed., 1999.
3. S. Saha, "**Business Mathematics and Quantitative Techniques**", Calcutta, Central Book Agency, 2000
4. Richard I. Levin and D.S. Rubin, "**Statistics for Management**", New Delhi: Prentice Hall of India, 2000
5. S. P. Gupta, "**Statistical Methods**", New Delhi, Sultan Chand and Sons, 2001

Text Reading

1. J. N. Kapur and H. C. Saxena. "**Mathematical Statistics**", New Delhi, Sultan Chand and Company Ltd., 20th ed., 2001
2. R. Jayprakash Reddy and Y. Mallikarynna Reddy, "**A Text book of Business Mathematics**", New Delhi, Ashish Publishing House, 2002
3. K. B. Dutta, "**Matrix and Linear Algebra**", New Delhi, Printice Hall of India 1999
4. D. C. Sancheti and V. K. Kapoor, "**Statistics: Theory, Methods and Applications**", New Delhi: Sultan Chand and Sons., 2001
5. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "**Fundamentals of Statistics**", Allahabad: Kitab Mahal, 1996



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GEOGRAPHY FOR TOURISM

Objectives:

To make students understand the basic concepts of physical and human geography. The main objective is to create awareness of all important tourist destination countries in the world.

Examination:

Internal Assessment I- 20 marks

Internal Assessment II- 20 marks

End- Semester Examination 60 marks

Course Contents:

01. Introduction
02. The Physical World
03. North America –An overviews of the continent : Geographical location and condition: main countries of tourist interest: referring political and physical maps.
04. Central America - An overviews of the continent : Geographical location and condition: main countries of tourist interest: referring political and physical maps:
05. South America –An overview of the continent: Geographical location and condition: main countries of tourist interest: referring political and physical maps.
06. Europe – An overviews of the continent: Geographical location and condition: main countries of tourist interest: referring political and physical maps.

Books Recommended:

1. Tourism Geography-Philip G.Davidoff. J. Doughlas Eyer.
2. The 21st Century World Atlas.





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ACCOUNTING FOR MANAGERS

Objectives:

Objective of the subject is to acquaint students with concepts of accounting and help them acquire the ability to develop and use the accounting data as an aid to decision making.

Course Contents:

1. FUNDAMENTALS OF FINANCIAL ACCOUNTING: Meaning and definition of accounting, Need and functions of accounting, users of accounting information, importance and limitations of accounting, Relationship of accounting with other disciplines, Accounting Principles- Concepts and Conventions, An introduction to Accounting Standards and US GAAPs
2. DOUBLE ENTRY SYSTEM OF ACCOUNTING: Concept and definition, Process of Accounting, various stages of DES accounting: Journal, Ledger, Trial Balance, Preparation of Final Accounts, Adjustments in Final A/cs., Preparation of Final a/cs. With adjustments, Numerical Problems
3. FUNDAMENTALS OF COST ACCOUNTING: Concept of Cost, Classification of Cost, Elements of Cost, Need for Cost accounting, Advantages and Limitations of Cost Accounting, Various techniques of Cost Accounting, Installation of Cost Accounting system, Cost Reduction, Cost Control and Cost Management, Components of Total Cost, Preparation of Cost Sheet, Numerical Problems
4. INTRODUCTION TO MANAGEMENT ACCOUNTING: Introduction to Management Accounting, Balance sheet & related concepts, Profit/ Loss account & related concepts, Need, Importance and Limitations of Management Accounting, Difference between Management, Cost & Financial Accounting.
5. ANALYSIS OF FINANCIAL STATEMENTS: An overview of Financial Statement Analysis, Objectives, Methods and Importance, Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis, Trend Analysis, Comparative Statement Analysis. Numerical Problems
6. COST ANALYSIS AND DECISION MAKING: Marginal, Absorption and Differential Costing, Break Even Analysis & CVP Analysis. Budget, it's meaning & types, Fixed & Flexible Budgets, Preparation of various types of Budgets, viz: Cash Budget, Production Budget, Sales & Revenue Budget Flexible Budget, Standard Costing and Variance Analysis,

TEXT BOOKS: Financial A/c. for Management by Ambrish Gupta (Pearson Education), Accounting for Managers by M.E. Tukaram Rao (New Age) and Management Accounting by S. P. Gupta (Sahitya Bhawan, New Delhi)

REFERENCES BY: 1. I.M. PANDEY

2. S.K. BHATTACHARYA
3. KHAN & JAIN

4. LATEST ANNUAL REPORTS OF LISTED COMPANIES

JOURNALS: 1. "THE MANAGEMENT ACCOUNTANT" (ICMA, LONDON)



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2. "THE ----- CHARTERED
ACCOUNTANT" (ICAI, NEW DELHI)

TA-10

FUNDAMENTALS OF TOURISM

Objectives:

The main objective of this course is to develop a practical prospective on the travel and tourism industry. The knowledge of such will help students understand the intricacies of the travel and tourism industry.

Examination:

Internal Assessment I- 20 marks

Internal Assessment II- 20 marks

End- Semester Examination 60 marks

Course Contents:

1. Introduction: Historical evolution of travel and tourism. Understanding tourism. Definitions of tourism. Models of tourism, Tourism as a system. Types of tourism. Tourist motivators.
2. Classification of tourism and travelers
3. Transportation: History, Types, Various national and international organizations related to transportation.
4. Accommodation: Introduction, Bases of classification, Primary and supplementary accommodation, Ratings, Accommodation related national and international organizations.
5. Social and Economic Benefits of tourism: Benefits, Multiplier Effect, Factors governing the benefits.
6. National and International Organizations related to travel and tourism
7. International conventions held for the development and Planning of travel and tourism
8. National Tourism Acts and National Tourism Policies along with State tourism policies
9. Impact of tourism: Economic impact: Social impact: Environmental impact and political impact.
10. Threats and Obstacles to tourism

Books Recommended:

Tourism & Travel: Concepts and Principles- Dr. Jagmohan Nagi
Tourism Development –Bhatia

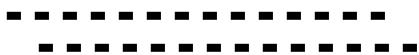
References:

Travelers



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Outlook Travel





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MBA (TOURISM)

Semester IV

(January-May 2009)

French Language III
Course Code: TA – 40

Examination

End Semester Examination	60 Marks
Internal Assessment I	20 Marks
Internal Assessment II	20 Marks
(2) External Assessment (60 marks)	

Objective of the course

1. Our first objective consists of the following:
 - Linguistic: to learn basic French grammar and vocabulary.
 - Communication: to enable students to introduce oneself and converse spontaneously in given social settings.
 - Civilization: To introduce some aspect of France, its people and culture.
2. our second objective is to emphasize and develop four linguistic skills which further enhance the course : (i) Written and Oral expression (ii) Written and Oral Comprehension.

Story: The Queen of Sands

- Lesson 1 Coup de theatre
- Lesson 2 Plans
- Lesson 3 Breakdown
- Lesson 4 Discovery
- Lesson 5 Conflicts
- Lesson 6 Towards the future.

Vocabulary

- Press and Media
- Cities and link roads
- Weather and Seasons

Grammar

- Pronouns "en" and "y"
- Relative Pronouns
- Conjugation and Superlative forms
- Conjugation of verbs in the future, present continuous, recent past.

Phonetics

- Intonation
- Complex Sounds

Communication

- Asking for permission
- Forbidding



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Semester IV
(January-May 2009)

Formulating plans
Discussing and debating

Civilization

Administration and regional life
Economical and ecological problems
Traditions and modernity.



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MBA (TOURISM)
Semester IV
(January-May 2009)
Conference and Convention Management
Course Code : TA – 40

Objective of the course

With the increase in demand of conferences and exhibitions, a need for trained professionals for this field has been recognized. This subject aims at preparing students to successfully plan and execute conferences and exhibitions.

Examination

End Semester Examination	60 Marks
Internal Assessment I	20 Marks
Internal Assessment II	20 Marks
(2) External Assessment (60 marks)	

Course Contents

1. Introduction: Conference – sales conference, press conference; Corporate Presentations, Annual General Meetings, Road shows, Product Launch, Exhibitions, Seminars and Symposia
2. History
3. Group History and Analysis
4. Setting the Objectives
5. Budgeting : Projection and Controlling Budget
6. Developing Meeting Plans – Checklist, GANTT, PERT
7. Programming – Agenda and Pattern
8. Determining Space, Destination and Venue
9. Developing and Organizing Meeting Plan
10. On-site Management
11. Post-meeting Evaluation
12. Trade Shows:
 - (i) Planning – show selection, show location, analysis, pre-show planning etc.



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Semester IV

(January-May 2009)

- (ii) Co-coordinating show
- (iii) Marketing
- (iv) Post show follow up.

Text Books

The Complete Conference Organizers Handbook: Robin O'Connor

How to get the most out of Trade Shows: Steve Miller

Recommended and Suggested Readings

Students are advised to search current material and cases on the internet. the sites can be accessed through the search engine – www.google.com or www.altavista.com



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MBA (TOURISM)

Semester IV

(January-May 2009)

ENTERPRENEURSHIP

Course Code : TA – 40

Examination

End Semester Examination	60 Marks
Internal Assessment I	20 Marks
Internal Assessment II	20 Marks
(2) External Assessment (60 marks)	

COURSE CONTENTS

1. Entrepreneurship : An Introduction

- The concept of Entrepreneurship
- The introduction and concept of Entrepreneur
- Characteristics of an Entrepreneur
- Functions of an Entrepreneur

2. Entrepreneurship and its environment

- External Market, Economy, Political & Legal, Technology, Social & Cultural.
- Internal Materials, Machines & Equipments, Processes, Capital Labors.

3. Problems and Challenges of Organizations / Enterprises

- Economic (Capital, material and Labor)
- Non-economic (Social, Political and Personal).

4. Project Planning

- Steps in business planning.
- Formulation of Business Plan.

5. Financial Management Issues

- Financial requirement and its planning.



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Semester IV

(January-May 2009)

- Balance Sheet and Income Statement.
- Determination of cost.
- Cost-Volume-Profit Analysis.

6. Marketing Management Issues

- Functions of Marketing.
- Concept of Product Life Cycle.
- Issues related to Product & its design, Distribution, Promotion, Price.

7. Operations Management Issues

- Location / Layout / Capacity Planning.
- Inventory management.
- Quality Management.

8. Human Resource Management Issues

- HR Planning, Recruitment & Selection, Training & Development, performance Appraisal, Motivation, Compensation & Rewards.
- Relevant Labor Laws.

9. Legal Issues

- Patents
- Copyrights
- Trademarks.



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Semester IV

(January-May 2009)

SERVICE MARKETING

Course Code : TA – 40

Course Objective

The objectives of the course are to expose students to the nature of service markets and develop ability to help them apply marketing concepts in these markets.

Course Contents

S.No.	Topics
1	Service : Service sector and Economics growth, service concept, characteristics and classification of services, challenges in service marketing.
1	Strategic Issues in service marketing: Segmentation Differentiation and Positioning of services.
3	Marketing Mix in service Marketing: Product, Price, Place promotion, people, physical evidence and process decisions.
4	Designing a service strategy: Service management process, internal, external and interactive marketing strategies.
5	Managing service quality and productivity: Concepts, Dimensions and process; service quality Models (Gronnos and Parsuraman) application and limitations, productivity in services.
6	Applications of service Marketing : Marketing of financial, Hospital, Health, Educational and Professional services, marketing for Non Profit Organizations and NGO's.
7	CASE STUDIES

Text readings

- Christopher H. Lovelock, "Service Marketing" New Delhi: Prentice Hall of India, 3rd Edn., 1996.

Suggested reading

- Ravi Shankar, "Service Marketing", New Delhi, Global Press, 2nd Edn., 1998.

Course Code : TA – 40

Foreign Exchange Management



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Course Objective:

This course will provide students an opportunity to understand the travel and tourism industry and prepare them to face challenges on the industry. This course in particular provides an insight into the foreign exchange involved in the various tourism related activities.

Evaluation Scheme:

- (1) Internal Assessment (40 marks) :
 - (a) Test 1-15 marks
 - (b) Test 2 – 15 marks
 - (c) Assignment, Attendance and class participation 10 marks.
- (2) External Assessment (60 marks)

Course Description:

- 02 Theory of Foreign Exchange: Meaning & Need of Foreign Exchange, International Monetary System. International Forex Market, Risks.
02. Balance of Payment, Forex Reserves, Currency convertibility – Partial & full.
- 04 Indian Forex Market : Retail market, wholesale market and their activities. Administration of Forex, Market, Role of FEMA, RBI & FEDAI, Exchange Control, ADs & AMCs.
- 12 Exchange Rate Mechanism: Factors affecting Exchange Rate. Types of Quotation. Different types of rates quoted by ADs and their application. Forecasting exchange rates. Numerical problems on exchange rates.
- 04 Exchange Risk Management : Hedging through Forwards, Options. Swaps and Futures.
- 10 Finance of Foreign Trade: Export Finance and Import Finance. Factoring and Forfeiting.
- 03 International Institutions and Organization IMF, IBRD, ADB, ICC, ACU.
- 03 Trends in Forex Market: Concept of GDR, VDR Foreign Bonds & Euro Bonds. 1: FCNR (B) RIC & accounts.

TA - 401
Human Resource Management

Course Objective

The course objective is to help the students help understanding of the dimensions of the management of Human Resource with particular reference to human resource management



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policies and practices in India. Efforts will also be directed towards developing communication and decision making skills through case discussions, group discussion, role playing , presentation and live and theoretical projects and assignments.

Examination

End Semester Examination	60 Marks
Pre Mid Term Examination	15 Marks
Mid Term Examination	15 Marks
Internal Evaluation	10 Marks

Course Contents

1. INTRODUCTION TO HRM: Concept, Functions of HRM
2. HRM PLANNING: Manpower Planning, Job Analysis, Job Description & Job Specification
3. PERSONNEL POLICIES: Objective, Need, Essentials, Principles of Personnel, Policies, Formulation & Implementation of Personnel Policies
4. STAFFING PROCESS: Recruitment & Selection Process, Placement & Induction in Organization.
5. WAGE & SALARY ADMIN.: Designing & Administering the Wage & Salary Structures, Incentives & Fringe Benefits
6. APPRAISING HR: Performance & Potential Appraisals, Meaning, Concept, Methods & 360 Degree Appraisal System.
7. DEVELOPING THE HR: Training & Development of Employees, Need Steps In Training Program, Training Techniques
8. EXECUTIVE DEVELOPMENT: Purpose, Objective & Components of Executive Development Program and Transactional Analysis.
9. TRENDS IN HRM: Latest Trends In HRM

Text Readings

1. Personnel Management- Stephen Robbins.
- 2 Principles of personnel management – Edwin Flippo
- 3 Human Resource Management – Dr. C.B. Gupta
- 4 Personnel Management - Arun Monappa and Mirza S. Saiyadin

Suggested Readings

1. Pigors and Myers- Personnel Administration , McGraw Hill, Kogalusha.
2. Max. S. Wortman- Creative Personnel Management, Allyan & Bacon, 1996.
3. Dale Yoder – Personnel Management and Industrial Relations, Prentice Hall.