

REVISED SYLLABUS FOR M.M.S. (2 YEARS COURSE)

(WITH EFFECT FROM JUNE, 1997)

AN OVERVIEW OF COURSES OF STUDY

MASTER'S DEGREE IN MANAGEMENT STUDIES (M.M.S)

FIRST YEAR

FIRST YEAR

1st SEMESTER ( CORE PAPERS )	IIInd SEMESTER ( CORE PAPER )
<ol style="list-style-type: none"> <li>1. Principals of Management</li> <li>2. Financial Accounting</li> <li>3. Cost Accounting</li> <li>4. Indian Economy</li> <li>5. Organisational Behaviour</li> <li>6. Statistic for Management</li> <li>7. Business Law</li> <li>8. Introduction to Computers( Incl. Language )</li> <li>9. Effective Communication</li> <li>10. Managerial Economics</li> </ol>	<ol style="list-style-type: none"> <li>11. Business Environment</li> <li>12. Management Accounting</li> <li>13. Operations Research</li> <li>14. Marketing Management</li> <li>15. Financial Management</li> <li>16. Human Resources Management</li> <li>17. Taxation - Direct and Indirect Tax</li> <li>18. Research Methodology</li> <li>19. Production Management</li> <li>20. Organisations? Behavior</li> </ol>

SECOND YEAR

IIIrd SEMESTER CORE COURSES
<ol style="list-style-type: none"> <li>21. Management Information System</li> <li>22. Productivity Techniques</li> <li>23. Decision Science</li> </ol>

Marketing	Finance	Personnel	Operations
Optional Papers	Optional papers	Optional papers	Optional Papers
<ol style="list-style-type: none"> <li>24. Advertising and Sales Promotion Management</li> <li>25. Marketing Research</li> <li>26. Consumer/Industrial</li> </ol>	<ol style="list-style-type: none"> <li>24. Tax Planning</li> <li>25. Financial Planning and Control System</li> <li>26. Business Law II</li> </ol>	<ol style="list-style-type: none"> <li>24. Human Resources Development</li> <li>25. Behavioural Dynamics in Organisations</li> <li>26. Industrial Relations</li> </ol>	<ol style="list-style-type: none"> <li>24. Material Management</li> <li>25. Quality Management</li> <li>26. Production Planning</li> </ol>
<ol style="list-style-type: none"> <li>27. I) Retail Management</li> <li>II) Social Marketing</li> </ol>	<ol style="list-style-type: none"> <li>27. Money and Capital Markets</li> </ol>	<ol style="list-style-type: none"> <li>27. Environment and Management</li> <li>27. Organisational Theories, Structure and Design ( including Applications)</li> </ol>	<ol style="list-style-type: none"> <li>and Control Systems</li> <li>27. Computer Programming and Languages</li> </ol>
<ol style="list-style-type: none"> <li>28. a) Sales Marketing</li> <li>b) Distribution Management</li> </ol>	<ol style="list-style-type: none"> <li>28. International Finance</li> </ol>	<ol style="list-style-type: none"> <li>28. Administrative/Personnel Practices</li> </ol>	<ol style="list-style-type: none"> <li>28. Computer Science</li> </ol>
<ol style="list-style-type: none"> <li>Either 29. Product/Service Management</li> <li>or 29. Management Audit</li> <li>or 29. Human Resources planning</li> <li>or 29. Human Resources Audit</li> <li>or 29. Financial Planning and Courses</li> <li>or 29. Financial Services</li> </ol>	<ol style="list-style-type: none"> <li>29. Either Product/Service Mgt.</li> <li>or 29. Mgt Audit</li> <li>or 29. Human Resources Planning</li> <li>or 29. Human Resources Audit</li> <li>or 29. Financial Services</li> </ol>	<ol style="list-style-type: none"> <li>29. Either Product Service Mgt</li> <li>or 29. Management audit</li> <li>or 29. Human Resources Planning</li> <li>or 29. Human Resources Audit</li> <li>or 29. Financial Planning Control systems</li> <li>or 29. Financial Services</li> </ol>	<ol style="list-style-type: none"> <li>29. Either Product/Service Mgt.</li> <li>or 29. Management Audit</li> <li>or 29. Human Resources Planning</li> <li>or 29. Human Resources Audit</li> <li>or 29. financial planning and control system</li> </ol>
<ol style="list-style-type: none"> <li>30a. Marketing Finance</li> <li>30b. Personnel Finance</li> </ol>	<ol style="list-style-type: none"> <li>30a. Marketing Finance</li> <li>30b. Personnel Finance</li> </ol>	<ol style="list-style-type: none"> <li>30a. Marketing Finance</li> <li>30b. Personnel Finance</li> </ol>	<ol style="list-style-type: none"> <li>30a. Marketing Services</li> <li>30b. Personnel Finance</li> </ol>
<ol style="list-style-type: none"> <li>31a. Quantitative Models in Marketing management</li> <li>31b. Marketing Strategy</li> </ol>	<ol style="list-style-type: none"> <li>31. Quantitative models in Managerial accounting and finance</li> </ol>	<ol style="list-style-type: none"> <li>31. Quantitative techniques in Human Resource mgt</li> </ol>	<ol style="list-style-type: none"> <li>31. Quantitative models in operations</li> </ol>

Scheme of Examination for the Two Years Masters Degree Program in Management Studies ( M.M.S.)

first and second semesters -common to all the optional groups.

FIRST YEAR

FIRST YEAR

First Semester (Core Papers) (Internal Assignment)		Second Semester (Core Papers) (Internal Assignment)	
1. Principles of management	100 marks	11. Business Environment	100 marks
2. Financial Accounting	100 marks	12. Management Accounting	100 marks
3. Cost Accounting	100 marks	13. Operations Research	100 marks
4. Indian Economy	100 marks	14. Marketing Management	100 marks
5. Organisational Behaviour -I	100 marks	15. Financial Management	100 marks
6. Statistics and Management	100 marks	16. Human Resource Management	100 marks
7. Business law	100 marks	17. Taxation - Direct and Indirect Taxes	100 marks
8. Introduction of Computers	100 marks	18. Research Methodology	100 marks
( Including Language )			
9. Effective Communication	100 marks	19. Production Management	100 marks
10. Managerial Economics	100 marks	20. Organisational Behaviour -II	100 marks

IVth SEMESTER CORE COURSES

32. Business Policy (Cases/Project)  
33. Ethics in Business

Marketing	Finance	Personnel	Operations
Optional Papers	Optional papers	Optional Papers	Optional Papers
34. International Marketing 35. Either International Business or 35. Environmental management or 35. Management of	34. Development Banking 35. Either International Business or 35. Environment Management or 35. Management of	34. Organisational Development 35. Either International Business or 35. Environmental Management	34. Project Management 35. Either International Business OR 35. Environmental Management
Co-operative or 35. Entrepreneurship management 36. Financial services a) Marketing & Promotion b) portfolio & investment Management 37. Special Studies/ Development (in Marketing) (Project)	Co-operative or 35. Entrepreneurship Management 36. Financial Services a) Marketing & promotion b) portfolio & investment Management 37. Special Studies/ Developments (in finance)(projects)	or 35. Management of co-operative or 35. Entrepreneurship Management 36. Financial services a) Marketing & Promotion b) Portfolio & investment Management 37. Special Studies/ Developments (in Personnel)(Project)	OR 35. Management of co-operative OR 35. Entrepreneurship Management 36. Financial Services a) Marketing & Promotion b) Portfolio & investment Management 37. Special Studies/ Developments (in Operations) (Project)

Fourth Semester Core Courses (Internal Assessment)

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32. Business Policy (Cases/Project)

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33. Ethics in Business

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(Optional Groups)

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Marketing Optional Papers	Finance Optional Papers	Personnel Optional Papers	Operations Optional Papers
34. International Marketing	34. Development Banking	34. Organisational Development	34. Project Management
35. Either International Business	35. Either Interna- tional Business	35. Either International Business	35. Either Intern- tional Business
OR 35. Environmental Management	OR 35. Environmental Management	OR 35. Environmental Management	OR 35. Environmental Management
OR 35. Management of Co-Operative	OR 35. Management of Co-operative	OR 35. Management of Co-Operative	OR 35. Management of Co-operative
OR 36. Financial Services	OR 36. Financial Services	OR 36. Financial Services	36. Financial Services
a) Marketing and Promotion	a) Marketing and Promotion	a) Marketing and Promotion	a) Marketing and Promotion
b) Portfolio and Investment Management	b) Portfolio and Investment Management	b) Portfolio and Investment Management	b) Portfolio and Investment Management
OR 36. Entrepreneurship Management	OR 36. Entrepreneurship Management	OR 36. Entrepreneurship Management	OR 36. Entrepreneurship Management
37. Special Studies/ Developments (in Marketing , (Project)	37. Special Studies/ Developments (in Finance) (Project)	37. Special Studies/ Developments (in Marketing ) (Project)	37. Special Studies/ Developments (in Finance) (Project)

MASTER OF MANAGEMENT STUDIES (M.M.S.)

FIRST YEAR - I SEMESTER

1) PRINCIPAL OF MANAGEMENT

OBJECTIVE : Understanding the basic concept of management techniques with reference to the function management.

METHODOLOGY : Project Assignment, Presentation, continuous assessment.

Defining clearly the scope and view of the paper is important.

1. Managerial function and activities of management
2. Concept and practice.
3. Application of the practice to all functional areas.
4. Management concept and practices and its application to India.
5. Management as a profession.
6. Evaluation and management thoughts.

2) FINANCIAL ACCOUNTING

LEVEL OF KNOWLEDGE : BASIC

- 1) Financial Accounting - Scope and Importance.
2. GAAP. Conventions and Concepts.
3. Balance Sheets and related Concepts.
4. Profit and Loss accounts and relevant concepts.
5. Accounting mechanics : Basic records - Understanding of transaction and related documents - Process leading to preparation of trial balance and Financial statements.
6. Revenue recognition and measurement - Revenue v/s Capital (Receipts and Expenditures)
7. Accounting methods - cash, Accrual, hybrid.

3) COST ACCOUNTING

SPECIALISED AREAS OF ACCOUNTING - Finance, cost and managerial Accounting :- aims and objective of cost and managerial accounts as a part of management information system.

COST CLASSIFICATION - The elements of cost - Direct Material Direct labour, Direct expenses ; Overheads, cost Behaviour other methods of classification to suit the requirements management.

FACTORY ORGANISATION in conjunction with Costing System Organisation of cost accounts works department.

## ACCOUNTING OF COSTS

**MATERIAL** : Purchasing procedures ; Organisation of stores, stores records methods of valuing material issues - inventory control procedures.

**LABOUR** : Engagment, Time keeping and Time Booking - of remuneration - factors influencing the wage settlements - Tratement of differant items included in the compensation package for labour preparation of wage sheet and payment of wages-Accounting for labour.

### 4) INDIAN ECONOMY

**OBJECTIVE** : To familiarise the students with the defferent economic variables that influences Indian Economy.

**TOPICS** : - National Income, savings and investment  
- Poverty, unemployment, Developement & Planning.  
- Population and Agriculture Rural developement.  
- Industrial Labour  
- Banking trends  
- Role of Money  
- Inflation, Monetary policy, Fiscal Policy objective & Trends.

## ACCOUNTING OF COSTS

**MATERIAL** - Purchasing procedures ; Organisation of stores, stores records methods of valuing material issues - inventory control procedures.

**LABOUR** : Engagment, Time keeping and Time Booking - of remuneration - factors influencing the wage settlements - Tratement of differant items included in the compensation package for labour preparation of wage sheet and payment of wages-Accounting for labour.

**Objective** : Increasing managerial effectiveness through understanding of self & other.

**Syllabus** : The Individual personality-personality and behaviour-personality-structure ability and emotion-personality and environment-perception, learning, interest, attitudes and values; motives; frustrations and conflict - Adjustment, adaption and integration of personality - Management of one to one relationship.

**6) STATISTICS FOR MANAGEMENT**

1. Basic statistical concepts
2. Summarisation of data
  - Frequency/distribution
  - Measures of central tendency
  - Relative dispersion skewness
3. Elementary probability theory:
  - Relative frequency approach
  - Axiomatic approach
  - Subjective probability
  - marginal & conditional probability
  - Independence/Dependence of events
  - Bayer's Theorem
  - Chebyseleff's Lemma
4. Elementary Statistical distributions
  - Binomial, Poisson, hypergeometric

**Objective** : Increasing managerial effectiveness through understanding of self & other.

**Syllabus** : The Individual personality-personality and behaviour-personality-structure ability and emotion-personality and environment-perception, learning, interest, attitudes and values; motives; frustrations and conflict - Adjustment, adaption and integration of personality - Management of one to one relationship.

## 7) BUSINESS LAW - I

OBJECTIVE : To Expose the students to the objects and broad frame work of legislative, enactments within which business operates.

CONTENTS : a) Indian Contract Act  
b) Sale of Goods Act  
c) Negotiable Instrument Act  
d) Salient Features of Companies Act  
e) Restrictive and unfaired Trade Practices  
( instead of monopolies And restictive trade prectices)

## 8) INTRODUCTION TO COMPUTERS ( INCLUDING LANGUAGES )

1) Introduction to computer terminology

2) Centralised data processing system

Hardware : Types of Hardware configuration peripheral etc.

## FIRST YEAR-SECOND SEMESTER

### 11) BUSINESS ENVIRONMENT

OBJECTIVE: To understand the business scene & factors & trends for strategic policy formulation

TOPICS : Social Political Issues  
: Ecological Issues  
: Business ethics  
: Social responsibilities  
: Energy Managements  
: Industrial Units, Joint ventures  
: Technology, transfers multinational corporation  
: Administrative pricing  
: Business resources  
: Economics trends

### 12) MANAGEMENT ACCOUNTING

COST AND MANAGEMENT ACCOUNTS as tools for Control and decisions distinction between methods and techniques.

Cost Behaviour and Classification to suit Decision making process.

MANAGERIAL COSTING- Classification of costs into fixed and variable costs-contribution-sales ratio, break-even point. Graphical representation-application of marginal costing in decision making.

BUDGETARY CONTROL-Definition of budgetary control and a budget forecasting-preparation of budgets-relationship between corporate planning and budgets-budget period-key factors-functional budgets and master budgets-operation of budgetary control system-flexible budgetary control-continuous budgeting-trends in budgeting.

STANDARD COSTING-Definition of standard cost-general principles of setting standards-material, labour and overhead costs-the standard

hour-variance analysis-calculation of material, labour and overhead variances-reasons for variance-interpretation and remedial action-treatment of variances in cost accounts.

PROFITABILITY-The key factor-level of activity planning-contribution and key factor relationship for decisions-relevant costs for decisions.

SEGMENT PERFORMANCE- Centralisation and de-centralisation-responsibility centres-divisions-approaches to evaluating performance (return on investment residual income segment margin analysis).

Transfer and product pricing.

Accounting systems for management planning and control-steps in designing cost and management accounting system-computer application.



### 13) OPERATIONS RESEARCH

1. Introduction to OR: Concepts, genesis, application potential to diverse problems in business & industry, scope and limitations.
2. Assignment problem: (AP) Concepts formulation of model hungarian method of solution maximisation/minimisation, balanced/unbalanced prohibited assignments problems.
3. Transportation problem (TP) : Concepts formulation of model solution procedures for ife and optimality check balanced/unbalanced maximization/minimization-cases of degeneracy-prohibited routing problems post-optimal sensitivity analysis.
4. Linear programming (LP) : Concepts formulation of models; divers problems - Graphical explanation of solution Maximisation/Minimisation - Simplex Algorithm - Use of slack/surplus/artificial variables - big m methods/ two phase method - interpretation of the optimal tables ( unique optimum , multiple optimum, unboundness, infeasibility and redundancy problems.
5. Digital Simulations : Concept - areas of application random digits and method of generating probability distributions - application to problems in queueing, inventory , new product, profitability maintainance etc.

### 14) MARKETING MANAGEMENT

#### OBJECTIVES

1. To familiarised student to the basic concept and decision making processes involved in marketing management.
2. To develop the analatical skill of students which could help them to evolve corporation marketing strategy in a compactive

environment. This course aims at highlighting the importance of considering markeing mgt. as an integral part of the corporate mgt.

#### CONTENTS :

1. Introduction to marketing concept, its relevent in India, marketing mix, marketing structures and systems.
2. Marketing information system
3. Marketing reasearch
4. Marketing Planning
5. New products developements and management
6. Pricing polocies, structures and methods.
7. Performance and control - marketing audit

### 15) FINANCIAL MANAGEMENT

1. FINANCIAL OBJECTIVES : The ROI concept in financial planning & control
2. CAPITAL EXPENDITURE PROJECTS : Discounted cash flow technique and its applications.
3. Concept of company's cost capital and its apllication capital budgeting discussion
4. Basic Valuation Concepts
5. Inflation and its impact on corporate finance.

16) HUMAN RESOURCES MANAGEMENT  
(Personnel management industrial relations)

OBJECTIVES : Understanding of personnel policies and practices for effective utilisation of human resources.

SYLLABUS : 1. Personnel Management - Its scopes, relationship with other social science - inter-disciplinary approach  
2. Organisation of personnel functions - Personnel department, its organisation, policies, responsibilities and place in the organisation  
3. Introduction to human resource Development.  
4. Labour Law and practices.

Objectives - Broad understanding of policies procedures re- non-management for effective utilisation of Human Resources.

17) TAXATION : DIRECT AND INDIRECT TAXES

OBJECTIVES :  
Creating awareness of the existing Tax laws in India viz.

Income tax, Sales Tax, excise duty.

CONTENTS :

1. No emphasis on case Laws
2. Definitions can be covered up wherever possible under different heads of income.
3. Teaching methodology will be lectures and examples.
4. Provision with respect to the assessment year in force in the year in which it is taught.

18) RESEARCH METHODOLOGY

- 1) Relevance and Scope of Research in management.
- 2) Steps involved in the research process.
- 3) Identification of research problem.
- 4) Identification and Types of research variables
- 5) Research Design.
- 6) Research report writing.
- 7) Computer aided Research Methodology.

19) PRODUCTION MANAGEMENT

- 1) The production function - nature and scope. interface with order functional areas like marketing, Finance, Personnel, materials.
- 2) Types of production systems - job, batch and flow systems, assembly lines, Process plants, intermittent and continuous production.
- 3) Elementary knowledge of manufacturing processes - Assembly, Fabrication, forming and heat treatment, welding, machining and similar processes.
- 4) Plants Layouts - Objectives, symptoms of poor layouts, types of layouts - functional, line and static product layouts, group layouts, factors influencing layouts, techniques of optimising layouts.
- 5) Materials Handling - objectives, principles and methods of efficient handling, introduction to material handling equipments.

## 20) ORGANISATIONAL BEHAVIOUR

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

**SYLLABUS** : Group Behaviour in the organisational environment - defining environment - organisation structure, the Organisation as a structural group - team development - formal and informal group - individual motives and group goal - role concept, role dynamics - leadership and supervision, leadership styles and effectiveness- communication in groups, structured situations - Organisational structure and human behaviour - Management sources, uses and applications of power - Group - Dynamics - Organisational change.

## SECOND YEAR - THIRD SEMESTER

### 21) MANAGEMENT INFORMATION SYSTEM..

- a) Structured systems Analysis & Design.
- b) Tools & techquies.
- c) Documentation.
- d) Detailed SAD procedure
- e) Design od commercial systems

### 22) PRODUCTIVITY TECHNIQUES.

- 1) Concept of productivity - application in manufacturing and service industries, application in different functional areas.]
- 2) Measurement of productivity - partial , Multifactor and Total Factor Models, sumath's Total productivity model. Sink's multifactor model. Productivity centre models.
- 3) Approach to productivity Improvement - Classic ILO approach, modern TQC approach. Sumath's 5 pronged approach - product based , technology based ,technology based ,people based, material based and task based techniques.
- 4) Value Analysis and value engineering - Job plan DARSIRI and implementation phases, practical application for product and process development and cost reduction.
- 5) Learning curves :- The concept of learning curve . its applicability, barriers to its application, quantitative estimation implication of the learning curve, practical application in industry.

- 6) Job Evaluation - objectives and need for job evaluation techniques - point rating, factor companion, job classification and ranking systems. Relation between job evaluation and rational wage structure.

### 23> DECISION SCIENCE

- 1. Decision making under certainty, risk and under uncertainty situations.
  - 1.1 Decision tree for decision making.
  - 1.2 Bayesian approach in decision making.
  - 1.3 Breakeven analysis under uncertainty
  - 1.4 Investment analysis under uncertainty (e.g. Hertz and hiller model )
- 2. Cometitive strategies
- 3. Single equation models with one and two explanatory variables plus ANOVA in regression analysis.
- 4. Statistical forecasting techniques.

## OPTIONAL GROUP - MARKETING

### 24) ADVERTISING AND SALES PROMOTION MANAGEMENT

#### OBJECTIVES :

1. To expose students to the principles and practices of advertising and sales promotion and develop the conceptual abilities in this functional area of marketing.
2. To develop the skills of the students which will help them to prepare effectively for a career in the advertising and sales promotion function of any company or in the advertising agency.
1. communication process - communication models for rural communication and urban communication.
2. Advertising - organisational structure of advertising agency and its functions. Evaluation of agency functioning.
3. Advertising objectives with specific reference to DAGMAR, Brand objectives and consumer attitudes and mark structures.
4. Brand position and brand image strategy development.
5. Persuasion and attitudinal change through appropriate copy development.
6. Copy decision creation and media research.

### 25) MARKETING RESEARCH

#### OBJECTIVES :

1. Use of MR as an effective tool in marketing decision making with emphasis on MR concepts.

#### CONTENTS :

1. Fitting MR into marketing frame work.
2. What is MR and is not MR.
3. Designing problems and structure of survey.
4. Primary data/secondary data collection.

#### METHODOLOGY :

1. Introduction to concepts and techniques through classroom teaching.
2. Projects and assignments.
3. Presentation at the end.

4. Continuous evaluation based on projects, assignments and term examination.

### 26) CONSUMER/INDUSTRIAL BUYER BEHAVIOUR

#### OBJECTIVES :

1. To understand and analyse psychological aspects of consumer decision making processes including the industrial buying behaviour.

#### CONTENTS.

1. Introduction - why consumer behaviour including economics of consumer behaviour ?
2. Social psychology and its impact on marketing.
3. Influence on consumer behaviour, environmental and individual determinants ; organisational influence.
4. Models and theories of consumer behaviour.
5. Consumerism in India .

#### METHODOLOGY :

Teaching/case study/presentation/projects.

## 27 a) RETAIL MANAGEMENT

### COURSE CONTENTS :

1. Place of Retailing in the marketing Mix
2. Trends in retailing
3. Retail Economics
4. Retail Merchandising and shop displays
5. Retail Advertising and sales promotions
6. Managing people at work - Recruitment and motivation
7. Communication and customer relations

## 27) b) SOCIAL MARKETING

### OBJECTIVES :

1. Sensitising the participants to :
  - a) The social issues in India and
  - b) The dynamics of marketing these social issues.

### CONTENTS :

1. Rational of social issues on the Indian context.
2. Attitude formation and change.
3. Marketing of family planning.
4. Marketing of literacy ,health management.
5. Small savings, afforestation.

## 28) SALES AND DISTRIBUTION MANAGEMENT

### OBJECTIVE OF THE COURSE:

To develop the conceptual plans of students in the subject and also make them acquainted with the latest developments in subject. The subject is being divided into two parts, part will be on SALE MANAGEMENT and part two on DISTRIBUTION MANAGEMENT.  
number of sessions required is 30.

### CONTENTS :

1. Sales organisation and its evolution - job and hole sales management in organisations.

2. The selling functions the importance of selling in contemporary environment, selling services ,services as opposed to selling of tangible products-selling process.

## 28) b) DISTRIBUTION MANAGEMENT

Techniques of modern physical distribution management logistics management - Distribution as a service function - measuring distribution-Distribution Budgeting and control systems Distribution Budget as a basis for management control- key Ratios -Standard costs and control of key activities Designing a distribution system.  
Road transport Freight rate structure and suitability for movement of goods -Operation of a Road Transport organisation Route planning and vehicle scheduling for optimal results productivity studies for Road Transport operations.  
Rail Transport - Freight rate structure container service Door delivery and pick up service marketing of Rail transport services. Transporting by Air ,air cargo tariff structure cost benefit analysis - Air cargo Tariff structure cost benefit analysis air freight Handling by Indian Airlines system improvement.

METHODOLOGY :

1. To make th course effective , this course will be split up in two pats viz.

1. cōcepts tools and techniques.

2. seminar led by students on the basis of project work done by them in product management area.

PART I :

1. Role of product management in marketing and its interface with other corporate functions.

2. New product development.

3. Brand decision and legal aspects determining brand and proudcts decisions.

4. Strategic portfolio analysis .

5. Product launch strategy.

OR 29) MANAGEMENT AUDIT

Expose students to following areas :-

Operational Audit

Statutory Audit

Social Audit

Decision Audit

Finance Audit

OR 29) a) HUMAN RESOURCES PLANNING

COURSE CONTENT :

UNIT I

The pre-requisites for manpower planning : Manpower planning as an integrated part of business planning setting manpower standard ; manpower forecasting for managerial staff, technical staff office ,skilled and unskilled labour. Integrated Budget for manpower planning, system an analysis approach to manpower planning, system and analysis approach to manpower managemnet controlling manpower costs.

UNIT II

Quantitative and qualitative approaches to manpower economy.

Mathematical models for national manpower planning Demo graphic and

ecological models for staff structure planning : Mathematical models for staff structure evaluation ; management science and manpower analysis ; Markoy chain models for manpowe system network models for training and recruiting deci. to in manpower planning A stockastic programming model for manpower planning A simulatic model to manpower planning.

OR b) HUMAN RESOURCE AUDIT

OBJECTIVE : Auditing of Human Resource for optimum utilization and organization profitability, growth and productivity.

Audits of Business Goals and plans

Audits of Business Assumptions

Audits of Business personnel practices

Audits of Business human resource utilization

Audits of Business productivity forms

Auditing of Industrial Relation

Cost involved

Compensation planning

OR 29) FINANCIAL PLANNING AND CONTROL SYSTEMS

Financial goal setting - Analysis of incremental ROI sensitivity analysis - developing financial goals along organizational hierarchy - concepts and technique of responsibility budgeting - analytical framework for developing responsibility budgets integrating responsibility budgets integrating responsibility budgeting with MBO system.

ORGANIZATIONAL GROWTH : Responsibility centres and profit centres - Identification and creation of profit centres. Profit centres as a control system - Decentralisation and profit centres.

CONTROL IN SPECIAL SECTORS : Scrap control control of R & D project control Administrative cost control Audit efficiency audit internal audit govt. cost audit management audit, financial reporting to management under conditions of price level change objective and methodology.

29) FINANCIAL SERVICES

LEVEL OF KNOWLEDGE : Detailed

PART A

Leasing

Introduction

Tax legal and Accounting Aspects

Financial Evaluation : Lessor and Lessee points of view.

Qualitative Factors

Lease structuring lease agreement

funding leases

PART B

Merchant Banking

Managing of public Equity issue

Managing a Debenture issue

Mobilising Fixed Deposits

Arranging Inter-corporate loans



PART C  
Other Financial Services  
Hire Purchase  
Factoring  
Consumer Finance  
Portfolio Management  
Assets credit

### 30 a) MARKETING FINANCE

SALES REVENUE as an integral elements of cost investment framework by roi management of sales revenue analysis of revenue by products. Territories channel customers ordersize etc. Analysis of marketing costs in terms of engineered costs. Capacity (Fixed) costs and managed costs classification of marketing costs by function marketing cost allocations and its limitations for managerial decisions.

MARKETING INVESTMENT : Management of accounts receivables and inventories credit decisions and credit policy special promotion and marketing research expenditure its marketing investment and their evaluation using the probability theory and decisions trees evaluating return on marketing investment developing and launching new products and the concept of investment in life cycle of a product application of dcf to evaluations of investment in product development marketing product mix and linear programming.

Policy decisions and marketing finance pricing of joint product and application of linear programming pricing of new products under roi concept bayesian desion theory and pricing government price control dual pricing approaches of government bodies to development fair price submitting tenders applications of dcf technique. H

Export Marketing and finance financial incentives export costs and export pricing export credit tax concessions.

Application and forecasting techniques to daveloping marketing budgeting developing sub-budgets by marketing segments advertising budget budgeting sales force efforts optimum level and allocation of

selling

### 30) b) PERSONNEL FINANCE

Job evaluation as the basis of wage and salary administration financial implication of wage terms negotiated with unions cost of living index linked wages and its implications payment of commission based on profits payment of bonus under bonus act - determining optimal fringe benefits and salary executives in relations to profitability and size of operations of a company using DCF techniques developing superannuation benefit schemes and early voluntary benefit schemes payment of salary free of tax compensation to foreign technicians. Cost analysis for areas such as labour and executives turnover. cost of recruitment training and development cost of employee benefit programs cost of commite management cost of srikes lockouts and gheraos. Human Rsources accounting - motvational accounting developing personnel budget personnel cost audit.

### 31) a) QUANTITATIVE MODELS IN MARKETING

1. The place of models in marketing
2. Decision making theories like the baysian decision theory.
3. consumer begaviour models : Attitude ,perception brand switch.
4. Organisational buying models.
5. New product design.
9. Media models.

### 31) b) MARKETING STRATEGY

- 1) components of the competitive marketing strategy
- 2) Generoc competitive strategies - cost leadership. Differentiation and focus
- 3) Product strategies
- 4) pricing strategies

### 24) TAX PLANNING

#### OBJECTIVES :

To develop the students prudence and planning ability to keep the incidence of tax to a minimum within the frame work of prevalent tax laws.

#### KNOWLEDGE :

Expert knowledge.

#### CONTENTS

1. Choice of entity  
sole proprietor, partnership, firm, co.
2. Tax planning of salary implication to employer and employee.
3. Tax aspects of foreign collaborations, Joint ventures, royalty payments.
4. Setoff and carry forward of losses
5. Tax implication of amalgamations
6. Incentives for new industrial undertakings

#### COMMENTS :

1. Emphasis on case laws.
2. Lectures examples and case studies.

#### SESSIONS

3

3

2

2

2

3

## 25) FINANCIAL PLANNING AND CONTROL SYSTEMS

Financial goal setting - Analysis of incremental ROI sensitivity analysis - developing financial goals along organizational hierarchy - concepts and technique of responsibility budgeting - analytical framework for developing responsibility budgets integrating responsibility budgets integrating responsibility budgeting with MBO system.

ORGANIZATIONAL GROWTH : Responsibility centres and profit centres - Identification and creation of profit centres. Profit centres as a control system - De centralisation and profit centres.

CONTROL IN SPECIAL SECTORS : Scrap control control of R & D project control Administrative cost control Audit efficiency audit internal

audit govt. cost audit management audit.

financial reporting to management under conditions of price level change objective and methodology.

## 26) BUSINESS LAW - II

### OBJECTIVES :

To provide the student with the in depth knowledge of law governing the corporate entity.

### CONTENTS :

#### COMPANY LAW

#### NO. OF SESSIONS :19

INCORPORATION OF COMPANIES : Preparation of memorandum of association name of the co. its registration and procedure for changing the name articles of association, alternation of articles membership of co, contracts, deeds, investments and service of documents legal provisions relating to holding companies private co. unlimited companies.

ISSUE OF CAPITAL : Drafting of prospectus registration of documents commission and discount on issue of capital issue of shares and debentures rights of share holders provisions relating to payment of dividend payment of interest out of capital fixed assets.

RAISING OF LOANS : Provisions relating to debentures registration of charge inter co. borrowings

RECORDS RETURN ACCOUNTS AND MEETING : Register of membes and debentures holders annual returns and penalty for failure to submit returns

meeting statutory annual general and extra ordinary general meeting  
quorum proxies, voting procedure, kinds of resolutions and recording of  
minutes books of accounts to be kept and inspection appointment of  
auditors adding of cost accounts investigational powers of govt.

#### RUTP ACT

NO. OF SESSIONS : 4

RESTRICTIVE AND UNFAIR TRADE PRACTICES ACT : Investigation by  
commission registration of agreements relating to restrictive trade  
practice presumption as or public interest resale price maintenance  
offences and penalties under the act procedures to complied with unfair  
trade practices.

#### COMMENTS

1. practical applications of the various provisions should be emphasised.
2. Importance case laws to be discussed particularly under companies act.

### 27) MONEY AND CAPITAL MARKETS

1. The Indian financial system : An overview public ownership of financial institutions investor protection participation in corporate management.
2. Reserve bank of india and the regulation fo the money markets instruments of meonetary control and their effectiveness.

3. Industrial finance role of investment trusts unit trust of India LIC, GIC and nationalised banks mutual funds operations of these institutions in the market advantages to samll investors.
4. Developement banks the role of these institutions in mobilising resources and in assisting industry and agriculture to a brief account of the contribution of each such institution during the past decade.

### 28) INTERNATIONAL FINANCE :

To understand the mechanics and application of international financial systems.

FOREIGN EXCHANGE RATES : (No. ovs sessions 9 )

Theories of exchange rates purchasing power parity theory .Demand supply and elasticities in foreigh exchange rate determination. Balance of payments theory. Historical perspective on exchange rate. Gold standard Inte war instability. Bretton woods, fixed exchange rates fluctuating exchange rates .Case for fixed or fluctuating exchange rates. The changing nature of world money. The rise of private world money. Eurocurrencies. Eurodollars, European currency unit C.R.U thier mechanics and impact. International capital-flows and shocks .International debt problem its origin history and status international liquidity and SDRs.

#### BALANCE OF PAYMENTS (Structure and equilibrium )

Balance payments definition, component of balance of payments current account, capital account balance of payments models, Basic balance disequilibrium balance of payments measures to correct disequilibrium in balance of payments.

#### MECHANICS OF FOREIGN EXCHANGE MARKETS :

Contracts, credits and documentation sale and purchase contracts risks in international transactions incoterms their importance and their applicability. Payment under trade contracts documentary credits types of credits important credit clauses procedure for establishing credits. Documents in foreign trade financial commercial transport insurance and other documents arbitration and conciliation.

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

India's economy in global perspective India's external debt export promotion strategy and policy. Export promotion measures commercial policy Nonresident investments and accounts.

The export bank of India - its function resources organization management and current operation.

Export credit guarantee corporation (ECGC) - its function, policy management and current operations.

Financing of foreign trade. Types of credits, guarantees, bid bonds etc. mechanism of operations.

Foreign exchange controls objectives exchange management and controls in India. FERA and its important provisions. Import export policy and procedures.

#### 29) EITHER - PRODUCT/SERVICES MANAGEMENT :

##### OBJECTIVE :

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

##### METHODOLOGY :

1. To make the course effective, this course will be split up in two parts viz.

1. concepts tools and techniques.

2. seminar led by students on the basis of project work done by them in product management area.

##### PART I :

1. Role of product management in marketing and its interface with other corporate functions.

2. New product development.

3. Brand decision and legal aspects determining brand and products decisions.

4. Strategic portfolio analysis.

5. Product launch strategy.

OR 29) MANAGEMENT AUDIT

Expose students to following areas :-

Operational Audit  
Statutory Audit  
Social Audit  
Decision Audit  
Finance Audit

OR 29) a) HUMAN RESOURCES PLANNING

COURSE CONTENT :

UNIT I

The pre-requisites for manpower planning : Manpower planning, as an integrated part of business planning, setting manpower standards, manpower forecasting for managerial staff, technical staff office, skilled and unskilled labour. Integrated Budget for manpower planning, system an analysis approach to manpower planning, system and analysis approach to manpower management controlling manpower costs.

UNIT II

Quantitative and qualitative approaches to manpower economy. Mathematical models for national manpower planning Demo graphic and ecological models for staff structure planning : Mathematical models for staff structure evaluation ; management science and manpower analysis ; Markov chain models for manpower system network models for training and recruiting deci. to in manpower planning A stockastic programming model for manpower planning A simulative model to manpower planning.

OR b) HUMAN RESOURCE AUDIT

OBJECTIVE : Auditing of Human Resource for optimum utilization and organization profitability, growth and productivity.  
Audits of Business Goals and plans  
Audits of Business Assumptions  
Audits of Business personnel practices  
Audits of Business human resource utilization  
Audits of Business productivity forms  
Auditing of Industrial Relation  
Cost involved  
Compensation planning

## 29) FINANCIAL SERVICES

LEVEL OF KNOWLEDGE : Detailed

### PART A

#### Leasing

Introduction

Tax legal and Accounting Aspects

Financial Evaluation : Lessor and Lessee points of view.

Qualitative Factors

Lease structuring lease agreement

funding leases

### PART B

Merchant Banking

Managing of public Equity issue

Managing a Debenture issue

Mobilising Fixed Deposits

Arranging inter-corporate loans

### PART C

Other Financial Services

Hire Purchase

Factoring

Consumer Finance

Portfolio Management

Assets credit

## 30 a) MARKETING FINANCE

SALES REVENUE as an integral elements of cost investment framework by roi management of sales revenue analysis of revenue by products. Territories channel customers ordersize etc. Analysis of marketing costs in terms of engineered costs. Capacity (Fixed) costs and managed costs classification of marketing costs by function marketing cost allocations and its limitations for managerial decisions.

MARKETING INVESTMENT : Management of accounts receivables and inventories credit decisions and credit policy special promotion and

marketing research expenditure its marketing investment and their evaluation using the probability theory and decisions trees evaluating return on marketing investment developing and launching new products and the concept of investment in life cycle of a product application of def to evaluations of investment in product development marketing product mix and linear programming.

Policy decisions and marketing finance pricing of joint product and application of linear programming pricing of new products under rol concept bayesian design theory and pricing government price control dual pricing approaches of government bodies to development fair price submitting tenders applications of dcf technique.  
Export Marketing and finance financial incentives export costs and export pricing export credit tax concessions.  
Application and forecasting techniques to developing marketing budgeting developing sub-budgets by marketing segments advertising budget budgeting sales force efforts optimum level and allocation of selling effort among dealers developing compensation plans for sales force - budgeting samples.  
Warehousing decisions Transaction decisions delivery route decisions cost analysis for switching over from sole selling agency to direct selling to trade channels economics of direct roating by manufacturer.

### 30) b)- PERSONNEL FINANCE

Job evaluation as the basis of wage and salary administration financial implication of wage terms negotiated with unions cost of living index linked wages and its implications payment of commission based on profits payment of bonus under bonus act - determining optimal fringe benefits and salary executives in relations to profitability and size of operations of a company using DCF techniques developing superannuation benefit schemes and early voluntary benefit schemes payment of salary free of tax compensation to foreign technicians.  
Cost analysis for areas such as labour and executives turnover. cost of recruitment training and development cost of employee benefit programs cost of commite management cost of strikes lockouts and gheraos.  
Human Resources accounting - motivational accounting developing personnel budget personnel cost audit.

### 31) QUANTITATIVE MODELS IN MANAGERIAL ACCOUNTING AND FINANCE OPERATIONS RESEARCH APPLICATIONS

#### COST ANALYSIS FOR PROFIT PLANNING :

Application of learning curve models to profit planning. volume cost analysis the multiple regression analysis approach.  
Forecasting and measuring with correlation analysis . .

Profit measurement through statistical correlation.  
capacity utilisation and contribution margin.  
Opportunity cost an application of mathematical programming.  
PROFIT PLANNING AND BUDGETING :  
Break even analysis and linear programming.  
Application of curvi linear break even analysis.  
Probabilities profit budgets.  
Cost volume profit analysis under conditions of uncertainty.  
Budgeting with network analysis  
PERT cost.  
COSTING AND PRICING :  
Role of cost in pricing joint products.  
Multiple product costing and multiple correlation analysis.  
Application of L P to determine profitability of products involving joint costs.



COST OF CONTROL :

Evaluation of training expenses.

Management accounting for research and development.

Applying linear programming to pay structure.

Model for human resources utilisation.

OPTIONAL GROUP PERSONNEL

24) HUMAN RESOURCES DEVELOPEMENT

OBJECTIVES :

The purpose of this course to expose students to the recent advances in human resources development (HRD) and to train them to design and implement HRD systems in org. .

COURSE CONTENTS :

UNIT 1 : INTRODUCTION

Concept scope significance and HRD efforts in Indian companies. Integrated HRD system in Indian corporate sector recent experiments in Indian companies

UNIT 2 : HUMAN RESOURCES POLICY

Human resources planning role analysis and basis for HRD staffing for HRD resources for HRD activities formulation of human resources policy

UNIT 3 HRD Mechanisms

performance appraisal potential appraisal career development performance counselling training and development recruitment and selection.

UNIT 4 STRATEGIES FOR HRD

Individual learning group learning organisational development Transactional analysis Behavioural modeling self directed learning Exclusive development programmes training methods.

25) BEHAVIOURAL DYNAMICS IN ORGANIZATIONS

OBJECTIVES :

To gain understanding of the impact of sociopsychological processes on individual and group behaviour in the organisational context .

Individual learning

Group learning

O.D.

Transactional analysis

Behavioural modelling

Sensitivity training RET

MDIT

UNIT - 3 Manpower planning practises in INDIAN INDUSTRIES

UNIT - 4 Management of compensation for various employee groups.

26) INDUSTRIAL RELATIONS ENVIRONMENT AND MANAGEMENT

Industrial relations role of employer employees and govt. changing aspirations of work force.

collective bargaining conciliation adjudication

voluntary arbitration.

strike lockout public utility services

role of trade unions

27) ORGANIZATIONAL THEORIES STRUCTURE & DESIGN  
OBJECTIVES : To help the student in understanding the role organisation structure in changing corporate environment.

SYLLABUS :

Organisation structure and their impacts.  
Assessing the existing organisation structure and its effectiveness  
determinents of structure  
structure technology environment  
people relationship

28) ADMINIDTRATIVE/PLRSONNEL PRACTICES

OBJECTIVE : To acquaint student with administrative practices which personnel managers often have to handle .

CONTENT : Office systmes and procedure facilities management and techniques office costs reduction i wastage office layouts and design office of the future. Security management selling of administrative services quantitative and financial aspects of administration work scope design legal framework and its implications.

29) EITHER - PRODUCT/SERVICES MANAGEMENT :

OBJECTIVE :

1. To develop concepts, tools and techniques which could help students take decisions in product managemtn area and thus make them function effectively.

METHODOLOGY :

1. To make the course effective , this course will be split up in two parts viz.

1. concepts tools and techniques.

2. seminar led by students on the basis of project work done by them in product management area.

PART I :

1. Role of product management in marketing and its interface with other corporate functions.

2. New product development.

3. Brand decision and legal aspects determining brand and proudcts decisions.

4. Strategic portfolio analysis .

5. Product launch strategy.

OR 29) MANAGEMENT AUDIT

Expose students to following areas :-

Operational Audit

Statutory Audit

Social Audit

Decision Audit

Finance Audit

OR 29) a) HUMAN RESOURCES PLANNING

COURSE CONTENT :

UNIT I

The pre-requisites for manpower planning : Manpower planning as an integrated part of business planning setting manpower standard : manpower forecasting for managerial staff, technical staff office, skilled and unskilled labour. Integrated Budget for manpower planning, system an analysis approach to manpower planning, system and analysis approach to manpower management controlling manpower costs.

UNIT II

Quantitative and qualitative approaches to manpower economy. Mathematical models for national manpower planning Demo graphic and ecological models for staff structure planning : Mathematical models for staff structure evaluation ; management science and manpower analysis ; Markov chain models for manpower system network models for training and recruiting deci. to in manpower planning A stochastic programming model for manpower planning A simulative model to manpower planning.

OR b) HUMAN RESOURCE AUDIT

OBJECTIVE : Auditing of Human Resource for optimum utilization and organization profitability, growth and productivity.  
Audits of Business Goals and plans  
Audits of Business Assumptions  
Audits of Business personnel practices  
Audits of Business human resource utilization  
Audits of Business productivity forms  
Auditing of Industrial Relation  
Cost involved  
Compensation planning

OR 29) FINANCIAL PLANNING AND CONTROL SYSTEMS

Financial goal setting - Analysis of incremental ROI sensitivity analysis - developing financial goals along organizational hierarchy - concepts and technique of responsibility budgeting - analytical framework for developing responsibility budgets integrating responsibility budgets integrating responsibility budgeting with MBO system.  
ORGANIZATIONAL GROWTH : Responsibility centres and profit centres - Identification and creation of profit centres. Profit centres as a control system - De centralisation and profit centres.  
CONTROL IN SPECIAL SECTORS : Scrap control control of R & D project control Administrative cost control Audit efficiency audit internal audit govt. cost audit management audit.  
financial reporting to management under conditions of price level change objective and methodology.

## 291 FINANCIAL SERVICES

LEVEL OF KNOWLEDGE : Detailed

### PART A

#### Leasing

##### Introduction

Tax legal and Accounting Aspects

Financial Evaluation : Leason and Lessee points of view.

Qualitative Factors

Lease structuring lease agreement  
funding leases

### PART B

#### Merchant Banking

Managing of public Equity issue

Managing a Debenture issue

Mobilising Fixed Deposits

Arranging Inter-corporate loans

### PART C

Other Financial Services

Hire Purchase

Factoring

Consumer Finance

Portfolio Management

Assets credit

## 30 a) MARKETING FINANCE

SALES REVENUE as an integral elements of cost investment framework by  
roi management of sales revenue analysis of revenue by  
products.Territories channel customers ordersize etc.Analysis of  
marketing costs in terms of engineered costs.Capacity (Fixed) costs and  
managed costs classification of marketing costs by function marketing  
cost allocations and its limitations for managerial decisions.

MARKETING INVESTMENT : Management of accounts receivables and  
inventories credit decisions and credit policy special promotion and  
marketing research expenditure its marketing investment and their  
evaluation using the probability theory and decisions trees evaluating  
return on marketing investment developing and launching new products  
and the concept of investment in life cycle of a product application of  
dcf to evaluations of investment in product development marketing  
product mix and linear programming.

Policy decisions and marketing finance pricing of joint product and  
application of linear programming pricing of new products under roi  
concept bayesian decision theory and pricing government price control  
dual pricing approaches of government bodies to development fair price  
submitting tendere applications of dcf technique.

Export Marketing and finance financial incentives export costs and  
export pricing export credit tax concessions.

Application and forecasting techniques to developing marketing  
 Budgeting developing sub-budgets by marketing segments advertising  
 Budget budgeting sales force efforts optimum level and allocation of  
 selling effort among dealers developing compensation plans for sales  
 force - budgeting samples.  
 Warehousing decisions Transaction decisions delivery route decisions  
 cost analysis for switching over from sole selling agency to direct  
 selling to trade channels economics of direct roating by manufacturer.

### 30) b) PERSONNEL FINANCE

Job evaluation as the basis of wage and salary administration financial  
 implication of wage terms negotiated with unions cost of living index  
 linked wages and its implications payment of commission based on  
 profits payment of bonus under bonus act - determining optimal fringe  
 benefits and salary executives in relations to profitability and size  
 of operations of a company using ECF techniques developing  
 superannuation benefit schemes and early voluntary benefit schemes  
 payment of salary free of tax compensation to foreign technicians.  
 Cost analysis for areas such as labour and executives turnover, cost of  
 recruitment training and development cost of employee benefit programs  
 cost of commite management cost of strikes lockouts and gheraos.  
 Personnel Resources accounting - motivational accounting developing personnel  
 budget personnel cost audit.

### 31) Quantitative techniques in human resources management

Principle of Individual Differences - Quantitative Approaches  
 to Measurement of Individual Differences.  
 Characteristics of scientific MEasurement Techniques -  
 Reliability, Validity and Standardization.  
 Test Construction Procedures and Scaling Techniques.  
 Administration & Usage of Objective.  
 Test for Measuring Aotitude, Altitude, Intelligence Social Skills  
 & Creativity.  
 Quantitative Assessment & Motivation & morale.  
 Quantitative Technique for personal Assessment - Factor Analysisi -  
 Analysis of Variance - Regression.  
 Approaches to objectivity in Personal interview Assessment.  
 Setting Scoring Patterns - using test.  
 Scores in Final Evaluation - Weighted Scores.  
 Designing Application Blanks & Performance Appraisal Systems  
 Developing personal Information Systems.  
 Human Resources Audit.

## OPTIONAL GROUP - OPERATIONS

### 24) MATERIAL MANAGEMENT

Origin and Basic concept of materials management.  
Profit centre concept of material management  
integrated concept of materials management  
STORES MANAGEMENT :  
objective/types etc.  
layout systems  
storage methods/issuing/preservation  
stock verification etc.  
PURCHASE MANAGEMENT :  
objectives/profit concept/functions etc/Essentials of purchase  
Purchase policies/procedures etc.  
purchase cycle.  
make or buy decisions  
INVENTORY MANAGEMENT  
computer applications in materials management  
evaluating materials management functions  
Types of inventories  
Needs of inventory control  
Factors influencing Inventories  
E.O.Q., E.P.Q.

### 25) QUALITY MANAGEMENT

Total quality management (TQM) Approach.  
company wide quality assurance and management : quality planning  
quality conformace quality adherence, quality assurance and  
quality management functions.  
Control charts and allied techniques :  
Concept of quality and meaning of control. Concepts inevitability  
of variation - chance and assignable, causes pattern of variation.  
principle of rational subgrouping. Chebycheff's lemma as a basis  
for three sigma limits on control charts.  
Different types of control charts.  
p, np, c, u, d, u, x-r and x - & charts, control charts for individuals,  
sloping control charts, control charts for eccentricity, median  
and mid-range charts and group control charts.  
concept and computation of process capability and its comparison  
with design specifications. Economical centring of process. span  
plan method.

### 3) Accepting Sampling :

Basic on sampling

Sampling inspection versus hundred percent inspection, basic concepts of attribute and variables sampling plans, OC curve, Procedures and Consumers risk AQL, RQL, IQL, AOQL and AOI. Sampling plan for attributes.

Single and double sampling, acceptance - rejection and acceptance-rectification sampling plans. Use of published sampling plans for attributes :

Is 2500, part I (1973), Dodge-Romig, Phillips standard and MIL STD 105e

### 4. Industrial experimentations, rational problems solving techniques

#### 4.1 Logics of experimentations

concepts of treatment, experimental units & responses, desirabilities of a good design randomisation replication and local control.

#### 4.2 Basic Designs:

completely randomise, Randomised block, latin square, grace latin square and nested designs.

### 5. Life testing :

Estimation of average life- fixed and without replacement case for negative exponential failure mode.

### 6. Reability and related studies :

Concepts and computations for reliability, maintainability and availability on systems with independent part

### 7. Management and organising on quality :

Behavioural aspects of quality control workings on quality circles and their success in indian industries. Quality cost, quality policy, objectives, invitation of leadership in quality.

## 26) PRODUCTION PLANNING & CONTROL SYSTEM

1. Role of production planning & control in different manufacturing systems- meaning of PPC and its objectives, functions of PPC estimating.

2. Plant layout determination- objectives, factors, affecting layout optimisation, use of travel chart, use of computer models like CRAFT,

3. Documents used in Production Planning & Control - Need for documentation, effective use of documents, KENBAN systems

4. Role of computer in production planning and control - optimisation packages.

## 27.) COMPUTER PROGRAMMING & LANGUAGES

### OBJECTIVES :

To prepare students desirous of computer careers by introducing advanced features of computer languages.

- writing & testing programs on computer.

## 28) COMPUTER SCIENCE

To be renamed as information technology

### OBJECTIVES :

To help students appreciate intricacies of computer hardware and software.

-Understanding fundamentals of data base management.

## 29) EITHER - PRODUCT/SERVICES MANAGEMENT :

### OBJECTIVE :

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

### METHODOLOGY :

1. To make the course effective, this course will be split up in two parts viz.

1. concepts tools and techniques.
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5. Product launch strategy.

## OR 29) MANAGEMENT AUDIT

Expose students to following areas :-

Operational Audit  
Statutory Audit  
Social Audit  
Decision Audit  
Finance Audit

## OR 29) a) HUMAN RESOURCES PLANNING

### COURSE CONTENT :

#### UNIT I

The pre-requisites for manpower planning : Manpower planning as an integrated part of business planning setting manpower standard : manpower forecasting for managerial staff, technical staff office, skilled and unskilled labour. Integrated Budget for manpower planning, system an analysis approach to manpower planning, system and analysis approach to manpower management controlling manpower costs.



## UNIT II

Quantitative and qualitative approaches to manpower economy.  
Mathematical models for national manpower planning Demo graphic and  
ecological models for staff structure planning : Mathematical models  
for staff structure evaluation : management science and manpower  
analysis ; Markov chain models for manpower system network models for  
training and recruiting deci. to in manpower planning A stochastic  
programming model for manpower planning A simulative model to manpower  
planning.

### OR b) HUMAN RESOURCE AUDIT

OBJECTIVE : Auditing of Human Resource for optimum utilization and  
organization profitability, growth and productivity.

Audits of Business Goals and plans

Audits of Business Assumptions

Audits of Business personnel practices

Audits of Business human resource utilization

Audits of Business productivity forms

Auditing of Industrial Relation

Cost involved

Compensation planning

### OR 29) FINANCIAL PLANNING AND CONTROL SYSTEMS

Financial goal setting - Analysis of incremental ROI sensitivity  
analysis - developing financial goals along organizational hierarchy -  
concepts and technique of responsibility budgeting - analytical  
framework for developing responsibility budgets integrating  
responsibility budgets integrating responsibility budgeting with MBO  
system.

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Identification and creation of profit centres. Profit centres as a  
control system - De centralisation and profit centres.

CONTROL IN SPECIAL SECTORS : Scrap control control of R & D project  
control Administrative cost control Audit efficiency audit internal  
audit govt. cost audit management audit.

financial reporting to management under conditions of price level  
change objective and methodology.

### 29) FINANCIAL SERVICES

LEVEL OF KNOWLEDGE : Detailed

#### PART A

Leasing

Introduction

Tax legal and Accounting Aspects

Financial Evaluation : Lessor and Lessee points of view.

Qualitative Factors

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funding leases

## PART B

Merchant Banking

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## PART C

Other Financial Services

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Application and forecasting techniques to developing marketing budgeting developing sub-budgets by marketing segments advertising budget budgeting sales force efforts optimum level and allocation of selling effort among dealers developing compensation plans for sales force - budgeting samples.

Warehousing decisions Transaction decisions delivery route decisions cost analysis for switching over from sole selling agency to direct selling to trade channels economics of direct roating by manufacturer.

Linear programming formulation of L.P. models sensitivity analysis parametric programming industrial applications transportation model and generalised transportation model capacitated transportation model. Goal programming concepts formulation of multiple goal model goals equally ranked priority ranking of goals (non conflict in goals conflicting goals) weighted priority ranking of goals computational approaches to goal programming applications goal programming. Waiting line models single server queues in series and parallel for Erlang services time distributions multi server queues in series and parallel for negative exponential service time finite queueing tables for practical problems non poisson inputs and outputs and time dependent queues case studies. PERT/CPM - Distribution of job duration basics for the formula used in estimation of job durations and finding variance of the estimates uncertain duration and PERT analysis resource allocation and least cost planning installation network system case studies. Integer programming formulations of IP models geometry algorithm for the all integer problem algorithm for mixed integer continuous variables zero one problems implicit enumeration algorithm application.

### 31) QUANTITATIVE MODELS IN OPERATIONS

Job evaluation as the basis of wage and salary administration financial implications of wage terms negotiated with unions cost of living index linked wages and its implications payment of commission based on profits payment of bonus under bonus act - determining optimal fringe benefits and salary executives in relations to profitability and size of operations of a company using DCF techniques developing superannuation benefit schemes and early voluntary benefit schemes payment of salary free of tax compensation to foreign technicians. Cost analysis for areas such as labour and executives turnover, cost of recruitment training and development cost of employee benefit programs cost of committee management cost of strikes lockouts and grievances. Human Resources accounting - motivational accounting developing personnel budget personnel cost audit.

### 32) PERSONNEL FINANCE

Second Year - Fourth Semester

FOURTH SEMESTER CORE COURSES (INTERNAL ASSESSMENT)

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32. BUSINESS POLICY (CASES & PROJECTS)

OBJECTIVES :

To use case studies on a cross functional Basis.  
To understand the dynamics of Growth  
Change and Turn Ar and for  
To apply Existing Models  
Decision Making  
Corporation Planning

33. ETHICS IN BUSINESS

Evolution of thought of Ethics in Business - culture and Ethics-  
Overview of value systems, Attitudes, Beliefs Life Patterns- Social and  
Economic Values and Responsibilities, Trusteeship Management- Gandhian  
Philosophy of wealth mgt., Ethics and Indian Management, Basic  
Framework of Normative Ethics.

OPTIONAL GROUP - MARKETING

34. INTERNATIONAL MARKETING

Financial transactions between exporter and importer open account  
D/P, D/A. Letters of Credit etc.- Exchange control regulations regarding  
export and foreign exchange expenditure on export promotion, Pre-  
shipment and Post-shipment finance from banks - policies of ECGD.

Decision and need to enter into International Marketing Organisation  
problems - International Marketing environment. Institutions in the  
world economy, GATT/UNCTAD - Trade groups different countries - Legal  
environment of International Marketing- political environment -  
Cultural environment Economic environment - India's trade relations  
with other countries - Government assistance for export.

35. ETHER - INTERNATIONAL BUSINESS

OBJECTIVES : To familiarise the students with key variables which apply  
to successfully conducting.

STRUCTURE : Structure of international business - their mission &  
values. Difference between MNC & International companies- Starting of  
resources in international companies, Research and development,  
Marketing strategies in International business  
Dealing with economic and practical stress

or 35 ENVIRONMENTAL MGT.

- a) Environment protection, conservation. Preservation and development.
- b) behavioural dimensions of Environment mgt.
- c) The specific areas to be studies include, internalia.  
Environmental pollution- Noise, air and water.
- d) Social forestry - issues concerning deforestation and afforestation.
- e) environmental Law/Legal aspects and constitutional provisions available for preserving the environment.

#### ENVIRONMENT MGT.

Significance of environment Management - Brode outline of national environment - policy Definition of Environment with particular reference to mgt. Environmental issues relevant to India. Present status of of Environment management.

#### OR 35. MANAGEMENT OF CO-OPERATIVE

OBJECTIVE : To acquaint the students with problems and practice of co-operative mgt. in conformity with co-operative principle & law.

- 1. Historical perspective of co-operative movement. Different type of co-operative credit consumers. Agro processing, food processing. Industrial & Housing etc.
- Commonality of approach in respect of corporate & co-operative etc.
- Commonality of approach in respect of corporate & co-operative sectors & specific problems related to co-operatives.

#### OR 35. entrepreneurship mgt.

objective : To equip the participants with the skills of development and managing an enterprise in different environment.

#### SYLLABUS :

- 1. Concept of Entrepreneurship and emergence of entrepreneurial class; Theories of entrepreneurship. Characteristics of entrepreneurial leadership, risk taking, decision taking and business planning.
- 2. Analysis of business opportunities Environmental scanning, sectoral studies, process of generating business ideas, screening and selection.
- 3. techno economic feasibility studies Development detailed project report for implementation.
- 4. Training for entrepreneurship development.
- 5. Entrepreneurial behaviour, techno economics innovation and entrepreneurship, socio psychological factors influencing entrepreneurship development.

### 36. FINANCIAL SERVICES

#### A) MARKETING AND PROMOTION -15 SESSIONS

##### Marketing :

1. The distinctive features of the financial service industry from a marketing perspective.
2. Competition, the environment, relevant legislation, effect of demographics, consumerism, components of change & strategic implication, impact of technology on the organisation and customers.
3. Customer behaviour and market segmentation, consumer behaviour and attitudes, types of market segmentation, implications of segmentation.

##### PROMOTION :

- 1) Advertising and communication - advertising channels, promotions and personal selling.
2. Background of Today's advertising- Roles of Advertising - Advertising spiral.
3. Target marketing - positioning - segmentation.
4. Marketing services - intangibility - perishability - Difference between products and services.
5. different institutions and services - financial sector- public issues - credit cards- ATM - personalised banking international versus domestic.
6. Managing the advertising - advertising Agency- Organising- full service Advertising agency.

#### B) PORTFOLIO MANAGEMENT (THEORY OF DIVERSIFICATION)

##### a) PORTFOLIO MANAGEMENT (THEORY OF DIVERSIFICATION)

##### PORTFOLIO MGT. IN THEORY

Risk and Return - return and risk for a single security - risk and return for a portfolio of securities - Principles of Portfolio construction- random walk theory and stock price - the Capital Asset pricing model - systematic and Unsystematic Risk - Efficient diversification

##### PORTFOLIO ANALYSIS

Scope - markovitz theory - Efficient frontier - Sharpe Idea - Index, Treynor Index - Illustration.

##### PORTFOLIO MGT. - SOME PRACTICAL ASPECTS.

Timing of investment decisions - investment techniques and attitudes - blue chips and growth stocks - personal - investment - risk preference- personal portfolio strategy- institutional portfolio mgt. - Commercial bank & Life.

## PORTFOLIO SELECTION AND INTERNATIONAL DIVERSIFICATION

Scope - types of investors - finding cut - off Rate- efficient frontier and portfolio selection - borrowing and lending factor and efficient frontier

## TECHNIQUES OF PORTFOLIO REVISION

Scope - formula plans - constant rupee value- constant ratio- variable ratio- rupee cost averaging.

## FLEXIBLE MODEL ON INDIVIDUAL

Portfolio mix and an optional portfolio mix.

### b) INVESTMENT ANALYSIS :

#### NATURE AND SCOPE OF INVESTMENT MGT.

what is investment? financial and economic meaning of investment - investment, gambling and speculation - why investments are important- features of an investment programme.

#### INVESTMENT OBJECTIVE AND RISKS

objective of investment - forms of investment - risks of instment.

#### EVALUATING RETURN AND RISK

what is return ? arithmetic average return versus geometric average return - expected rate of return- risk - types of risk - beta coefficient.

#### INVESTMENT ENRICHMENT

suggestions and Guidelines for effective investment for a successful investor - steps to become a present investor for corporate securites - measure for promoting healthy sustained development of the investment market.

### 37 ) SPECIAL STUDIES/DEVELOPMENT (IN MARKETING) (PROJECT)

#### OPTIONAL GROUP - FINANCE

#### 34. DEVELOPMENT BANKING

1. The concept of development banking as distinguished from commercial banking evolution of development banking and growth and structure of development banking institutions in India. Role of development banking institutions in formulation of appropriate action oriented programmes to achieve national development objectives.

2. Appraisal for term lending consideration of various aspects of project appraisal viz. demand and market analysis, technical aspects, financial aspects

3. Development of backward area, various financial incentives available for setting up of industries in backward areas and concept of growth centres.

4. Perspective planning in development banks.

TEACHING METHODOLOGY : Lectures and group assignments.

### 35) EITHER - INTERNATIONAL BUSINESS

OBJECTIVES : To familiarise the students with key variables which apply to successfully conducting.

STRUCTURE : Structure of international business - their missions & values. difference between MNC & international companies - starting of resources in international companies. Research and development. Marketing strategies in international business.

### OR 35. ENVIRONMENTAL MGT.

- a) Environment Protection, conservation, Preservation and development
- b) Behavioural dimensions of Environment Mgt.
- c) The specific areas to be studied include, inter-alia.
- d) Social forestry - issues concerning deforestation and afforestation.

### ENVIRONMENT MGT.

Significance of environment mgt. - Broad outline, National environment - Policy definition of environment with particular reference to mgt. Environment issues relevant to India. Present status of Environment mgt. Major issues, scope of environment mgt. Role function of the government as a planning

### OR 35) MANAGEMENT OF CO-OPERATIVE

OBJECTIVE : To acquaint the students with problems and practice of co-operative mgt. in conformity with co-operative principle & Law.

1. Historical perspective of co-operative movement different types of co-operative credit consumer, Agro processing, food processing.

2) Functions of co-operative

Through co-operative credit structure and other institutions. financing agencies. Role of RBI NABARD IDBI



## OR 35 ENTREPRENEURSHIP MANAGEMENT

**OBJECTIVE :** To equip the participants with the skills development and managing in enterprise in different environments.

### SYLLABUS :

- 1) concepts of entrepreneurship and emergence, entrepreneurial class; Theories entrepreneurship, characterisation, entrepreneurial leadership, risk taking, decision taking and business planning.
2. Techno economic feasibility studies Developing detailed project report for implementation.
3. Training for entrepreneurship development.

### 36. FINANCIAL SERVICES

#### A) MARKETING AND PROMOTION - MARKETING :

- 1) The distinctive features of the financial services industry from a marketing perspective.
2. Customer behaviour and market segmentation, consumer behaviour and attitudes, types of market segmentation.
3. Organisation structure around key markets, branch location and distribution.
4. Product development and pricing.

#### PROMOTION :

1. Advertising communication - advertising channels, promotions and personal selling.
2. Background of Today's advertising - role of advertising, advertising spiral.
3. Target marketing - Positioning - segmentation.
4. Marketing services - intangibility- Perishability - Difference between products and services.

## OR 35) ENVIRONMENTAL MGT.

1. Environment protection, Conservation, Preservation development.
- 2) Behavioural dimensions of environment mgt.
3. The specific areas to be studied include, inter-alia. environmental pollution- noise, Air and water
4. Social forestry - issues concerning deforestation and afforestation.
5. Global/ international environmental issues.

## ENVIRONMENT MANAGEMENT

Significance of Environment mgt- Broad outline, National environment-policy definition of environment with particular reference to mgt. Environment issues relevant to India  
Present status of environment mgt.  
OR 30) MANAGEMENT OF CO-OPERATIVE

OBJECTIVE : To acquaint the students with problems and practice of co-operative mgt. in conformity with co-operative principles & in-

1. Historical perspective of co-operative movement. Different types of co-operative credit consumer Agro processing, food processing, industrial housing etc.

Commonality of approach in respect of corporate sector & specific problems related co-operatives.

## OR 35) ENTREPRENEURSHIP MANAGEMENT

OBJECTIVE : To equip the participant with the skills for developing and managing an enterprise in different environments.

SYLLABUS : 1) concept of Entrepreneurship and emergence, entrepreneurial class; Theories, entrepreneurship. Characteristics, entrepreneurial leadership, risk taking, decision taking and business planning.  
2. Analysis of business opportunities Environmental scanning.  
3. Techno economic feasibility studies development detail project report for implementation.  
4. Training for entrepreneurship development.

## 36) FINANCIAL SERVICES

### A) MARKETING AND PROMOTION

#### MARKETING

- 1) The distinctive features of the financial services industry from a marketing perspective.
2. Customer behaviour and market segmentation. consumer behaviour and attitudes, types of market segmentation, implications of segmentation.
3. Organisation structure around key markets, branch location and distribution.
4. Product development and pricing.-

## PROMOTION :

1. Advertising and communication - advertising channels, promotions and personal selling.
2. Background of Today's Advertising - Role of Advertising, Advertising spiral.
3. Target Marketing - positioning-segmentation.
4. Marketing services - Intangibility - Perishability - Difference Between Products and services.

## B) PORTFOLIO MANAGEMENT AND INVESTMENT MANAGEMENT

### PORTFOLIO MANAGEMENT IN THEORY

Risk and return - return and risk for a single security - risk and return for a securities - principles of portfolio construction - random walk theory and stock prices - the capital Asset Pricing model - systematic as Unsystematic risk

### PORTFOLIO ANALYSIS

Scope - Markovitz theory - Efficient frontier - Sharpe idea - index, Traynor Index-Illustration.

### PORTFOLIO MANAGEMENT - SOME PRACTICAL ASPECTS

Timing of investment decisions - investment techniques attitudes - blue chips and growth stocks - personal investment - Risk preference - Personal Portfolio strategy Institutional Portfolio management - Commercial Bank & Insurance company - Investment trusts - Development Banks.

### PORTFOLIO SELECTION AND INTERNATIONAL DIVERSIFICATION

Scope - Types of Investors - finding Cut-off Rate - Efficient frontier and Portfolio selection - Borrowing lending factor and efficient frontier.

### TECHNIQUES OF PORTFOLIO REVISION

Scope - Formulation plans - constant Rupee value - Const Ration - Variable Ration - Rupee cost averaging.

### FLEXIBLE MODEL ON INDIVIDUAL

Portfolio mix and an optimal Portfolio mix.

### b) INVESTMENT ANALYSIS

## NATURE AND SCOPE OF INVESTMENT MANAGEMENT

What is investment ? Financial and economic Meaning of investment-Investment, Gambling and Speculation-Why investments-and important - Features of an Investment Programme - Investment Management framework - Historical Development of Investment Management.

### INVESTMENT OBJECTIVES AND RISKS

Objectives of Investment - Forms of Investment - Risks of Investment

### EVALUATING RETURN AND RISK

What is return ? Arithmetic Average Return versus geometric Average Return-Expected Rate of return-Risk and the Risk - Return - Trade off - Measuring Risk - Types of Risk- Beta coefficient.

### INVESTMENT ENRICHMENT

Suggestions and Guidelines for effective Investment for a successful Investor-Steps to become a presen investor for corporate securities - Measure for promoting healthy sstained development of the investment market -Suggestions for building an optimal Portfolio mix - Qualities for successful investor- Guidelines for Basic Investment and Fixed Omvestment -equity Investment -General Guidelines.

## 37) SPECIAL STUDENTS/DEVELOPMENTS (IN FINANCE) (PROJECT)

### OPTIONAL GROUP - PERSONNEL

#### 34 ORGANISATIONAL DEVELOPMENT :

OBJECTIVE : Development effective organisation through proper understanding of organisational Dynamics.

SYLLABUS : Organisational Diagnosis - Methodoly to assess the stated existing organisation.

Organisational climate - culture.

Organisational transformation

The role of sensitivity training, transactional analysis, and grid training in organistational development.

#### 35) ETHER - INTERNATIONAL BUSINESS

OBJECTIVE : To familiarise the students with key variables whcih apply to successfully conducting.

STRUCTURE : Structure of International business - their missions & values. Difference between MNC & International companies - Starting of resources in international companies . Research and development, Marketing Strategies in International business Dealing with economic and practical stress - Legal issues.

### 35) ENVIRONMENTAL MANAGEMENT

- a) Environment Protection, conservation, Preservation and Development.
- b) Behavioural dimensions of Environment Management.
- c) The specific areas to be studies include, inter-alia.  
Environmental pollution - Noise, Air and Water.
- d). Social forestry-issues concerning, dumping, disposal afforestation.

#### ENVIRONMENT MANAGEMENT

Significance of Environment management- Broad outline of national environment - Policy definition of environment with particular reference to mgt. Environmental issues relevant to India. Major issues, scope of environment mgt. Role and function of the government as a planning, organising.

### OR 35) MANAGEMENT OF CO-OPERATIVE

OBJECTIVE : To acquaint the students with problems and practicing of co-operative mgt. in conformity with co-operative principle & law.

- a) Historical perspective of co-operative movement different types of co-operative credit consumers, Agro processing, food processing, industrial housing etc.

Function of co-operative : Through co-operative credit structure and other institutions, financing agencies. role of RBI NABARD IDBI.

### OR 35) ENTREPRENEURSHIP MANAGEMENT

OBJECTIVE : To equip the participants with the skills of development and managing an enterprise in different environment.

#### SYLLABUS :

- 1) Concept of entrepreneurship and emergence of entrepreneurial class; Theories of entrepreneurship. Characteristics of entrepreneurship.
2. Analysis of business opportunities Environmental scanning, sectoral studies, process of generating business idea,
3. Techno economic feasibility studies development detailed project report for implementation.
4. Training for entrepreneurship development.

### 36) FINANCIAL SERVICES

## A) MARKETING AND PROMOTION

### MARKETING :

1. The distinctive features of the financial services industry from a marketing perspective.
2. Organisation structure around key markets, branches, location and distribution.
3. Product development and pricing.

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1. Advertising and communication - advertising channels, promotions and personal selling.
2. Background of Today's Advertising - Role of Advertising - Advertising Special.
3. Target marketing - positioning - segmentations.
4. Marketing services - Intangibility - perishability difference between products and services.
5. Creative - client Brief - Advertising research - Research positioning.

## B) PORTFOLIO MANAGEMENT AND INVESTMENT

### a) PORTFOLIO MANAGEMENT (THEORY OF DIVERSIFICATION)

#### PORTFOLIO MANAGEMENT IN THEORY

Risk and return - Return and Risk for a single security. Risk and return for a portfolio of securities - principles of portfolio construction - Random Walk theory and stock prices - The Capital Asset Pricing Model - Systematic and Unsystematic Risk

#### PORTFOLIO ANALYSIS

Scope - Markovitz-efficient Frontier - Sharpe Ratio - Index - Treynor index - Illustration.

#### PORTFOLIO MANAGEMENT - SOME PRACTICAL ASPECTS

Timing of investment Decisions - Investment Techniques and Attitudes - Blue Chips and Growth Stocks - Personal Investment - Risk Preference - Personal Portfolio Strategy. Institutional Portfolio Management - commercial Bank & Life Insurance company.

#### PORTFOLIO SELECTION AND INTERNATIONAL DIVERSIFICATION

Scope - types of Investors - Finding Cut-off Rate Efficient Frontier and portfolio Selection - Borrowing and Lending Factor and efficient frontier - International Diversification.

## TECHNIQUES OF PORTFOLIO REVISION

Scope - Formula plans - constant Rupee Value - constant Ratio - Variable ratio.

## FLEXIBLE MODEL ON INDIVIDUAL

Portfolio Mix and an Optimal Portfolio Mix.

## b) INVESTMENT ANALYSIS

### NATURE AND SCOPE OF INVESTMENT MANAGEMENT

What is Investment? Financial and Economic Meaning of Investment - Investment, Gambling and speculation - why investments are important - Features of an investment programme- Investment mgt. framework.

### INVESTMENT OBJECTIVES AND RISK

What is Return? arithmetic Average Return versus geometric Average Return - Expected Rate of Return - Risk and the risk-Return - Trade off- Measuring Risk - Types of Risk- Beta Coefficient.

### INVESTMENT ENRICHMENT

Suggestions and Guidelines for effective Investment for a successful Investor- Steps to become a present investor for corporate securities - Measure for promoting healthy sustained development of the investment market

## 37) SPECIAL STUDIES/DEVELOPMENTS (IN PERSONNEL) (PROJECT)

### OPTIONAL GROUP - OPERATIONS

## 34) PROJECT MANAGEMENT

1. Total project mgt- concept, relationship with other function and other organisations, organising for project management- matrix organisation.
2. Project Identification - scouting for project ideas and promoters, Identification of investment opportunities.
3. Locational Decisions - Objectives, factors affecting location, concept of Industrially Backward Area, Incentives available for appropriate location.
4. Project Appraisal - Market Appraisal, Demand Estimation and Forecasting Technical appraisal - Raw materials - technology product mix-plant capacity.

### 35) ETHER - INTERNATIONAL BUSINESS

**OBJECTIVE :** To familiarise the students with key variables which apply to successfully conducting.

**STRUCTURE :** Structure of International business - their missions & values. Difference between MNC & International companies - Starting of resources in international companies. Research and development, Marketing Strategies in International business Dealing with economic and practical stress - Legal issues.

### 35) ENVIRONMENTAL MANAGEMENT

- a) Environment Protection, conservation, Preservation and Development.
- b) Behavioural dimensions of Environment Management.
- c) The specific areas to be studied include, inter-alia, Environmental pollution - Noise, Air and Water.
- d) Social forestry-issues concerning, dumping, disposal afforestation.

#### ENVIRONMENT MANAGEMENT

Significance of Environment management- Broad outline of national environment - Policy definition of environment with particular reference to mgt. Environmental issues relevant to India. Major issues, scope of environment mgt. Role and function of the government as a planning, organising.

### OR 35) MANAGEMENT OF CO-OPERATIVE

**OBJECTIVE :** To acquaint the students with problems and practicing a co-operative mgt. in conformity with co-operative principle & law.

- a) Historical perspective of co-operative movement different types of co-operative credit consumers, Agro processing, food processing, industrial housing etc.

**Function of co-operative :** Through co-operative credit structure and other institutions, financing agencies, role of RBI NABARD IDBI.

### OR 35) ENTREPRENEURSHIP MANAGEMENT

**OBJECTIVE :** To equip the participants with the skills of development and managing an enterprise in different environment.

#### SYLLABUS :

- 1) Concept of entrepreneurship and emergence of entrepreneurial class; Theories of entrepreneurship. Characteristics of entrepreneurship.
2. Analysis of business opportunities Environmental scanning. sectoral studies, process of generating business idea.



3. Techno economic feasibility studies development detailed project report for implementation.
4. Training for entrepreneurship development.

### 36) FINANCIAL SERVICES

#### A) FMARKETING AND PROMOTION

##### MARKETING :

1. The distinctive features of the financial services industry from a marketing perspective.
2. Organisation structure around key markets, branch location and distribution.
3. Product development and pricing.

1. Advertising and communication - advertising channels, promotions and personal selling.
2. Background of Today's Advertising - Role of Advertising - Advertising Sprial.
3. Target marketing - positioning- segmentations.
4. Marketing services- Intangibility - perishability difference between products and services.
5. Creative - client Brief- Advertising research - Research positioning.

#### B) PORTFOLIO MANAGEMTN AND INVESTMENT

##### a) PORTFOLIO TO MANAGEMTN ( THEORY OF DIVERSIFICATION )

##### PORTFOLIO MANAGEMENT IN THEORY

Risk and return - Return and Risk for a single security. Risk and return for a portfolio of securities - principles of portfolio construction - Random Walk theory and stock prices - The capital Asset pricing Model - Systematic and Unsystematic Risk

##### PORTFOLIO ANALYSIS

Scope - Markovitz-efficient Frontier- Sharpe Ratio - Index, Traynor index - illustration.

##### PORTFOLIO TO MANAGEMENT - SOME PRACTICAL ASPECTS:

Fiming of investment Decisions - Investment Techniques and Attitudes - Blue Chips and Growth Stocks - Personal Investment - Risk Preference- Personal Portfolio Strategy. Institutional Portfolio Management - commercial Bank & Life Insurance company.

## PORTFOLIO SELECTION AND INTERNATIONAL DIVERSIFICATION

Scope - Types of Investors - Finding Cut-off Rate Efficient Frontier and Portfolio Selection - Borrowing and Lending Factor and Efficient Frontier - International Diversification.

## TECHNIQUES OF PORTFOLIO REVISION

Scope - Formula plans - constant Rupee Value - constant Ratio - Variable Ratio.

## FLEXIBLE MODEL ON INDIVIDUAL

Portfolio Mix and an Optimal Portfolio Mix.

## b) INVESTMENT ANALYSIS

### NATURE AND SCOPE OF INVESTMENT MANAGEMENT

What is Investment? Financial and Economic Meaning of Investment - Investment, Gambling and speculation - why investments are important - Features of an investment programme - Investment mgt. framework.

### INVESTMENT OBJECTIVES AND RISK

What is Return? Arithmetic Average Return versus geometric Average Return - Expected Rate of Return - Risk and the risk-Rate - Trade-off - Measuring Risk - Types of Risk - Beta Coefficient.

## INVESTMENT ENRICHMENT

Suggestions and Guidelines for effective investment for a successful Investor - Steps to become a present investor for corporate entities - Measure for promoting healthy sustained development of the investment market

## 37) SPECIAL STUDIES/DEVELOPMENTS (IN PERSONNEL) (PROJECT)

### OPTIONAL GROUP - OPERATIONS

## 34) PROJECT MANAGEMENT

1. Total project mgt- concept, relationship with other institutions and other organisations. organising for project management - matrix organisation.
2. Project identification - scouting for project ideas and promoters, identification of investment opportunities.
3. Locational Decisions - Objectives, factors affecting location, concept of Industrially Backward Areas, Incentives available for appropriate location.
4. Project Appraisal - Market Appraisal, Demand Estimation and Forecasting Technical appraisal - Raw materials - technology product mix-plant capacity.

### 35) ETHER - INTERNATIONAL BUSINESS

**OBJECTIVE :** To familiarise the students with key variables which apply to successfully conducting.

**STRUCTURE :** Structure of International business - their missions & values. Difference between MNC & International companies - Starting of resources in international companies. Research and development, Marketing Strategies in International business Dealing with economic and practical stress - Legal issues.

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- a) Environment Protection, conservation, Preservation and Development.
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#### ENVIRONMENT MANAGEMENT

Significance of Environment management- Broad outline of national environment - Policy definition of environment with particular reference to mgt. Environmental issues relevant to India. Major issues, scope of environment mgt. Role and function of the government as a planning, organising.

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- a) Historical perspective of co-operative movement: different types of co-operative credit co-ops, Agro processing, food processing, industrial housing etc.

Function of co-operative : Through co-operative credit structure and other institutions, financing agencies, role of RBI NABARD IDBI.

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3. Techno economic feasibility studies development detailed project report for implementation.
4. Training for entrepreneurship development.

### 36) FINANCIAL SERVICES

#### A) FMARKETING AND PROMOTION

##### MARKETING :

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1. The distinctive features of the financial services industry from a marketing perspective.

2. Organisation structure around key markets, branch location and distribution.

3. Product development and pricing.

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2. Background of Today's Advertising - Role of Advertising - Advertising Serial.

3. Target marketing - positioning- segmentations.

4. Marketing services- Intangibility - perishability difference between products and services.

5. Creative - client Brief- Advertising research - Research positioning.

#### B) PORTFOLIO MANAGEMENT AND INVESTMENT

##### a) PORTFOLIO TO MANAGEMENT ( THEORY OF DIVERSIFICATION )

###### PORTFOLIO MANAGEMENT IN THEORY

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###### PORTFOLIO ANALYSIS

Scope - Markovitz-efficient Frontier- Sharpe Ratio - Index, Treynor index - Illustration.

###### PORTFOLIO TO MANAGEMENT - SOME PRACTICAL ASPECTS

Firming of investment Decisions - Investment Techniques and Attitudes - Blue Chips and Growth Stocks - Personal Investment - Risk Preference- Personal Portfolio Strategy. Institutional Portfolio Management - commercial Bank & Life Insurance company.

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Scope - Types of Investors - Finding Cut-off Rate Efficient Frontier and portfolio Selection - Borrowing and Lending Factor and Efficient frontier - International Diversification.

## TECHNIQUES OF PORTFOLIO REVISION

Scope - Formula plans - constant Rupee Value - constant Ratio - Variable ratio.

### FLEXIBLE MODEL ON INDIVIDUAL

Portfolio Mix and an Optimal Portfolio Mix.

### b) INVESTMENT ANALYSIS

#### NATURE AND SCOPE OF INVESTMENT MANAGEMENT

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#### INVESTMENT ENRICHMENT

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### 37) SPECIAL STUDIES/DEVELOPMENTS (IN PERSONNEL) (PROJECT)

#### OPTIONAL GROUP - OPERATIONS

### 34) PROJECT MANAGEMENT

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2. Project identification - scouting for project ideas and promoters, identification of investment opportunities.

3. Locational Decisions - Objectives, factors affecting location, concept of Industrially Backward Area, incentives available for appropriate location.

4. Project Appraisal - Market Appraisal, Demand Estimation and Forecasting Technical appraisal - Raw materials - technology product mix-plant capacity.