# Course Structure of M.B.A. Programme in Pondicherry University

## MBA Course Structure

### Semester - I

<table>
<thead>
<tr>
<th>Subject</th>
<th>Credit</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Processes</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Organisational Behaviour</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Managerial Economics</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Accounting for Managers</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Statistics &amp; Research Methodology</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Business Environment</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Managerial Communication</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Computer Softwares</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Comprehensive Viva-Voce</td>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>26</td>
<td>850</td>
</tr>
</tbody>
</table>

### Semester - II

<table>
<thead>
<tr>
<th>Subject</th>
<th>Credit</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Financial Management</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Operations Research</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Business Law</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Marketing Management</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Operations Management</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Human Resources Management</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Management Information Systems</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Comprehensive Viva-Voce</td>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>26</td>
<td>850</td>
</tr>
</tbody>
</table>

### Semester - III

<table>
<thead>
<tr>
<th>Subject</th>
<th>Credit</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Management</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Business Ethics &amp; Corporate Governance</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Quality Management</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Management Control Systems</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Functional Electives (4)</td>
<td>12</td>
<td>400</td>
</tr>
<tr>
<td>Summer Projects (8 Weeks) (100 Marks for thesis + 50 Marks for Project Viva)</td>
<td>5</td>
<td>150</td>
</tr>
<tr>
<td>Comprehensive Viva-Voce</td>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>31</td>
<td>1000</td>
</tr>
</tbody>
</table>

### Semester - IV

<table>
<thead>
<tr>
<th>Subject</th>
<th>Credit</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Systems Management</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>International Business</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Functional Electives (4)</td>
<td>12</td>
<td>400</td>
</tr>
<tr>
<td>Project Work (10 Weeks) (150 Marks for thesis + 50 marks for Project Viva)</td>
<td>6</td>
<td>200</td>
</tr>
<tr>
<td>Comprehensive Viva-Voce</td>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>26</td>
<td>850</td>
</tr>
</tbody>
</table>

- Total Number of Credits: 109
- Total marks: 3,550
- Total Number of theory paper: 30
- Total Number of Comprehensive Viva: 4
- Number of projects: 2
LIST OF ELECTIVES

MARKETING

- INTERNATIONAL MARKETING
- MARKETING RESEARCH FOR BUSINESS MANAGEMENT
- INTERNET MARKETING
- ADVERTISING & SALES PROMOTION MANAGEMENT
- CUSTOMER RELATIONSHIP MANAGEMENT
- CONSUMER BEHAVIOUR
- SALES & DISTRIBUTION MANAGEMENT
- SERVICES MARKETING
- RETAIL MANAGEMENT
- INDUSTRIAL MARKETING
- MARKETING RESEARCH AND INFORMATION SYSTEMS
- MARKETING FOR NON-PROFIT ORGANISATIONS

FINANCE

- FINANCIAL ENGINEERING
- RISK MANAGEMENT AND INSURANCE
- FINANCIAL SERVICES MANAGEMENT
- SECURITY ANALYSIS & PORTFOLIO MANAGEMENT
- STRATEGIC COST MANAGEMENT
- INTERNATIONAL FINANCE
- BANKING & INDIAN FINANCIAL SYSTEM
- CORPORATE FINANCE
- CORPORATE TAX MANAGEMENT
- INFRASTRUCTURE FINANCE
- ENVIRONMENTAL ACCOUNTING & COSTING
- WORKING CAPITAL MANAGEMENT
- BUSINESS ACCOUNTING & ADVANCED FINANCIAL MANAGEMENT
- FINANCIAL MARKETS & SERVICES
- STRATEGIC FINANCIAL MANAGEMENT

HUMAN RESOURCE MANAGEMENT

- GLOBAL HR PRACTICES
- HRIS (HR INFORMATION SYSTEM)
- CROSS CULTURE MANAGEMENT
- LABOUR LEGISLATION AND ADMINISTRATION
- COMPENSATION MANAGEMENT
- MANAGEMENT OF CHANGE AND DEVELOPMENT
- INDUSTRIAL RELATIONS MANAGEMENT
- HRM IN KNOWLEDGE BASED ORGANIZATION
• TRAINING AND DEVELOPMENT
• QUALITY PERFORMANCE MANAGEMENT
• TECHNOLOGY FOR PERSONAL PRODUCTIVITY MANAGEMENT

OPERATIONS

• ADVANCED PRODUCTION MANAGEMENT
• COMPUTER SIMULATION
• TOTAL QUALITY MANAGEMENT
• SUPPLY CHAIN MANAGEMENT
• ADVANCED MATERIALS MANAGEMENT
• SERVICE OPERATIONS MANAGEMENT

SYSTEMS

• SOFTWARE ENGINEERING MANAGEMENT
• DATABASE MANAGEMENT SYSTEMS
• SYSTEMS ANALYSIS AND DESIGN
• SOFTWARE PROJECT MANAGEMENT
• DECISION SUPPORT SYSTEMS
• OBJECT-ORIENTED PROGRAMMING WITH C++
• E-COMMERCE
• VISUAL BASIC FOR BUSINESS APPLICATIONS

GENERAL

• ENTREPRENEURSHIP DEVELOPMENT
• CRISIS MANAGEMENT
M.B.A. (REGULAR) DEGREE PROGRAMME

REGULATIONS (2006)

1. Duration of the Course: 2 Years

For the M.B.A. Programme Offered in University Department:

1. **Examinations**: End semester examinations only under CBCS Scheme comprising of internal question paper setting and double valuation by the course teacher and an external examiner for each subject. If the difference between the two valuations is more than 15% the script will be evaluated by a third subject expert from the University and the mark awarded by that expert will be the final.

2. **Proportion of marks between internal evaluation and external evaluation for subjects**: 50:50

3. **Guidelines for awarding mark for project works**:
   - **Summer Project**: Marks for Thesis awarded by Guide: 100 Marks
     Marks for Project Viva awarded by Guide & External Expert: 50 Marks
   - **IV Semester Project**: Marks for Thesis awarded by Guide: 150 Marks
     Marks for Project Viva awarded by Guide & External Expert: 50 Marks

4. **Passing condition**: The student should have a minimum of 25 marks in University Examination and a minimum total of 50 marks in Internal and University Examinations put together each in theory subject. Wherever there is no internal component, the student should have a minimum of 50% marks in the University Examination.

5. **Question paper pattern**:

   Time: 3 Hours
   Maximum Marks: 100

   **PART A**: 5 x 4 = 20 Marks
   Answer any FIVE Questions out of EIGHT Questions
   Question 1 to Question 8

   **PART B**: 5 x 12 = 60 Marks
   Question 9 or Question 10
   Question 11 or Question 12
   Question 13 or Question 14
   Question 15 or Question 16
   Question 17 or Question 18

   **PART C (1 x 20 = 20 Marks)**
   Question 19: COMPULSORY (Case/Problem depending upon the subject)
6. **Maximum number of years permitted after completion of Semester IV to write arrear subjects:**

   a) Two years under the new regulation which will come into effect from July 2006.

   b) **Old Regulation Students:** *who have arrears for many years after completing the programme, that is after 2 year of stay (A cut-off date to permit them to write arrear subjects)*

      i) Batches completed on or before April 2005 should pass all the subjects on or before April 2007
      ii) Batch admitted during July 2004 should pass all the subjects on or before April 2008
      iii) Batch admitted during July 2005 should pass all the subjects on or before April 2009

7. **Guidelines to deal with attendance shortage students:**

   The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).

For the M.B.A. Programme Offered in Affiliated Colleges:

1. **Examinations:** Question paper setting, valuation(double valuation) will be fully taken care of by the Controller of Examinations Office, Pondicherry University.

   The panel of Question Paper setters and the panel of Examiners for evaluation will be suggested by the University Department.

   If the difference between the two valuations is more than 15% the script will be evaluated by a third subject expert and the mark awarded by that expert will be the final.

2. **Proportion of marks between internal evaluation and external evaluation for subjects: 50:50**

3. **Guidelines for awarding mark for project works:**

   **Summer Project:** Marks for Thesis awarded by Guide: 100 Marks
   Marks for Project Viva awarded by Guide & External Expert: 50 Marks

   **IV Semester Project:** Marks for Thesis awarded by Guide: 150 Marks
   Marks for Project Viva awarded by Guide & External Expert: 50 Marks

4. **Passing condition:** The student should have a minimum of 38 marks in University Examination and a minimum total of 50 marks in Internal and
University Examinations put together each in theory subject. Wherever there is no internal component, the student should have a minimum of 50% marks in the University Examination.

5. **Question paper pattern:**

   **Time:** 3 Hours  
   **Maximum Marks:** 100

   **PART A: 5 × 4 = 20 Marks**
   Answer any FIVE Questions out of EIGHT Questions
   Question 1 to Question 8

   **PART B: 5 × 12 = 60 Marks**
   Question 9 or Question 10  
   Question 11 or Question 12  
   Question 13 or Question 14  
   Question 15 or Question 16  
   Question 17 or Question 18

   **PART C (1 × 20 = 20 Marks)**
   Question 19: COMPULSORY (Case/Problem depending upon the subject)

6. **Maximum number of years permitted after completion of Semester IV to write arrear subjects:**

   a) Two years under the new regulation which will come into effect from July 2006.

   b) **Old Regulation Students:** who have arrears for many years after completing the programme, that is after 2 year of stay (A cut-off date to permit them to write arrear subjects)

      i) Batch admitted during July 2005 should pass all the subjects on or before April 2009

7. **Guidelines to deal with attendance shortage students:**

   The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).
MANAGEMENT PROCESSES

OBJECTIVES
The course aims at
• Providing conceptual understanding of management concepts
• Familiarising the students with the contemporary issues in management, and
• Enabling them to apply the concepts in the Management organization

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

TEXT BOOKS:

REFERENCES
2. Stoner & Wankel: MANAGEMENT, Prentice-Hall.
3. Peter F. Drucker: PRACTICE OF MANAGEMENT, Pan Books
5. Important Business Magazines like Business India, Business World and Fortune International
ORGANISATIONAL BEHAVIOUR

OBJECTIVES

- To understand human behaviour in different dimensions
- To appreciate the factors influencing the behaviour
- To develop behavioural skills to be used in the work place

UNIT-I
1. Introduction to Organisational Behaviour.

UNIT-II
5. Motivation and Job Performance.
6. Values, Attitudes and Beliefs.
7. Stress Management.

UNIT-III
8. Group Dynamics.
9. Leadership.

UNIT-IV
12. Organisational Climate and Culture.
13. Organisational Change and Development.

UNIT-V
15. Research in ORganisational Behaviour.

TEXT BOOKS:

1. Fred Luthans: ORGANISATIONAL BEHAVIOUR.

REFERENCES

1. Robbins: ORGANISATIONAL BEHAVIOUR.
2. Kolasa: ORGANISATIONAL BEHAVIOUR
3. R.S. Dwivedi: HUMAN RELATIONS AND ORGANISATIONAL BEHAVIOUR. 
S5. Hellriegel, Slocum & Woodman: ORGANISATIONAL BEHAVIOUR.
4. Joseph E. Champoux: ORGANISATIONAL BEHAVIOUR – ESSENTIAL TENETS FOR A NEW MILLENNIUM.
5. Hellriegel et al., ORGANIZATIONAL BEHAVIOUR.
6. Meshane and Van Glinow, ORGANIZATIONAL BEHAVIOUR.
MANAGERIAL ECONOMICS

- This course is intended to provide a basic foundation on the principles of managerial economics and to demonstrate the application of economic theory to business decisions.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

TEXT BOOKS:

2. Varshnavy and Maheashwary, MANAGERIAL ECONOMICS, Sultan and Chand

REFERENCES

4. Joel Dean, Managerial Economics
ACCOUNTING FOR MANAGERS

OBJECTIVES

• To acquaint the students with the fundamentals principles of financial, cost and management accounting.
• To enable the students to prepare, analyse and interpret financial statements.
• To enable the students to take decisions using management accounting tools.

UNIT-I


UNIT-II


UNIT-III


UNIT-IV

Marginal costing – assumptions – Cost Volume Profit Analysis – Breakeven Analysis – Key Factor – Profit Planning – Decisions involving Alternative Choices: Determination of sales mix, Exploring new markets and Make or Buy decisions (Problem for case study)

UNIT-V


TEXT BOOKS:

1. Hingorani, Ramanathan & Grewal: Management Accounting (Sultan Chand)
2. S.N. Maheswari: Management Accounting (Sultan Chand)

REFERENCES

1. R.N. Anthony: Management Accounting – Text and cases (Irwin)
2. B.K. Bhar: Cost Accounting (Academic Publishers)
STATISTICS AND RESEARCH METHODOLOGY

OBJECTIVES

• To enable the students to know about the information needs of Management.
• To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry.
• To introduce the Statistical Tools of Data Analysis and
• To enable them to conduct a Group Research Study and prepare the report.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V
RESEARCH REPORTS: Definition of Research Reports – Components of Research Report, Format of a Research Report, Pictures and Graphs, Introduction to SPSS.

TEXT BOOKS:

1. Kothari: RESEARCH METHODOLOGY, Vishvaprabakash Publisher
2. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice Hall of India, New Delhi, 2004

REFERENCES

1. Wilkinson & Bhandarkar: METHODOLOGY AND TECHNIQUES OF SOCIAL RESEARCH.
2. Pauline Vyoung: SCIENTIFIC SOCIAL SURVEYS AND RESEARCH
3. Festinger. L & D. Katz: RESEARCH METHODS IN BEHAVIOURAL SCIENCE.
4. Sellitz., et al: RESEARCH METHODS IN SOCIAL RELATIONS.
BUSINESS ENVIRONMENT

Course Objectives:
- To acquaint students with the issues of domestic and global environment in which business has to operate.
- To keep them alive to the environmental dynamic vis-à-vis business.
- To relate the Impact of Environment on Business in an integrative manner.
- To enable them to read, research and discuss the issues through written papers in class seminars.

UNIT-I
- The global transformation of organizations and Economic systems and the social, political and economic consequences of globalization.
- Business and Society in India.

UNIT-II
- Management Structure – Family Management to Professionalism.
- Sustainable development and the firm.

UNIT-III
- Liberalization, Privatization, Globalization, Competition and an overview of WTO.

UNIT-IV
- Infrastructure:
- International Relations – MNCS – Foreign Capital and Collaboration.

UNIT-V
- Global Trends in Business and Management.
- Trends in Indian Industry.
- The Capital Market Scenario.
- Future Perspective of Indian Industry and Management.

REFERENCES:


7. Others: Various publications on business and management.
MANAGERIAL COMMUNICATION

UNIT-I

Brief Overview of communication Concepts and types of communication; Interactive Communication and the role of communication in the job of managerial personnel at different organizational levels.

UNIT-II

Listening & Speaking – Concept & Mechanics; Listening & Responses and Non Verbal Communication; Business etiquette; Effective Presentation; Use of ICTES including Power Point Presentations.

UNIT-III

Communication Styles; Attitude & Communication; Persuasive Communication & Handling Negativity; Presentations to Hostile Audience – Exercises; Negotiating Skills; Interview skills.

UNIT-IV

Written Communication & Individual and Groups/Teams: Letters, reports and other executive & Managerial Communications; Group Decision Making; Intra & Inter Cultural Dimensions and Communication Mechanisms; Feed-back Mechanisms.

UNIT-V

Planning & Conduct of Meetings; Working with Stake-holders outside of the organization – Media, Social Leaders, Family Orientation to professional disposition of employees & their family members towards organization.

TEXT BOOKS:


Objective:
To introduce the basic concepts of Oracle, SPSS and Tally.

UNIT-I

Introduction to Oracle- SQL* Plus.

**FUNDAMENTALS OF PL/SQL:** Basics of PL/SQL – Advantage of PL/SQL – Structure and Data types of PL/SQL.

UNIT-II

**CONDITIONS AND LOOPS:** Basic control structure of IF Statement – IF THEN, IF THEN ELSE, IF THEN ELSIF – Loops – FOR, WHILE, LABELS & GOTO.

**CURSERS:** Cursors – Exceptions – Explicit Cursers – Implicit Cursers.

UNIT-III

**Subprograms and Packages:** Procedures – Functions – Packages.

**Database Triggers:** Types of Triggers – Enabling & Disabling Triggers – Table Operations – Database Trigger Privileges.

**Complex Data types:** Declaring Variables – Recording Variables – Declaring PL/SQL Table & PL/SQL Table Functions – Object Types – Varrays – Nested Table – Defining Collection Types.

UNIT-IV

Introduction to SPSS 14.0 – Reading Data – Using the Data Editor – Working with output – **STATISTICAL PROCEDURES:** Linear Regression – Chi-Square Test, ANOVA, Factor Analysis.

UNIT-V


TEXT BOOKS:

PROJECT MANAGEMENT

Objectives:
• To understand the concept of project and steps in project management.
• To enable the students to prepare business proposals.
• To enable the students to evaluate the technical feasibility, financial viability, market acceptability and social desirability of projects.
• To be effective as project managers and as part of project teams.


UNIT-II: Project feasibility studies: Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.


UNIT-IV: Developing a project plan: Developing the project network – constructing a project network (Problems) – PERT – CPM – crashing of project network – resource leveling and resource allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Project Control Process – control issues – project audits – the project audit process – project closure – team, team member and project manager evaluations.

UNIT-V: Managing versus leading a project - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.

TEXT BOOKS:
2. Gopalakrishnan P and Ramamoorthy, V.E., Project Management (Macmillan)

REFERENCES:
2. UNIDO SERIES on Project Management.
3. B.B. Goel, Project Management – Principles and Techniques (Deep and Deep)
FINANCIAL MANAGEMENT

Objectives:

- To know the various sources of finance.
- To understand the various uses for finance.
- To familiarize oneself with the techniques used in financial management.

UNIT-I:

UNIT-II:

UNIT-III:

UNIT-IV:
Policies – Inventory Management: Objectives of Inventory Management – Inventory Management Techniques.

UNIT-V


TEXT BOOK


REFERENCES:

OPERATIONS RESEARCH

Objectives:

- To introduce various optimization techniques of operations research.
- To facilitate the use of Quantitative Technique in various functional areas.

UNIT-I:

UNIT-II:
Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.

UNIT-III:
Shortest Path Problem, Floyd’s Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project network.

UNIT-IV:
Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal subdividing problems. Game Theory: Two Person Zero-sum Games, Graphical Solution of (2 × n) and (m × 2) Games, LP Approach to Game Theory.

UNIT-V
Introduction to Queuing Theory, Basic Waiting Line Models: (M/M/1):(GD/α/α), (M/M/1):(GD/N/α), (M/M/C):(GD/α/α), (M/M/C):(GD/N/α), Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.

TEXT BOOK:
Panneerselvam, R., OPERATIONS RESEARCH, Second Edition(Prentice-Hall of India, New-Delhi, 2006)

REFERENCES:

BUSINESS LAW

UNIT-I:
Contingent Contract – Quasi Contract – Performance – Discharge – Remedies to breach of
Contract.

UNIT-II:

UNIT-III:
Negotiable Instruments – Notes, Bills, Cheques – Crossing – Endorsement – Holder in due
Course – Contract of Agency.

UNIT-IV:
Company – Formation – Memorandum – Articles – prospective – Shares – Debentures –
Directors – Appointment – Powers and Duties.

UNIT-V
Company Administration – Borrowing Powers, Management and Administration, Meetings,
resolutions, Proceedings – Management – Accounts – Audit – Oppression and Mismanagement –
Winding up.

TEXT BOOK:

1. Kapoor, N.D.: ELEMENTS OF MERCANTILE LAW.

REFERENCES:

1. Maheswari & Maheswari: MERCANTILE LAW.
2. Shukla, S.M.: MERCANTILE LAW.
3. Ramiah: COMPANY LAW.
4. Avatarsingh: COMPANY LAW.
MARKETING MANAGEMENT

OBJECTIVES
- To understand the conceptual foundations of Marketing Management as a functional area of business.
- To understand the application of marketing concepts in making strategic decisions.

UNIT-I

UNIT-II

UNIT-III
MARKETING MIX DECISIONS: Product decisions: Differentiation, Branding, New product decisions - Pricing decisions - Marketing Channel and distribution strategy, sales force management decisions - Marketing Communications: Advertising and sales promotion decisions.

UNIT-IV
Marketing organization - Marketing Control - Marketing Research and the Marketing Information System.

UNIT-V

REFERENCES
4. Cravens, Hills and Woodruff: MARKETING MANAGEMENT
5. Rachman: MARKETING TODAY
6. William J. Stanton: FUNDAMENTALS OF MARKETING.
7. Buell : MARKETING MANAGEMENT.
8. Ramesh Kumar: MARKETING NUGGETS
9. Cundiff, Still, Govronni: FUNDAMENTALS OF MARKETING.
OPERATIONS MANAGEMENT

Objectives:

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organisations.

UNIT-I:


UNIT-II:


Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model, Implementation of Inventory Systems, P & Q system of Inventory.

UNIT-III:


UNIT-IV:


UNIT-V:


TEXT BOOK:

Panneerselvam, R., PRODUCTION AND OPERATIONS MANAGEMENT, Second Edition (Prentice-Hall of India, New-Delhi, 2005)

REFERENCES:


HUMAN RESOURCES MANAGEMENT

Objectives:
This subject provides the platform to the students of management to appreciate the critical managerial functions, processes and tasks of HRM in an organization. It is
- To become sensitive to the HR Management Processes and to adopt conceptual learning to real-life situations.
- To appreciate the methods and mechanics to bring out the best in people directing their energies towards corporate goals with personal satisfaction.
The Class-room interaction is supplemented by Feel HRM Visits, Case Study presentation & Discussion and team oriented sharing of knowledge inputs via c-group.

UNIT-I:
INTRODUCTION TO Human Resources Management: Context and Concept of People Management in a Systems Perspective – Organisation and Functions of the HR and Personnel Department – HR Structure and Strategy; Role of Government and Personnel Environment including that of MNCs.

UNIT-II:
HR PLANNING AND SELECTION: Human Resource Information System (HRIS), Manpower Planning – Selection System including Induction – Performance and Potential Appraisal; Coaching and Mentoring; HRM issues and practices in the context of Outsourcing as a strategy and MNCs.

UNIT-III:

UNIT-IV:

UNIT-V:

REFERENCES:
3. Bohlander, Snell, Sherman: MANAGING HUMAN RESOURCES (Thomson – South Western)

MANAGEMENT INFORMATION SYSTEMS

Objectives:
- To introduce the concepts of different business systems.
- To focus on different components of information systems and to plan, Design and Develop such systems.

UNIT-I
1. Foundations of Information Systems in Business
2. Competing with Information Technology
UNIT-II
1. Telecommunications and Networks
2. Electronic Business Systems

UNIT-III
1. Electronic Commerce Systems
2. Enterprise Business Systems

UNIT-IV
1. Decision Support Systems
2. Developing Business/IT Strategies

UNIT-V
1. Developing Business/IT Solutions
2. Security and Ethical Challenges
3. Enterprise and Global Management of Information Technology

REFERENCES:

STRATEGIC MANAGEMENT (BUSINESS POLICY)

UNIT-I:

UNIT-II:
Strategic management process – vision of the company – business vision models – objectives and goals. Business policies and strategies.

UNIT-III:
Environmental scanning and analysis – types: international, external, internal – characteristics – SWOT – approaches of the environmental scanning.

UNIT-IV:

UNIT-V:
Building resource strengths and organizational capabilities – framework for executing strategy – strategy execution process – organizational structure – managing internal operations
corporate culture of leadership – designing strategic control system, key success factors – monitoring success and evaluating deviation.

TEXT BOOKS:

2. Business Policy

REFERENCES:


BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objectives:
- To introduce the concept and importance of business ethics and corporate governance
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management

Methodology: Class room lectures, case studies, role plays and term projects


TEXT BOOKS:

2. Bowie Norman, Business Ethics, Prentice Hall.

REFERENCES:

2. Balasubramanian, R., Corporate Governance, IIM Bangalore.

QUALITY MANAGEMENT

UNIT-I:

UNIT-II:

UNIT-III:
Bench Marking – The evolution of benchmarking, the essence of bench marking, benefits of bench marking, strategic bench marking, operational bench marking, bench marking process. Organizing for Total Quality Management – Systems approach, organizing for quality implementation, People dimension to move to TQM, small groups and employee involvement. Cost of quality – Three views of quality costs, quality costs, accounting system and quality management.

UNIT-IV:
Review of control charts, ISO 9000, Reengineering, Baldrige Award. Six Sigma-Definition, Approaches for Six Sigma, Steps of Six Sigma DMAIC, Steps of Six Sigma DMADV, Types of Six Sigma Belts, Benefits of Six Sigma.

UNIT-V:

TEXT BOOKS:


REFERENCES:


MANAGEMENT CONTROL SYSTEMS

Objectives:

The main aim of the course is to appraise the students about the concept of Management Control Systems as well as its role in efficient management of public system organizations.

UNIT-I: The conceptual foundations of control systems

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

UNIT-II: The traditional instruments of control in organizations

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT-III: Accountability in organizations

Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

UNIT-IV: The new dimensions of control with strategies
Behavioural aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

UNIT-V: Management Control in Specialized organizations

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

REFERENCES:

1. Antony R. N. and Govindarajan V “Management Control Systems”
2. Gosh P.K. and Gupta “Cost Analysis and Control”
3. Hersey P and Balanchard H.B. “Management of Organizational Behaviour”
   Emmanuel “Accounting for Management Control”

PUBLIC SYSTEMS MANAGEMENT

Objectives:

- To know the various components of Public Systems and their utility.
- To understand the diverse administrative issues in Public Systems.
- To diagnose the ills of Public Systems and their Management, the causes, and the corrective actions.
- To evaluate the current developments in the Public Systems Management.

The Classroom interaction is substantially supplemented by student visits & assignments on aspects of PSM, Case Study, Preparation at home, class room presentation & discussion.

UNIT-I:
Overview: – Meaning, Types, Significance; Issues connected with WTO order and Public Systems in a Market Economy; Introduction to and Structure of Indian Economy [composition of sectors and their varying proportions in the development process]

UNIT-II:
Public Administration: Constitutional provisions; Administrative Systems – Civil Service – Policy formation, Implementation and Stake holder participation; Managerial Orientation to the evaluation of State-Centre Relations.
UNIT-III:  
Public Enterprises: Kinds, Classification, Strengths and Corrective actions; Trade Unions and Structural Adjustment; Indian Planning Process – An Appraisal.

UNIT-IV:  

UNIT-V:  

REFERENCES:

1. Ss  
2. Ss  
3. Other books dealing with Public Administration, Infrastructure, Public Sector, E-Governance etc.

INTERNATIONAL BUSINESS

- To understand the international forces affecting the business  
- To know the effects of Internationalisation  
- To appreciate the methods used in the field

UNIT-I:  

UNIT-II:  

UNIT-III:  

UNIT-IV:

UNIT-V:

TEXT BOOKS:

REFERENCES:
2. Roger Bennett INTERNATIONAL BUSINESS, (Pearson Education.

INDUSTRIAL MARKETING

Sessions: 3/Week
OBJECTIVES
This course is designed to provide both theoretical and practical knowledge in Industrial marketing, using the classical texts, and real life cases and selected articles from popular management journals. The students will be exposed to the special characteristics of industrial market vis-a-vis the consumer market, and the marketing strategies adopted for different industrial products such as capital goods, raw materials, components, consumables and services.

UNIT-I
1.1. Introduction to Industrial Markets.
1.3. Types of Industrial Markets.
1.4. Industrial Buyer Behaviour.

UNIT-II
2.1. Strategic Industrial Marketing (S.T.P.)
2.2. Marketing Information Systems and Marketing Research.

UNIT-III
3.1. Classification of Industrial Products and Services.
3.3. Industrial Product Management.

UNIT-IV
4.1. Formulating Channel Strategies and Physical Distribution decisions.

UNIT-V

METHODOLOGY
1. Lectures
2. Presentations

REFERENCES

RECOMMENDED READING MATERIAL
2. Industrial Marketing Cases and Articles from HARVARD BUSINESS REVIEW, JOURNAL OF MARKETING and JOURNAL OF MARKETING RESEARCH.

INTERNATIONAL MARKETING

OBJECTIVES:
- This course is designed to provide knowledge of marketing management in the international scenario.
- To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.

UNIT-I
The importance of world trade - Scope and challenges of international marketing - Recent trends and developments in international trade - protectionism, trade barriers, easing trade restrictions, role of the IMF and World Bank, WTO and TRIPS, TRIMS and liberalization of service industries.

UNIT-II
The international marketing environment - Political and legal systems – Multilateral and Geographical Groupings - Culture and Business Customs - Economic and Financial dimensions.

UNIT-III
Assessing international market opportunities - marketing research - International marketing management - planning and organization - Market entry strategies - export, joint ventures and direct investments.
UNIT-IV
Global product management - standardisation vs. differentiation - Product planning and development - Marketing industrial products and services globally - Pricing for international markets.

UNIT-V
Global logistics management - International distribution systems - Global advertising and promotional strategies - Sales management - Developing marketing strategies and programs for international markets.

Methodology: Lectures, term papers, industry visit and case discussions

REFERENCE BOOKS:
4. Daniels and Raderbaugh: INTERNATIONAL BUSINESS
MARKETING RESEARCH AND INFORMATION SYSTEMS

OBJECTIVES

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
Data Instruments - Data Collecting Methods - Field Operations - Errors and Difficulties - Data Processing, Coding and Editing.

UNIT-V

METHODOLOGY: (1) Lectures (2) Written Notes (3) Assignments (4) Computer Practicals (Using Word Star, Lotus 1-2-3, Packages like Stat Graph, Statistics (SX) and SPSS) (5) Project Work.

REFERENCES
5. Paul E. Green & Donald S Tull: RESEARCH FOR MARKETING DECISIONS.
6. Richard I. Levin: STATISTICS FOR MANAGEMENT.
SALES AND DISTRIBUTION MANAGEMENT

OBJECTIVES
To understand and apply concepts and techniques in Personal Selling and Sales Management.
To understand and apply the dynamics of channel management and the role of out-bound logistics in effective distribution management

UNIT – I

UNIT – II
THE SALES FORCE: Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.

UNIT – III
PHYSICAL DISTRIBUTION: participants in the physical distribution function, the environment of physical distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT – IV

UNIT – V
E-enabled selling and distribution: e-Commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

REFERENCES
1. Charles Futrell: SALES MANAGEMENT, Pearson Education Books
2. Eugene M. Johnson, David L. Kurtz & Eberhard E. Scheuing: SALES MANAGEMENT; Mcgraw Hill.
OBJECTIVES
To understand the conceptual foundations of consumer buying behavior. To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG and consumer durables industry.

UNIT – I
Consumer Behaviour and Marketing Action: An overview – Consumer involvement, decision-making processes and purchase behaviour and marketing implications – Consumer Behaviour Models

UNIT – II
Environmental influences on consumer behaviour – Cultural influences – Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations – Marketing implications of the above influences.

UNIT – III
The individual consumer and buying behaviour and marketing implications – Consumer perceptions, learning, attitudes, motivation and personality – psychographics, values and lifestyles.

UNIT – IV
Strategic marketing applications – Market segmentation strategies – Positioning strategies for existing and new products, Re-positioning, perceptual mapping – Marketing communications – Source, message and media effects. Store choice and shopping behaviour – In-Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers’ responsibilities.

UNIT – V
The Borderless Consumer Market and buying behaviour – Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses to direct marketing approaches – Issues of privacy and ethics.

REFERENCES:
2. Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, Kent Publishing Co.).
4. Bennet and Kassarjian: CONSUMER BEHAVIOUR, (Prentice Hall of India)
OBJECTIVES: To equip students for a career in Product and Brand Management, Advertising – with special reference to Client servicing, Media planning and research.

UNIT-I: ADVERTISING - AN INTRODUCTION
- Origin and Development - Definition and Classification - Planning Framework
- Organising Framework - the Advertiser and the Advertising Agency interface
STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives – The Budget Decision – Preparing the Product and Media Brief


BRAND EQUITY

REFERENCES
1. Wells, Burnett &Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice-Hall
5. Sandage, Fryburger & Rotzoll: ADVERTISING; Irwin.
6. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall, India.
7. Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.
8. David Ogilvy: OGILVY ON ADVERTISING.
9. J. T Russel & Ronald Lane: KLEPPNER'S ADVERTISING PROCEDURE; Prentice Hall.
OBJECTIVES: To differentiate between product and service businesses and equip for a career in marketing in the service industry.

UNIT-I : MARKETING OF SERVICES - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service - Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.


UNIT-V : MARKETING OF SERVICES WITH SPECIAL REFERENCE TO
(a) Financial Services
(b) Health Services
(c) Hospitality Services including Travel, Hotels and Tourism.
(d) Professional Services
(e) Public Utility Services
(f) Communication Services
(g) Educational Services

REFERENCES
MARKETING FOR NON-PROFIT ORGANIZATIONS

OBJECTIVES:

- To create an awareness about the nature of marketing function in a non-profit business environment and understand its distinct characteristics and roles.
- To impart an understanding of the design and implementation of the marketing plan, in the context of non-profit organizations.

UNIT-I
Introduction to non-profit organizations - Classification and characteristics of non-profit organizations - Role of marketing in a non-profit business setup

UNIT-II
Analyzing market opportunities - Strategic non-profit marketing (segmentation-targeting-positioning)

UNIT-III
Product/service decisions - Price decisions - Distribution decisions - Promotion decisions.

UNIT-IV
Resource generation for non-profit business - Social marketing

UNIT-V
Developing marketing strategies for specific non-profit businesses

REFERENCES

   Relevant articles and cases from Harvard Business Review and other Journals.
CUSTOMER RELATIONSHIP MANAGEMENT

OBJECTIVE: To understand the concepts and principles of CRM and appreciate the role and changing face of CRM as an IT enabled function.

UNIT I:
CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT II:

UNIT III:
Sales Force Automation – Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

UNIT IV:
Analytical CRM: Managing and sharing customer data – Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering.

UNIT V:

REFERENCES:
5. Patricia B. Ramaswamy, et al: HARVARD BUSINESS REVIEW ON CUSTOMER RELATIONSHIP MANAGEMENT
6. Kristin L. Anderson & Carol J Kerr: CUSTOMER RELATIONSHIP MANAGEMENT
MARKETING RESEARCH FOR BUSINESS MANAGEMENT

UNIT-I: Marketing Research – An Introduction

UNIT-II: Research designs

UNIT-III: Data collection – methods and tools

UNIT-IV: Measurement and scaling techniques

UNIT-V: Data analysis and reporting

TEXT BOOKS:
1. Malhotra: Marketing Research – An applied Orientation (Prentice-Hall India)
2. Green, Tull and Albaum: Research for Marketing Decisions (Prentice-Hall India)

REFERENCES:
2. Panneerselvam, R., Research Methodology (Prentice-Hall India, New Delhi) 2004

INTERNET MARKETING

UNIT-I: A framework for internet marketing

UNIT-II: Strategic Internet marketing

UNIT-III: Internet market intelligence and user behaviour

UNIT-IV: Internet marketing mix
Pricing on the internet – the economics of pricing, pricing process, dynamic pricing and pricing strategies
Internet as distribution channel – disintermediation – the role of Internet intermediaries – Designing channel systems – Managing distribution channels: Creating and Managing Online Partnerships: Affiliate marketing Online advertising: models and types, On-line promotion: direct marketing, viral marketing, developing campaigns, eCRM

UNIT-V: Special Issues in Internet marketing
The design of the customer experience (web design issues relevant to marketing) – managing eService encounters
Internet communities and marketing: the creation and transfer of value within communities
Legal, security and ethical issues in internet marketing

TEXT BOOKS:

2. Strauss and Frost: E-Marketing (Prentice-Hall)

REFERENCES:

1. Vassos: Strategic Internet Marketing – Practical e-commerce and branding tactics (Que Books)
RETAIL MANAGEMENT

UNIT-I: Retailing – Strategy and environment
An overview of retailing – Types of stores – Product retailing vs. Service retailing – Non-store retailing
Retail strategy – Achieving competitive advantage and positioning Retailing environment – legal, social, economic, technological, issues Trends in the Indian Retailing Industry

UNIT-II: Store location and layout
Retail store location and layout – Country/Region analysis – Trade area analysis – Site evaluation and selection
Store design and layout – Comprehensive store planning
Exterior design and layout – Interior store design and layout – Interior design elements

UNIT-III: Merchandise planning and pricing
Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations
Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies

UNIT-IV: Retailing communication and selling process
Communicating with the retail customer – Retail promotion mix-Advertising – Sales promotion – Publicity
Retail selling process – Retail database – In-store customer service

UNIT-V: Retail trends
Globalisation and changing retail formats – Virtual store – E-tailing – International Retailing – Opportunities and challenges
New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosks, shopping arcades)

TEXT BOOKS:
1. Hasty and Reardon: Retail Management (McGraw-Hill)
2. Lucas, Bush and Gresham: Retailing (Houghton Mifflin – AIPD, India)

REFERENCES:
1. Ogden and Ogden: Integrated Retail Management (Indian adaptation) (Wiley-DreamTech)
2. Gilbert: Retail Marketing Management (Pearson Education)
STRATEGIC COST MANAGEMENT

Objectives:
- This basic objective of the course is to provide strategic cost information and techniques and their application to ‘efficient and effective’ business decisions.

UNIT-I:

UNIT-II:

UNIT-III:

UNIT-IV:

UNIT-V:

TEXT BOOKS:

REFERENCES:
UNIT-I:

UNIT-II:
Currency Derivatives: Currency Futures, Currency Options.

UNIT-III:
Foreign exchange Exposure and Risk: Economic Exposure, Transaction Exposure, Translation Exposure, Management of Exposures.

UNIT-IV:

UNIT-V:
An Introduction to Financial Swaps: Major Types, Motivations Underlying Swaps, Application of Swaps, Valuation of Swaps.
International Accounting and Taxation: Accounting for Foreign Currency Transactions, Accounting for Foreign Operations.

TEXT BOOK:

REFERENCES:
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

UNIT-I:

UNIT-II:

UNIT-III:

UNIT-IV:

UNIT-V:

TEXT BOOKS:


REFERENCES:

1. Prasanna Chandra, MANAGING INVESTMENTS, Tata McGraw Hill.

FINANCIAL ENGINEERING

UNIT-I:

UNIT-II:

UNIT-III:

UNIT-IV:

Arbitrage and Synthetic Instruments.

UNIT-V:

TEXT BOOKS:

FINANCIAL SERVICES MANAGEMENT

Objectives:
To examine Financial Services management as an important and contemporary area of financial management

To understand the various financial services and their future

To determine the most suitable financial service, given the situations and contingencies

To appreciate the role of management in superior Financial Services

UNIT-I:

UNIT-II:

UNIT-III:
Leasing: Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Accounting Treatment and sales tax provisions – Lease Financing in India – Factoring: Meaning, Modus operandi, types, functions – Factoring in India.

UNIT-IV:
Mutual Funds: Meaning, Origin, Types/Classification of Funds, Importance, Mutual Funds Industry in India – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V:
Insurance: Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services: Hire Purchase, Commercial paper, Credit Cards, Credit Rating, Recent trends in marketing financial services.

TEXT BOOKS:


REFERENCES:

2. All relevant journals and periodicals.
3. Reports of relevant Committees or workgroups published by RBI.
4. Reports and guidelines of RBI and SEBI on different types.
CORPORATE TAX MANAGEMENT

UNIT 1

UNIT 2
Computation of Profits and Gains of Business or Profession- General Principles- Deductions and Allowances- Deemed Profits- Income from Undisclosed Sources- Valuations of Stock- Problems on Computation of Income from Business or Profession.

UNIT 3

UNIT 4
Tax Consideration in Specified Managerial Decisions and Their Implications on Cash Flow, Make or Buy, Own or Lease, Retain or Replace, Export or Domestic Sales, Shutdown or Continue, Purchase by Installation or Hire, Expand or Reduce the Size of Business.

UNIT 5
Tax Consideration in Special Areas- Foreign Collaboration Agreements, Mergers, Amalgamation, Reconstructions, Acquisition, Capital Structure, Dividend Policy-Depreciation and Other Allowances- New Industrial Undertakings and Tax Relieves- Personal Compensation Plan.

TEXT BOOK:
2. Mehrotra and Goyal, INCOME TAX LAW AND PRACTICE, Sahitya Bhawan, Agra.

REFERENCES:
4. B.B. Lal, DIRECT TAXES PRACTICE AND PLANNING, Konark.

ENVIRONMENTAL ACCOUNTING AND COSTING

OBJECTIVES:
- To get an insight into the environmental accounting and costing system.
- To cover the inter relationship between the costing system and cost computations.
• To understand the importance of environmental accounting

UNIT 1

UNIT 2

UNIT 3

UNIT 4
COSTING METHODS: Unit- Job- Batch- Contract- Process- Joint Product- Byproduct- Operating Cost Reconciliation- Practical Problems

UNIT 5

REFERENCES:
1. Das Gupta: Environmental Accounting, S. Chand
2. Das Gupta: Advanced Costing, Sultan Chand
4. S.P. Iyenar: Cost Accounting, Sultan Chand
5. M. L. Agarwal: Cost Accounting, S Chand

FINANCIAL MARKETS AND SERVICES

UNIT-I

UNIT-II
UNIT-III


UNIT-IV


UNIT-V

Overview of financial services – merchant banking – functions, regulation – leasing and hire purchasing, factoring, venture capital, mutual funds, credit rating agencies, depositaries.

TEXT BOOKS


REFERENCES

1. SEBI guidelines, Nabhi publications New Delhi.
4. Vasant Desai, THE INDIAN FINANCIAL SYSTEM, Himalaya publishing House

GLOBAL HR PRACTICES

UNIT-I:

Introduction- Growth of International Business and Globalization; Operational Objectives and Means of Globalization – An HR Perspective; Use of Balanced Score Card to bring out the linkages among people, strategy and performance; Choosing an International Competitive Strategy; Forms or Operations.

UNIT-II:

HR Challenges & Opportunities: National Difference Facing Operations – Domestic & MNC Perspectives; Linkages among Countries; Governance of Operations; Individual and Company
Concerns; Multi cultural orientation to employees; Research and documentation orientation in global organizations; Data Management; Ethical and Socially Responsible Behaviour; Careers in International Business.

UNIT-III:

HR Policy Frame & Operations in a Global Setting: Distinctive Features of HR Functions [Planning, Organizing, Directing & Control] and Operations [Manpower Plan to Separation] in a Global Set-up and the related HR Practices such as Staffing, Skill & Knowledge Development, Incentive & Compensation Package; Motivational Systems, Reporting Relationships; Performance Appraisal Systems; Employee Empowerment; Value Systems; Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms.

UNIT-IV:

Change Management Model: Appreciating Change: Industry Analysis; Business Models; Mobilizing Support; Executing Change; Building Change Capability; Leadership and Change; Diversity as enhancer of learning and effectiveness within groups and organizations; HR to develop global organizational learning systems.

UNIT-V:

Quality Performance in Knowledge Based Organizations: Technology – Behavioural & Technical – for HRM; Universal Quality Standards & HRM – Illustrations from PCMM & EFQM; Eastern Management Thought for Global Management with Illustrations from Sri Aurobindo’s Writings & Practices there of in the areas such as Commitment, Quality, and Stress Free orientation.

HRIS [Human Resource Information System]

UNIT-I:

Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal [only data input, output & screens];

UNIT-II:

Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment;
UNIT-III:

HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System’s support for Planning & Control;

UNIT-IV:


UNIT-V:

Security, Size & Style of Organizations & HRIS: Security and Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs – Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS; Why & How of Winners and Losers of HRIS orientation

REFERENCES:


WEBSITE:

- http://www.ihrim.org/
- http://www.hr.arizona.edu/HRadmin/HRprofs/index.php

MANAGEMENT OF CHANGE & DEVELOPMENT

Objectives:

- To understand the forces that stimulate change
• To understand the necessity for change
• To understand the resistance to change
• To manage the change process and
• To understand the concept and techniques of OD
• To enable the skills for the application of OD in organizations.

UNIT-I:
Change – stimulating forces – planned change – change agents – unplanned change – Model of organisational change – Lewin’s three Step Model.

UNIT-II:
Resistance to change – individual factors – organisational factors – techniques to overcome change.

UNIT-III:

UNIT-IV:

UNIT-V:

TEXT BOOKS:

REFERENCES:

INDUSTRIAL RELATIONS MANAGEMENT

Objectives:
• To provide an exposure of theories, techniques and approaches to manage industrial relations.
• To provide an exposure to the management students who intend to take up HRM & IT as their vocation.

UNIT-I:
Introduction - Concept and Determinants of Industrial Relations – Industrial Relations in India – Managing IR Changes – IR and Productivity – Technology and IR – Effective Communication Systems and IR Management – Indian Culture & IR.

UNIT-II:

UNIT-III:
Employee Counseling – Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies – A Discussion – Worker Development & Worker participation.

UNIT-IV:

UNIT-V:
Labor Administration – ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration – Central Machinery of Labor Administration – Labor Administration at the State, District and Local Levels. Contemporary Trends and Future of Industrial Relations in India.

TEXT BOOKS:

REFERENCES:
1. T.N. Bhagoliwala: ECONOMIC OF LABOR AND SOCIAL WELFARE.
2. Relevant Reports of Government of India such as REPORT OF NATIONAL COMMISSION LABOR – FIVE YEAR PLANS.
4. Journals: INDIAN LABOR JOURNAL and INDIAN JOURNAL OF INDUSTRIAL RELATIONS.

HRM IN KNOWLEDGE BASED ORGANIZATIONS

Objectives:
- To understand the challenges of KBOs and HR Mechanisms to manage them effectively for the benefit of both the organization and its stakeholders
To appreciate the values of autonomy, accountability and, acknowledgement

Mechanics of running the Course:
1. Brief introduction to every topic with the references and encouraging the participants to interact during the class.
2. Conducting class-room presentations and case study discussions; the participants collect substantive material from the library and the net databases.
3. Organizational visit to acquaint with the practices vis-à-vis the learnt inputs.
4. The classroom faculty inputs are associated with, wherever feasible, the interactions of organizational personnel as also with others from the fraternity.

UNIT-I:
An Introduction to life in organizations; Concept and Characteristics of KBOs; Dimensions of HRM in KBOs; New Role and Challenges for HRM in the KBO.

UNIT-II:
Managing Knowledge for organizational effectiveness – Process and Methods; Concept of Intellectual Capital and Learning Orientation in the Organizations; Knowledge and Role related issues; Performance Appraisal in a KBO – Discussion.

UNIT-III:
Managing Knowledge and OPH (Personnel and Organizational Health); Rewarding Knowledge; Management of Retention and KBO.

UNIT-IV:

UNIT-V:
Comprehensive Case Study on HRM in a KBO – Collection and Compilation of the material by the participants under the guidance of the Resource Person.

REFERENCES:
3. Management by Consciousness, Edited by Dr.G.P.Gupta, Sri Aurobindo Society, Pondicherry.

TRAINING AND DEVELOPMENT

Objectives:
• To appreciate the significances of training and development
• To introduce the basic concepts in training and development
• To understand the methods of training and development and
• To expose to the HRD practices in organizations.
UNIT-I:
Job analysis – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors.

UNIT-II:

UNIT-III:

UNIT-IV:

UNIT-V:

REFERENCES:
1. B. Taylor & G.Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.

CROSS CULTURE BUSINESS MANAGEMENT

Unit 1

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Definition of CCM [cross culture management]; Role and Significance of CCM to managerial personnel and to the organizations in the global competitive market economy; Theoretical Foundations of CCM; Horizons in Cross Culture Management; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work.
Unit 2

Culture and Global Management: Global Business Scenario and Role of Culture – A Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

Unit 3


Unit 4

Global Human Resources Management – Staffing and Training for Global Operations; Developing a Global Management Cadre; Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included]

Unit 5

Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Adjusting in a New Culture – Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

REFERENCE:

LABOUR LEGISLATION AND ADMINISTRATION

OBJECTIVES

- To enable the students to familiarize the legal framework governing the human resource within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India
- To make the students understand the existing legal system so that the HR students are able to perform well in the organization
UNIT I


UNIT II


UNIT III


UNIT IV


UNIT V

Pros and cons of legal system – issues involved in implementing legal framework, Benefits to employees and employers – case studies.

REFERENCES:

1. Bare acts
2. Mercantile law – N.D> Kappor – S.Chand and Sons

COMPENSATION MANAGEMENT

OBJECTIVES

- To understand the various dimensions of Compensation Management
- To know how the compensation options are determined
- To gain awareness of the role of various bodies involved in Compensation Management

UNIT-I


UNIT-II

UNIT-III
Theories of wages – wage structure – wage fixation – wage payment – salary administration.

UNIT IV

UNIT-V
Wage Boards – Pay Commissions – Compensation Management in Multi-National organizations.

TEXT BOOKS:

REFERENCES:
1. Richard Thrope & Gill Homen: STRATEGIC REWARD SYSTEMS- Prentice-Hall.

QUALITY PERFORMANCE MANAGEMENT

OBJECTIVE

• The paper intends to internalize quality orientation through knowledge about and adoption of QPM Mechanisms in practice

UNIT-I

UNIT-II
Work place and Its Improvement Through 5S – Modern Management Techniques (such as KAIZEN) and Management of Employee Performance – Team Building – Concept, Culture, Methods, Effectiveness & Empowerment, Problems – Potential and Perspectives.
UNIT-III
Organizational Structure and Employee Motivation and Morale – Contemporary Thinking on Employment Practices (Tenure Employment) and Work Schedules (Flextime) and the Related Performance Appraisal Systems; Quality Circle – Features – Process – Pre-requisites for their Efficiency.

UNIT-IV
Industrial Restructuring – Reward System and Employee Productivity [Case Studies]; Quality Standards and Employees Dimensions – Illustrations on HR Dimensions drawn from CMM.

UNIT-V
Quality Performance Management – Indian and Western Thought in a Market era, Performance Management from the Writings of Sri Aurobindo and the Mother Integrated Studies Dealing with Methods, Techniques, and Processes.

REFERENCES:
1. The Flowering of Management, Pravir Malik, Sri Aurobindo Society, Pondicherry

TECHNOLOGY FOR PERSONNEL PRODUCTIVITY MANAGEMENT

OBJECTIVE
This paper, an HR Elective, intends to provide a deeper analytical understanding of employee proactive process orientation availing the technology for effective management of personnel.

UNIT-I
TECHNOLOGY-PPM INTERFACE – Introduction – Concept Approaches to and Measurement of Personnel Productivity Techniques and Tools

UNIT-II
UNIT-III

TECHNOLOGY AND PERSONNEL HEALTH – Concept and Measurement of Organisational and Personnel Health (OPH) – Assessment and Estimation of Variables which effect OPH – Usage of Technology – Eastern and Western to Continuously Improve Optt – OPH, Motivation, Morale, Personnel Productivity – A Discussion.

UNIT-IV

TECHNOLOGY, SOCIETY AND MANAGEMENT – Technology for Good Organizational Relations – Communications – Interactive Rapport Building – Assessment and Estimation of Psychographic Variables which effect Organisational Relations.

UNIT-V

Comprehensive Case Studies and Field Visits.

REFERENCES:

Current and Back Issues of : 1. ORGANISATIONAL DYNAMICS
2. PUBLIC PERSONNEL MANAGEMENT

ADVANCED PRODUCTION MANAGEMENT

Objectives:
• Discussions of Advanced nature on the following topics reinforced by Case Analysis, Situation Diagnosis, finding remedial alternatives, mathematical modeling, heuristics, etc. will form a major component of the teaching methodology.

UNIT-I:

UNIT-II:
Single Facility Location Problem, Multifacility Location Problem – Minimax Location Problem – Computerized Layout Techniques – ALDEP, CRAFT, Group Technology – Rank Order Clustering Algorithm.

UNIT-III:
minimize makespan, CDS heuristic – Job Shop Scheduling: priority rules, Active schedule generation – Travelling Salesman Problem and its use to solve Single Machine Scheduling Problem with dependent set up time.

UNIT-IV:

UNIT-V:

TEXT BOOKS:
1. Panneerselvam. R., PRODUCTION AND OPERATIONS MANAGEMENT, (Prentice Hall, New Delhi, 2005)

REFERENCES:

COMPUTER SIMULATION

Objectives:
- To understand stochastic models
- To know the various aspects of simulation
- To use high level languages and GPSS etc. in a stochastic environment

UNIT-I: INTRODUCTION
Concept of systems – Concept of Simulation – Types of simulation – Simulation as a decision making tool – Monte Carlo Simulation – Types of Models, Steps of Modelling, Need for Simulation, Advantages of Simulation.

UNIT-II: RANDOM NUMBERS
Method of generating Pseudo random numbers, Continuous probability distributions, Discrete probability distributions – Characteristics of random numbers – Statistical Tests to test the randomness of random numbers.

UNIT-III: DESIGN OF SIMULATION EXPERIMENTS

UNIT-IV: DISCRETE SIMULATION LANGUAGES
Introduction to simulation languages, Comparison of simulation languages, Study of GPSS

UNIT-V: CASE STUDIES
Development of simulation model using GPSS for systems like: Queueing Production, Inventory, Maintenance, etc.

TEXT BOOKS:
1. Thomas J. Scriber, GENERAL PURPOSE SIMULATION SYSTEM,(GPSS), Wiley.
2. T.H. Naylor, et.al., COMPUTER SIMULATION TECHNIQUES John Wiley

REFERENCES:
1. G. Gordon, System Simulation, Prentice-Hall
3. Michale Pid, COMPUTER SIMULATION IN MANAGEMENT SCIENCE, John Wiley.

TOTAL QUALITY MANAGEMENT

Objectives:

- After undergoing this course students will get clear idea about Total Quality Management and will be able to work efficiently in a Total Quality Management organization.
- Also they can be a member of Total Quality Management Implementation team in an organization.

UNIT-I: (The Foundations - A Model for Total Quality Management)

1. Understanding quality
2. Commitment and leadership
3. Design for quality
   - Case studies on foundations

UNIT-II: (TQM – The Role of the Quality System)
1. Planning and processes for quality
2. System design and contents
3. Quality management system audit and review and self-assessment
   • Case studies on process and systems

UNIT-III: (TQM – The Tools and the Improvement cycle)

1. Measurement of quality
2. Tools and techniques for quality improvement
3. Some additional techniques for process design and improvement
   • Case studies on the tools and improvement cycle

UNIT-IV: (TQM – The organizational, Communications and teamwork requirements)

1. Organization for quality
2. Culture change through teamwork for quality
   • Case studies on the organizational, communications and teamwork requirements

UNIT-V: (TQM – The implementation)

1. Communications and training for quality
2. Implementation of TQM and management of change
   • Case studies on Implementation

TEXT BOOKS:
1. Total Quality Management text with cases by John S. Oakland, Butterworth Heinmann, Oxford/New Delhi (Text book)

SUPPLY CHAIN MANAGEMENT

Objective:
The objective of this course is to cover not only high-level supply chain strategy and concepts, but also to give students an understanding of the tools necessary to solve supply chain management.

UNIT-I:

1. Introduction to Supply Chain Management
2. Logistics Network Configuration
3. Inventory Management and Risk Pooling

UNIT-II:

1. The Value of Information
2. Supply Chain Integration
UNIT-III:

1. Strategic Alliances
2. Procurement and Outsourcing Strategies

UNIT-IV:

1. International issues in Supply Chain Management
2. Coordinated Product and Supply Chain Design

UNIT-V:

1. Customer value and Supply chain Management
2. Information Technology for Supply Chain Management
3. Decision – Support Systems for Supply Chain Management

REFERENCES:


ADVANCED MATERIALS MANAGEMENT

Objectives:

- Since parts of this subject have already been taught in an earlier Semester, this Advances Version is meant to be largely practice-oriented. Hence the mode of coverage will be less through lectures and more through practice sessions, live experiences, data collections, feedback presentations, Case discussions, Seminars, etc.

UNIT-I:
Concept of Integrated Materials Management (IMM) – Organising for IMM – Types of Inventories – Inventory Problems in India.

UNIT-II:

UNIT-III:
Q-Based Inventory System – P-Based Inventory System – S-S based Inventory System – Practical Inventory Models – Inventory Valuation.
UNIT-IV:

UNIT-V:

TEXT BOOKS:
1. Gopalakrishnan, P & Sundaresan, M: MATERIALS MANAGEMENT – AN INTEGRATED APPROACH; Prentice Hall of Indian Private Ltd.

REFERENCES:
1. Ammer, D.S, MATERIALS MANAGEMENT; Irwin.

SERVICE OPERATIONS MANAGEMENT

Objectives:

To train students in various operational issues and some of the tools for managing a service operation.

UNIT-I:

1. Services in our Society.
2. The Nature of Services and Service Encounters.

UNIT-II:

1. Service Strategy and Competitiveness.
3. Technology and Its Impact on Services and Their Management.
UNIT-III:

2. Locating Facilities and Designing their Layout.
4. Service Quality and Continuous Improvement.

UNIT-IV:

3. Forecasting for Services.

UNIT-V:

1. Project Management.
2. Linear and Goal Programming for Service Operations Management.
3. Inventory Systems for Service Operations.

REFERENCES:


SOFTWARE ENGINEERING MANAGEMENT

UNIT-I:  Introduction to Software Engineering

UNIT-II:  Software Quality Assurance
Software quality assurance – concepts, metrics (McCall’s Quality Factors and Hewlett-Packard’s FURPS factors), Defect Amplification and removal, Formal Technical Reviews(FTRs), Software reliability, statistical quality assurance (SQA) for software.

UNIT-III:  Requirement analysis and Design
Overview of Software requirement analysis and analysis modeling – data modeling, functional modeling and behavioural modeling
Software design – process, principles, concepts and methods – transform flow and transaction flow – interface design.
UNIT-IV: Software testing
Software testing – methods (white box testing, black box testing, basis path testing, control structure Testing) and strategies (unit testing, integration testing, validation testing, system testing)

UNIT-V: Software Engineering applied to Object-oriented systems and Client/Server systems
Object-oriented software engineering – concepts, distinguishing characteristics and principles, Object oriented Analysis process, Object Design process and Object-oriented Testing strategies
Client-server(C/S) software engineering – structure and design of C/S systems.

TEXT BOOKS:
2. Glib: Principles of software engineering management (Addison-Wesley)

REFERENCES:
1. Lecky-Thompson: Corporate Software Engineering (Wiley-DreamTech)
2. Prasad: Software Engineering – An industry-oriented approach to software development methodologies, quality management and project management (Wiley-DreamTech)

DATABASE MANAGEMENT SYSTEMS

UNIT-I:
Concept of system, Conventional file processing system, Drawbacks of conventional file processing system, Database system, Definition, Advantages, Components of Database Management System, Economic Justification of Database Approach, Terminologies of database systems, Data structure: Location methods, Types of pointers, Stack, Queue, Sorted list, Ring, Inverted list, Multi–List, Tree, Balanced tree.

UNIT-II:
Data model: Hierarchical data model, Network data model, Relational data model, E-R model.

Database Design: Steps of database design, Normalization – 1NF, 2NF, 3NF, Case problems for design of conceptual data model, Data Volume and Usage Analysis.

UNIT-III:
Implementation design: guidelines for mapping conceptual data model into hierarchical data model, Network data model and Relational data model, Program design guidelines(DAD).

Hierarchical Database Management Systems: DBD and DL/I of IMS and DDL and DML of PC-FOCUS. Examples with small programs.
UNIT-IV:
Network database management systems: DDL and DML of IDMS, Relational Database Management Systems: Relational Algebra and Relational calculus, DDL and DML of SQL.

UNIT-V:

TEXT BOOK:

REFERENCES:

SYSTEMS ANALYSIS AND DESIGN

Objectives:

- To obtain a clear account of steps in system analysis and design.
- To provide case studies in the area.

UNIT-I:

UNIT-II:

UNIT-III:
DESIGN OF ONLINE DIALOGUE – Purpose and Definition of Online, Interface, etc. – Designing Dialogue – Dialogue Strategies – Data Entry Dialogues.

HARDWARE AND SOFTWARE SELECTION – Overall Economic Analysis.


SOFTWARE PROJECT MANAGEMENT

UNIT-I: Software projects and metrics
Software Project Management – Concepts and 3 P’s (People, problem and process)
Metrics in the process and project domains, Software measurement – size-oriented metrics, function-oriented metrics and extended function point metrics, Integrating metrics within the software process.

UNIT-II: Software project planning
Software Project planning – objectives, scoping, Resources – human resources, reusable software resources and environmental resources

UNIT-III: Software outsourcing and project scheduling
The Make-Buy decision – creating a decision tree, Software outsourcing – issues involved
Project Scheduling and tracking – relationship between people and effort – defining a task set for the software project.

UNIT-IV: Software risk management and configuration management

UNIT-V: Object-oriented software projects and CASE tools

TEXT BOOKS:

2. Glib: Principles of software engineering management (Addison-Wesley)

REFERENCES:

1. Lecky- Thompson: Corporate Software Engineering (Wiley-DreamTech)
2. Prasad: Software Engineering – An industry-oriented approach to software development methodologies, quality management and project management (Wiley-DreamTech)

DECISION SUPPORT SYSTEMS

Objectives:

- To help towards a career in Info. Systems Management.
- To introduce the basic concepts in Decision Support Systems, illustrating, how they facilitate efficient executive decision making.

UNIT-I:

Decision Support Systems – Definition – Characteristics & capabilities of DSS – Components of DSS-database, Model base, Communication subsystem & User – Classes of DSS.

UNIT-II:

DSS hardware and software – Group DSS – components & typology – Constructing a DSS – development process.

UNIT-III:

DSS development tools – Yardsticks for choosing DSS software – Executive information and support systems.

UNIT-IV:


UNIT-V:

**TEXT BOOK:**

**REFERENCES:**
2. Ralph H. Sprange, JR. & Huga, J. Watson (Eds.): DSS-PUTTING THEORY INTO PRACTICE, Prentice Hall.

**OBJECT-ORIENTED PROGRAMMING WITH C++**

**Objectives:**

- To present the Concepts of Object-Oriented Programming using C++ language.
- To discuss briefly about Object-Oriented Analysis and Design of Systems.

**UNIT-I:**


**UNIT-II:**

Classes and Objects
Constructors and Destructors

**UNIT-III:**

Operator Overloading and Type Conversion
Inheritance

**UNIT-IV:**

Pointers to objects, Virtual functions and Polymorphism
Managing Console Input/Output Operations
E-COMMERCE

Objectives:

- To introduce the concepts of Electronic Commerce
- To make students to understand the concepts of Electronic Commerce through case studies

UNIT-I:

1. Foundations of Electronic Commerce
2. Retailing in Electronic Commerce

UNIT-II:

1. Internet Consumers and Market Research
2. Advertisement in Electronic Commerce

UNIT-III:

1. Electronic Commerce for Service Industries
2. Business-to-Business Electronic Commerce

UNIT-IV:

1. Intranet and Extranet
2. Electronic Payment Systems

UNIT-V:

1. EC Strategy and Implementation
2. Public Policy: From Legal Issues to Privacy

TEXT BOOK:

VISUAL BASIC FOR BUSINESS APPLICATIONS

UNIT-I:

VB environment; Tools; Bars; Different Menus; Customizing a Form – Setting Different properties; Saving, Edit, Debug, Run and writing simple programs; user interface – Creating Controls; Command buttons, simple event procedure; image controls, text boxes; Labels and Navigation.

UNIT-II:

VB Programming – Editing Tools; Statements; Variables; Data Types; Strings; Numbers; Picture Boxes; Printer Object; Operators, Determinant and Indeterminant loops; Decision Making Statements; Built-In-Functions; Date-Time functions.

UNIT-III:

Functions – Procedures – Arrays – Writing simple programs using above function(like Searching, Sorting and etc.) – Control Arrays – List and Combo Box; Flex Grid control – VB Object Browser – Introduction to Object Oriented Programming – Making user interfaces using MS Window common control, MDI Forms.

UNIT-IV:

Tools and Techniques for resting, Debugging and optimization; ActiveX Controls, Basic file Handling – Workspace; Database; Recordset; Report Generation; Accessing with different back end (MS Access, Oracle8i), Building Packages (like Student Information System, Library Information System, Railway Reservation System, Inventory Control System etc.)

UNIT-V:

Fundamentals of Graphics; Monitoring Mouse activity; File System Controls and File System Object, Communicating with other Windows Applications VB Script, Programming to Internet.

TEXT BOOKS:
