

**MAHATMA GANDHI UNIVERSITY
KOTTAYAM**

MBA SCHEME AND SYLLABUS 2010

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

Scheme of the course

1. The Full time Two-year MBA programme will have four semesters each having 18 workweeks.
2. The First and Second semesters each will have 9 full Courses with 75 contact hours each. All these courses are core courses. Each course carry 100 marks (Internal 40 and External 60). In addition, an External Viva-Voce examination will also be conducted at the end of the Fourth Semester. There will be a total of 1800 marks for First and Second Semesters(900+900).
3. The Third Semester will have 8 courses with 75 contact hours each and a placement in connection with an organization centered study. Out of the 8 courses two are compulsory and other 6 are electives. Of the six electives 4 courses from one major functional area opted by the student and remaining 2 in another minor functional area also opted by the student. Every student has to undergo a placement work and produce a report on an organization centered study based on the organization to which he/ she is deputed. This work and it report will be treated as full course carrying 100 marks. The internal marks will be awarded by means of seminar presentation cum viva-voce conducted by a board appointed for this purpose from among the faculty decided by the Faculty Council. Students are permitted to do their organization study only in a nationally or internationally reputed business organizations for a period not less than 4 weeks. While selecting the organisation students should make it sure that four functional areas such as production, Marketing , Finance and HR are available there. There will be a total of 900 marks in the third semester.
4. For the Forth Semester, there are 8 full courses of which two are compulsory. Of the remaining 6, four will be from the first major functional area opted by the student and two form the second minor area opted by the student. In addition the student are required to do a project Work of a problem centered nature and the Dissertation is to be submitted before the commencement of Fourth semester examination. Total duration of this project study is 8 weeks and total marks for the dissertation is 100. Project work should be done in a nationally or internationally reputed organization. The duration of the training is 2 months. Students are expected to choose one functional area that they have opted as their major functional area in the 3 rd and 4 th semesters. Training

should be done strictly under the supervision of an executive allotted by the organization. An attendance certificate should be obtained from the organization as a proof of the successful completion of the training and the same should be incorporated in their project report. For the preparation of the report the Head of the Department will entrust one Faculty Member to supervise the student. There will be comprehensive viva at the end of the fourth semester along with the evaluation of the project report.

5. The electives offered in the third and fourth semesters will be depending on the preference, aptitude of the students, availability of the Faculty and other facilities in the institution.
6. Total marks for third and fourth semester will be 1900 (900+1000)
7. All clauses of MBA Regulation (Full Time) 2010, except which are under the consideration of Hon. High Court of Kerala are applicable along with these scheme and syllabus.
8. List of courses mentioned in the MBA Regulation (Full Time) 2010 is replaced and modified by the list of courses appended in the new scheme and syllabus.

I SEMESTER

LIST OF COURSES OF MBA PROGRAMME(FT)

FIRST SEMESTER

Course No	Title	Internal Evaluation Marks	External Evaluation Marks	Total Marks
CC1	PRINCIPLES OF MANAGEMENT	40	60	100
CC2	ENVIRONMENTAL MANAGEMENT	40	60	100
CC3	ECONOMICS FOR BUSINESS	40	60	100
CC4	EXECUTIVE COMMUNICATION	40	60	100
CC5	FINANCIAL ACCOUNTING	40	60	100
CC6	BUSINESS MATHEMATICS	40	60	100
CC7	STATISTICS FOR MANAGEMENT	40	60	100
CC8	DATA PROCESSING	40	60	100
CC9	INDIAN ETHOS AND VALUES	40	60	100
	Total	360	540	900

SECOND SEMESTER

Course No	Title	Internal Evaluation Marks	External Evaluation Marks	Total Marks
CC10	ORGANISATIONAL BEHAVIOUR	40	60	100
CC11	E-BUSINESS	40	60	100
CC12	COST AND MANAGEMENT ACCOUNTING	40	60	100
CC13	FUNDAMENTALS OF MARKETING	40	60	100
CC14	MANAGEMENT INFORMATION SYSTEM	40	60	100
CC15	HUMAN RESOURCE MANAGEMENT	40	60	100
CC16	PRODUCTION MANAGEMENT	40	60	100
CC17	OPERATIONS RESEARCH	40	60	100
CC18	INDIAN LEGAL SYSTEM	40	60	100
	Total	360	540	900

THIRD SEMESTER

Course No	Title	Internal Evaluation Marks	External Evaluation Marks	Total Marks
CC19	FINANCIAL MANAGEMENT	40	60	100
CC20	RESEARCH METHODOLOGY	40	60	100
EC1	ELECTIVE 1	40	60	100
EC2	ELECTIVE 2	40	60	100
EC3	ELECTIVE 3	40	60	100
EC4	ELECTIVE 4	40	60	100
EC5	ELECTIVE 5	40	60	100
EC6	ELECTIVE 6	40	60	100
CC21	ORGANISATIONAL STUDY	40	60	100
	Total	360	540	900

FOURTH SEMESTER

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

LIST OF ELECTIVES

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

SEMESTER I

1 PRINCIPLES OF MANAGEMENT

- Module I Management – Nature and significance- Schools of management Thought- Evaluation of management thought-Management Process- Functions
- Module II Group Behaviour – Team effectiveness – team decision making, issues in managing teams.
- Module III Leadership – styles, autocratic ,paternal, participative
- Module IV Management Functions- Planning, Organizing, Directing, Controlling Staffing ,Coordinating budgeting and reporting.
- Module V Organizational Politics- Organizational culture-Dynamics- Role of culture and corporate culture –Ethical issues in organizational culture

2.ENVIRONMENTAL MANAGEMENT

Module I

Concept of sustainable global development – Issues affecting ecological equilibrium – population growth – depletion of natural resources – industrial and urban population –global warming .

ModuleII

Impact of industrial and business activities on the environment –role of competition and consumerism – issues in environment management for business – Natural resources and energy management – optimal use of fossil fuels – use of non –conventional energy resources.

Module III

Concern for environment: in produce development- production process- packaging – distribution – marketing – strategies for ensuring environment friendly business operations – green funding – environmental ethics.

Module IV

Managing industrial pollution – developing recycling technologies – managing industrial waste – maintaining bio-diversity – government and institutional support for establishing and maintaining environment friendly business.

Module V

Environment impact studies and assessment – Environment accounting and audit – environment managing system – EMS standards – ISO 14000 – international initiatives for environment management – WTO provisions and other international treaties – issues and challenges for environment management in the globalized world.

3.ECONOMICS FOR BUSINESS

Module-1

Micro and Macro Economics: Main features, variables and differences, benefits and limitations – Environment- Internal and External Environment, Macro Environmental forces , Emerging Indian scenario
Business ethics

Module -11

Theory of demand – Theory of production and cost- Theories of utility- Price determination under different market structures- Theory of income

Module -111

IS-LM curve analysis- significance , role and the limitations- Monetary and fiscal policies- Objectives and limitations . Interaction of monetary and fiscal policies

Module -1V

Theories of planning and planning models:- Classical Model ,Keynsian Model , Schumpeter Theory, Harrod – Domar Model , Rostow's Growth Theory

Module -V

International Trade & exchange rate determination, Balance of payment & Balance of Trade. Debt Management, Foreign private investment, Intellectual Property Right, Protectionism and Prospects of Economic Liberalization. International Trade & Exchange rate determination

4.EXECUTIVE COMMUNICATION

Module-1

Meaning ; Role , Functions and Importance of communication in Business organization; Communication Models ; Parts and process; Principles of Business Communication : Formal and Informal ; Internal operational and External Operational; Personal ; Inter personal , Group ; Downward , Upward and Horizontal communication; Grapevine communication & Information overload ; One- way and Two- way ; Verbal and non verbal communication

Module -11

Body language, kinetics , Communication barriers proxemics, semiotics, phonetics ,graphics,colour etc. Patterns of Communication Communication Networks and Designs ; feed forward and feedback; Barriers to communication

Module -111

Measures and solutions for effective communication ; communication in negotiation , Role of IT in effective communication , Transactional Analysis; Speaking in business communication- Forms of speaking Functions of speaking; Types of speaking- Components of speaking Features of spoken language – Conversation practice- Telephone etiquette- Listening- Types and functions of Listening

Module -1V

Business Correspondence; Principles of letter writing ; Structure and layout of Business letters ; Planning of letter writing ; Different types of Business letters – Complaint letters & Adjustment letters : letters that grant Adjustments and letters that refuse Adjustments; Collection letters ; Reminders ; Enquiry appeal and warning letters ; Sales letters ; AIDA Strategy; Job employment letters and Resume writing

Module -V

E- mail and the changing landscape of business communication; Business Reports; Structure of Reports; Types of business reports; Steps in report writing; Writing style ; Use of illustrations and writing the report. Interviewing , Public speaking; Oral presentation ; Group discussions and participation in business meetings/ conferences. Video Conferencing

5. FINANCIAL ACCOUNTING

Module-1

Accounting concepts ; accounting equation ; generally accepted accounting concepts , Principles and conventions ; Double entry system. Recording of transactions , preparation of trial balance. Bank reconciliation statement.- Rectification of errors.

Module -11

Preparation of final accounts (non- corporate entities) – Capital and revenue items , Manufacturing, trading and profit and loss account, Balance sheet , adjustment entries ,closing entries.

Module -111

Accounting for depreciation . Inventory valuation. Inflation accounting – Human Resource accounting – Problems - Cases

Module -1V

Accounting for non trading organizations , accounts of professionals – Single entry system- preparation of accounts from incomplete records –

Module -V

Accounting for hire purchase and installment system Basic principles relating to lease accounting . Insurance claims – claims under fire insurance policies, claims for loss of stock; claims for loss of profit.

6. BUSINESS MATHEMATICS

Module-1

Variables and functions – Vectors – Matrices – Determination of linear functions and application in business

Module -11

Calculus and its applications in business – Differentiations ; Integration , functions and equations

Module -111

Classical optimization Techniques- Single and multivariables- Constrained functions

Module -1V

Quantitative Techniques and its application in business- Set theory- Permutations and Combinations

Module -V

Progressions and algebraic functions – Binominal theorem- Mathematics of finance- Simple and compound interest

7. STATISTICS FOR MANAGEMENT

Module-1

Frequency distribution and their analysis

Module -11

Probability and probability distribution- Binomial , Poisson , Normal and Exponential

Module -111

Correlation and Regression – Multiple regression – Regression Analysis

Module -1V

Time series analysis and Forecasting- Linear programming

Module -V

Business Forecasting – Index Numbers

8. DATA PROCESSING

Module-1

Introduction to computers – Overview – Computer Architecture – Input output and storage devices

Module -11

Operating systems- Windows – MS Office- Text processing using word- Introduction to spread sheet- Creation of spread sheets- Range – Formulas - Functions

Module -111

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

Module -1V

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

Module -V

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

9. INDIAN ETHOS AND VALUES

Module-1

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

Module -11

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

Module -111

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

Module -1V

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

Module -V

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

SEMESTER II

1. ORGANISATIONAL BEHAVIOUR

Module-1

Individual and the organization – The individual as psychological entity and the organization as a social system

Module -11

Models of Organizational Behaviour- Work motivation – Theories and applications

Module -111

Leadership Behaviour – Styles – Theories – Leadership effectiveness

Module -1V

Group dynamics – Structure, Effectiveness – Power- Exercise and sources of power, Power relations

Module -V

Organizational change and development approaches and methods- Stress- Nature, Source , Effects, Conflicts – Employee Counseling – Approaches
Extra mural : Experiential Learning programmes , Case Study

2. E-BUSINESSS

Module 1

E-Business-Introduction-E-business Vs E-Commerce-Execution of E-business-Trends – Design for execution –construction-Types-Organizational Frame Work and Implementation-E-Business Application Areas(CRM,ERP,SCM and Selling)-E-business and India-Case Study .Connecting to the Internet –Domain Name System-Exchanging E-mail-Sending and Receiving Files-Fighting Spam, Sorting Mail and avoiding e-mail viruses-Chatting and Conferencing on the Internet –Online Chatting-Messaging-Usenet Newsgroup-InternetRelaychat(IRC)-Instant Messaging-Voice and Video Conferencing.

Module 2

World Wide Web-Overview-Web Security, Privacy and site-blocking-Audio and Video on the web-Creating and Maintaining the Web-Web site creation concepts-Web Page Editors-Optimizing Web Graphics –Web Audio Files-Forms, Interactivity and Database-Driven Web sites-File Transfer and downloading-FTP-Peer to Peer-Downloading and Installing software.

Module 3

Security Technologies-Why internet is unsecure?-Internet Security Holes- Cryptography-Objective- Codes and Ciphers- Breaking Encryption Schemes – Data Encryption standard- Trusted key distribution and Verification- Cryptographic applications-Encryption- Digital Signature- Nonrepudiation and message integrity.

Module 4

Traditional Transactions- Updating – office and online Transactions – Secure Web Servers- Required facilities- Digital Currencies and Payment systems – Protocols for the Public Transport- Security Protocols- SET- Credit Card Business Basics.

Module 5

Online Commerce Options- Functions and Features- Payment Systems – Electronic Digital and Virtual Internet Payment System- Account Setup and costs- Virtual Transaction Process- InfoHaus- Security Considerations- Cyber Cash Model- Security-Customer Protection – Client Application- Selling through Cyber cash- Applications of Internet in Hospitality- E-Booking- E-Tarriff etc.

3. COST AND MANAGEMENT ACCOUNTING

Module-1

Basic concepts – Concept of cost centers , profit centers and investment centers- Cost units – Classification of costs – Cost analysis for management decision making

Module -11

Determining product costs: cost elements for product costing job order costing and process costing .Theoretical concepts of Activity Based Costing (ABC) – Cost Volume Profit (CVP) Relationship: Variable costing: Concept of Variable (Marginal) costing

Module -111

Pricing policies :-Objectives of pricing policies – Marginal analysis and pricing- Full cost pricing- ROI pricing – Contribution approach to pricing – Concepts of transfer pricing

Module -1V

Budgeting and Budgetary control – Standard costing and variance analysis: Cost control and cost reduction: Introduction to cost control – cost reduction- fields covered by cost reduction- tools and techniques for cost reduction

Module -V

Cost Audit: Scope of cost audit- Types Advantages limitations

4. FUNDAMENTALS OF MARKETING

Module-1

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

Module -11

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

Module -111

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

Module -1V

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

Module -V

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

5. MANAGEMENT INFORMATION SYSTEM

Module-1

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

Module -11

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

Module -111

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

Module -1V

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

Module -V

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

6. HUMAN RESOURCE MANAGEMENT

Module-1

Introduction to Human Resource Management – Definition and scope of Personal Management – HRM. Concept of Human Resource Development – Human Resource Planning – Concepts Aims , Objectives and Process – Job analysis – Recruitment – Sources of manpower supply - Selection

Module -11

Training and development – Assessment of training needs and training methodologies – Evaluation of training schemes , Management development programmes and Career Planning – Performance Appraisal – Employee Counseling

Module -111

Compensation – Wage and salary administration – Executive compensation packages – Job evaluation – Incentive schemes and bonus – Welfare administration – Employee welfare and benefit schemes – Quality circles and quality of work life

Module -1V

Industrial Relations – Introduction to labour relations – Concepts and approaches – Role of Government , Employers and Employees – Trade Unions – Employer – employee relations – Industrial disputes – Collective bargaining – Modern trends in IR – Industrial Conflict

Module -V

Employee Grievance handling and redressal – Complaint and grievance – Grievance handling machinery and procedure – Employee discipline – Participative management – Human Resource Information System – Human Resource Accounting and Audit

7. PRODUCTION MANAGEMENT

Module-1

Introduction – Production Management – Operations functions – Introduction of Operations Management with other functional areas of management – Manufacturing and non- manufacturing operations and their classifications – Operations strategy – Operations planning and control – Operations forecasting

Module -11

Facility locations – Cost competitions – hidden functions – Location selection- Types of manufacturing systems and layout- Facility layout – Layouts byproducts and process – Line balancing

Module -111

Design of Operations Systems – Capacity planning models – Estimation of capacity requirements –Material handling

Module -1V

Concept of productivity – Role of industrial engineering – Work study , time and method study – implication of productivity – Network techniques – CPM and PERT

Module -V

Introduction to Material Management – Managing purchase – Managing inventory – Store and material management – Supply chain management – Maintenance management – Concept of quality planning – Quality control variables and attributes – Management of quality in organization – Quality circles and ISO audits

8. OPERATIONS RESEARCH

Module-1

Nature and scope of Operations Research – Problem, formulation – Model construction – Deriving solutions from models

Module -11

Sensitivity analysis ; allocation problems – Assignment and distribution problems

Module -111

Linear Allocation problems – Inventory problems

Module -1V

Replacement and maintenance and reliability problems ; Dynamic programming ; Cure in problems

Module -V

Co-ordination (PERT and Critical path) Method and routine problems – Competitive problems – Simulation and problems of implementation

9. INDIAN LEGAL SYSTEM

Module-1

Elements of Indian law and History of Indian Judicial System.

Module -11

Law of contract – Formation – Vitiating elements – Performance and discharge of contract

Module -111

Law of partnership - Sale of goods Act – Negotiable instruments Act.

Module -1V

Company law – Types of companies - Incorporation - Memorandum of Association – Articles of Association – Meetings - Winding up

Module -V

FEMA; MRTP; Constitutional and Administrative law ; law of intellectual property ; Consumer protection Law and Cyber Laws

SEMESTER III

Core Papers

1. FINANCIAL MANAGEMENT

Module-1

Scope and significance of Finance Function – Financial Analysis and Planning

Module -11

Ratio Analysis , Fund flow and Cash flow Analysis – Management of Working Capital – Financing of Working Capital

Module -111

Capital Budgeting – Financing Decision – Sources of finance – Cost of capital

Module -1V

Dividend policy –Concepts of operating and financial leverage – Capital structure , Design of optimum capital structure, Capital structure theories .

Module -V

Financial Management of sick units – Concepts of EVA (Economic Value Added) , Social Accounting – Corporate Governance

2. RESEARCH METHODOLOGY

Module-1

Nature and scope of Research Methodology ; Problem formulation and Statement of Research Objectives ; Values and Cost of Information

Module -11

Bayesian Decision theory; Organisation Structure of Research ; Research Process – Research Designs – exploratory , Descriptive and Experimental research designs

Module -111

Methods of Data Collection – Observation and Survey methods ; Questionnaire design

Module -1V

Attitude Measurement techniques – Motivational Research Techniques ; Administration of Surveys ; Sample design ; Selecting appropriate Statistical Techniques ; Field work and Tabulation of data

Module -V

Analysis of data – Use of SPSS and other Statistical software packages ; Advanced techniques for data analysis – ANOVA, Discriminant Analysis, Factor Analysis, Multi dimensional Scaling and Clustering Methods ; Research applications

ELECTIVES :

A Report based on an organisational study in which the students should undergo a training in a nationally or internationally reputed organization for a period not less than 4 weeks.

SEMESTER IV

SEMESTER IV

1. PROJECT MANAGEMENT

Module-1

Project Defined ; Theoretical framework ; Risk analysis and utility theory

Module -11

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

Module -111

Income tax benefits ; incentives offered – Role of financial institutions

Module -1V

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

Module -V

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

2. STRATEGIC MANAGEMENT

Module-1

Business policy as a field of study

Module -11

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

Module -111

Environmental analysis and internal analysis; impact metrics; the experience

Module -1V

BCG Metrics; GEC Model; Industry analysis

Module -V

Concept of value chain; Strategic profile of a firm ; Framework for analyzing competition ; Competitive advantage of a firm

Six papers from Elective subject and

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

1. ELECTIVE: MARKETING

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

2.ELECTIVE: HUMAN RESOURCE MANAGEMENT

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

3. ELECTIVE: INFORMATION TECHNOLOGY

1. Planning and Implementing IT Strategies
2. Electronic Commerce and Internet Marketing
3. Distributed Computing and Data Networks
4. Management Support Systems
5. Business Process Reengineering
6. Systems Analysis and Design
7. Strategic Management of Information Technology
8. Data Base Management Systems
9. Telecommunications for Business
10. ERP
11. Security and Control Information System
12. Multimedia Management
13. Internet Programming for E-Commerce
14. RDBMS and SQL Concepts
15. Application Development using ORACLE

4. ELECTIVE: FINANCE

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

ELECTIVE: MARKETING

1. MARKETING MANAGEMENT

Module-1

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

Module -11

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

Module -111

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

Module -1V

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

Module -V

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

2. MARKETING RESEARCH

Module-1

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

Module -11

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

Module -111

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

Module -1V

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

Module -V

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

3. ADVERTISING MANAGEMENT

Module-1

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

Module -11

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

Module -111

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

Module -1V

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

Module -V

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

4. STRATEGIC MARKETING

Module-1

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

Module -11

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

Module -111

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

Module -1V

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

Module -V

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

5. EVENTS MANAGEMENT

Module-1

Events – nature , definition and scope, designing, interaction and importance. As a marketing tool – various needs addressed by events , focusing and implementing events , advantages and disadvantages of events

Module -11

Elements of events – event infrastructure, target audience, organizers , venue , media activities to be carried out . Concept of market in events , segmentation and targeting of the market events

Module -111

Positioning in events and the concept of event property. Events as a product – Methods of pricing events , events and promotion , various functions of management in events.

Module -1V

Strategic market planning , development and assessment of market plan

Module -V

Strategic alternatives arising from environment , competition and defined objectives . Pricing objectives , evaluation of event performance – measuring performance and corrective deviations

6. SERVICE MARKETING

Module-1

Introduction and differences between services marketing and goods marketing – Distinctive aspects of services marketing thought – development and emergence of service marketing – thought

Module -11

Developing frameworks for analyzing services , Role of Quality in services – Enhancing value by improving quality-Critical service encounters

Module -111

The employee view points – Competitive advantages in services marketing and competitive strategy

Module -1V

Managing and exceeding Customer Expectations through Branding – The physical evidence of service – targeting customers and building relationships – Internal marketing – Employees role in service delivery

Module -V

The customer experience , customer as a designer of the service product – Customer defined service standard – Positioning a service in the market place – Managing demand – creating and delivering Services – Adding value

7. MARKETING OF FINANCIAL SERVICES

Module-1

Financial services – An overview of the Financial Service Industry

Module -11

Commercial banks – Investment banks – Mutual funds – Merchant banking

Module -111

Stock broking – insurance- Emerging trends in financial service sector

Module -1V

Marketing concept ; adaptation to the Financial Service Industry , Environmental Forces – Socio- eco- political Dynamics

Module -V

Market research – Investors behaviour –Market segmentation – Product strategy – Distribution strategy – Pricing strategy – Advertising and promotion strategy – Globalization of the Financial Service Industry- Money gain

8. BRAND MANAGEMENT

Module-1

Competition and brand – the economic ideal , completion , commonality , differentiation , power , loyalty and bonds . Branding and brand symbol.

Module -11

Concept of a brand – evaluation, perspectives , anatomy , types of brand name , brand name associations

Module -111

Brand and consumers – buying decision perspectives on CB, making and building brands for success and superiority. Brand equity – image / constellation , image dimensions , brand association and image . Brand positioning – the alternatives , risks and other related strategies for positioning the brand for competitive advantage of the brand – methods and implications

Module -1V

Brand identity – perspectives , levels prisms, positioning and follow up brand associations ,extensions – line , line trap , brand extensions and extent ability.

Module -V

Managing brand image – stages , functional aspects , symbolic experiential previous years , forces affecting and challenges facing the brands , Brand revitalization and elimination , product , line ,range and umbrella branding . Source / double branding, endorsement , valuation and methods of valuation ,Financial implications for buying / selling the brands and evolving branding strategy.

9. E - MARKETING

Module-1

E- Marketing challenges and opportunities – E – business models – Customers in the 21st century- marketing segmentation – Consumer Navigation Behaviour

Module -11

E- marketing plan – Environmental scan; Market opportunity analysis; Design marketing –mix; database marketing

Module -111

E – marketing information system ; marketing knowledge ; marketing data collection (intelligence) ; internet based research approaches; marketing databases and data ware houses ; data analysis

Module -1V

Product adoption and Product life cycle ; Customer value online: Branding , labeling , online benefits ; new product strategies ; new product trends ; pricing ; intermediaries ;distribution channels ; direct selling

Module -V

Integrated marketing communication , Communication strategies ; Net as a medium , building customer relationship;CRM

10. RETAIL MANAGEMENT

Module-1

Retailing – An introduction ; Definition , Functions , importance , Types of retailing – Store and Non- store; Retailing in India – Current scenario, Retailing from International perspectives ; Consumer buying decision process – influencing factors , consumer shopping behaviour.

Module -11

Retail planning – purpose, method , structure and monitoring the plan; Retail brand management- positioning , personality , types of brand , Brand and life cycle ; Merchandise management – Meaning , methods , Assortment and Inventory – Purchase negotiation , Supply channel and relationship ,SCM principles ,and retail logistics

Module -111

Retail location decisions – Trading area analysis – Types of location – Site evaluation – Store design- Layout and space management, Visual merchandising and displays – Retail pricing – Approaches , influencing factors , price sensitivity and mark down policy.

Module -1V

Retail promotion – Setting objectives , role of advertising , Sales promotion , Personal selling public relations and relationship marketing in retailing – Human Resource issues and considerations – Customer Service Management .

Module -V

Impact of Information Technology in retailing – Integrated systems and Networking EDI, Bar Coding , Customer Data base Management. Electronic retailing – Role of Web , Online retailing , Factors to be considered in having a Website, Limitations of Web and Future trends – Consumerism and Ethics in retailing – Social and Green issues – Retail Audit

11. INDUSTRIAL MARKETING STRATEGY

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

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

12. INTERNATIONAL MARKETING

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

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

13. RURAL MARKETING

Module I

Rural economy – Policy interventions, reforms diagnosis challenges to Indian Marketer.

Module II

Rural Marketing – Introduction, nature and attractiveness rural vs urban marketing.

Module III

selecting and attractive markets – Introduction segmentation – concept, degree, guidelines and bases, Targeting and Positioning.

Module IV

Product strategy – Introduction, classification, significance, scope, product mix, competitive product strategies, pricing strategy – introduction, concepts, significance, objectives policy.

Module V

Promotion Strategy – Introduction – exploring, Target audience, designing, comparison distribution strategy – introduction, channels old, new pragmatic, approaches covering strategy.

ELECTIVE : HUMAN RESOURCE MANAGEMENT

1. HUMAN RESOURCE MANAGEMENT

Module I

Introduction to Human Resource Management – definition and scope of PM , HRM and HPM – human resources planning – concept, aims and objectives – job analysis – job description and job specification – recruitment – sources of manpower supply – selection – test, interview and reference – induction and placement – promotion and transfer.

Module II

Training and development – assessment of training needs and training methodologies – evaluation of training schemes – management development programmes and career planning – performance appraisal- concept and purpose- methods and techniques – employee counseling.

Module III

Industrial relations – introduction to IR – concept and approaches – role of government , employers and trade unions in IR – employer employee relation – union management relations – industrial disputes - causes and effects – IR machinery – collective bargaining – conciliation – arbitration and adjudication – modern trends in IR.

Module IV

Employee grievance handling and redressal – complaint and grievance – grievance handling machinery and procedure – employee discipline –

Module V

Standing orders – suspension , retrenchment and dismissal – participative management – works committee –joint management council – computerization – human resources information system.

2. COMPENSATION MANAGEMENT

Module I

Theory of wage and wage determination Models – Market Theories, Human Capital Theories, Bargaining Theories – Social Theories. Economic and Behavioural theories.

Module II

Evaluating and developing salary structure: Determining pay levels and relatives - Internal Equity – job evaluation – Traditional and recent – Computer aided job evaluation - Job and competence analysis .

Module III

Executive Compensation – Performance Linked Compensation – Strategic Issues in Executive compensation decisions – Internal executive Compensation , Managerial Control – performance incentives and gainsahring

Module IV

External equity – Market pay and pay policy – Compensation surveys – Machinery for wage fixation – Wage Boards – Pay Commissions – Statutory Wage Fixation.

Module V

Compensation Administration – Components of pay – Basic Concept of dearness allowance – Welfare measures – Concepts of Social Security – Social Security Legislations – Welfare Legislations.

3. LABOUR LEGISLATION

Module I

Evolution of Labour Legislation in India – Industrial Relations , Social Security and Welfare Legislations ..

Module II

Concept of Social Security : ILO and Social Security , Social Security Measures in India – Workmen’s Compensation Act ,1923 – Employees state Insurance Act 1948,Employes Provident fund and (Miscellaneous Provisions)Act 1952 – Maternity Benefit Act 1961, Payment of Gratuity Act1972 – Other Acts.

Module III

Welfare Legislations – Factories Act 1948 – Plantation Labour Act 1951 – Contract Labour(Regulations and Abolition) Act 1970- Kerala Shops and Commercial Establishment Act 1960 – Kerala Labour welfare Fund Act 1975.

Module IV

Industrial Jurisprudence – Legal Control of Industrial disputes , loss dealing with work stoppages ,strikes ,lockouts ,closures - Lay off retrenchment

Module V

Resolution of Industrial Disputes

4. BUSINESS TRANSFORMATION AND HRM

Module I

Organizational Transformation – Concepts of transformation and Transitions, Strategies of Transformation. The “New” and “Renew” Strategies Transformation theories – Scientific revolution.

Module II

Evolution of quality Management – Basic Concepts of TQM – TQM approaches – Juran Quality Trilogy.

Module III

Business Process Reengineering Approaches - Benchmarking – Turnaround Strategies – Corporate Excellence.

Module IV

Five Disciplines of Learning organization – systems thinking – Personal Mastery – Mental Models – Building Shared Vision and Team Learning:

Module V

Strategic and Tools for building a Learning Organization - Next Generation Management.

5. PERFORMANCE MANAGEMENT AND REWARD SYSTEMS

Module I

Performance Management : Basis ,definition, purpose , principles , concerns , Ethical considerations , scope and background , Performance Management as a Business strategy , Theoretical framework ; Goal setting theory, Expectancy theory ; Designing of performance management systems ; setting goals ,measuring performance , Rewarding performance , process links , Feedback and Amendments.

Module II

Performance Appraisal : Concept , Need and Objectives; Uses and process of Performance Appraisal , Characteristics of effective appraisal system ; Different Methods of PA : traditional and modern, 360 degree appraisal , Management by Objectives (MBO) ; PA for Managers , supervisors and workers. Developing an appraisal Program , Choosing the appraiser , Role of HR and Line Managers , Reliability and validity of Appraisal ,training for evaluation , Post appraisal Interview , Feed back , Potential appraisal , identification of training needs . Post appraisal Counseling.

ModuleIII

Reward Management : Concept and significance , Foundation of the reward system , Economic Theories relating to pay , Psychological and Motivational theories affecting reward .

Module IV

Reward philosophy , strategy and policy ; Principles of pay determination. Comparable worth and Equal Remuneration ,Labour market characteristics and Pay relativities , Equal Remuneration Act ,1976.

Module V

Legal framework for pay determination and payment of wage ;
The Payment of Wages Act ,1936.

6. HUMAN RESOURCE INFORMATION SYSTEMS

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

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

7.STRATEGIC HUMAN RESOURCE MANAGEMENT

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

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

9. HUMAN RESOURCE PLANNING

Module I

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

Module II

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

Module III

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

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

Module IV

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

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

Module V

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

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

Placement, Different Placement.

Probation and Confirmation.

Apprenticeship training , The Apprentices Act 1961.

Promotion and Transfer; Policies and Procedures.

09.HUMAN RESOURCE DEVELOPMENT

Module I

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

Module II

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

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

Module III

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

Module IV

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

Module V

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

10. HUMAN RESOURCE ACCOUNTING AND AUDITING

Module I

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

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

Module II

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

Module III

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

Module IV

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

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

Module V

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

11.INDUSTRIAL RELATIONS

Module I

Industrial Relations: Philosophy and concept , Origin and development of IR, Context and environment of IR.

Approaches to IR : Human Relations Approach, Psychological Approach , Sociological Approach , Gandhian Approach, Marxian Approach and Dunlop's Systems Approach.

Module II

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

Module III

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

Module IV

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

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

Module V

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

Industrial Relations Audit , Industrial Relations Research

12. MANAGEMENT OF CHANGE AND ORGANISATIONAL DEVELOPMENT

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

Emerging OD approaches and techniques – simplistic approach of Kirk Patrick – Peter Senge’s Learning Organisation, Schein’s dialogue approach – Japanese Management- Tom Peters – in the context of Liberalisation ; Strategies for Organisational Growth ; Computerization and Organisational Development; Indian experience of OD in Public and Private Enterprises

13. COUNSELLING SKILLS FOR MANAGERS

Module I

Emergence and Growth of Counseling Services; Approaches to counseling;

Module II

Counseling process- Beginning, Developing and terminating a counseling relationship and follow up.

Module III

Counselor's Attitude and Skills of Counseling; Assessing Clients problems.

Module IV

Selecting Counseling Strategies and Interventions – Changing Behaviour through Counseling

Module V

Special problems in counseling; Application of Counseling to Organizational situations with a focus on Performance counseling.

14. MANAGING INTERPERSONAL AND GROUP PROCESSES

Module I

Nature of Groups at work;

What is a group? Definition, Types of Group, Dynamics of Group Formation, structure and dynamics of work groups, Group Cohesiveness

Module II

Group Vs Teams;

Concept of Teams , Distinguishing team from Groups , Types of Teams – Dysfunctions of groups and teams, Dynamic of Informal Groups ,

Module III

Effective Team Performances: .

Creating Teams , Making Team successful obstacles to success, Training in team skills developing successful teams

Module IV

Individual Performance in Groups

Interpersonal Communication, - Johari window , interpersonal awareness, Social facilitation , social loafing Interpersonal Trust , - Inter personal conflicts, Group Decision Making ,Group Synergy.

Module V

Intervention Techniques

Counseling Techniques, Grid Management, Transactional analysis, Sensitivity Training, Process Consultancy, skill Development Techniques

15. PARTICIPATIVE MANAGEMENT

Module I

Meaning of participative management – participative management as a concept- Economics, Psychological, Social, Political viewpoints on this concept – Origin and growth of participative management.
The need for participative management –the objectives of participative management – Approaches to participative management

Module II

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

Module III

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

Module IV

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

Module V

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

ELECTIVE: INFORMATION TECHNOLOGY

1. PLANNING AND IMPLEMENTING IT STRATEGIES

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

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

2. ELECTRONIC COMMERCE AND INTERNET MARKETING

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

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

3. DISTRIBUTED COMPUTING AND DATA NETWORKS

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

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

4. MANAGEMENT SUPPORT SYSTEMS

Module I

Overview of CBIS Applications ; Decision Making Concepts – A Need for Decision Support; Decision Modeling Exercises ; Role of Decision Support Systems in Business; Modeling in Decision Support; Spread Sheet Software Systems as DSS Tool

Module II

Development of planning Models in various Functional Areas; Introduction to integrated Financial Planning System For Financial Modeling; Group Decision Support Systems;

Module III

Use of DSS Technology for Marketing, Finance, Production and HRM . Modeling of Multi-Objective and Analytic Hierarchy Process. Artificial Intelligence, Need and Application. AI based systems ;

Module IV

Fuzzy Knowledge in Ruled – based systems ; Expert System Shells; Working on an expert system Shell;

Module V

Development of a Expert system; Model for a Functional area . PROLOG – A tool for AI Programming. Executive Information Systems and their Applications.

5. BUSINESS PROCESS RE-ENGINEERING

Module I	Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR;
Module II	Process Improvement and Process Redesign; BPR Experiences in Indian Industry;
Module III	Process Identification and Mapping ; Role/ Activity Diagrams ;
Module IV	Process Visioning And Bench Marking ,
Module V	Business Process Improvement . Business Process Redesign ;Man Management for BPR Implementation ; Re- organizing People and Managing Change .

6. SYSTEMS ANALYSIS AND DESIGN

Module I

Overview of systems Analysis and Design; Software Applications Today – the changing scenarios – Introduction to different methodologies and Structured System Analysis. Operational ,Technical and Economical Feasibility – details of SDLC approach .

Module II

Business Systems Concept; Systems Development Life Cycle; Project Selection ;feasibility Study. Tools for Analysis and Design of Business System ; Methodologies Available; Need for Structured Techniques; Structured Techniques Available . System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organization and intersections ; Decision Analysis ; Decision Trees and Tables ; Expansion , Explosion and Normalization .

Module III

Detailed Design ; Modulation ; Module Specification ; File Design ; Data Base Design. Systems Control and Quality Assurance ; Documentation Tools ; Testing Techniques Available ; Systems control and Audit trails ; Systems Administration and Training ; Conversion and Operations Plan.

Module IV

Hardware and Software Selection , Hardware Acquisition ; Bench marking , Vendor Selection , Operating System Selection , Language Processors. Performance and Acceptance Testing Criteria .

Module V

Managing Data Processing in an Organization ; Data Processing Setup ; Project Management Techniques for Managing Software Projects.

7. STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Module I

Key Issues in Information Systems Management and the role of CIO ; Analytical Framework for Strategic IT Initiatives ;

Module II

Sustaining Competitive Advantage by use of IT; Creativity, Learning Organizations and Role of Information Technology in Business Transformation.

Module III

Information Partnership; Managing in the Market Space ;

Module IV

National Information Infrastructure and IT Policy at the National Level ;

Module V

Planning For Strategic IT Resource ; Managing the IT Function ; Outsourcing IT Function.

8. DATA BASE MANAGEMENT SYSTEMS

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

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

9. TELECOMMUNICATIONS FOR BUSINESS

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

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

10. ERP

Module I

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

ModuleII

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

Module III

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

Module IV

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

Module V

E-Business; introduction to 1-Net technologies –evolution of E-Commerce , EDI and E-Business- Business opportunities – Basic and advanced business models on internet- internet banking and related technologies- security and privacy issues –technologies E-Business. Future and growth for E- Business.

11.SECURITY AND CONTROL INFORMATION SYSTEM

Module I

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

Module II

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

Module III

Data security ; Threats to security , Access controls , Back-up and recovery strategies , data input/output control data encryption , Telecommunication security, Physical security, Logical access Security ,dial –in access security .

Module IV

Network management control, authentication protocols, Internet /intranet/extranet security; computer configuration and operation security ; Hardware/ software security, start-up/shut down procedures, journals, back-up/recovery strategies;

Module V

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

12.MULTIMEDIA MANAGEMENT

Module I

Introduction to multimedia –stages in a multimedia project-

Module II

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

Module III

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

Module IV

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

Module V

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

13. INTERNET PROGRAMMING FOR E-COMMERCE

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

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

14. RDBMS & SQL CONCEPTS

Module I

RDBMS: Introduction – Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History;

Module II

Data Modeling – Object oriented and Record based models E-R models and E-R Diagram Examples and Exercises ; Hierarchical Model ; Network Model and Relational Model;

Module III

Normalization Techniques – First Normal Form, Second Normal Form and the Third Normal Form, Examples and Exercises, E.F.Codd's 12 rules for a relational database; Database concepts – Transaction Management, Properties of a transaction , Commit and Rollback, Concurrency, Locking ,Access control, Data Integrity Constraints ,Auditing ,Back up and recovery

Module IV

Data Dictionary – system Catalogue, Distributed Database and Distributed data Access. Introduction to client server and ODBC connectivity . SQL-SQL Language – DML Commands – Select, Insert, Update, delete- Retrieving data, summarizing data, adding data to the database , updating data to the database and deleting data

Module V

.Simple queries – use of WHERE, Arithmetic , Comparison and logical operators , ORDER BY< GROUP BY, and group functions . Multi table queries , sub- queries ,Views; DDL Commands –Table view Create, Alter, Drop Integrity Constraints; Transaction processing – Commit ,Roll back, Save point.

15. APPLICATION DEVELOPMENT USING ORACLE

Module I

Refresher to Oracle RDBMS: Defining a database, defining columns and keys normalizing the design , minimizing redundancy, organization of data in Oracle, Oracle tools,SQL & PL/SQL:SQL?PL SQL command summary – data types , operators, DML,DDL,PL/SQL control structures - Error handling : ORACLE FORMS

Module II:

Application development using FORMS 5, organization of FORMS, painting canvas ,default form Forms process, trigger and their types, trigger commands syntax, execution of forms ,REPORT

Module III

Types of reports ,formalizing the report ,calculated fields , group settings, modifying , text setting , previewing a report running a report; Oracle utilities; Exporting and importing data base information, loading data from foreign files, backup and recovery ,Graphics

Module IV

Designing graphics – Integrating graphics with forms and reports , Building Applications : Business analysis , entity relationship model, normalization data integrity, database, updation, transactions

Module V

Planning and designing the forms for updation and managerial reports generation.

ELECTIVE FINANCE

1. FINANCIAL STATEMENT ANALYSIS

Module - I

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

Module - II

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

Module -III

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

Module – IV

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

Module - V

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

2. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Module – I

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

Module – II

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

Module – III

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

Module – IV

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

Module -V Case Studies

Wall street Collapse, Scam of 1992 by Hashad Mehta
Other scams & IPO related Scams.

3. MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS

Module – I

Evolution of Commercial banks-classification of banks- Unit and branch banking - Banking system in India - Bank Credit deposit ratio - Central bank; nature and functions; method of credit control - Role of RBI - Asset Liability Management(ALM) in Commercial banks; Gap method; Value at Risk method; Management of development banks - Non banking financial institutions.

Module II

IT Act - Electronic Records - Digital signature – Electronic Banking and Internet Banking ; Electronic payment systems – ATMs – Credit and debit cards – smart cards – signature storage and display by electronic means – MICR cheques – EFTS (Electronic Fund Transfer System) – RTGS – Infrastructure requirement – transactions; Core banking – concepts and benefits.

Module III

International Banking – facilities to exporters and importers – EXIM banks Correspondent Banking – Bank accounts – NOSTRO and VOSTRO accounts – SWIFT, CHIPS, CHAPS, FEDWIRE, NRI Bank accounts – Indian rupee and foreign currency accounts.

Module IV

Evaluating bank performance – Profitability Analysis, Balanced Scorecard, Mergers and Acquisitions in banks – Value creation through mergers, Financial and non financial considerations.

Module V

Recent trends in Indian Banking Sector

4.INTERNATIONAL FINANCIAL MANAGEMENT

Module I

Foundations of International Financial Management
Globalization and the multinational firm – International Monetary System
– Balance of Payments – the Market for Foreign Exchange –
Determination of exchange rate – International parity relationships and
forecasting foreign exchange rates.

Module II

World Financial markets and Institutions
International banking and money market – International bond market –
International equity markets – Futures and options on foreign exchange –
currency and interest rate swaps – International Portfolio Investment.

Module III

Foreign Exchange Risk Management
The Exposure information system - Management of Economic Exposure
– Management of Transaction exposure – Management of Translation/
Accounting Exposure.

Module IV

Financial Management and MNCs
Foreign direct Investment, Foreign investment in India – Multinational
Capital budgeting – International capital structure and cost of capital –
working capital management – International trade – International tax
environment

Module V Corporate Governance

5.WORKING CAPITAL MANAGEMENT

Module I

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

Module II

Approaches to estimation of working capital – operating cycle approach. Management of inventories – determination of optimum inventory – lead time – Safety stock – EOQ approach

Module III

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

Module IV

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

Module V

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

6.ACCOUNTING STANDARDS

Module I

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

Module II

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

Module III

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

Module IV

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

Module V Accounting Standards in Indian Companies

7. MANAGEMENT AND CONTROL SYSTEM

Module I

Strategy and Management Accounting.
Activity Based Costing (ABC).

ModuleII

Activity based budgeting.
Implementing ABC.

Module III

Value Chain Analysis.
Life Cycle Costing.

Module IV

Quality Costing.
Target Costing.

Module V

Customer Profitability Analysis.
Performance Analysis.

8.TAXATION AND TAX PLANNING

Module I

Constitutional provisions; Direct and Indirect taxes; Capital vs Revenue, Tax Incidence; Exemptions.

Module II

Taxation heads of income – Income from salary ; income from house property, Income from Business or Profession , Capital gains losses , Income from other sources, Set off/carry forward , deductions ; Advance tax ,Return Filing and for specific Management Decisions

Module III

Accounting Method and Accounting year - Business Expenditure – capital gains – Carry forward losses and Depreciation ; Intercorporate transactions ; Wealth tax on company.

Module IV

Tax planning , Tax audit and long term Fiscal planning ; Chelliah Committee on Taxation ; Wealth tax and Gift tax ; Customs Act; Central Excise act, VAT.

Module V

Income Tax Authorities – Powers of appellate authorities.

9.MANAGEMENT OF FINANCIAL SREVICICES

Module I

Financial services Industry in India - Role SEBI, RBI in Financial Sector ;

Module II

Leasing – Concepts, structuring , Legal issues , financial Analysis , documentation; Hire Purchase – concepts , Structuring , Financial Analysis, Legal Aspects, Documentation.

Module III

Mutual Funds, Stock Brokerages, insurance and Pension Management services, Consumer Finance

Module IV

Venture Capital Funds – Concepts, Indian experience
Financial Technology: Core Banking, Electronic Clearing and Settlement System, Financial messaging systems, Net Banking , Mobile Banking , Emerging Standards like

Module V

Financial Product Mark up Language, Role of Technology in Corporate and retail banking and Straight Through processing (Support from Polaris Software Lab is a must).

10. FINANCIAL DERIVATIVES AND RISK MANAGEMENT

Module I

Introduction to derivatives ; nature and markets of derivatives ; Valuation of forward and future agreements ; properties of option prices ; Binomial option pricing – Black Scholes, Option pricing Formula

Module II

Sensitivity of option prices; trading strategies in options ; interest rate swaps ; forward rate agreements and interest rate futures.

Module III

Source and types of business risk – implications of business risk – risk perceptions of individuals and institutions – Generic alternatives for managing financial risk – diversification – Reinsurance – Contingent contracts.

Module IV

Risk Management using derivatives - basic properties of options - Interest rate Options – Trading strategies using options – Hedging Positions in Options – Synthetic options and portfolio insurance. Corporate Exposure Management Structured Debt and Risk Management.

Module V

Accounting and Administration of Derivatives – Derivatives in the Indian Market – Trading Infrastructure – Issues in regulation of derivatives activity.

11. CORPORATE RESTRUCTURING

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

Sweat equity and Corporate performance-ESOP

12. INSURANCE MANAGEMENT

Module I

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

Module II

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

Module III

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

Module IV

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

Module V

IRDA – Roles – Responsibilities – Constitution of IRDA – objectives – Duties & powers – other functional aspects .

Banc assurance – concept –origin – role –critical issues – Functional aspects Indian scenario – future prospects

13. PROJECT FINANCING AND MANAGEMENT

Module I

Project finance, capital structure

Module II

Risk management and the relationship between investment and financing.

Module III

Project appraisal – procedures.

Module IV

Planning and implementation of projects

Module V

Venture capital finance and reconstruction of assets in distress

14. FINANCIAL ECONOMETRICS

Module I

Basic econometrics including linear regression, least squares estimators,

Module II

Non linear and multiple equation models, serial correlation,

Module III

Testing of pricing models, estimation techniques for illiquid / incomplete markets, time series models.

Module IV

Time Series Econometrics including GMM methods,

Module V

GARCH models, MLE estimation of diffusion models.

