

Maharshi Dayanand University Rohtak



Syllabus and Courses of Reading for Master of Management Sciences Examination

Session—1998-99

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**MASTER OF MANAGEMENT SCIENCES
SCHEME OF STUDIES
FIRST SEMESTER**

| FOUNDATION COURSES | | HOURS PER WEEK | | |
|---------------------------|---|----------------|------------------------|-------|
| Index No. | Title of papers | Lecturers | Seminar/ /Practical | Total |
| MMS 501 | Management Theory & Practice | 2 | 2 | 4 |
| MMS 503 | Organisational Behaviour | 2 | 2 | 4 |
| MMS 505 | Managerial Economics | 2 | 2 | 4 |
| MMS 507 | Computer Application in Management | 2 | 2 | 4 |
| MMS 509 | Operations Research | 2 | 2 | 4 |
| MMS 511 | Managerial Accounting | 2 | 2 | 4 |
| PRACTICAL | | | | |
| MMS 513 | Management Laboratory | - | 4 | 4 |
| SECOND SEMESTER | | | | |
| FUNCTIONAL COURSES | | | | |
| MMS 502 | Operations Management | 2 | 2 | 4 |
| MMS 504 | Financial Management | 2 | 2 | 4 |
| MMS 506 | Marketing Management | 2 | 2 | 4 |
| MMS 508 | Personnel Management and Industrial Relations | 2 | 2 | 4 |
| MMS 510 | Business Environment | 2 | 2 | 4 |
| MMS 512 | Management Information System | 2 | 2 | 4 |
| MMS 514 | Business Research Methods | 2 | 2 | 4 |
| PRACTICAL | | | | |
| MMS 516 | Computer application | - | 4 | 4 |

MMS 608 PROJECT REPORT

A full-time course student at the end of Second Semester and a part-time course student at the end of the Fourth Semester, shall undergo practical training for a period of 8 to 10 weeks in some organisation / industry / research institution with the prior approval of the Director, TITS. He will receive training under the joint guidance of a Faculty member of the Institute and an executive of the host industry /organisation and will work on some specific problem faced by the host organisation in any of the functional areas of management viz. personnel, production, finance and marketing. He will incorporate the details of his training and the findings of his project work in a Project Report.

The project report should include the details of his training and experience in the organisation showing as to how the organisational efficiency/profitability of the host organisation could be further improved. A student must submit four typed copies of his Project Report to the Department latest by March, 1. There shall be a viva-voce examination also based on the Project Report.

**MASTER OF MANAGEMENT SCIENCES
SCHEME OF EXAMINATION
FIRST SEMESTER**

FOUNDATION COURSES

| Index No. | Title of papers | No. of papers | Time (hrs.) | Marks ----- Paper/ Sessional |
|-----------|------------------------------------|---------------|-------------|---------------------------------------|
| MS 501 | Management Theory & Practice | 1 | 3 | 100/50 |
| MS 503 | Organisational Behaviour | 1 | 3 | 100/50 |
| MS 505 | Managerial Economics | 1 | 3 | 100/50 |
| MS 507 | Computer Application in Management | 1 | 3 | 100/50 |
| MS 509 | Operations Research | 1 | 3 | 100/50 |
| MS 511 | Managerial Accounting | 1 | 3 | 100/50 |

PRACTICAL

| | | | | |
|--------|-----------------------|-----------------------|---|--------|
| MS 513 | Management Laboratory | Practical & Viva-voce | 3 | 100/50 |
|--------|-----------------------|-----------------------|---|--------|

SECOND SEMESTER**FUNCTIONAL COURSES**

| | | | | |
|--------|---|---|---|--------|
| MS 502 | Operations Management | 1 | 3 | 100/50 |
| MS 504 | Financial Management | 1 | 3 | 100/50 |
| MS 506 | Marketing Management | 1 | 3 | 100/50 |
| MS 508 | Personnel Management and Industrial Relations | 1 | 3 | 100/50 |
| MS 510 | Business Environment | 1 | 3 | 100/50 |
| MS 512 | Management Information System | 1 | 3 | 100/50 |
| MS 514 | Business Research Methods | 1 | 3 | 100/50 |

PRACTICAL

| | | | | |
|--------|---------------------------------|-----------------------|---|--------|
| MS 516 | Computer Application Practicals | Practical & Viva-Voce | 3 | 100/50 |
|--------|---------------------------------|-----------------------|---|--------|

A full-time course student at the end of Second Semester and a part-time course student at the end of the Fourth Semester, shall undergo practical training for a period of 8 to 10 weeks in some organisation / industry / research institution with the prior approval of the Director, TITS. He will receive training under the joint guidance of a Faculty Member of the Institute and an executive of the host industry / organisation and will work on some specific problem faced by the host organisation in any of the functional areas of management, viz. personnel, production, finance and marketing. He will incorporate the details of his training and the findings of his project work in a Project Report.

The Project Report should include the details of his training and experience in the organisation showing as to how the organisational efficiency/profitability of the host organisation could be further improved. A student must submit four typed copies of his Project Report to the Department latest by March, 1. There shall be a viva-voce examination also based on the Project Report.

SYLLABUS FOR MASTER OF MANAGEMENT SCIENCES

MMS 501 MANAGEMENT THEORY AND PRACTICE

The objective of this course is to develop a basic understanding about management concepts as well as human aspects of management in various managerial processes within an organisation.

Course Content

Concept of Management, Scientific Management, System and systems approach to Management, Functions of Management including planning, organisation, motivation, leadership and authority, responsibility and accountability, communication, co-ordination, integration and control. Monitoring and feed back systems. Management as a profession. Managerial evolution in India and Recent trends in Management.

MMS 503 ORGANISATIONAL BEHAVIOUR

The purpose of this course is to promote understanding of individual and group behaviour in an organisation.

Course Content

Organisational Behaviour, its meaning and importance. The individual, his behaviour and its causation - individual Vs. Group Behaviour - Basic process - Abilities, Motivations, perception, learning - Memory attitudes - Individual differences and their assessment. Personality - Conflict - Frustration - Adjustment. Group Dynamics - Leadership Role and Functions, Leadership style and effectiveness of Leadership.

MMS 505 MANAGERIAL ECONOMICS

The purpose of this course is to develop the ability to apply the concept, tools and techniques of economics in analysing and interpreting business decisions.

Course Content

Business firm and its objective, application of economic analysis to business decisions. Concept and procedures in economic theory and their application.

Capital budgeting - Demand for capital, supply of capital investment, pricing strategy. Operation of supply and demand. Basic demand analysis, cost analysis, measurement of policies for profit maximisation.

MMS 507 COMPUTER APPLICATION IN MANAGEMENT**Objectives**

The purpose of this course is to introduce the students to Computer Concepts, languages and use of Computer for business and research.

Course Contents

Historical development of computers. Different types of Computers and Computer peripherals. Introduction to the working of Computers in Industry. Data Base Management. Computer Based Management information system, PC and the managers. Introduction to WS, Dbase III+ and Lotus 1-2-3.

MMS 509 OPERATIONS RESEARCH

The objective of this course is to familiarise the students with the use of quantitative techniques in management decision making.

Course Contents

Introduction to OR, Role of OR in managerial decision making methodology of OR and its techniques. Linear programming, graphic methods, simplex method, formulation of mathematical models, sensitivity analysis, transportation models, inventory models, simulation model.

MMS 511 MANAGERIAL ACCOUNTING

Objectives

The objective of this course is to acquaint students with the concepts of accounting and the use of accounting information for managerial decisions.

Course Content

Basic accounting and conventional financial accounting records and process, Income measurement, inventory valuation, depreciation accounting, understanding - published financial statement, financial statement analysis, funds flow analysis, basic cost accounting, cost classification. Allocating indirect costs, costing systems and cost determination. Accounting information for planning and control, budgeting and budgetary control, standard costing and variance, marginal costing. Report function - management information reports.

MMS 513 MANAGEMENT LABORATORY

Objectives

The objective of this paper is to help a student to develop his communication skills, both verbal as well as in writing. For this purpose various pedagogical techniques like case study - written analysis and oral presentation, role-playing conference and syndicate methods, brainstorming exercises and business games will be used.

The end-semester examination will consist of a practical followed by viva-voce.

Course Content

Effective communication techniques, transactional analysis and its application, time management, increased personal effectiveness, Management of change and creativity.

SECOND SEMESTER**MMS 502 OPERATIONS MANAGEMENT****Objectives**

The course is designed to acquaint students with basic management decision with respect to effective utilisation in manufacturing and service organisation.

Course Content

Work study, human factors in the application of work study, method study, motion study. Work measurement, work allocation, job evaluation and merit rating, wage payment plans and incentives, Environmental conditions and Industrial safety. Maintenance: Maintenance procedures, replacement policies, material handling and automation, pollution control and waste control, quality standards process control, Control charts, Acceptance sampling, quality circles, organisation for quality control.

MMS 504 FINANCIAL MANAGEMENT**Objectives**

Finance is the life blood of a business enterprise and is a scarce resource. The course imparts an understanding of the source of finance for a business, methods of obtaining it and the techniques of exercising control over it with a view to its effective utilisation.

Course Content

Finance function and its relationship with other functional areas; Objectives of financial decision making. Financial planning estimation and management of working capital, cash receivable and payable and inventory, working capital financing.

Long term financial decisions, capital budgeting process and investment appraisal criteria, capital structure planning, leverage, EBIT-EPS analysis, Cost of Capital, Issue of securities and capital market, Dividend policy and retention.

MMS 506 MARKETING MANAGEMENT

Objectives

The purpose of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services between the firms and the markets.

Course Content

Concept, nature and scope, Role and task, relationship between market and other functional units within an organisation. Consumer behaviour, marketing mix, product management, development of new product, testing and launching, product life cycle, branding and packaging, forecasting, formulating sales plans, distribution management, channel mix, advertising and sales promotion, sales cost-profit analysis, price policies and practices, pricing techniques, Sales Organisation, Sales control.

MMS 508 PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS

Objectives

The purpose of this course is to expose the students with advances in Personnel Management.

Course Content

Concept of Personnel Management, Personnel function - Personnel Department, its organisation, policies, responsibilities and place in the organisation. Manpower planning and personnel selection-interviewing and psychological testing. Development training at all levels including management development, Assessment of Training needs. Training methods and Evaluation of Training Personnels. Promotion and Transfer, Employee Appraisal and succession, Planning Compensation - wage policy - salary administration, - remuneration of personnel, fringe benefits; social

security and welfare activities. Industrial Relations - Role of Employers, Unions and Government in Industrial Relations, problem of Trade Union movement in India, Industrial disputes and methods of promoting settlement through negotiations, collective bargaining. Conciliation: Voluntary Arbitration and compulsory adjudication.

MMS 510 BUSINESS ENVIRONMENT

Objectives

The objective of this course is to make the students aware of the social, economic, political, cultural and technological environment in which managerial decision making takes places. The understanding of the government business relationship and the implication of the government policy decisions on industry is a vital elements of this course.

Course Contents

Economic systems and the framework of economic social political and technological environment, structural features of Indian economy, Government regulation and control of business. Planning in India - need for planning, models, growth of economy under planning, constraints and deficiencies, regulation and control of industry, Industrial policy and licensing, monopolies and restrictive trade practices, other forms of control on industry, Government support to industry, incentives, problem of sickness, State participation and industrial growth and functioning of public sector, Role of foreign capital in India. Regulatory measures relating to foreign capital and technology, protection of consumer.

MMS 512 MANAGEMENT INFORMATION SYSTEM

Objectives

The objective of this course is to make the student familiar with MIS and its usefulness in making routine decisions.

Course Contents

Basic concepts of management information system (MIS): MIS and process of managing, cybernetics and its relevance to MIS decision and role of information planning for MIS including specification, feasibility study,

MIS design and implementation of MIS, maintenance, documentation, economic consideration of MIS, MIS in production, finance, marketing and personnel area.

MMS 514 BUSINESS RESEARCH METHODS

Objectives

The objectives of this paper is to understand the basic concept of scientific method and the research language and it application.

Course Content

The concept of Research Methods, Hypothesis formulation, type and characteristics - testing the hypothesis-problem in research design - use of library indices, bibliography and documentation. Collection and analysis of data-constructing a questionnaire - pilot studies and pre-testing the questionnaire, the interview technique of soliciting response, probing questions, observation method and recording techniques, probability and non probability sampling correlation analysis - Test of significance, preparation of Research Project Report.

MMS 516 COMPUTER APPLICATION PRACTICAL

Practice Sessions in Word Star, Dbase III+, Lotus 1-2-3 and MIS Software.

MASTER OF MANAGEMENT SCIENCES
SCHEME OF STUDIES
THIRD SEMESTER.

| Index No. | Title of papers | HOURS PER WEEK | | |
|------------------------|---|----------------|-----------------------|-------|
| | | Lecturers | Seminar/ Practical | Total |
| MMS 601 | Project Management and Entrepreneurship | 2 | 2 | 4 |
| MMS 603 | International Marketing | 2 | 2 | 4 |
| MMS 605 | Elective from Major Area | 2 | 2 | 4 |
| MMS 607 | Elective from Major Area | 2 | 2 | 4 |
| MMS 609 | Elective from Minor Area | 2 | 2 | 4 |
| MMS 611 | Elective from Minor Area | 2 | 2 | 4 |
| FOURTH SEMESTER | | | | |
| MMS 602 | Business Policy | 2 | 2 | 4 |
| MMS 604 | Elective from Major Area | 2 | 2 | 4 |
| MMS 606 | Elective from Major Area | 2 | 2 | 4 |
| MMS 608 | Project Report | - | 4 | 4 |

Elective groups and subjects:

Group A: Production Area

1. Production System and Control
2. Materials Management
3. Maintenance Management
4. Quality Control

Group B: Personnel Area

1. Industrial and Labour Legislation
2. Wage and Salary Administration
3. Human Resource Management
4. Organisational Development

Group C: Marketing Area

1. Sales and Distribution Management
2. Advertising Management
3. Industrial Marketing
4. Export - Import Management

Group D: Finance Area

1. Cost Management
2. Financial Institution
3. International Financial Management
4. Corporate Tax Management

Explanation relating to the Third and Fourth Semester

At the beginning of the Third Semester, each student will be required to make a choice of elective groups. He will have to choose one group as the Major Area of specialisation, and another group as Minor Area of specialisation. He would be required to offer two papers in the Third Semester and another two papers in the Fourth Semester from the Major specialisation group offered. From the Minor specialisation group, he will be required to offer two papers in the Third semester only. The groups and the papers open for offering will be determined by the Head of the Department with the approval of the Director at the Commencement of each academic year.

Project Report

Each student shall undergo practical training for a period of eight to ten weeks after Second Semester in some organisation, industrial establishment of research institution with the approval of the Director, T.I.T.S. He will receive training under the joint supervision of a faculty member and an executive of the host industry / organisation, and will work on some specific problem faced by the host organisation in any of the functional areas of management, viz., personnel, production, finance and marketing.

On completion of the training, each student will submit a Project Report, latest by March 1, giving details of his training and experience, and show how the organisational efficiency/profitability/functioning can be improved.

Each candidate will be required to submit four typed copies of the Project Report to the Head of the Department of Management Science, who will forward them through the Director, T.I.T.S., to the Registrar, M.D. University for necessary action.

SCHEME OF EXAMINATION THIRD SEMESTER

| Index No. | Title of papers | HOURS PER WEEK | | |
|------------------------|---|----------------|-----------------------------|--------------|
| | | No. of papers | Max. marks Paper/Session | Total (Hrs.) |
| MMS 601 | Project Management and Entrepreneurship | 1 | 100/50 | 3 |
| MMS 603 | International Marketing | 1 | 100/50 | 3 |
| MMS 605 | Elective Major Area | 1 | 100/50 | 3 |
| MMS 607 | Elective Major Area | 1 | 100/50 | 3 |
| MMS 609 | Elective Minor Area | 1 | 100/50 | 3 |
| MMS 611 | Elective Minor Area | 1 | 100/50 | 3 |
| FOURTH SEMESTER | | | | |
| MMS 602 | Business Policy | 1 | 100/50 | 3 |
| MMS 604 | Elective Major Area | 1 | 100/50 | 3 |
| MMS 606 | Elective Major Area | 1 | 100/50 | 3 |
| MMS 608 | Project Report : Viva-Voce | - | 100/100 | viva-voce |

Project Report - Viva Voce

The project Report shall be evaluated as follows:

- a) Internal evaluation will be based on the presentation of the Project Report by the candidate before the class and the faculty members of the department. Marks out of 100 will be awarded jointly by a panel of two faculty members, one of which shall be the supervisor of the candidate.
- b) There shall be a viva voce examination conducted by a panel of two examiners - one external and one internal - Marks will be awarded jointly by the two examiners out of 100. Viva-voce need not be confined only to the Project Report.

DETAILED SYLLABI
MMS 601 PROJECT MANAGEMENT AND
ENTREPRENEURSHIP

The objective of this course is to introduce students to project planning and execution and to develop entrepreneurship.

Contents

Entrepreneurship: Definition, enterprise, entrepreneurial qualifications.

Product: Selection and design of product. Demand forecasting.

Economic Evaluation: Feasibility analysis, Break-even analysis. Financing a project, Environmental regulations, Assistance from Financial institutions.

Analysis of investment decisions: Term loan processing facilities.

Planning & Execution: Location, Site selection. Layout of facilities, Aggregate planning. Resources scheduling. Network analysis. PERT, CPM. Implementing the programme. Materials control. Project direction, coordination and control.

Monitoring: Monitoring of project Management performance.

MMS 602 BUSINESS POLICY

This course is of an integrative nature, aimed at motivating students to look at the organisation in its totality, and appreciate the inter-relationships among different functions.

This course in which business cases will be extensively used as a pedagogical tool, will enable students to understand the strategy of the organisation, to formulate functional policies in accordance with the strategy, to make major decisions, and participate in the implementation of the strategy.

Contents

Responsibilities of the Top Management and Chief Executive. Concepts of Strategic Planning. The Firm and Environment; Environment Scanning; SWOT Analysis. Strategy and Top management Values. Strategy formulation. Strategies for corporate Development, Growth, Diversification, Expansion, Merger.

McKinsey's 7S Framework. Implementation Tools for Middle Management - Divisionalisation matrix, etc.

Performance Monitoring and Evaluation of current performance for reformulation of strategy.

Business Ethics and Social Responsibilities of Business.

MMS 603 INTERNATIONAL MARKETING

The objective of this course is to familiarise the students with the marketing environment in the international field. For becoming a successful international marketer, a student must understand well the geopolitical interdependencies, world economic systems, cultural diversities, marketing practices and a host of other factors that effect international trade.

Contents

International marketing: Conceptual Framework - Scope, theory and Structure of International Trade and its Impact on economic growth of developing countries in general and India in particular.

Balance of payment, adjustment mechanism.

Protection - Policies: types, impact on economic development (Regional economic integration, Impact of International agreement (i.e. GATT/WTO) on world trade.

Joint Venture Possibilities & Prospects in current scenario.

Export Market Planning & Management (Product Planning Pricing, Channels of distribution, Promotion of Product/Services).

GROUP A - PRODUCTION AREA

1. Production Systems and Control

The purpose of this course is to introduce students to production systems and methods to control them.

Contents

Systems: Systems theory, systems approach and design of systems. Evaluation of operating systems. Systems dynamics.

Operating Decisions: Operations planning and control, Planning aggregate production Work force and inventory levels, Inventory replacement policies. Industrial scheduling systems, Materials requirement planning. Service systems and scheduling personnel. Maintaining system reliability.

Monitoring: Relating achievement to expenditure, Regular achievement analysis for materials, quality, design, etc.

2. Materials Management

The objective of this course is to acquaint students to importance of materials management and its role in manufacturing management.

Contents

Nature and scope of materials management, Material planning, forecasting, purchasing, Quality, Quantity. Materials organisation and relation with other departments. Sources of supply. Vendor selection and development. Reliability and maintenance of sources of supply.

Pricing theory, Buyer-seller negotiations. Purchase of capital equipment, leasing. Import purchasing, make or buy decisions. Value analysis.

Stores management: location, methods of storing, material handling, stores management, coding, decoding, receipt and despatch of materials, cost reduction, Standardisation. Substitution.

Scrap and Waste disposal.

Legal aspects of purchasing

Transportation

Material organisation personnel training etc.

3. Maintenance Management

The purpose of this course is to familiarise the students with maintenance practices in industrial organisations and concepts behind these practices.

Contents

Maintenance functions, maintenance organisation, Types of maintenance-preventive, breakdown, scheduled maintenance, etc. Basic for preventive maintenance.

Selection and maintenance of materials handling equipments.

Machinery Audit

Maintenance of energy sources and energy conservation.

Maintenance of facilities, buildings.

Maintenance contracts and outside services, insurance etc.

Maintenance teams and costs - queuing models

Industrial safety maintenance.

Maintenance costs reduction, stores management.

Maintenance records keeping and computerisation.

4. Quality Control

The purpose of this course is to introduce the students to Quality Control and its importance to set quality standards and its achievement.

Contents:

Industrial Statistics: Basic statistical concepts, S.Q.C. control charts, Sampling inspection. Common significance tests, Curve fitting. Analysis of variance, Chi-square tests.

Inspection & Quality Control: Definition, Organisation for quality control, Personnel and their training, Quality systems, Quality costs, Quality motivation, Quality audit.

Control of Engineering Quality: Control of production quality. Control of quality of purchased material. After sales quality. Japanese concepts in quality management, quality circle, zero-defect product etc.

GROUP B - PERSONNEL AREA

1. Industrial and Labour Legislation

The course is designed to promote the basic understanding of various laws related to labour and industrial issues.

Contents

Factories Act 1948, Industrial Disputes Act, 1947, Industrial Employment (Standing Orders Act, 1946), Minimum Wages Act, 1948,

Payment of Wages Act, 1936, Workmen's compensation Act, 1923. Employees State Insurance Act, 1948, Employees provident Fund Act, 1952.

2. Wage and Salary Administration

The objective of this course is to give an insight into various aspects of wage and salary administration.

Contents

Introduction to wage theories and criteria, corporate wage and salary policies, planning salary systems.

Salary structure and its variables; salary progression curves, job analysis, job evaluation schemes, methods of wage determination.

Role of trade unions in wage determination. Collective bargaining, role of state legislation, wage boards, national income and wage policy with special reference to developing countries like India.

Components of wage payment; Basic wage, D.A. Bonus and other allowances, incentives to managers and operatives fringe benefits, profit sharing and stock holding schemes, linking wage with productivity.

Implementation of Salary policies. Monitoring the system, treatment of anomalies, cost controls, communication policy, salary reviews.

3. Human Resource Management

The purpose of this course is to promote the understanding of the issues relating to acquisition development/ utilisation and contribution of human resources in an organisation.

Contents

The approach to human resources management. Social aspects. Problems of selection, training and placement in diverse organisations. Planning of human resources. Manpower planning. Manpower development. Utilisation of human resources. Industrial relations and personnel management functions. Legal aspects. Provisions of factories acts, etc. Training needs and planned refresher programmes at various

levels for updating skills. Evaluation of training. Performance appraisal and review. Participative management. Integrated Compensation Policy and Productivity.

4. Organisational Development

The purpose of this course is to promote the understanding of important issues related to organisational development.

Contents

Definition of organisation development. Values and assumptions of organisation development. Goals of O.D. process, Human Resource and Organisation performance goals. Work environment and systems organisation in streamlining task and process. Communication Systems. Goal setting, Characteristics of O.D. Processes. Technological approach. Structural approach and people's approach. Diagnostic study of the organisation. Role analysis and action phase. Organisational change strategies. Process of bringing about planned change. Planned interventions with special preference to action research process. Sensitivity training. Role of personnel management in organisational development.

GROUP C - MARKETING AREA

1. Sales And Distribution Management

The Objective of this course is to provide an understanding of the sale and distribution system functioning in Industrial organisations.

Contents

Sales Management: Meaning and objectives, roles of sales executives. Sales Management in the marketing programme, salesmanship and theories of selling. Sales Organisation, its purpose and structure. Sales organisation and distributive network.

Sales Force Management: Sales force and its planning and size, sales job and qualities of salesman, sales force tasks, recruitment, selection and training, motivating and compensating sales force.

Sales Administration and Control: Sales analysis and sales quota budgets and territories, Evaluation of sales efforts, Sales and marketing audit.

Channel Design and Management: Establishing channel objectives. Identifying and Evaluating major channel alternatives. Selecting, motivating and evaluating channel members. Conflicts and cooperation among channel members.

Physical distribution. Nature of Physical distribution order processing, warehousing, Inventory and transportation.

2. Advertising Management

Objectives: Advertising is a fascinating and important subject. The efficiency of many businesses depends on the generation of effective advertising. The course is designed to familiarise the students with the basic concepts, practice and analytical techniques of advertising management.

Contents

Nature and Place of Advertising: Classification and process, Major institutions of advertising. Organisation for advertising decisions. Social, legal and economic aspects of advertising.

Advertising budget decisions: Methods and models of advertising appropriation.

Behavioural role of advertising, communication relating to consumer perception, learning and attitude change. Advertising Appeals.

Advertising media, message and copy design and decisions.

Advertising Effectiveness: rationale, contents and timing of testing, different methods of testing advertising effectiveness.

3. Industrial Marketing

Objectives: The objective of the course is to familiarise the students with the general understanding of industrial marketing, its functions and importance in the economy, the kind of agencies through which it is carried on, the characteristics features of industrial and institutional demand.

Contents

The Industrial Marketing System - participants, channels, buyer-motives.

The Industrial Marketing Concept - marketing as business philosophy. The functional dimension. The organisational dimension.

Demand and Product Characteristics - Market level and product type, derived demand.

Purchasing System - recognition of need, order placement, follow-up and expediting, receipts and inspection.

Market Identification - The standard industrial classification system, identification of market opportunities, the market profile, demand potential.

Measuring Marketing Performance - Planning the market study, four basic measure of performance.

Marketing Strategies - The concept of strategy formulation, product development, product mix, the provision of parts, technical assistance, channel strategy, pricing strategy, advertising and sales promotion, marketing control.

4. Export Import Management

There is a tendency in our country to equate Export Management with a vast array of rules, regulations and operational details. A comprehensive knowledge of these is essential, the objective of this course is to give an insight into the expertise needed both in Import and Export operations.

Contents

Need for foreign trade (Intra-firm & Environmental factors). India's Foreign Trade - trends, composition and outlook. Export/Import Policy - Infrastructure and Policy Framework, Export promotion scheme & Incentives, Institutional infrastructure. India's policy response towards liberalisation globalisation. Financing of Exports & Imports: Mechanism of financing by Commercial Bank; Role of EXIM and ECGC India.

Export Import procedure & documentation. Export Marketing Risks; Credit Insurance & Marine Insurance.

GROUP D - FINANCE AREA

1. Cost Management

The objective of this course is to provide an advanced understanding of the costing systems employed in industrial organization, and the use of costing information for cost determination, allocation and control.

Contents

Cost systems, Material costs and control-purchase, price control, inventory costs, waste, scrap and loss control.

Labour cost and control.

Overhead cost and cost allocation.

Selling and Distribution costs: Administration costs and Research and Development costs.

Developing standards for control.

Budget and budgetary control system.

Cost control and cost reduction; role of value analysis.

Parta system of cost control.

2. Financial Institutions

A significant part of our economy consists of banks and financial institutions which provide money and capital for business and industry. Management of such institutions have to deal with the problems in the inflow and outflow of money. The objective of this paper is to acquaint the students with the environment in which these institutions operate and the special kinds of problems that arise in their management.

Contents

Money and Capital markets.

Determination of interest rates; Term Structure of interest rates. Commercial Banking scenario in India; profitability of banks; Credit-Deposit ratio management; Capital Adequacy question.

Marketing approach in banking;

Performance evaluation of banks.

Functions of institutions engaged in new issue market-merchant banks, underwriting agencies, stock exchanges, mutual funds, etc.

Managerial tasks in institutional investors like LIC and UTI; Managerial tasks in Development Banks at the state and national level.

Security Market legislation.

3. International Financial Management

The changes taking place in the Indian and international business environment leading to a free foreign trade and free movement of capital on the international level, make the exposure of a management student to those developments necessary. The objective of this course is to make a student of the finance area competent to understand the implications of and deal with the various instruments and mechanisms employed in the international financial field.

Contents

International Economic Environment.

International Monetary Systems and financial Institutions. Financial dimensions of International trade, Documents and Techniques of financing:

Foreign Exchange Market. Theories of Exchange rates; Exchange Rate determination. Exchange Risks Management; Hedging and Swaps. International Capital Flows. Instruments in International financial markets.

4. Corporate Tax Management

It has been recognised that a change in the corporate tax structure has an immediate and long-term effect on business decisions. The ups and downs in the stock market prior to or immediately after the presentation of the budget by the Government are an indication of the impact of the change in the corporate tax structure on the future of the companies.

This course is designed to provide a student an insight into the provisions of the corporate tax law in India, the various reliefs and incentives that are provided so as to minimise the tax liability of the business in a lawful manner.

Contents

Introduction to corporate tax law definitions. Form of organization. Closely-held companies. Residential status. Accounting Year and Previous Year. Assessment. Appeals. Advance Tax payment. Recovery proceedings. Business expenditure, Depreciation. Carry-forward depreciation and losses. Capital gains. intercorporate transactions. Foreign business transactions. Incentive.