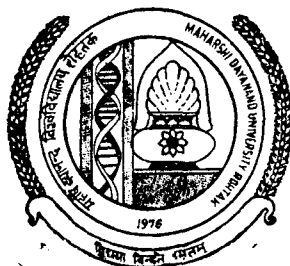


# Maharshi Dayanand University Rohtak



## Syllabus and Courses of Reading for Master of Management Science Examination

Session—1999-2000

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## ORDINANCE : MASTER OF MANAGEMENT SCIENCE

- 1.1 The duration of the course for the Degree of Master of Management Science shall be 2 years (4 semesters). The maximum period in which a candidate must qualify for the degree shall be four academic years, failing which he shall not be allowed to continue his studies for the course.
- 1.2 The duration of the course for the Degree of Master of Management Science for part-time candidate shall be 3 years. The maximum period in which such a candidate must qualify for the degree shall 5 years, failing which he shall not be allowed to continue his studies for the course.
- 2.1 Each academic year shall be divided into two semesters, each semester extending to about 17 weeks. At the end of each semester there shall be an examination wherein candidates will be examined in the course prescribed for the that semester. Each semester examination shall be designated as First Semester Examination, Second Semester Examination, Third Semester Examination and so on.
- 2.3. The laste date for receipt of admission forms without and with late fee shall be fixed by the Vice-Chancellor and notified by the Registrar/Controller of Examinations.
- 3.1. Persons holding the following qualifications shall be eligible for admission to the course for the Degree of Master of Management Science.

Those who qualify in the Graduate-Aptitude Test in Engineering (GATE) after obtaining a Bachelor degree in any Branch of Engineering/Technology.

OR

Bachelor's degree in Textile or in any other branch of Engineering/Technology from Guru Jambheshwar University or from any other Indian University included in the approved list of the Association of Indian Universities securing atleast 60% marks in the aggregate.

OR

Master's degree (M.Sc./M.A./M.Com.) in Physics, Chemistry, Mathematics, Commerces, Economics or Statistics from Guru Jambheshwar University or from any other Indian University included in the approved list of the Association of India Universities securing atleast 60% marks in the aggregate.

OR

Bachelor's degree in any branch of Engineering/Technology from any foreign University recognised by Guru Jambheshwar University as equivalent to its B.E./B.Tech. degrees.

- 3.2. A whole-time teacher working in a college recognised by the University in the Faculty of Engineering and Technology or a working engineer/technologist employed in a department/industry/laboratory in the proximity of Bhiwani may also join this course as a part-time student subject to the fulfilment of and of the conditions laid down in Clause 3.1 above. Such part-timestudents shall be allowed to offer not less than four and not more than five papers in a regular semester examination.
4. The examination shall be open to a candidate who:
- (i) has attended the prescribed course of studies for the relevant semester in a college recognised by the University for the Degree of Master of Management Science.

- (ii) has his name submitted to the Registrar/Controller of Examinations by the Director/Principal of the College, and
  - (iii) produces the following certificates signed by the Director/Principal:-
    - (a) a good character and conduct.
    - (b) of having carried out an acquainted himself to the satisfaction of the Director in class work, Laboratory and sessional work covered during the semester and if the periodical tests held in the college from time to time; and
    - (c) of having attended not less than 80% of the total classes held in that semester in the subjects offered by him for the examination; provided that his attendance in each individual subject (Lectures, tutorials, seminars, practicals, etc.) is not less than 60%. The Director of the college may **bonafide cases**, condone deficiency upto 10% in the total and/or 5% in individual subjects. Attendance shall be counted upto 10 days before the date of commencement of the examinations.
5. The amount of examination fee to be paid by a candidate shall be Rs. 250/- for each semester or as per University rules.
- 6.1. Every candidate shall be required to offer for examination the theory papers including Sesional and Major Project Report (Industry Based) as provided in the Scheme of Examinations prescribed by the Academic Council.
- 6.2. English shall be the medium of Examination.
- 7.1. Theory papers shall be set by one External and one Internal

Examiner jointly in accordance with the procedure laid down by the University. The evaluation will be done by internal Examiner/Examiners under the supervision of Director of the College and the University employee deputed for this purpose in the College Campus.

- 7.2. The sessional work in each paper shall be evaluated by the teacher concerned. It shall be based on the work done and the general performance of the student in the particular class during the semester. The awards will be forwarded to the Registrar/Controller of Examinations through the Director, T.I.T. & S immediately after the commencement of each semester examination.
- 8.1. A full-time course student in the end of the second semester and a part-time course student at the end of the Fourth Semester, shall undergo practical training for a period of 8-10 weeks in some organisation/industry/research institute, with the prior approval of the Director, TIT&S. He will receive training under the joint supervision of a Faculty member of the Institute and an executive of the host industry/organisation, and will work 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 Major Project Report, to be submitted by him under Clause 9.1.
- 9.1. A full time student during the Fourth Semester and a part-time student during the Sixth Semester will prepare a Major Project Report (Industry Based) on a problem of Management faced by an organisation showing as to how the organisational efficiency/profitability of the host organisation could be further improved. The student will submit

four typed copies of his Major Project Report latest by March 1, which would be evaluated as per provisions of the Scheme of Examinations. If a student is unable to complete the Project Report and/or submit the Report by the specified date he will be deemed to have failed in the particular subject. He may be allowed by the Director to complete and submit the Report thereon within the total time permissible under Clauses 1.1 and 1.2 as the case may be. Such a student will appear for Viva-Voce Examination to be held subsequently.

- 9.2. At the beginning of the Third semester each student would be required to make a choice of elective groups. He will have to choose one group as major specialisation and another group as minor specialisation group. He would be required to offer two papers in the third semester and another two papers in the fourth semester from the Major Specialisation offered from the Minor specialisation group, a student 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 beginning of each academic year.
- 10.1. The minimum number of marks required to pass the examination shall be :-
- (a) 40% in each theory paper.
  - (b) 50% in the sessional part of each paper.
  - (c) 50% in Viva-voce of Major Project Report.
  - (d) 50% in the aggregate.
- 10.2. In case the Major Project Report is rejected by the Board of Examiners or a candidate fails in the Viva-Voce examina

tion, the Board may issue any one or more of the following directions to the candidate :

- (i) Undergo a fresh training and project work for full period;
  - (ii) Undergo additional work in some specified area;
  - (iii) Rewrite the report as per oral directions of the Board;
- and
- (iv) Appear for the Viva-Voce Examination again.

11.1. Subject to Clauses 1.1 or 1.2 a candidate who having satisfied the requirement of attendance, does not appear in any semester examination for sufficient cause or having appeared fails in any subject(s) may be allowed to re-appear at any subsequent examination, including supplementary examination, to pass the examination. Such a candidate may, however, be promoted to the next higher semester course.

11.2. A candidate who has passed Master of Management Science examination and has obtained less than 60% marks in aggregate and is desirous to improve his division from theory paper(s) to improve his division only once within the period specified in Clause 1.1 or 1.2. provided that such a candidate shall not be placed in the category of 'Pass with Honours'.

The result of the candidate shall be tabulated with the marks obtained by him after improvement together with the marks obtained by him previously in the papers not offered by him for improvement. In case the candidate does not improve the division from Second to first, his result shall be declared as 'Previous result stands'.

12. Successful candidates shall be classified as under :

- (a) Candidate obtaining atleast 60% marks in each theory paper & atleast 75% marks in the aggregate. First Division with honours (Provided he/she passed all papers & the semester exams within the normal period of 2 years' course).
- (b) Candidates obtaining 60% or more marks in the aggregate. First Division
- (c) Candidate obtaining less than 60% marks in the aggregate. Second Division
13. Four weeks after the termination of each semester examination or as soon as possible, the Registrar/Controller of Examinations shall publish the result. Every successful candidate shall receive a certificate of having passed the semester examination. A candidate who has passed in all the papers and Major Project shall be awarded the Master of Management Science degree in accordance with Clauses 10 and 12 above.
14. A candidate who registers for Master of Management Science degree and who for some reasons cannot continue his studies after having passed all the theory papers specified in the scheme of study and the relevent sessionals shall, on request, be eligible for the award of Post-graduate Diploma in Managment Science. There will be no clas-sification in the award of the Diploma.
15. Notwithstanding the integrated nature of this course whcih is spread over more than acadamic year the ordinance in force at the time a student joins the course shall hold good



only for the examination held during or at the end of the academic year and nothing in the ordinance shall be deemed to debar the University from amending the ordinance and the amended ordinance, if any, shall apply to all students, whether old or new.

**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
<b>PRACTICAL</b>				
MMS 513	Management Laboratory	-	4	4
<b>SECOND SEMESTER</b>				
<b>FUNCTIONAL COURSES</b>				
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
<b>PRACTICAL</b>				
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
MMS 501	Management Theory & Practice	1	3	100/50
MMS 503	Organisational Behaviour	1	3	100/50
MMS 505	Managerial Economics	1	3	100/50
MMS 507	Computer Application in Management	1	3	100/50
MMS 509	Operations Research	1	3	100/50
MMS 511	Managerial Accounting	1	3	100/50
<b>PRACTICAL</b>				
MMS 513	Management Laboratory	Practical & Viva-voce	3	100/50
<b>SECOND SEMESTER</b>				
<b>FUNCTIONAL COURSES</b>				
MMS 502	Operations Management	1	3	100/50
MMS 504	Financial Management	1	3	100/50
MMS 506	Marketing Management	1	3	100/50
MMS 508	Personnel Management and Industrial Relations	1	3	100/50
MMS 510	Business Environment	1	3	100/50
MMS 512	Management Information System	1	3	100/50
MMS 514	Business Research Methods	1	3	100/50
<b>PRACTICAL</b>				
MMS 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, graphical 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 concept 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 narration, 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 305 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 308 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 Personnel, 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 place. 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
<b>FOURTH SEMESTER</b>				
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 or research institution with the approval of the Director, T.U.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/Seg.	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
<b>FOURTH SEMESTER</b>				
MMS 602	Business Policy	1	100/50	3
MMS 604	Elective Major Area	1	100/50	3
MMS 605	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.

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.



## **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.

**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.