

Course : **MBA Project Management**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : Any degree from a recognized University
Medium : English

COURSE OF STUDY & SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
I SEMESTER		
1.1	Management – Principles and Practices	100
1.2	Organizational Behaviour	100
1.3	Managerial Economics	100
1.4	Quantitative Techniques	100
1.5	Financial and Management Accounting	100
II SEMESTER		
2.1	Research Methods	100
2.2	Business Environment	100
2.3	Business Laws	100
2.4	Management Information System	100
2.5	Human Resource Management	100
III SEMESTER		
3.1	Marketing Management	100
3.2	Financial Management	100
3.3	Project Formulation and Appraisal	100
3.4	Project Support System	100
3.5	Project Control System	100
IV SEMESTER		
4.1	Project Risk Management	100
4.2	Project Contracting and Clearances	100
4.3	Project Exports	100
4.4	Disaster Management	100
4.5	Project Preparation	100
Total		2000

1.1: MANAGEMENT – PRINCIPLES AND PRACTICES

UNIT 1

Management: Definition – Nature – Scope and Functions – Evolution of Management thought – Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker- Universality of Management - Relevance of management to different types of organization.

UNIT 2

Planning and Decision Making: Nature, importance and planning process – Planning premises – Components of planning as Vision, Mission, Objectives, Goals, Policies, Strategies, Procedures, Methods, Rules, Projects and Budgets – Decision-making – Meaning – Types – Decision-making Process under Conditions of Certainty and Uncertainty.

UNIT 3

Organizing: Nature, purpose and kinds of organization – Structure – Principles and theories of organization – Departmentalization – Span of control – Line and staff functions – Authority and responsibility – Centralization and decentralization – Delegation of authority – Committees – Informal organization.

UNIT 4

Staffing and Directing: General Principles of Staffing- Importance and techniques of Directing- Motivation – Meaning – Importance – Theories: Maslow, Herzberg, McGregor (X&Y), Ouchi (Z), Vroom, Porter-Lawler, McClelland and Adam- – Communication: Meaning – Types – Process – Barriers; Leadership: Significance, Types Styles and Theories- Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid.

UNIT 5

Coordination and Controlling: Coordination: Concept, Need and techniques; Controlling: Objectives and Process of control – Devices of control – Integrated control – Special control techniques.

UNIT 6

New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

1. Stoner, et-al, *Management*, Prentice Hall, 1989.
2. Koontz and O'Donnell, *Management: A Systems Approach*, McGraw Hill, 1990
3. Wehrich and Koontz, *Management: A Global Perspective*, McGraw Hill, 1988
4. Peter F. Drucker, *Management*, 2008.
5. Gene Burton and Manab Thakur, *Management Today: Principles and Practice*, Tata McGraw Hill.
6. [Ricky W. Griffin](#), *Management*, South-Western College Publications, 2010
7. Stephen P. Robbins and Mary Coulter, *Management*, 9th Edition, 2006.
8. Kaplan [and Norton](#), *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*, HBP, 2000.

1.2: ORGANISATIONAL BEHAVIOUR

UNIT 1

Organizational Behaviour: Meaning – Elements – Need – Approaches – Models – Global scenario; Individual Behaviour: Personality & Attitudes- Development of personality - Nature and dimensions of attitude - Organizational Commitment – Learning – Attitudes – Perception – Motivation – Ability – Their relevance to organizational behavior.

UNIT 2

Group Behaviour: Theories of Group Formation - Formal Organization and Informal Groups and their interaction- Importance of teams - Formation of teams - Team Work- Group dynamics – Group norms – Group cohesiveness – Their relevance to organizational behavior.

UNIT 3

Organizational Power and Politics: Organizational Power: Definition, Types of powers, Sources and Characteristics – Effective use of power- Organizational Politics: Factors and Impact.

UNIT 4

Organizational Stress and Conflict Management: Stress Management: Meaning – Types – Sources – Consequences – Management of stress- Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

UNIT 5

Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Organizational Culture – Meaning, significance – Organizational Climate – Implications on organizational behavior.

UNIT 6

Organizational Change and Development: Organizational Change: Meaning, Nature and Causes of organizational change – Resistance to change – Management of change- Organizational Development: Meaning, Nature and scope of OD – OD Interventions- Challenges to OD- Learning Organizations.

REFERENCES

1. Fred Luthans, *Organizational Behaviour*, McGraw-Hill/Irwin, 2006.
2. Stephen P. Robbins, *Organizational Behaviour*, Prentice Hall; 2010
3. Keith Davis, *Organizational Behavior: Human Behavior at Work*, McGraw Hill, 2010
4. Griffin and Moorhead, *Organizational Behavior: Managing People and Organizations*, 2006.
5. Judith R. Gordon, *Organizational Behavior: A Diagnostic*, Prentice Hall, 2001.
6. K. Aswathappa, *Organizational Behaviour*, Himalaya Publishing, Mumbai, 2010
7. Judith R. Gordon, *A Diagnostic Approach to Organisational Behaviour*, Allyn & Bacon, 1993.

1.3: MANAGERIAL ECONOMICS

UNIT 1

Economics & Business Decisions: Meaning, nature and scope of Managerial Economics– Relationship between Economic theory and Managerial Economics –Role of Managerial Economics in Business Decisions.

UNIT 2

Demand and Supply Analysis: Meaning, types and determinants of demand- Elasticity of Demand: Types, Measures and Role in Business Decisions- Determinants of supply- Elasticity of Supply- Measures.

UNIT 3

Cost, Return and Production Function: Cost function and cost output relationship – Economics and Diseconomies of scale – Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Cobb-Douglas and other Production Functions.

UNIT 4

Pricing Functions: - Pricing and output decisions under different competitive conditions – New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing – Price discrimination – Price discount and differentials.

UNIT 5

Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting – Profit maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

UNIT 6

Macro-economic Factors: Business cycle –Phases and Business Decision-Factors causing Inflation and Deflation- Control measures – Balance of payment Trend and its implications in managerial decision- National Income: Measures and Sectoral and Population distribution- Utility for Business Decision making.

REFERENCES

1. Dominick Salvatore, *Managerial Economics in a Global Economy*, Oxford University Press, 2011.
2. Ivan Png and Dale Lehman, *Managerial Economics*, Wiley-Blackwell, 2007.
3. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
4. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
5. Mehta P L, *Managerial Economics*, Sultan Chand and Sons.
6. Joel Dean, *Managerial Economics*, Prentice-Hall.
7. Rangarajan L, *Principles of Macro Economics*, Tata McGraw-Hill.

1.4: QUANTITATIVE TECHNIQUES

UNIT 1

Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development – Concept of trade off – Notion of constants – Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior –Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Marginal Cost and Marginal Revenue – Decisions on Minimizing Costs and Maximizing output/profits.

UNIT 2

Linear Programming: Introduction to the linear programming – Concepts of optimization – Formulation of different types of linear programming – Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making

UNIT 3

Special Algorithms of LPP: Transportation Algorithm: Balanced and Unbalanced Problem Formulation and solving methods – North West Corner, Vogel's Approximation- MODI method- Assignment and Travelling Executive Algorithms

UNIT 4

Probability: Introduction to the Concept of probability – Concept of events – Probability of events – Joint, conditional and marginal probabilities- Probability distributions: Binomial, Poisson and Normal – Features and Applications.

UNIT 5

Simulation & Queuing: Introduction to simulation as an aid to decision-making- Inventory, Cash, Project and Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.

UNIT 6

Decision Theory: Introduction to Decision Theory: Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – Decision Tree approach to choose optimal course of action – Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

REFERENCES

1. David R. Anderson, et al, *An Introduction to Management Science: Quantitative Approaches to Decision Making*, Cengage Learning, 2008.
2. Lucey, *Quantitative Techniques* Cengage Learning Business Press, 2002
3. Sharma, *Operations Research: Theory and Applications*.
4. Richard I Levin, & C. Atkinson Kirkpatrick, *Quantitative Approaches to Management*, McGraw-Hill.
5. K. Gupta and D.S. Hira, *Operations Research*.
6. Srivastava, Shenoy and Sharma, *Quantitative Techniques for Managerial Decision-making*, New Age International, 2006.
7. N.D. Vohra, *Quantitative Techniques in Management*, Tata McGraw-Hill Education.
8. V.K. Kapoor, *Operations Research*.
9. Dharani Venkatakrishnan, *Operations Research: Principles and Problems*.
10. Hamdy A. Taha, *Operations Research: An Introduction*, Prentice Hall, 2002.

1.5: FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT 1

Accounting: Definition – Accounting for historical function and managerial function – Scope of accounting – Financial accounting and Management accounting – Managerial uses – Differences- Financial Accounting concepts – Conventions – Principles – Accounting standards.

UNIT 2

Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books – Errors and rectification – Preparation of trial balance and final accounts- Accounting from incomplete records – Statements of affairs methods – Conversion method – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records.

UNIT 3

Financial Statement Analysis: Financial statements – Nature of financial statements – Limitations of financial statements – Analysis of interpretation – Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements; Ratio Analysis: Types – Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios – Construction of Profit and Loss Account and Balance Sheet with ratios and relevant figures.

UNIT 4

Fund and Cash Flow: Fund Flow Statements: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Managerial uses and limitation of fund flow statement- Cash Flow Statement: Need – Meaning – Preparation of cash flow statement – Managerial uses of cash flow statement – Limitations – Differences between fund flow and cash flow analysis.

UNIT 5

Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets –Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 6

Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

1. Arulanandam & K.S. Raman, *Advanced Accounting*, Himalaya Publishing House.
2. Gupta & Radhasamy, *Advanced Accounting*, Sultan Chand & Sons.
3. Shukla & T.S. Grewal, *Advanced Accounting*, S.Chand &Company.
4. Jain & Narang, *Advanced Cost Accounting*, Kalyani. Publications.
5. Ravi M. Kishore, *Cost Management*, Taxman Publications
6. S.N. Maheswari, *Management Accounting & Financial Accounting*, Vikas Publishers.
7. Manmohan & Goyal, *Principles of Management Accounting*, Shakithabhavan Publication.
8. N. K. Prasad, *Advanced Cost Accounting*, Book Syndicate Pvt. Ltd., Calcutta.
9. Andrew A Haried, *Advanced Accounting*, Atlantic Publishers.
10. Hoyle, *Advanced Accounting*, McGraw Hill.

2.1 RESEARCH METHODS

UNIT 1

Meaning, Types and Process of Research: Meaning – Purpose – Types of Research – Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches – Significance of research in social sciences – Process of research – Meaning – Scientific method – Induction and deduction.

UNIT 2

Planning Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business and economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design.

UNIT 3

Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – Methods of sampling – Probability and non-probability sampling methods – Sample size – Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.

UNIT 4

Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques – Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview – Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire – Schedules vis-a-vis Questionnaires – Scaling techniques: Meaning, Importance, Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.

UNIT 5

Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multivariate analyses- Test of Hypothesis: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table – Concept and Types of Non-parametric Tests- Mann Whitney Test- The process of interpretation of Test Results– Guidelines for making valid interpretation.

UNIT 6

Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.

REFERENCES

1. John W Best & James V. Kahn *Research in Education*, Allyn and Bacon, 2009
- .2 Anderson et-al, *Thesis and Assignment Writing*, Wiley, New Delhi, 1989.
- .3 William Josiah Goode and Paul K. Hatt, *Methods of Social Research*, McGraw Hill, 1981.
- .4 Wilkinson and Bhandarkar, *Methods and Techniques of Social Research*, 2003, HPH.
- .5 Earl R. BabbieRobert, *The Practice of Social Research*, Cengage Learning, 2010.
- .6 B. Burns & A. Burns, *Business Research Methods and Statistics Using SPSS*, Sage Publications, 2008.
- .7 Krishnaswami and Ranganatham, *Research Methodology in social Sciences*, HPH, Mumbai
- .8 Bryman & Bell: *Business Research Methods*, OUP.
- .9 Pauline V Young, *Scientific Social Surveys and Research*, Prentice-Hall, (Digitalized) 2007.
- .10 C.R.Kothari, *Research Methodology: Methods and Techniques*, 2009

2.2: BUSINESS ENVIRONMENT

UNIT 1

Business Environment: Dynamic factors of environment – Importance of scanning the environment – Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.

UNIT 2

Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth- Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions- Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector.

UNIT 3

Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business opportunities- Monetary System and Business capital: Quantum, Types, Risk and Cost- Role of Banks; Role of Financial Institutions- Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.

UNIT 4

Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business opportunity- Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology.

UNIT 5

Legal and Ecological Environment: Legal Environment as the all enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses- Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.

UNIT 6

New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth – Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

REFERENCES

1. Brooks, Weatherston, Wilkinson, *International Business Environment*, Pearson, 2010.
2. Steiner & Steiner, *Business, Government and Society: A Managerial Perspective*, McGraw-Hill, 2008.
3. Mohinder Kumar Sharma, *Business Environment in India*, South Asia Books.
4. Adhikary M, *Economic Environment of Business*, Sultan Chand & Sons.
5. Amarchand D, *Government and Business*, TMH.
6. Francis Cherunilam, *Business Environment and Development*, Himalaya Publishing House, 2008.
7. Maheswari & Gupta, *Government, Business and Society*.

2.3: BUSINESS LAWS

UNIT 1

Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature of contract – Performance of contract – Discharge of contract - Remedies for breach of contract – Quasi contracts.

UNIT 2

Special Contracts: Indemnity and Guarantee – Bailment and Pledge – Law of Agency.

UNIT 3

Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract – Rights of an unpaid seller.

Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007

UNIT 4

Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties– Material alteration.

Law of Insurance: Features of Contracts of Insurance – Fundamental Principles of Life Insurance, Fire Insurance and Marine Insurance.

UNIT 5

Indian Partnership Act, 1932: Meaning and test of partnership – Registration of firms – Relations of partners – Dissolution of firms.

UNIT 6

Companies Act 1956: Nature and kinds of companies – Formation of a Company – Management of companies –Meetings- Types- Requirements - Protection of minority interest- Methods of Winding-up

REFERENCES

1. M.S.Pandit and Shobha Pandit, *Business Law*, Himalaya Publishing House, Mumbai, 2010.
2. Pathak, *Legal Aspects of Business*, TMH, 2009.
3. N.D. Kapoor, *Mercantile Law*, Sultan Chand & Sons, New Delhi.
4. M.C. Shukla, *Mercantile Law*, S. Chand & Co., New Delhi.
5. Relevant *Bare Acts*.
6. Balachandran and Thothadri, *business Law*, TMH, 2010

2.4: MANAGEMENT INFORMATION SYSTEM

UNIT 1

Concept of Management Information System: Concepts of Information System and Management information systems- Information System design and development-Implementation testing and conversion- Evolution and element of MIS – Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.

UNIT 2

MIS and Decision support System (DSS): MIS Vs data processing – MIS and decision support system – MIS and information resource management – MIS and Operations Research- Executive information and decision support systems – Artificial intelligence and expert system – MIS in Indian organizations – Recent developments in information technology.

UNIT 3

Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video – Communication Channels – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS.

UNIT 4

Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.

UNIT 5

Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications – Enterprise resource planning systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.

UNIT 6

Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI)- Applications of internet and website management.

REFERENCES

1. James O'Brien & George Marakas, *Management Information Systems*, McGraw Hill, 2011.
2. Kenneth Laudon & Jane Laudon, *Essentials of MIS*, Prentice Hall, 2010.
3. Lisa Miller, *MIS Cases: Decision Making with Application Software*, Prentice Hall, 2008.
4. David M. Kroenke, *Experiencing MIS*, Prentice Hall, 2011.
5. Kenneth C. Laudon, *MIS: Managing the Digital Firm*, Prentice Hall, 2005.
6. Sadogopan S, *Management Information Systems*, 2001PHI.
7. Murdie and Ross, *Management Information Systems*, Prentice Hall.
8. Henri C. Lucas, *Information Systems Concepts for Management*, McGraw Hill, 1994.
9. Stephen Haag, *Management Information Systems*, 2008.

2.5: HUMAN RESOURCE MANAGEMENT

UNIT 1:

Introduction to Human Resource Management: Definition – Objectives and functions – Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management -- Approaches to Human Resource Management

UNIT 2

Human Resource Planning: Personnel Policy - Characteristics – HR Planning: Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.

UNIT 3

Recruitment and Selection Process: Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process- Placement and Induction – Training and Development: Need Assessment- Training methods for Operatives and Supervisors - Executive development: Need and Programs.

UNIT 4

Employee Compensation and Retention: Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems- Sweat Equity- Job evaluation systems –Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences- Employee Retention: Need and Programs.

UNIT 5

Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations – Trade Unions – Multiplicity of Trade Unions – Workers Participation in Management- Separation: Need and Methods.

UNIT 6

Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

REFERENCES

1. Mathis and Jackson, *Human Resource Management*, South-Western College, 2004.
2. Nkomo, Fottler and McAfee, *Human Resource Management*, South-Western College, 2007.
3. R. Wayne Mondy, *Human Resource Management*, Prentice Hall, 2011.
4. Venkataraman & Srivastava, *Personnel Management & Human Resources*
5. Arun Monappa, *Industrial Relations*
6. Yodder & Standohar, *Personnel Management & Industrial Relations*
7. Edwin B. Flippo, *Personnel Management*, McGraw-Hill, 1984
8. Pigors and Myers, *Personnel Administration*
9. R.S. Dwivedi, *Manpower Management*
10. Lynton & Pareek, *Training and Development*, Vistaar Publications, 1990.

3.1: MARKETING MANAGEMENT

UNIT 1

Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing – Marketing segmentation – Meaning – Bases for segmentation, benefits – Systems approach – Features of industrial, consumer and services marketing- Marketing Environment: External factor – Demographic factors – Internal factors – Marketing mix – Four P's in marketing.

UNIT 2

Consumer Behaviour and Marketing Research: Meaning and importance – Consumer buying process – Determinants and theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing- Marketing Research: Meaning – Objectives – Procedure.

UNIT 3

Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product life cycles – Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.

UNIT 4

Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing – Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle.

UNIT 5

Physical Distribution Mix: Distribution channel policy – Logistics Decisions- Channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.

UNIT 6

Promotional Mix: Personal selling Vs impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance – Advertising – Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.

REFERENCES

1. Etzel, Walker and Stanton, *Fundamentals of Marketing*, McGraw Hill, 2004
2. Philip Kotler & Gary Armstrong, *Principles of Marketing*, Prentice Hall, 2010.
3. Jerome Mccarthy, *Basic Marketing*, Richard D. Irwin.
4. Cundiff, Still & Govani, *Fundamentals of Modern Marketing*, Prentice Hall.
5. Memoria & Joshi, *Fundamental of Marketing*.
6. Paul Peter and James Donnelly Jr, *Marketing Management*, McGraw-Hill, 2010.
7. William O. Bearden, *Marketing: Principles & Perspectives*, McGraw-Hill, 2006.
8. William Arens, et al, *Contemporary Advertising*, McGraw-Hill, 2008.

3.2: FINANCIAL MANAGEMENT

UNIT 1

Financial Management: Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Investment Function: Meaning and scope – Financing Function: Meaning and scope – Dividend function – Risk return trade off – Financial planning- Global financial environment- Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.

UNIT 2

Long-term Capital Resources: Equity and debt sources – Equity share, preference shares and debentures as sources of long-term capital – Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in Financing decision areas-

UNIT 3

Cost of Capital and Determinants of capital structure: Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning – Weighted average cost: Computation of overall cost of capital- Tax and cost of capital- Capital structure: Concept and Types- Optimum capital structure – Theories of capital structure –Net income and net operative income theories – M.M. theory – Traditional theory – Their assumptions – Significance and limitations – Financial leverage operating leverage – Combined leverage – EBIT –EPS Analysis- Tax, Capital structure and Value nexus.

UNIT 4

Capital budgeting: Meaning, Nature and Types of Capital investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques- Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures- Tax considerations in Investment decisions Cost of capital and Investment Decisions- Leasing Vs. Investment: Evaluation and Tax implications.

UNIT 5

Working Capital: Concept and types – Determinants – Financing approaches – Conservative – Aggressive and hedging approaches – Sources of working capital finance – Working capital financing by commercial banks – Types of assistance – Inventory Management under conditions of certainty and uncertainty- Credit Management and evaluation alternative credit variables- Cash and liquidity management: Methods and Functions- Tax considerations in Remittances and Purchases.

UNIT 6

Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. theory – Assumptions – Limitations – Dividend Policy: Different policies and practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

REFERENCES

1. Brigham and Ehrhardt, *Financial Management: Theory & Practice*, Thomson ONE, 2010
2. Brigham and Houston, *Fundamentals of Financial Management*, Thomson ONE, 2009.
3. Van Horne: *Fundamentals of Financial Management*, Prentice Hall, 2008
4. Jeff Madura, *International Financial Management*, South-Western College Pub., 2010
5. Prasanna Chandra, *Financial Management*, McGraw Hill, 2008.
6. Khan and Jain, *Financial Management*, Tata McGrawHill, 2009
7. Pandey I M, *Financial Management*, Vikas Publishers, 2007.

3.3: PROJECT FORMULATION AND APPRAISAL

UNIT 1

Economic Planning and Development: Need in the globalisation era – Project and sectoral development: Agricultural, industrial, infrastructural, educational and social welfare sectors.

UNIT 2

Conceptual Framework of Project Management: Project – Meaning and definition – Features of projects – Classification – Types – Overseas projects – Turnkey projects and its significance – Project life cycle: Significance – Stages – Approaches of privatisation projects: BOOM, BOT, BOO, BOOT.

UNIT 3

Project Identification: Scouting and screening of project ideas – Basic criteria for selecting the best project opportunities – Project identification for an existing company.

UNIT 4

Project Formulation: Meaning – Stages in project formulation – Need for feasibility studies – Technical and organizational aspects – Economic and commercial aspects – Project report preparation – Steps in project report preparation.

UNIT 5

Project Appraisal: Market appraisal – Appraisal of managerial and technical aspects – Financial and commercial appraisal – Economic analysis: Economies of scale – Employment generation – Social cost and benefit analysis – Contribution to Government Revenue – Political stability – Priority and evaluation of international competitiveness.

UNIT 6

Feasibility Studies: Need – Components – Feasibility report preparation – Project Report Preparation: Need for detailed report – Contents of ideal project report.

REFERENCES

1. Choudhry S, *Project Management*.
2. Goel B B, *Project Management: A Development Perspective*.
3. *Turnkey Plants and Project Engineering Services*, ITC Publication, Geneva.

3.4: PROJECT SUPPORT SYSTEM

UNIT 1

Project Support Facilities: Need for support system – Nature and types of project supporting facilities – Incentives and subsidies – Role of Governmental Departments: Department of Planning and Programme – GOI – Department of Planning in the State Government – Department of Science and Technology – Indian Investment Centre.

UNIT 2

Marketing support – Marketing plan – Marketing process – Market positioning – Marketing intelligence – Institutional support: NSIC, STC, MMTC, State Small Industries Corporation – Export Trade Promotion Councils – Commodity Boards, KVIC.

UNIT 3

Technical Support: Know-how designing and development – Process designing – Selection of machinery and equipment – Setting quality standards – Appropriate technology – Licensing and registration – Pollution and effluent treatment – Institutional support: Department of Science and Technology, CSIR, ITCOT, SISI, STED & Steps, Productivity Councils, Project and Equipment Corporation of India.

UNIT 4

Financial Support – Estimating the project cost – Designing judicious financing plan – Means of financing – Institutional support: Central and State level development banks: IDBI, NABARD, SIDBI, SFCS, EXIM Banks – Commercial Banks – Leasing companies and investment institutions – Role of international financial agencies: World Bank, ADB and IBRD.

UNIT 5

Management, Consultancy and Training Support: Advisory services such as legal, environmental, managerial and human aspects – Awareness training, motivation training and management training.

UNIT 6

Institutional Support: District Industries Centre, Small Industries Service Institute – Small Industry Extension Training Institute – SIDCO, FASSI, National Science and Technology – Entrepreneurship Development Board – Management consultancy organizations: Centre for Entrepreneurship Development – Non-Governmental Organisations.

REFERENCES

1. Machiraju H R, *Project Finance*.
2. Pahwa H P S, *Project Financing: Policies, Procedures and Practice*.
3. Vasant Desai, *Dynamics of Entrepreneurial Development and Management*.

3.5: PROJECT CONTROL SYSTEM

UNIT 1

Project Decision-making: Concept and design – Types of decision – Approaches to decision-making – Decision systems – Information needs of different decision systems.

UNIT 2

Multiple Projects and Constraints: Methods of ranking – Mathematical programming approach – Linear programming model – Goal programming model.

Queuing models for decision-making – Elements of different queuing models – Uses and limitations.

UNIT 3

Risk Analysis: Measures of risk – Mathematical analysis – Sensitivity analysis – Simulation analysis – Decision Tree analysis – Selection of project.

Risk Analysis in Practice: Portfolio theory approach – CAPM approach – Little Mirrlees approach – Applied utility theory approach – Abandonment value analysis.

UNIT 4

Network Analysis and Decision-making: PERT and CPM techniques – Nature and uses thereof in decision-making – Project Scheduling: Crash coursing of a project – Resource levelling.

UNIT 5

Marginal costing and Cost volume profit analysis – Pricing decisions and profit planning – Brea-even analysis – Application of differential costing in project decision.

UNIT 6

Project monitoring and management information system – Role of computers – Resource monitoring and control.

REFERENCES

1. Rustom S Davar, *Executive Decision-making: Modern concepts and techniques*.
2. Srivastava J K et-al, *Quantitative Techniques for Managerial Decision-making*.
3. Pilcher Roy, *Appraisal and Control of Project Cost*.
4. Pitale R L, *Project Appraisal Technique*.
5. Chitale V P, *Project Viability in Inflationary Conditions: A Study of Capital Cost and Project Viability*.

4.1: PROJET RISK MANAGEMENT

UNIT 1

Risk Management: Concept and objectives – Definition of risk and uncertainty – Classification of risk: Pure and speculative risks – Cost of risk – Risk management process – Contributions of risk management to business, society and family.

UNIT 2

Risk Management in Business: Risk vis-à-vis size and types of business – Scope of risk manager's duties – Risk management corporate policy and strategy.

UNIT 3

Risk Identification and Measurement: Identification methods: Checklist, questionnaire, financial statement analysis, flow-chart, on-site inspection, record of losses, threat analysis, event analysis, safety audit – Measurement methods: Frequency and severity measures – Probability approach.

UNIT 4

Risk Exposure Losses: Property loss exposures – Types – Net income loss exposures – Valuation of potential loss – Decrease in income – Increase in expenses – Liability loss exposure: Civil liabilities of business houses: Form contracts, omissions, commissions, bankruptcy, etc.

UNIT 5

Risk Management Techniques: Avoidance – Loss control – Separation – Combination – Transfer.

Risk Retention: Concept and need – Methods of financing risk retention – Insurance – Reinsurance.

UNIT 6

Approaches to selecting risk management tools: Quantitative approaches: Loss method – Expected loss method – Worry method – Critical probability method – Risk adjusted capital budgeting.

REFERENCES

1. Arthur Williams C, Richard M Heins, *Risk Management and Insurance*, McGraw Hill.
2. Ahearn J L and Pritchett S T, *Risk Insurance*, West Publishing Co.
3. Lalley P Edward, *Corporate Uncertainty and Risk Management*, New York Risk Management Society Publication.
4. *Insurance Institute of India: Study Materials*.

4.2: PROJECT CONTRACTING AND CLEARANCES

UNIT 1

Principles of Project contracts : Concept of contract, offer and acceptance, contract objectives / packaging.

UNIT 2

Project Contracting: Principles – Contracting process – Compilation of contracts – 3 R's of Contracting: Responsibility, Risk and Reimbursement – Global tendering – Bidding and bid evaluation – Pricing terms and estimation – Project negotiation – Delivery terms and its significance – Negotiations for Projects : Significance of Negotiation, Objectives of Negotiation, Parameters negotiation, Pre-negotiation home work strategy and tactics.

UNIT 3

Compilation of Project contracts : Need for communication, contents of contract, Terminology of contracts.

Practical Aspects of contract : Contract practices, Time / quality / safety, INCO Terms, purpose of INCO terms.

UNIT 4

Legal Aspects of Project Management : Knowledge of Legalities, Agency and Power of attorney, Sale of goods act.

UNIT 5

Insurance for Projects : Need for insurance, fire and natural insurance, Erection all risks (EAR) insurance, marine – cum – erection (MCE) Policy, contractors all risk (CAR) Policy, contractors plant and machinery policy, machinery breakdown policy, Boiler explosion insurance, Electronic equipment insurance.

UNIT 6

Project Clearances : Soil Investigation Reports, Clearance under Competition Act, Industrial License or Letter of Indent, Approval of Foreign Collaboration, Approval for Appointment of Foreign consultant, Foreign Exchange Clearances, Import of Capital Goods, Approval for setting up Export Oriented Units, Environmental / Pollution control clearance, clearance from the International Airport Authority, Railway clearance, Electricity clearance, Explosives clearance, Forest Clearance, State Industries Department Clearance.

REFERENCES:

1. Joy P.K, *Total Project Management*, Macmillan.
2. Gopalakrishnan P, Rmamoorthy VE, *Textbook of Project Management*, Macmillan

4.3: PROJECT EXPORTS

UNIT 1

Project Exports: Meaning – Nature and scope – Environment for project exports – Marketing of overseas project – Turnkey projects – Construction projects – Engineering and consultancy exports.

UNIT 2

Project Export Scenario: Activity-wise analysis – Region-wise analysis – Destination-wise analysis – Exporter-wise analysis.

UNIT 3

Project Exports from India – Role of EXIM Bank and ECGC.

UNIT 4

Indian Consultancy Exports Scenario – Background snapshot of consultancy contracts – Turnkey projects – Merits and Limitations – Methods of contracting.

UNIT 5

Financing Project Exports – Institutional support – Appraisal of export projects.

UNIT 6

Problems of project exports – Marketing project exports – Promotional measures and incentives.

REFERENCES:

1. Srivastava, *International Marketing Management*, Sultan Chand.
2. ITC Publications, *International Trade Centre*.
3. Francis Cherunilam, *International Trade and Export Management*.

4.4: DISASTER MANAGEMENT

UNIT I

Disaster: Meaning – Types – Manmade – Natural – Need for disaster management.

UNIT II

Management of Natural Disaster: Earthquake – Drought – Cyclone – Tsunami – Flood – Volcano – Hurricane – Fire – Landslides – Dam failure.

UNIT III

Management of Manmade Disaster: Household Chemical Emergency – Terrorism – Nuclear Power Plant Emergency – Hazardous Materials – Accidents: Road, Train, Fire – Food poisoning.

UNIT IV

Disaster in Events Management: Festivals, Melas, Bull Fight, Sports, Races – Organisation of medical camps – Transport management.

UNIT V

Disaster Management-I: Project Preparation for disaster related projects – Awareness – Project preparation – Implementation and monitoring – Management of epidemics – Prevention methods – Precautions.

UNIT VI

Disaster Management-II: Role of Hospital, Community, Voluntary agencies and Government in disaster management.

REFERENCE:

- 1.Shahunth and Panekar V, First Aid, Vora Publication.
- 2.First Aid Manual: Accident and Emergency, Vora Medical Publication.

4.5: PROJECT PREPARATION

UNIT 1

Project - Meaning - Features and steps involved in projects – Merits and Demerits of case analysis in projects.

UNIT 2

Issues relating to Project Identification and Formulation: SWOT analysis- Market Survey- Project report preparation – Marketing Project Exports

UNIT 3

Issues relating to Project Appraisal: Market appraisal - Financial Appraisal- Commercial Appraisal – Social appraisal – Feasibility Study.

UNIT 4

Issues relating to Project Implementation- Project Net-working- Project Organization- Project Contracting- Project Personnel

UNIT 5

Issues relating to Project Control- PERT and CPM – Time and Cost Monitoring – Project over-run- Performance Reporting – abandonment analysis.

UNIT 6

Issues relating to nature specific of Projects – Agricultural Projects, Industrial Projects, Infrastructural Projects – Public and Private sector Projects and Disaster Projects.

REFERENCES:

1. Gopalakrishnan P and Ramamoorthy VE., *Text Book of Project Management*
2. Narendresingh, *Project Management and control*
3. Rao PCK, *Total Project Management*