



UNIVERSITY OF CALICUT

Abstract

Faculty of Commerce and Management Studies-Regulation of Master of Business Administration (MBA) Programme under CCSS mode Implemented w.e.f 2016-17 Admission-Resolution of the Academic council-Implemented-orders issued

G & A - IV - E

U.O.No. 1002/2017/Admn

Dated, Calicut University.P.O, 27.01.2017

*Read:-*1.Minutes of the meeting of the Board of Studies in Management (PG) held on 30.11.2016.

2.Minutes of the meeting of the Faculty of Commerce and Management Studies held on 30.11.2016.

3.Item No.II.A of the Minutes of the meeting of the Academic Council held on 13.12.2016

4.Orders of the Vice Chancellor in file no No.197561/GA IV E2/2016.

ORDER

As per paper read as (1) above, the Board of Studies in Management (PG) approved the Regulation and syllabi of MBA Programme under CCSS mode and also resolved to implement it with effect from 2016-2017 admission onwards.

As per paper read as (2) above, the Faculty of Commerce and Management studies in its meeting held on 30.11.2016 resolved to approve the Minutes of the meeting of the Board of Studies in Management (PG) read as (1) above.

As per paper read as (3) above, the Academic council held on 13.12.2016 approved the minutes of the meeting of the Faculty of Commerce and Management Studies held on 30.11.2016 and the Minutes of the various Board of Studies coming under the Faculty including the Minutes read as(1) above.

Sanction is accorded by the Vice Chancellor to implement the Items in the minutes of Academic council vide paper read(4) above.

Hence sanction is accorded to issue the following orders;

1.The modified Regulation and Syllabi of MBA Programme under CCSS mode is implemented with effect from 2016-2017 admission onwards.

(Copy of the Regulation and Syllabi appended).

Anuja Balakrishnan
Deputy Registrar

To

The Head, Dept. of Commerce and Management Studies

Copy to: PS to VC/PA to PVC/PA to Registrar/PA to CE/D.R, EPR/EX & EG Sns/Digital wing/SF/DF/FC

Forwarded / By Order

Section Officer

University of Calicut

Modified Regulations of Master of Business Administration (MBA)

Programme under CCSS Mode

Implemented w.e.f. 2016-17 Admissions

1.0 Title of the programme

This DEGREE shall be called MASTER OF BUSINESS ADMINISTRATION (MBA).

2.0 Eligibility for admission

Any student who has passed any degree of the University of Calicut (including degree programmes of SDE/open degree program of SDE, University of Calicut) or that of any other University or institute or institution recognized by the UGC or AICTE. Programmes of other Universities or institutions shall be in 10+ 2+ 3 pattern (or 10+ 2+ 4) under regular stream. In all the cases, the student should have passed the bachelor degree examination with not less than 50% marks in aggregate including the marks of languages if any (without approximation, that is, 49.9999 % is not eligible since it is less than 50%), is eligible for admission. However, SC/ST, OBC, and other eligible communities shall be given relaxation as per University rules.

3.0 Admission Procedure

The admission to the programme shall be made on the basis of the score in the entrance test called CMAT conducted by the All India Council of Technical Education (AICTE)/ K MAT conducted by the ASC Govt. of Kerala/CAT conducted by IIMs , the marks obtained by the candidates in the Plus Two examination, marks of group discussion and personal interview conducted by the selection committee put together in the following proportion:

3.1 The rank score shall be arrived at as follows:

Entrance test score	out of 120
Plus Two / PDC marks	out of 30

Group discussion	out of 25
Personal Interview	out of 25
Total	out of 200

The minimum required test score is 10 % of weightage given to entrance test (120) for general category candidates and 7.5 % for SC/ST candidates.

3.2 The weightage for Plus Two / PDC shall be based on total marks obtained by the students in all parts, (that is, languages and subjects or Part I, Part II and Part III) as follows:

Up to 50% aggregate marks obtained in the plus two examination: No Weight age shall be given. For every one percent additional marks obtained for the Plus two/ Higher secondary/ PDC examination over and above 50% marks, one mark weightage will be given subject to a maximum of 30 marks for up to 80 % of marks obtained for the Plus two/ Higher secondary/ PDC examination.

For calculating this academic weightage, marks obtained in the Plus two/ Higher Secondary / PDC up to 0.49% will be rounded to lower full digit marks and 0.5 and above will be rounded to next full digit marks.

3.3 A rank list shall be prepared by the University based on the final rank score computed as above and a counseling session shall be conducted for admission to the MBA Programme. While preparing the rank list, if there is same index mark for more than one candidate, they will be ranked on the basis of the score of the test. Even after this, there is a tie they will be ranked on the basis of actual marks obtained for Plus Two examination. If tie exists even after with this, the date of birth is to be considered and the elder person is to be given preference in the admission.

3.4 The candidates admitted to MBA course must produce the qualifying degree mark list / Provisional Certificate / Confidential mark list, latest at the last date of closing PG admission by the University. If he / she fail to produce the same, his or her admission will be cancelled on the next working day. The University will not be liable for the loss caused to the student.

4.0 Medium of Instruction and examination

The medium of instruction and examination shall be English.

5.0 Schedule and Hours of Lecture

5.1 Duration of the programme

The programme shall have four semesters. Each semester shall consist of 6 months. Instruction and University examinations in each course in a semester shall be completed within 90 days in a semester. Normally the first semester shall start in the first week of August every year.

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Semester	Beginning Month*	Closing month*	Duration
1 st Semester	1 st August every year	31 st January every year	6 months
2 nd Semester	1 st February every year	31 st July every year	6 months
3 rd Semester	1 st August every year	31 st January every year	6 months
4 th Semester	1 st February every year	31 st July every year	6 months

* However, the University has the right to change these schedules according to circumstances.

5.2 Lecture Hours

Each full course shall have 60 hours and each half course shall have 30 hours of lecture classes per semester. Each course have a maximum of 4 credits will be considered as full course and all courses having a maximum of 2 credits shall be considered as half courses.

6.0 Attendance

A student shall attend at least a minimum of 75% of the classes of each of the papers of a semester to be eligible for appearing for university examination of that semester. If the student has shortage of attendance in a semester, he or she shall not be allowed to appear for examination of that semester. However, the University may condone shortage up to 10 % of the maximum number of contact hours per semester. If the candidate has shortage more than this limit he/she has to compensate the shortage of attendance of that semester along with the next batch and appear for the university examination of that semester.

7.0 External Examination

7.1 The University shall conduct semester end examinations, carrying 4 credits for full course and 2 credits for half course, for each of

the courses in the first, second, third and fourth semesters.

7.2 The duration of examination shall be three hours for full courses (having 4 credits) and 1½ hours for half courses.

7.3 A student shall register for all the courses in a semester to appear for examination in the respective semester for the first time.

Part appearance shall not be allowed for first appearance.

8.0 Project Report- Minor

8.1 During the third semester the student shall do a minor project in a business organization under a faculty guide.

8.2 The student shall prepare and submit a project report to the university and the report shall be printed and bound (preferably spiral bound) with not less than 50 A4 size pages.

8.3 The student shall prepare at least two copies of the report: one copy for submission to the university and one copy for the student. More copies may be prepared if the organization or the guide or both ask for one copy each.

8.4 The project report should be submitted to the department two weeks before the date of commencement of University examinations in the third semester MBA courses.

8.5 If the student fails in submitting the project on or before the above date, an application for late submission along with the necessary fee for late submission as fixed by the University shall be forwarded to the Controller of Examinations along with the project report.

8.6 However such submission shall not be accepted after the end of University Examinations of the third semester MBA.

8.7 Projects received late shall be forwarded to the Controller of Examinations along with a request for late submission supported by necessary fee for late submission as fixed by the University.

8.8 Project work shall have the following stages

- o Project proposal presentation
- o Field work and data analysis
- o Report writing
- o Draft project report presentation
- o Final project report submission

8.9 The project is done individually.

8.10 Resubmission of such project reports shall be done within a month from the date of returning them to the students with necessary instruction for redoing or modification.

8.11 The duration for minor project work is two weeks for data collection and field work.

8.12 A certificate showing the duration of the project work shall be obtained from the organization for which the project work was done and it shall be included in the project report.

8.13 Structure of the report (Common for minor and major projects)

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Title page

Certificate, in original, from the organization (for having done the project work) Certificate from faculty guide

Acknowledgements Contents

Chapter I: Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)

Chapter II: Review of literature / Theoretical profile Chapters III and IV: Data Analysis (Can be 3 or more chapters) Chapter V: Summary, Findings and Recommendations.

Appendix (Questionnaire, specimen copies of forms, other exhibits etc.) Bibliography (books, journal articles etc. used for the project work).

9.0 Major Project

9.1 The students shall do a major project during their final semester of MBA under a faculty guide, preferably in their area of specialization.

9.2 The duration of fieldwork for major project is six weeks.

9.3 This project work is to be done individually by the students.

9.4 The student shall prepare and submit a project report, printed and bound (preferably spiral bound) with a minimum of 100 A4 pages of text, to the Head of the Department before the last working day of the final semester.

9.5 If the student fails in submitting the project on or before the above date, an application for late submission along with the necessary fee for late submission as fixed by the University shall be forwarded to the Controller of Examinations along with the project report.

9.6 However such submission shall not be accepted after the end of University Examinations of the fourth semester MBA.

9.7 Projects received late shall be forwarded to the Controller of Examinations along with a request for late submission supported by necessary fee for late submission as fixed by the University.

9.8 However, such late submission shall be done within one month of the last date for final semester project submission.

9.9 All other regulations for MBA minor project are applicable to major project.

10.0 Evaluation of Minor Project Reports

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10.1 The minor projects project done during the third semester shall be evaluated in two stages; the first being an evaluation of presentation of project by the student at the respective department or centre or institute.

10.2 Each student is required to make a presentation of the project. The presentation shall detail the problem studied, objectives, scope and significance, research methodology adopted, data analysis, findings and recommendations.

10.3 A committee, consisting of the guide and another member of faculty, shall evaluate the minor project based on the report and its presentation by the student.

10.4 In the second stage of evaluation, the Board of Examiners appointed by the University for the evaluation of III Semester MBA Examinations shall evaluate these project reports and award a maximum of 60% mark based on the content, style, research methodology, originality of the problem and solutions recommended, etc.

10.5 Sum of the marks awarded to each student in the internal evaluation out of 40% and the external evaluation out of 60% together shall be the marks awarded to the student for the minor project.

11.0 Evaluation of Major Project Report

11.1 The major project report during the fourth semester shall be evaluated in two stages.

11.2 Internal assessment by the faculty guide out of **40%** for the project.

11.3 External evaluation by the final semester Board of Examiners appointed by the University for a maximum of **60%** for the major project in the final semester.

11.4 The criteria for evaluation shall be the same as for external evaluation of minor project report as stated above.

11.5 Head of the Department or centre or institute shall send all the projects of final semester students to the controller of Examinations after internal evaluation.

11.6 Sum of the marks awarded to each student in the internal evaluation out of 40% and the external evaluation out of 60% together shall be the to be awarded to the student for the major project.

12.0 Minimum marks for Project Report

12.1 The student should get a minimum of 50% marks in the project report both for internal and external examination separately for a pass in both minor and major projects.

12.2 If the student fails to get 50% for any project report, he or she shall resubmit the project report after modifying it on the basis of the recommendations of the examiners. This can be done immediately after publication of results.

13.0 Viva Voce Examination

13.1 At the end of fourth semester, each student shall attend a comprehensive viva voce examination.

13.2 The Viva Board shall have at least two members. The University shall appoint the examiners.

13.3 The viva voce will be about all the courses of the four- semester programme, including project reports.

13.4 The student should secure 50% in the viva voce for a pass in viva voce.

14.0 Scheme of Instruction and Examination

14.1 Semester One

Course Code	Course Title	Internal marks	External marks	Total Credit	Type
BUS IC 01	Business Communication	20	30	2	Core
BUS IC 02	Management Theory and Business Ethics	40	60	4	Core
BUS IC 03	Business Laws	40	60	4	Core
BUS IC 04	Organizational Behaviour	40	60	4	Core
BUS IC 05	Environment and Business	40	60	4	Core
BUS IC 06	Managerial Economics	40	60	4	Core
BUS IC 07	Quantitative Techniques	40	60	4	Core
BUS IC 08	Accounting for Managers	40	60	4	Core
	Total in semester	300	450	30	

14.2 Semester Two

Course Code	Course Title	Internal marks	External marks	Total Credit	Type
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BUS 2C 09	Soft Skill Development	20	30	2	Core
BUS 2C 10	Marketing Management	40	60	4	Core
BUS 2C 11	Financial Management	40	60	4	Core
BUS 2C 12	Operations Management	40	60	4	Core
BUS 2C 13	Human Resources Management	40	60	4	Core
BUS 2C 14	Management Science	40	60	4	Core
BUS 2C 15	Management Information Systems	40	60	4	Core
BUS 2C 16	Business Research Methods for Management	40	60	4	Core
	Total in semester	300	450	30	

14.3 Semester Three

Course Code	Course Title	Internal marks	External marks	Total Credit	Type
BUS 3C 17	Advanced Strategic Management	40	60	4	Core

BUS 3C 18	Strategic Cost Management	40	60	4	Core
BUS 3C 19	Entrepreneurship Development & Project Management	40	60	4	Core
BUS 3C 20	Supply Chain Management	20	30	2	Core
BUS 3C 21	Investment Management	40	60	4	Core
	Functional Elective 1	40	60	4	Elective
	Functional Elective 2	40	60	4	Elective
	Functional Elective 3	40	60	4	Elective
	Total in semester	300	450	30	

14.4 Semester Four

Course Code	Course Title	Internal marks	External marks	Total Credit	Type
BUS 4C 22	Corporate Governance	40	60	4	Core
BUS 4C 23	International Business	40	60	4	Core

BUS 4C 24	Management Control System	40	60	4	Core
	Functional Elective 4	40	60	4	Elective
	Functional Elective 5	40	60	4	Elective
BUS 4C 25	Major Project	80	120	8	Dissertation
BUS 4C 26	Comprehensive Viva Voce		50	2	
	Total in semester	280	470	30	
	Grand Total	1180	1820	120	

(Core=90 Credit+ Elective=20 Credit Projects and Viva =10=120 credits)

15.0 Time Limit for Completion and Validity of Registration

The registration for MBA shall be valid for five academic years including the academic year of registration. A student is expected to complete all the MBA courses within these five years.

15. Failed students

15.0. If a student fails in any course or courses, he or she shall reappear in that course or courses in the regular examinations of the respective semester of any of the successive batches of MBA students.

16.0 If they fail to pass in any course or courses within the five years, then they shall be required to reregister for the course they did not complete by paying the fees fixed by the university and appear for the university examination.

17.0 Change in curriculum and Chances to students

17.1 If MBA curriculum change is implemented in any year, the students who registered under the old scheme shall be allowed to appear in those courses in which they failed, subject to a total of three chances and a time limit of five academic years including the academic year of registration for MBA.

18.0 Discontinuation and Readmission

18.1 If a student wants to discontinue from MBA programme, he or she can do it provided the student pays the fee as is required by the general regulations of the University. But readmission may be allowed only if the student has completed at least the first semester with a minimum of 75% attendance and has registered for University examinations in the first semester courses, provided the Department agrees to readmit him or her to the next semester of the MBA programme.

19. 0 Pass minimum

19.1 Each student shall secure a minimum of 2 GPA or 50% Marks for 4 credit courses, and 1 GPA or 50% Marks for 2 credit courses in university examination for each course for a pass in that course. The classification of the final results may be as follows:

Letter grade	Grade point range	Performance level
A	3.5 to 4.0	Excellent
B	2.5 to 3.49	Very good
C	2.2 to 2.49	Good
D	2.0 to 2.19	Average
E	0.5 to 1.99	Poor
F	Below 0.5	Very poor

19.2 A candidate who passed the courses in the first two semesters in regular sitting or supplementary sittings before the completion of the course and any of the third and fourth semester papers by taking one supplementary chance after the completion of the course (one chance for third semester papers and one for fourth semester papers) shall also be given class/grade, based on the percentage of marks obtained by him or her.

20.0 Specialization

20.1 There shall be two categories of specialization: full specialization (five courses) and dual specialization with three courses from one area and two courses from another area).

20.2 If the student opts for and passes in a minimum of five courses in any elective area, he or she may be issued mark lists showing full specialization as Marketing Management, Financial Management etc.

20.3 If the student chooses three courses in one specialization area and two courses from another specialization area, he or she may be issued mark lists with dual specialization as Marketing Management and Financial Management etc

21.0 Specialization Electives:

21.1 Marketing

For Third Semester

BUS 3EM 01 Consumer Behaviour

BUS 3EM 02/ IB 03 International Marketing

BUS 3EM 03 Advertising and Sales Promotion

For Fourth Semester

BUS 4EM 04 Brand Management

BUS 4EM 05 Sales Management

BUS 4EM 06 Retail Management

21.2 Finance

For Third Semester

BUS 3EF 01/IB 02 International Finance

BUS 3EF 02 Corporate Taxation

BUS 3EF 03 Advanced Financial Management

For Fourth Semester

BUS 4EF 04 Indian Financial system

BUS 4EF 05 Foreign Exchange Management

21.3 Human Resource Management

For Third Semester

BUS 3EH 01 Managing Self and Others

BUS 3EH 02 Performance Management

BUS 3EH 03 Human Resource Planning and Development

For Fourth Semester

BUS 4EH 04 Management Training and Development

BUS 4 EH 05 Global Human Resource Management

21.4 International Business

For third semester

BUS 3E IB 01.Strategic Financial Management

BUS 3E IB 02/3EF 01.International Finance

BUS 3E IB 03/M 02. International Marketing

Fourth semester

BUS 4 E IB 04. Foreign Exchange Management

BUS 4 E IB 05. Global Human resource management

21.5 Systems

Third semester

BUS 3 E S 01 Systems Analysis and Design

BUS 3 E S 02 Data base management

BUS 3 E S 03 E- Commerce

Fourth Semester

BUS 4 E SY 04 Enterprise Resource Planning

BUS 5 E SY 05 Business Process Re-engineering

22. For all other matters which are not specified in this regulation the common regulation for PG Programme under CCSS will be applicable.

23.0 Detailed Syllabus

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION

BUS 1C 01 BUSINESS COMMUNICATION

Time: 30 hrs 2 credits Course objectives:

- To understand the process of business communication, and
- To acquire required skills to manage business communication
- To give awareness about and to help develop the personality of the students.

Module I

Business Communication - meaning - need - process - methods - written, verbal, non-verbal, visual, telecommunications; - internal and external, upward and downward, lateral; barriers to communication - physical, psychological, linguistic, mechanical.

Module II

Communication through letters, business letters, layout of letters, kinds of business letters, characteristics of a good letter; application for appointment - resume - references; appointment orders; Business enquiries - offers and quotations; orders-execution of orders - cancellation of orders. Letters of complaint, letters of agency - status enquiries; circulars and circular letters; notices; reports by individuals; reports by committees; annual report; writing of reports. Non-verbal communication - Body language - kinesics - proxemics, Para language. Effective listening: Principles of effective listening; factors affecting listening. Interviewing skills: appearing in interviews; conducting interviews.

Module III

Self development and Communication; development of positive personal attitudes; SWOT analysis, Personality Development; concept of personality, concept of self, perception; Personality types; Transactional analysis - Games and exercises; Business games, Group discussions; mock interviews; seminars; effective listening exercises; report writing. Public speaking; preparing and delivering effective public speeches. Physical exercises; Yoga and meditation for personality development

Books:

1. Dan O'Hair et al. Strategic Communications in Business and the Professions, Pearson, 2008.
2. Dalmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai, 1999.
3. Thill Bovee and Schatzman, Business Communication Today, Pearson, 2004.

4. Chaturvedi P.D. and Mukesh Chaturvedi: Business Communication, Pearson Education New Delhi 2013.
5. Nithin Bhatnagar & Mamta Bhatnagar: Effective Communication and Soft Skills, Pearson Education New Delhi 2013.
6. **Balasubramanyam**: Business Communications; Vikas Publishing House, Delhi.
7. Kaul: Effective Business Communications, Prentice Hall, New Delhi.
8. Sangheetha Magan: Business Communication, International Book House, New Delhi

UNIVERSITY OF CALICUT

MASTER OF BUSINESS ADMINISTRATION
BUS 1C 02 MANAGEMENT THEORY AND PRACTICES

Time: 30 hours Credits 2 Course objectives:

- To understand the process of business management and its functions, and
- To familiarize the students with current management practices.

Module I

Nature and scope of Management; evolution of management- Schools of management thought; F.W. Taylor and Henry Fayol; principles of management; management as a science and an art; management process. Folk management and its application in the modern era
Evolution of management thought.

Module II

Functions of management- planning: planning premises; types of plan; planning process; Organization – Theories, types, importance, organization structure- Line and Staff functions - Conflicts; centralization and decentralization; delegation; types, principles, elements, Coordination, Directing – Supervision, Communication.

Module III

Directing – motivation, leadership – Theories; importance – Controlling principles – Dynamics of Groups at work, work group behaviour and productivity; work and motivation Manager vs. leader; leadership and motivation; leadership styles; theories of motivation. MBO: - team creation and Management; Management of Change – importance, objectives and methods – Role of leadership Transformational management.

Books:

1. Koontz, H and Wehrich, H: Management, McGraw Hill Inc, New York, 1995.
2. Drucker, Peter, F: Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi 2004.
3. Betman, Thomas S and Snell, Scott A.: Management: Competing in the New Era, Tata McGraw Hill, New Delhi 2003.
4. Dipak Kumar Bhattacharyya, Principles of Management: Text and Cases, Pearson, 2012
5. Stoner et al. Management, Prentice Hall of India, New Delhi, 1996.
6. Stephen P Robbins, and Mary Coulter, Management, Pearson, 2003.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION - SYLLABUS
BUS 1C 03 BUSINESS LAWS

60 Hours

4 credits

Module I

Law of contract—Indian Contract Act 1872—essentials of a valid contract—offer, acceptance, competence, consent, consideration, legality of objects—performance of Contracts — breach of contract and remedies—quasi contracts.

Module II

Special contracts—bailment- agency- Sale of Goods Act 1930 - definitions - essentials of a contract of sale and hire purchase- Sale and agreement to sell - goods, types - Conditions and warranties - transfer of property in goods - delivery - rights of an unpaid seller—auction sale.

Module III

Indian Partnership Act 1932—definition -formation-registration-partnership deed, minor in partnership-rights, duties and liabilities of partners—dissolution. Consumer Protection Act 1986— consumer - complaints, grounds, time - unfair and restrictive trade practices— consumer grievance redressal machinery, district, state, and national level, jurisdiction.

Module IV

Indian Companies Act 1956—Nature and types of companies - incorporation, commencement of business - documents associated with formation - issue and allotment of shares-dematerialization of shares - transfer and transmission of shares — management and directors — meetings and resolutions—postal ballot- buy back of shares - prevention of oppression of mismanagement — merger and acquisitions.

Module V

Negotiable Instrument Act 1881 —Types and characteristics of negotiable instruments - Promissory notes, bills of exchange, cheques — parties- holder and holder in due course - negotiation—crossing, endorsement, dishonor and discharge-banker and customer. Right to information Act 2005—salient features - information-request-fee—response-social issues

References:

1. Gulshan: Business law
2. M.C. Kuchhal, Business Laws, Vikas
3. M.C. Shukla: Mercantile Law, S. Chand New Delhi, 2010
4. B. N. Tandon: Indian Company Law
5. Negotiable Instrument Act.
6. Right to Information Act.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION - SYLLABUS

BUS 1C 04 ORGANIZATIONAL EFFECTIVENESS

30 Hours

2. Credits

Course objectives;

1. To understand the dynamics of interpersonal, intra group and inter group behavior at workplace and
2. To gain practical knowledge in change management and organization development.

Module I

Concept of organizational effectiveness; Organizational climate; Organizational culture; concept of power, bases of power; Power tactics; Power and organizational politics.

Module II

Conflict; Intra personal, Inter personal, intra group, inter group and organizational conflicts; Conflict Management; Negotiation. Organisational Learning, Empowerment

Module III

Concept of Organizational Change, Change agents; Resistance to Change; Approaches to managing change, Organization Development (OD); Need for OD; OD Intervention Techniques; Grid Management; Transactional analysis; Sensitivity Training; Process consultancy.

Books:

1. P.N. Khandwalla, Organisational Design for Excellence, Tata McGraw Hill, New Delhi, 1992.
2. F. Luthans, Organisational Behaviour, Tata McGraw Hill, New Delhi, 1995.
3. Stephen P. Robbins, Organisational Behaviour, Pearson, New Delhi, 2005.
4. McShane et al, Organisational Behaviour, Tata McGraw Hill, New Delhi, 2005
5. Anderson and Barker, Effective Enterprise and Change Management, Blackwell Publishers Ltd, Oxford, 1996
6. French and Bell, Organisational development, Prentice Hall of India, New Delhi, 1995.
7. SR Kao et al. Effective Organisation and Social Values, Sage Publications, New Delhi, 1994.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 05 BUSINESS ENVIRONMENT

60 Hours

4 credits

Course objectives:

- To acquaint the students to the emerging trends in business environment which will help the students to develop the ability to analyze the competitive business environment to appraise the environmental pressures on business and
- To understand the government policies and current issues in Indian perspective

Module I

Business – definition, characteristics, objectives, classification, Business environment: Nature, concept and significance of internal environment External environment – nature and significance, elements, environmental analysis.

Module II

Globalization – strategies, World Trade Organization – implications, Public Sector in India- role in economic development, Privatisation, Intellectual Property Rights (IPR) and related issues.

Module III

Nature and progress of economic reforms, Monetary and fiscal policies, Export Import Policies, Competition Act 2002, Foreign Exchange Management Act.

Module IV

Industrial policy of India, reforms since 1990s on issues of industrial policy, Balanced regional development – Micro, small and medium enterprises in India, Multi national companies – benefits and problems.

Module V

Environmental Management – Fundamentals, sustainable development, consumerism in India, Consumer Protection Act, social responsibility of business, impact of technology on business.

Books:

1. Sundaram & Black, International Business Environment, PHI, New Delhi.
2. Francis Cherunilam: “Business Environment”, Himalaya Publishing House, Mumbai.
3. K. Aswathappa: “Legal Environment of Business”, Himalaya Publishing House, Delhi.
3. Adhikary, M.: “Economic Environment of Business”, Sultan Chand & Sons, New Delhi.
4. AC Fernando, Business Environment, Pearson, 2011
5. Shaikh Saleem, Business Environment, Pearson, 2010

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 06 INFORMATION TECHNOLOGY FOR MANAGEMENT

60 Hours

4 credits

Course objectives:

- To learn to use MS Excel and MS Access for decision-making

- To understand the potential of the Internet for e-commerce and the security for e-commerce

Module I

Spreadsheet: Features of spreadsheet-MS Excel – Features of MS Excel; Functions in Excel: Financial functions: NPV, IRR, PMT, IPMT. Statistical functions: AVERAGE, MEAN, MEDIAN, AVEDEV, CORREL, STDEV, RANK. Database functions: DAVERRAGE, DMAX, DMIN, DSUM; Graphics in Excel.

Module II

Business applications of Excel: Managerial decision-making with Excel; Model development with Excel; Financial analysis using Excel: Break-even analysis, budgeting and ratio analysis with Excel; Inventory management with Excel, Investment appraisal with Excel. Goal seek, pivot table and scenario management for decision-making.

Module III

MS Access: features of MS Access; Database design in Access- creating table in design view, creating table with wizard, creating table by entering data; Form design with Access; Query design and running in Access- query in design view; query design with wizard; Report design in MS Access- report design with wizard, report design with design view; Using MS Access for business decisions - .

Module IV

Internet – Features of the Internet; WWW: Email, Telnet, FTP, News groups, search engines, portals, Business applications of the Internet. Website development, Group mails, blogging podcasting and community networks.

Module V

E-commerce: Business models for e-commerce - Security issues in e-commerce, security risks in e-commerce, security tools and risk management, IT Act 2000- digital signature, digital signature certificates, e-governance, electronic records, certifying authorities, network appellate tribunal, penalties.

Books:

1. Efraim Turban, Jae Lee, David King and Michael Chung: Electronic Commerce, Pearson Education Asia, Delhi.
2. Rayport : E-Commerce, Tata McGraw Hill, New Delhi.

3. Ravi Kalkotta and Andrew B. Whinston: Frontiers of Electronic Commerce, Addison-Wesley, New Delhi.
4. Heary Chan, et.al. E-Commerce, John Wiley & Sons, New Delhi
5. Edward C.Willet: MS Office, Wiley Publishing Co, New Delhi.

6. MS Excel 2003.
7. MS Access 2003.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 07 MANAGERIAL ECONOMICS

Time: 60 Hours

4 credits

Course Objectives

1. To acquaint the student with the concepts and techniques of micro and macro economics and
2. To enable them to apply this knowledge to business decision-making.

Module-1

Managerial Economics – definition, scope and importance, business decisions and concepts of managerial economics – incremental concept, marginalism, equi-marginal concept, the time perspective, discounting principle, opportunity cost principle.

Module II

Utility and Demand Analysis – concept and types of utility; Laws of demand; elasticity of demand; demand forecasting – techniques.

Module III

Production function – production with one variable input, law of variable proportion; production with two variable inputs; production isoquant; isocost lines; Estimating production functions; cost concepts and break even analysis

Module IV

Market structure – perfect and imperfect competition; monopoly, duopoly, oligopoly; monopolistic competition, pricing methods under these competitive environments.

Module V

National income concepts and measurement; policies; Economic planning and development Kaldore model.

Business cycles and contra cyclical models; Mahalanobis model; Harod-

Books:

1. Paul .G. Keat, Philip.K.Young, Sreejatha Banerjee, Managerial economics- Economic tools for today's Decision makers, Pearson education.
2. H.L.Ahuja. Managerial economics- Analysis of managerial decision making, S.Chand, New Delhi
3. Adhikary,M: Business Economics, Excel Books, New Delhi 2000
4. DD Chaturvedi & SL Guptha, Managerial Economics, International Book House, 2012
5. DN Dwivedi, Managerial Economics, Vikas Publishing House, New Delhi, 2012

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 08 QUANTITATIVE TECHNIQUES

60 Hours

4 credits

Course objectives:

- To understand statistical tools for quantitative analysis

- To understand the process of using statistical tools for validating findings and interpreting statistical results.

Module I

Probability: basic concepts; approaches; theorems- addition, multiplication, conditional and Bayes; business applications of probability.

Module II

Probability distributions: random variable; expected value of random variable; Binomial distribution; Poisson distribution, Normal distribution and Exponential distribution.

Module III

Correlation and regression: Simple, partial and multiple correlation; regression analysis; business application of correlation and regression.

Module IV

Statistical inference: Basic concepts; standard error; central limit theorem; Sampling and types of sampling; large sample tests, small sample tests; tests for means; tests for proportions; tests for paired observations; Non-parametric tests- Chi-square test, sign test, Wilcoxon, Kruskal Wallis test, Waid – Wolfowitz test; analysis of variance.

Module V

SPSS for data analysis: data entry in SPSS; Data analysis tools in SPSS; Calculation of Descriptive statistics, Correlation and Regression; Regression model for forecasting with SPSS

Books:

1. Tulsian, P.C. and Vishal Pandey, : Quantitative Techniques, Pearson Education, New Delhi 2004.
2. Aczel: Complete Business Statistics, Tata Mc McGraw Hill, New Delhi.

3. Levine, David M, Timothy C. Krehbiel and Mark L.Berenson: Business Statistics, Pearson Education, New Delhi 2004.
4. Richard L.Levin and David S. Rubin; "Statistics for Management", Prentice Hall of India, New Delhi.
5. N.D. Vora: "Quantitative Techniques in Management", Tata McGraw Hill, New Delhi.

6. S.P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.
7. Hooda, R.P.: "Statistics For Business and Economics", Macmillan, New Delhi.
8. GC Beri, Business Statistics, Tata McGraw Hill Co, New Delhi
9. SPSS Manual

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION

BUS 1C 09 ACCOUNTING FOR MANAGERS

60 Hours

4 credits

Objectives: To enable students to familiarize with the basic concepts in accounting and finance. Focus must be laid on fundamental principles rather than doing complicated problems.

Module I

Accounting an introduction - meaning - concept of accounting -functions of accounting - accounting conventions accounting concepts - International Accounting Standards - Documentation and recording of business transactions - classifying and summarization of business transactions - journal — subsidiary books - ledger - cash book - trial balance - problems.

Module II

Final accounts of sole trader — Trading and profit and loss accounts—Adjustment of different items - Corporate financial statements - specimen forms - preparation of accounts.

Module III

Analysis of financial statements - tools and techniques —Ratio analysis—meaning and Significance — classification of ratios — liquidity ratios, solvency ratios, profitability ratios, turnover ratios - computation of ratios.

Module IV

Fund flow analysis - meaning of fund - fund flow analysis - importance of fund flow statement - difference between fund flow statement and income statement — preparation of the fund flow statements - statement of changes in working capital - computation of fund from operation - sources and application of funds.

Module V

Cash flow analysis — meaning - importance - difference between cash flow and fund flow statements - cash from operating activities - cash flow from investing activities - cash flow from financing activities - preparation of cash flow statement - Utility and limitations.

Books:

1. Financial accounting—Ashoka Banerjee - Excel publications, New Delhi,
2. Accounting principles—Anthony—Irwin Publishers
3. Financial Accounting of Management—Ambariash Gupta—Pearsons Education
4. Fundamentals of Financial Accounting—Narayanaswamy
5. Corporate Accounting—Dr. V.K.Goyal—Excel books
6. Introduction to Accounting—Pru Marriott & J R Edwards -Sage Publications
7. Accounting for Managers, NK Guptha & Vidhu Bansal, International Book House

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 10 MARKETING MANAGEMENT

60 Hours 4 credits Module I

Introduction to marketing management--Concept, nature and importance of marketing; Evolution of marketing concept; Marketing environment—Micro environment of marketing and macro environment of marketing -Domestic marketing and international marketing.

Module II

Consumer behaviour- buying roles and behaviour; Individual consumer behaviour and institutional consumer behaviour-- models of buying decision; factors influencing buying decision—cultural ,social, personal and psychological factors—buying process— consumer adaptation process—changing patten of consumer behaviour.

Module III

Market segmentation, targeting and positioning – levels and patterns of segmentation; effective segmentation; market targeting; positioning methods and strategies. Marketing research - Scope and types of marketing research.

Module IV

Product and pricing decisions- Concept of product; product line and product mix; new product development; packaging and branding; brand extensions; Pricing decisions-factors influencing price decisions; pricing strategies; Product life cycle stages and strategic marketing decisions; Promotion and Distribution-Promotion mix; Promotion mix; advertisement budget; media planning; measuring advertisement effectiveness. Sales promotion - objectives, tools and techniques. Distribution channels- physical distribution decisions; channel intermediaries; channel management. Wholesaling and retailing- retail marketing, retail formats.

Module V

Marketing organization and control systems- organizing marketing department; marketing control techniques- annual plan control, profitability control, strategic control.

Compulsory case.

Books:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Pearson Education, New Delhi 2004.
2. Stanton, W.J., Fundamentals of Marketing, McGraw Hill, New York 1994.
3. Saxena, Rajan: Marketing Management, Tata McGraw Hill, New Delhi 2004.
4. Kotler, Philip: Marketing Management, Pearson Education, New Delhi 2005.
5. Ramaswamy, V.S. and Namakumari S: Marketing Management, Macmillan, New Delhi, 2003.
6. Rajendra P. Maheswari, Marketing Management, International Book House, 2012
7. Neelamegham, S, Marketing in India; Cases and Readings, Vikas New Delhi, 1988

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 11 FINANCIAL MANAGEMENT

60 HOURS

4 credits

Objectives:

1. To understand the different financial functions to be discharged by a finance manager.
2. To analyze the impact of financial decisions on business enterprise.

Module I

Financial Management—objectives—profit maximization, wealth maximization— finance function—role of finance manager—strategic financial management—economic value added—time value of money.

Module II

Investment decision—capital budgeting techniques—pay back method—accounting rate of return—NPV—IRR—discounted pay back method—capital rationing—risk adjusted techniques of capital budgeting.—capital budgeting practices.

Module III

Capital structure decisions—cost of capital—computation of cost of debt, preference shares, equity and retained earnings—weighted average cost of capital—Theories of capital structure—NI approach NOI approach-traditional—MM theory—indifference point— fair capitalization—over and under capitalization.

Module IV

Working capital management—factors determining working capital—estimation of working capital—inventory management techniques—receivables management— management of cash and marketable securities—techniques of cash management— committees on working capital and their findings and recommendations.

Module V

A. Sources of long term finance—conventional and innovative sources—Leasing — Factoring — securitization—dividend theories—Walter's model—Gordens model— MM approach—legal aspects of dividend—formulation of dividend policy. B. Corporate governance C. Financial engineering

Coverage of the questions: 60% Problems and 40 percent theory

Reference Books:

1. Van Horne James.C: Financial management and policy (Prentice Hall of India)
2. Jim Mc Menamin : Financial management- An Introduction (Oxford)
3. Pandey. I.M: Financial Management (Vikas Publishing House)
4. Ravi M Kishore: Financial Management (Taxmann)

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION

BUS 2C 12 OPERATIONS MANAGEMENT

60 Hours

4 credits

Course objectives:

- To gain an in-depth knowledge of production and operations management, and
- To understand the ways of improving productivity and operational efficiency.

Module I

Nature and scope of production and operations management; historical development; operations strategy; different production systems- product, process, flexible and computer integrated; layout; layout planning.

Module II

Material management- Materials planning and inventory control; JIT; Material Planning Budgeting and Material Requirement Planning; Purchase management; stores management; Material handling principles and equipments; quality assurance; acceptance sampling; Statistical Quality Control; Total Quality Management; ISO 9000. Line balancing.

Module III

Operations decisions: production planning and control in mass production systems, batch/job order manufacturing. Facility location; capacity planning- models; Process planning- aggregate planning- scheduling- Maintenance management concepts; Industrial safety.

Module IV

Work study, method study, work measurement, work sampling, work environment.

Module V

Production planning and control in different production systems; aggregate planning; short-term scheduling; maintenance management.

Books:

1. Russell, Roberta S, and Bernard W.Taylor III, Operations Management, Pearson Education, New Delhi 2004.
2. Chase, Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.
3. Buffa, E.S., 'Modern Production Management', New York, John Wiley, 1987.
4. Adam, E.E. and Ebert, R.J., 'Production and Operations Management' Prentice Hall of India, New Delhi 1995.
5. Chary, S.,N., 'Production and Operations Management', Tata McGraw Hill, New Delhi 1989

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 13 HUMAN RESOURCES MANAGEMENT

Time: 60 hours

4 credits

Module I

Introduction to Human Resource Management—Importance--scope and objectives of HRM. Evolution of the concept of HRM- Approaches to HRM- Personnel management Vs Human Resource Management-HRM and competitive advantage- Traditional Vs Strategic human resource management— HRM and HRD-- Growth of HRM in India.

Module II

Human resource planning, Recruitment and selection—Job analysis—uses of job analysis-process of job analysis-job discretion- job specification methods of job analysis- methods of human resource planning- Conventional Vs strategic planning— job evaluation— Recruitment--constraints and challenges of recruitment-source of recruitment-methods-Indian experience in recruitment.

Module III

Placement, Induction and Internal mobility of human resource. Training employees—need for training-objectives- approaches --methods-philosophy training-training environment- areas of training- Training evaluation- Executive development- Concepts- methods and program-promotion and transfer.

Module IV

Performance appraisal and career planning. Need and importance- objectives- process-methods and problems of performance appraisal-performance appraisal practices in India. Concept of career planning -features- methods -uses career development-succession management in Indian context.

Module V

Compensation management and grievance redressal. Compensation planning-objectives-Principles of wage administration-wage systems-state regulations in wage administration-factors influencing wage system-Indian practice in wage administration. Grievance redressal procedure- discipline- approaches- punishment-essentials of a good discipline system. Labour participation in management and workers empowerment.

Books:

Human Resource Management- Text and Cases-- VSP Rao

Human Resource Management- Garry Dessler & Biju Varkkey, Pearson, 2012 Human Resource Management—Snell, Bohlander

Amstrong's Hand book of Human Resource Management, Kogan Page, 2012

Human Resource Management- Pravin Durai, Pearson, 2010

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION

BUS 2C 14 MANAGEMENT SCIENCE

60 Hours

4 credits

Module I

Management Science: Scope and importance; Linear Programming- Applications, advantages and disadvantages – formulation of problem - assumptions - Graphic and simplex methods - Duality and shadow pricing; sensitivity analysis- simple problems.

Module II

Transportation and Assignment Problem - Transportation model and its applications in business problems - without degeneracy. Assignment Model and its applications to solution of business problems.

Module III

Decision theory: framework; payoff tables; regret tables; Decision under certainty, uncertainty and risk; methods of incorporating risk; value of perfect information; Decision tree and its uses.

Module IV

Network Analysis: Construction of network diagramme – CPM and PERT – Time Analysis, Cost Analysis – Time cost trade off - crashing

Module V

Queuing Theory: Structure, assumptions, uses and characteristics. Single channel with infinite population – multiple channel with infinite population – Simulation: concepts and applications. Monte Carlo Simulation – limitations of simulation – simulation through computer software

Books:

1. Hillier ,Frederick S and Hillier, Mark S: Introduction to Management Science, Tata McGraw Hill, New Delhi 2004.
2. Mathur , K and Solow, D, Management Science, Eaglewood Cliffs, New Jersey Prentice Hall Inc, 1994.
3. Theirouf, R.J. and Klekamp, R.C.: Decision Making Through Operations Research, John Wiley, New York 1989.
4. Hillier, Frederick S and Lieberman, Gerald J: Introduction to Operations Research, Tata McGraw Hill, New Delhi 2003.
5. Narang A.S., Linear Programming and Decision making, Sultan Chand, New Delhi 1995.
6. Hamdy A. Taha, Operations Research, Pearson, 2012.

60 Hours

4 credits

Course objectives:

- To understand the process of information generation and communication in organisations
- To understand the process of IT application development and use in organisations
- To provide a basic understanding about security issues of information resources.

Module I

Evolution of MIS: Concepts; framework for understanding and designing MIS in an organisation; MIS and other related disciplines: MIS and Management Accounting, MIS and Computer Science, MIS and OR, MIS and Organisational Behaviour, MIS and Management. Concept of information; definition, features, types, process of generation and communication; quality and value of information; information overload; techniques for managing overload; summarizing; filtering; inferences and message routing. System concept; definition, types and characteristics of system-control in systems: feedback: positive and negative; negative feedback control system, input, process and output control; law of requisite variety.

Module II

Structure of MIS: Basic structural concepts: formal and informal information systems; public and private information systems; multiple approaches to the structure of MIS: Operational elements (physical components, process, outputs for users), activity subsystems, functional subsystems and decision support – synthesis of multiple approaches into a conceptual structure for MIS.

Module III

Information systems: Transaction Processing Systems, Office Automation Systems, Information Reporting Systems, Decision Support Systems, Executive Support Systems, expert systems and Enterprise Resource Planning Systems.

Module IV

Systems Development and Implementation: System development methodologies; SDLC approach; prototyping approach and user development approach- Systems Analysis; systems Design; Concepts of database and database design; system implementation; management of information system projects; system documentation – information system audit.

Module V

Computer Networks: LAN, WAN; topologies; distributed data processing and client/server computing. Security of information resources; threats to information resources; security systems for risk management – social and ethical issues of information technology.

Books:

1. O'Brien, James A: Management Information Systems, Tata McGraw Hill, New Delhi, 2004.
2. George M.Scott: Management Information Systems, McGraw Hill Book Company, New Delhi.
3. Schultheis, Robert and Summer, Mary: Management Information Systems, Tata McGraw Hill, New Delhi, 2005.
4. Gordon B Davis, et. El: Management Information Systems, Prentice Hall of India, New Delhi.
5. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems – Managing the Digital Firm, Pearson Education, New Delhi 2011 .
6. Effy Oz, Management Information Systems, Vikas Publishing House, New Delhi.
7. Haag, Cummings and Mccubbrey: Management Information Systems for the Information Age, Tata McGraw Hill, New Delhi, 2004
8. Post, Gerald V and Anderson, David L: Management Information Systems, Tata McGraw Hill, New Delhi, 2004.
9. Nirmalya Bagchi, Management Information System, Vikas Publishing House, New Delhi 2010
10. Hitesh Guptha, Management Information System, International Book House, New Delhi, 2011

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 16 RESEARCH METHODOLOGY FOR SOCIAL SCIENCES

60 HOURS 4 credits Objectives:

- To understand the process of doing research in business and other social sciences
- To acquire required skills to undertake research projects as part of the curriculum
- To enable to acquire required skills to undertake research projects for the business and commerce

Module I

Research— concepts - research methodology - approaches to business and social research - scientific methods - types of research - research designs.

Module II

Formulation and planning of research - selection of problem - setting of objectives - formulation - hypotheses - measurement of variables - research plan - literature review - conducting the research

Module III

Data collection— primary data - methods and techniques of primary data - secondary data - methods and techniques — interviews - surveys - census and sample surveys - Editing, classification and codification of data - using computer packages.

Module IV

Data Analysis - qualitative data analysis - descriptive quantitative data analysis - tests of measurement and quality - using computer packages

Module V

Writing and presenting the report—planning report writing —report format - footnotes and bibliography - presentation - report generation and presentation using computer packages

Books:

1. Mathew David & Carole D. Sutton, Social Research: The Basics, Sage Publications, New Delhi
2. O.R. Krishnaswami, Methodology of Reseach in Social Sciences, Himalaya Publishing House, Mumbai.
3. Ajai S. Gaur and Sanjaya S. Gaur: Statistical methods for practice and Research, Sage Publishers.
4. Deepak Chawla & Neena Sondhi, Research Methodology, Vikas Publishers, 2011
5. Naval Bajpai, Business Research Methods, Pearson, 2013
6. CR Kothari, Research Methods and Techniques, New Age International, New Delhi

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 17 SOFT SKILLS DEVELOPMENT

Time: 30 hrs

2 credit

Course objectives:

* To foster an all round development of students by focusing on soft skills and also to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition, and practice.

Module I

Verbal Communication includes Planning, Preparation Delivery, Feedback and assessment of activities like: Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, body language and use of Presentation aids-- Written communication that includes project proposals, brochures, newsletters, articles, business letters

Module II

Etiquettes that include: etiquettes in social as well as office settings, email etiquettes, telephone etiquettes etc. Improving Personal Memory, study skills that include rapid reading, notes taking and creativity.--Problem solving and decision making skills, perceptive, conceptual, creative, analytical and decisive.

Module II

Time management skills, HR skills: leadership, communication, negotiation, motivating (inter personal and inter group).Risk taking skills-- Organising skills: Events management

Methodology

(There should be adequate exposure to demonstrations, games, case studies, role plays, field works, presentations, debates and discussions, simulation of real life situations, stress exercises, team exercises, planning exercises, personality testing and feed back etc.)

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 18 STRATEGIC MANAGEMENT

Time: 60 hrs

4 credit

Objectives:

1. To understand the fundamentals of strategic management, and
2. To develop the capability to formulate and implement strategies

Module I

Strategic Management - types of strategy: functional strategy, business strategy, global strategy and corporate strategy - strategic management process; role, functions and skills of board and top management in strategic management.

Module II

Strategy formulation - strategic choices - role of vision and mission statements.

Module III

Choice of Strategic alternative - Environment Analysis, Industry Analysis and Corporate Analysis, General environment scanning; SWOT Analysis; tools and techniques for Strategic Analysis; Value chain analysis; Experience curve; Critical Success Factor Analysis; Core competence; Portfolio analysis; BCG Matrix, GEC Model; 7S Framework; stakeholders' expectations analysis; competitive analysis; Scenario planning.

Module IV

Strategy Implementation - project implementation - procedural implementation - behavioural implementation; managing resistance to change.

Module V

Strategy Evaluation and Control - tools and techniques of evaluation - control techniques and process - 7S Model; DuPont Control model, etc. Michael Porter's approach to strategic management.

Books:

1. William Glueck : Business policy - Strategy formulation and management action 2. Rue : Strategic Management
3. Donal F Harvey : Business policy and Strategic Management.
4. R.M Srivasthava: Management policy and Strategic Management.
5. Ravi M. Kishore: Strategic Management- Text & Cases, Taxmann
6. Francis Cherunilam: Business Policy and Strategic Management.
7. Azhar Kasmi : Business Policy
8. Bhattacharya : Strategic Management.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3 C 19 COST AND QUALITY MANAGEMENT

Time: 60 hrs

4 credits

- * To give a broad understanding of the basic cost concepts
- To understand the concepts, tools and process of quality management
- To gain practical insight into designing and implementing quality management systems.

Module I

Need and importance of understanding cost management—relevance of cost management in organizational success-various cost concepts—elements of cost-types of cost—materials cost accounting—labour cost accounting –overhead cost accounting—costing methods and costing techniques—instillation of a costing system—cost centre—cost unit—pre requisites of a good costing system- unit costing and cost sheet-preparation of cost sheet.

Module II

Marginal costing and breakeven analysis—CVP analysis—application of marginal costing in managerial decisions—make or buy decision-key factor decision—pricing decision-optimum production capacity decision—product mix decision—investment decision

Module III

Management control systems--Budgetary control—budget centre—budget committee and budget manual. Functional budget-cash budget—master budget— fixed and flexible budget—zero based budget Standard costing and variance analysis –material variance, labour variance and over head variance—sales variance (**Only first level variances**) causes and disposition of variances. Responsibility accounting—cost centre, profit centre and investment centre—Transfer pricing.

Module IV

Evolution of quality Management; concepts and objectives of quality management; Zero defects; Acceptance sampling; Quality inspection; Quality assurance; Quality circles; training for quality; concept and tools of Six Sigma. Statistical quality control: basic concepts; product control; process control; variations in quality; control charts; types of control charts- mean charts, range charts, P-chart, n p chart, C charts; Applications of control charts. **(Numerical are not necessary)**

Module VI

Total quality management: strategic quality planning; organising for TQM; Training for TQM; Kaizen; benchmarking; TQM in service organisations; Implementing TQM. Quality standards: ISO 9000; Quality systems under ISO 9000; ISO 14000; ISO Certification process; Quality awards: Baldrige Award; Deming's Prize.

Books:

1. Juran, J.M.and Frank K Gryana: Quality Planning and Analysis, Tata McGraw Hill, Mumbai 1970.
2. Lock, Dennis: ed. Handbook of Quality management ; Jaico Publishing House, Mumbai 1993.
3. Ramaswamy, Subburaj: Total Quality Management, Tata McGraw Hill, New Delhi 2005.
4. Amitava Mitra: Quality Control and Improvement, Pearson Education, New Delhi 2005.
5. Chandra, D, et el,: Quality Circles, Tata McGraw Hill, New Delhi 1991.
6. Ross, Joel E.: Total Quality Management, Vanity Books International, New Delhi 1996.
7. Evans, James R., et.el, The Management and Control of Quality , Jaico Publishing House, Mumbai 1994.
8. Blocher and Chen: Cost Managerment—Mc Graw Hill
9. Jain & Narang: Cost Accounting—Kalyani Publications

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 20 PROJECT MANAGEMENT

Time: 60 hours 4 credits Course objectives:

1. To provide a brief introduction to general issues of project management
2. To examine project management roles and environments, the project life cycles, and various techniques of work planning and control and evaluation to achieve project objectives
3. To increase awareness of how people work as team members and as individuals

Module I

Project Management Concepts; Characteristics of a project – Need for project management – roles of project managers in organizational environments – key objectives of project management – Evolution of project management – systems, Organisations and system methodologies

Module II

Project Development Cycle; Project life cycles – Conception – definition – execution – operation – systems & procedures – Planning – Project organization structure and responsibilities – project management system.

Module III

People issues in project management – Change – external forces of change - effect of change on the project manager – Leadership and motivation - Communication – Team – Cultural and ethnic diversity - Setting goals and commitment

Module IV

Project Scheduling: WBS – Gantt Charts – PERT/CPM Networks - Resource management-- project control – purposes – approaches – project control process – project control process – project control techniques – periodic control techniques – preventive control techniques – cost control – managing risk in projects.

Module V

Project Management Information Systems (PMIS) – functions of PMIS – Project Evaluation, Reporting and Termination – project Evaluation, reporting closing the contract

Books:

1. John M. Nicholas, Project Management for Business and Technology, New Delhi, 2004
2. Ghattas, R.G. and Sandra L McKee: Practical project management, Pearson, 2003
3. Joseph Phillips, Project Management Professional Study Guide, Tata McGraw Hill, 2004.
4. David I.Cleland, Project Management, McGraw Hill, Singapore, 1999.
5. Harold Kerzner, Project Management, CBS Publishers, 2004
6. K. Nagarajan, Project Management, New Age International, 2004.
7. Sid Kemp, Project Management Demystified, Tata McGraw Hill, 2004
8. Prasanna Chandra: Projects-planning, analysis selection-implementation & Review

UNIVERSITY OF CALICUT

MASTER OF BUSINESS ADMINISTRATION
BUS 3C 21 SUPPLY CHAIN MANAGEMENT

Time: 30

2 credits

Course objectives:

- To understand the concepts, practices and importance of logistics management and supply chain management and
- To develop skills and competence to design and operate logistics facilities.

Module I

Introduction to Logistics and its interface with Production and Marketing; Measures of logistics; Physical distribution and logistics.- Logistics Systems Analysis and Design; Warehousing and Distributing Centres; Location. Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models; Inventory Management Decisions.

Module II

Logistics Audit and Control; Packaging and Material Handling; International Logistics Management; Logistics Future Directions. Warehousing and Storage-- Transportation-land, water and air.

Module III

Introduction of supply chain-logistics and supply chain—functional coordination— supply chain relationship—cooperation and collaboration with supply chain partners— supply chain synergy. Supply chain value strategy—supply chain flow cycle- demand management.-- supply chain information system—intercompany and intra company information- relationship marketing and supply chain management.

Books:

1. Bowersox, D.J. and Closs, D.J.: Logistics Management: A System Integration of Physical Distribution, Tata McGraw Hill, New Delhi 1996.
2. Ballou, Ronald H.: Business Logistics Management' Prentice Hall Inc, Englewood Cliffs, New York 1992.
3. Beal K.,:A Management Guide to Logistics Engineering, Institute of Production Engineering, USA 1990.
4. Martin Christopher: Logistics and Supply Chain Management, Pearson, 2011.
5. Shapiro, R: Logistics Strategy: Cases and Concepts, West, St. Paul, 1995.
6. John T. Mentzer: Fundamentals of supply chain management—Response books.
7. Chopra, Sunil and Peter Meindl: Supply Chain Management, Pearson Education, New Delhi 2005.
8. Mentzer, John T., et al: Ed., Supply Chain Management, Response Books, New Delhi 2001.
9. Ballou, Ronald H: Business Logistics / Supply Chain Management, Pearson Education, New Delhi 2004.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 22 INVESTMENT MANAGEMENT

60 Hours 4 Credits Objectives:

To understand the characteristics of securities markets and the instruments traded therein To be able to analyze risk and return of securities and manage portfolios of investments.

Module I

Investment –meaning and definition-Objectives of Investment - types of investment— Security markets; Primary market/new issue market; functions of primary market; right issue, book building, private placement; organised stock exchanges; functions of stock exchanges; listing of securities; trading and operational mechanism of stock exchanges; settlement and clearing; Dematerialisation.

Module II

Valuation of securities – bond and equity valuation –Concepts of risk and return – systematic and unsystematic risk; risk and return of securities; risk and return of a portfolio; Numerical problems in bond and equity valuation, return and risk of securities and portfolio and calculation of security and portfolio beta to be covered.

Module III

Security analysis – fundamental analysis: economic, industry and company analyses-technical analysis : meaning of technical analysis; basic principles of technical analysis; Dow Theory; chart patterns; Elliot wave theory; mathematical and technical indicators: EMA, ROC, RSI and MACD (theory only); Market Indicators: Breadth of the market and Odd-lot index; Efficient Market Hypothesis: weak form, semi-strong form and strong form of efficient market hypothesis.

Module IV

Portfolio management – Portfolio analysis: risk and return of a portfolio; diversification of risk - Portfolio selection: Markowitz's Efficient frontier theorem; Sharpe's single index model; Capital Asset Pricing Model (CAPM)- Portfolio evaluation –methods of evaluation- portfolio revision (theory only) - Numerical problems in portfolio risk and return, Sharpe's single index model, Capital Asset Pricing Model (CAPM) and Portfolio Evaluation to be covered.

Module V

Institutional arrangement for security investments-SEBI and its functions- Mutual funds: meaning; concepts; types of mutual funds-merchant bankers: concept of merchant banking; services provided by merchant bankers - Depositories and Depository participants; functions of depository; Dematerialization; NSDL and CSDL - Credit rating services.

(50 % theory and 50% problems)

Books:

1. Zvi Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty: "Investments" Tata McGraw Hill Education

Private Limited, New Delhi

2. Gordon J Alexander, William F Sharpe, and Jeffery V Bailey: "Fundamentals of Investments, Prentice-Hall of India Private Limited, New Delhi

3. S. Kevin: "Security analysis and portfolio Management", Prentice-Hall of India Private Limited, New Delhi.

4. Prasanna Chandra: "Investment Analysis and Portfolio Management", Tata McGraw Hill Education Private

Limited, New Delhi

5. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House Pvt Ltd, New Delhi.

6. Thummuluri Siddaiah: "Financial Services" Pearson Education, Delhi

7. K. Sasidharan & Alex K. Mathews, Security Analysis & Portfolio Management, Tata McGraw Hill, 2011

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4C 23 NEW ENTERPRISE MANAGEMENT

Time: 60 hrs

4 credits

Module I

Entrepreneur – characteristics of an entrepreneur – traits of an entrepreneur - functions & types of entrepreneurs – Entrepreneur vs. Intrapreneur – Entrepreneur Vs. Manager – concept of Entrepreneurship – features – role of entrepreneurship in economic development – problems of growth of entrepreneurship in India – Entrepreneurship Development Programmes.

Module II

Entrepreneurial Motivation and Enterprise Launching formalities - Entrepreneurial Motivation- factors involved – procedures involved in the launching of new enterprises

- Product selection – Location – Preparation of project report – choice of technology – nature of organization – other formalities involved – Entrepreneurial growth in India.

Module III

Entrepreneurship and Small Business – Small business – definition – small scale industries – Ancillary units – tiny units – household industries – importance of SSIs – Role of SSIs – Need for Entrepreneurship in SSIs – Problems of SSIs – Sickness in SSIs – Industrial Policies of Government of India and Govt. of Kerala – Separate Economic Zones (SEZ).

Module IV

Supporting Institutions to promote Small Entrepreneurs – facilities provided by different institutions and Agencies in India – Commercial Banks – Directorate of Industries & Commerce – DICs – Industrial Development Corporation – SFCs – Small Scale Industries Development Corporation – KVIC – Technical Consultancy Organisation

- Small Industries Service Institutes – National Small Industries Corporation – Small Industries Development Bank of India.

Module V

Tax benefits, incentives & subsidies – Social Responsibilities of business.

Books:

1. David H Holt, Entrepreneurship- New Venture Creation, Prentice Hall of India, New Delhi, 2005
2. Robert D Hisrich & Michael P. Porter, Entrepreneurship, Tata McGraw Hill, New Delhi, 2002
3. Gupta & Srinivasan, Entrepreneurship Development in India, Sulthan Chand & Sons, New Delhi, 2005.
4. Vasant Desai, Management of Small Scale Industry, Himalaya, Mumbai, 2002.
5. SS Khanka, Entrepreneurship Development , S.Chand & Co., New Delhi, 2007

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4 C 24 INTERNATIONAL BUSINESS

Time: 60 hrs

4 credits

Module I

Introduction to international business-Local, regional, national, international and global business—management orientation of overseas business-ethno centric, poly centric, region centric and geocentric orientation--reasons for internationalization of business-factors restricting internationalization of business—major global companies in the world.

Module II

International business environment: Cultural, social, political and legal ,technological ,economic and trade environment—natural and demographic environment. Opportunities and threats of Indian companies in international market. Problems and prospects of foreign companies in Indian market.

Module III

Strategy development in international business—the firm as a value chain—global expansion plan- : International business locations- factors influencing locations-factors restricting location .Value chain analysis, risk analysis, cost benefit analysis. Business entry strategy-exporting, licensing, investment, joint ventures, green fiend investment, strategic alliance, global strategic partnerships.

Module IV

Organizational structure and control system for international business: Centralized Vs decentralized structure-functional, divisional, product based and matrix structure. Global business planning system-global business organizing system--information system-global business control system Integration of international business..

Module V

International business functional strategies: International production strategy— international financing strategy—international human resources strategy and international marketing strategy.

References:

1. Anant K Sundaran& J. Stewart Black: The international Business environment.
2. Porter's : Competitive strategy
3. Friedmann &J.Kim: Political risk and international Business
- 4.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4C 25 INDIAN ETHOS AND BUSINESS ETHICS

Time: 60 hrs

4 credits

Objectives:

1. To understand the importance of ethics in business and
2. To acquire knowledge and capability to develop ethical practices for effective management

Module I

Ethics, Culture and values; importance of culture in organizations; Indian Ethos and value systems; Concepts of Dharma; Nishkama karma and purusharthas; Model of Management in the Indian socio-political environment; Work ethos; Indian Heritage in production and consumption.

Module II

Education system of Ancient India - Gandhian approach in management and trusteeship

- Gandhiji's doctrine of Satya and Ahimsa - Concept , importance and relevance of trusteeship principle in modern business.

Module III

Business Ethics; relevance of values in Management; Holistic approach for managers in decision-making; secular Vs. spiritual values in Management; Ethical relativism; whistle blowing; stress in corporate management.

Module IV

Ethics Management; Role of organizational culture in ethics; structure of ethics management; Ethics Committee; Ethics Officers and the CEO; Communicating Ethics; Ethical Audit;

Module V

Corporate social responsibility and Corporate Governance; Transparency ; International and other Ethical bodies.

Books:

1. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas, New Delhi, 2009.
2. B.L. Bajpai, Indian Ethos and Modern Management, New Royal Book Co., Lucknow, 2011.
3. Chakraborty, S.K., Ethics in Management : Vedantic Perspectives, Oxford University Press, New Delhi, 1995.
4. John R Boatright, Ethics and the Conduct of Business, Pearson Education, New Delhi, 2005.
5. S. Balachandran, KCR Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers, New Delhi, 2012
6. AB Rao, Business Ethics and Professional Values, Excel Books, New Delhi, 2006.
7. Sadri: Business Ethics; concepts and cases , Tata McGraw Hill, New Delhi, 1998

Marketing elective

MASTER OF BUSINESS ADMINISTRATION

BUS 3EM 01 CONSUMER BEHAVIOUR

60 Hours

4 credits

Course objectives:

1. To understand the basics of consumer decision-making processes, and,
2. To understand the information needs for helping the consumer in decision- making.

Module I

Consumer behaviour – concepts; nature, scope and applications of consumer behaviour; Consumer behaviour and marketing strategy; profiling consumers and their needs; Market segmentation and consumer research; psychographics and life-style; Consumer behaviour audit.

Module II

Consumer involvement and decision-making; Consumer decision-making process; Information search process; Evaluative criteria and decision rules.

Module III

Individual influences on buying behaviour; Consumer as an individual; Theories of personality; personality and market segmentation; consumer perception; consumer needs and motivation. Personal influences and attitude formation. Learning and consumer involvement; Communication and consumer behaviour. Reference group influence in buying decisions; opinion leadership. Family life cycle and decision-making; Social class concept and measurement

Module IV

The buying process: problem recognition and information search behaviour; information processing; alternative evaluation; Purchase process and post purchase behaviour. Models of consumer decision-making- early models, Howard Sheth model. Recent developments in modelling consumer behaviour.

Module V

Culture and Consumer behaviour: Core culture and sub cultures. Role of culture in consumer buying behaviour. Profile of Indian consumers; Behavioural patterns of Indian consumers; Problems faced by Indian consumers; Consumer protection in India; Public policy and consumer behaviour.

Books:

1. Hawkins, Best and Coney: Consumer Behaviour, Tata McGraw Hill, New Delhi 2004.
2. Schiffman, L.G. and Kanuk, L.L.: Consumer Behaviour, Pearson, New Delhi, 2011.
3. Laudon, David L and Bitta Albert J Della: Consumer Behaviour, Tata McGraw Hill, New Delhi 2005.
4. Mowen, John C: Consumer Behaviour, Macmillan, New York 1993.
5. Assael, H: Consumer Behaviour and Marketing Action, South Western, Ohio 1995.
- 6.

Marketing Elective
MASTER OF BUSINESS ADMINISTRATION

BUS 4EM 02/IB03 INTERNATIONAL MARKETING

60 Hours

4 credits

Course objectives:

- To understand the international environment for marketing, and,

- To gain an in-depth understanding of global marketing practices. Module I

International Marketing: Meaning and Definition; Scope and Importance of International marketing; International, multinational and global marketing. Reasons for international marketing; Forces restricting international marketing; Management orientation to international marketing; Challenges of international marketing.

Module II

International economic environment: Different economic systems; Big emerging nations; Low income, middle income and high income countries. International trade environment; Preferential trade agreements; Specific trading groups; International social and cultural environment; Understanding culture. Political, legal and regulatory environment. Concept of sovereignty; Political risk; International legal system; Business issues in legal systems; Approaches to dispute settlement. International regulatory environment; WTO.

Module III

International market entry strategy: Factors influencing entry strategy; Modes of entry; Exporting; Problems in exporting; Measures of import restriction and export promotion; International payment system. Licensing; Foreign Direct Investment; Strategic Alliances; Global strategic partnership and relationship enterprise.

Module IV

International marketing mix strategy: International product strategy; Factors affecting product strategy; International promotion strategy; Integrated marketing communications; Global advertising; Global personal selling; Global sales promotion and publicity; International distribution strategy.

Module V

International marketing information system and marketing research; Steps in international marketing research; Special issues in international marketing research. International marketing organisation system; International marketing control system. Foreign trade policy of India; Exim Policy; Analysis of foreign trade of India.

Books:

1. Keegen, Warren and Mark Green: Global Marketing, Prentice Hall of India, New Delhi.

2. Cateora, Philip R, and John L Graham: International Marketing. Tata McGraw Hill, New Delhi 2005.
3. Kripalani, V.H.: International Marketing, Prentice Hall of India, New Delhi.
4. Ministry of Commerce, Government of India: Export Import Policy 1992-97.

5. U.C Mathur: International Marketing- Text and cases : Sage publications

Marketing Elective

MASTER OF BUSINESS ADMINISTRATION BUS 3EM 03 ADVERTISING AND SALES PROMOTION

60 Hours

4 credits

Course objectives:

- To understand the process of marketing communication and,
- To gain an in-depth understanding about sales promotion.

Module I

Marketing communications: Introduction to integrated marketing communications; Advertising, personal selling, sales promotion, publicity and public relations. Need and importance of integrated marketing communications. Legal and regulatory aspects of integrated marketing communications; Advantages and disadvantages of marketing communications to the producer, consumer, advertising agencies and society.

Module II

Consumer behaviour and marketing communications; Communication process; Wilber

Schramm's model, Two step Flow of Communication, Theory of cognitive dissonance and clues for advertising strategists.

Module III

Advertising: Meaning; Definitions; importance and scope; Advertising agencies; functions of advertising agencies; Building of advertising programme- Message, headlines, Copy, Logo, illustration, Appeals, Layout; Creativity in advertising; Copy preparation and testing; Campaign planning; Media planning; Budgeting; Evaluation; Timing of advertising; Selection, Compensating and appraisal of advertising agency; Television advertising; News paper advertising; Magazine and periodical advertising; Ethics in advertising; Regulatory framework for advertising.

Module IV

Sales promotion: Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.

Module V

Publicity and public relations: Relevance, scope and importance. Methods of publicity. Different types of publics and their role in marketing; Managing publics; Methods of publicity; Publicity materials; Public relations officer- role and functions; Personal selling strategy- importance and role; Scope of personal selling.

Books:

1. Aaker, David A et. al.: Advertising Management, Prentice Hall of India, New Delhi 1985.
2. Belch, George E. and Belch, Michael A: Advertising and Sales Promotion, Tata McGraw Hill, New Delhi 2004.
3. Jones, John Philip: Behind Powerful Brands, Tata McGraw Hill, New Delhi 2000.
4. Hard, Norman: The Practice of Advertising, Butterworth Heinemann, Oxford 1995.
5. Kenneth E Clow & Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Pearson, 2012

Marketing elective

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EM 04 BRAND MANAGEMENT

60 Hours

4 credits

Course objectives:

- To understand the strategic significance of brand building, and,
- To understand the formulation and implementation of brand building strategies.

Module I

Concepts of Brand: Importance of branding; types of branding; Brand awareness; Brand essence; Brand personality; Brand identity; Brand associations, brand image and; Brand loyalty; Brand equity; Product vs corporate branding. New brand development.

Module II

Branding strategies: Brand name selection; Brand building tools; Brand extension decisions; Related extension and unrelated extension; family vs individual brand names; Multiple branding; Private vs national branding.

Module III

Brand positioning and re-launch: Brand building and communication. Brand repositioning. Indian cases on brand positioning and repositioning.

Module IV

Evaluation of brand equity: Models for evaluation of brand equity.

Module V

Branding for international markets. Protection of brand assets. Brand audit;

Books:

1. Aaker, David A: Managing Brand Equity, Free Press, New York.
2. Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi 2004.
3. Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi.
4. Kapferer, J.N.: Strategic Brand Management, Kogan Page, New Delhi, 2012.
5. Kuller, K.L.: Strategic Brand Management, Prentice Hall, New Delhi.
6. Moorthy, Y.L.R.: Brand Management, Vikas Publication House, New Delhi. 2012
7. Aaker, David A: Building Strong Brands, Free Press, New York 1996.
- 8.

Marketing elective

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4EM 05 SALES MANAGEMENT

60 Hours

4 credits

Course objectives:

- To acquaint the students with the concepts and practices of sales management, and,
- To enable them to develop capabilities to design and implement sales programmes.

Module I

Sales management- Concepts, scope and importance; Objectives of sales management. Sales function and the sales organisation; Types of sales organisation. Nature of selling; Module II

Sales force management- selection and training; Sales job analysis; Sales job description; Recruiting; Sales person selection; Screening, interviewing/testing, induction and placement. Designing sales training programmes; Deciding training content, selection of training methods; Execution and evaluation of training programmes.

Module III

Salesmanship; Theories of salesmanship- AIDA theory; Right set of circumstances theory; Buying formula theory and Behavioural equation theory. Qualities of salesman; Motivating salesmen; Compensating salesmen; Requirements of a good sales compensation plan; Types of compensation plans; steps in designing a salesman compensation plan.

Module IV

Sales territories – Concept of sales territory; Procedures for setting up sales territories; Assignment of sales personnel to territories; Sales budget and sales quota; Purpose, form and content of sales budget; Sales quota- Concept and types of sales quota; Quota setting procedures; Administering sales quota.

Module V

Performance evaluation for salesmen: standards of performance; Relation of performance Standard to personal selling objectives. Sales meetings; Planning and staging sales meetings, sales contests; Sales control; Sales audit; Sales analysis; Marketing cost analysis.

Books:

1. Anderson, R: Professional Sales Management, Prentice Hall of Inc., New Jersey 1992.
2. Spiro, Rosann L, Stanton, William J and Rich, Gregory A: Management of Sales Force, Tata McGraw Hill, New Delhi 2005.
3. Dalrymple, D.J.: Sales Management: Concepts and Cases, John Wiley, New York 1989.
4. Stilt, Cundiff and Govoni: Sales Management- Decisions, Strategies and

Cases, Prentice Hall of India, New Delhi.

5. Donaldson, Bill: Sales Management, McMillan,

Marketing Elective

MASTER OF BUSINESS ADMINISTRATION
BUS 3EM 06 RETAIL MANAGEMENT

60 Hours

4 credits

Course objectives:

1. To understand the importance of retail and its strategic dimensions, and
2. To enable them to design and operate retailing facilities

Module I

Retailing: Nature and scope; Retailing scenario in India, Wheel of retailing: Types of retailing - Ownership-based, store based, and non-store based retailing - Vertical marketing system

Module II

Strategic planning in retailing—Retailing environment and customers; Designing retailing information system and research Location and Organisational decisions - Trading area analysis; Site selection; Organisational patterns in retailing.

Module III

Operations Management: Budgeting and resource allocation, Store format and size decisions, Store layout and space allocation; Store security aspects; Credit Management.

Module IV

Product Assortment decisions - merchandise forecasting: Buying and handling merchandise; -inventory management—merchandise pricing: merchandise labeling and packaging.

Module V

Retail promotion; building retail store image; role of atmosphere; Layout planning: Retail promotion mix strategy — retail store sales promotion schemes, retail control; controlling retail operations.

Books:

1. Barry Berman and Joel R Evans: Retail management - A strategic approach:— Pearson education
2. Pradhan: Retail Management, Tata McGraw Hill, New Delhi.

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3. Berman, Barry and Joel Evans: Retail Management, Prentice Hall, New Jersey.
4. Levy, Michael and Barton A Weitz: Retail Management, Tata McGraw Hill, New Delhi 2003
5. Cooper, J: Strategy Planning in Logistics and Transportation, Hogan page, London.
6. Cox, Roger and Paul Britain: Retail Management, Prentice Hall, Harlow.
7. Gupta, Ramesh Mittal & Ruchi Nayya, Retailing and E-tailing, International Book House, 2011.

Finance Elective

MASTER OF BUSINESS ADMINISTRATION

BUS 3EF 01 INTERNATIONAL FINANCE

60 hours

4

Credits

Module I

Balance of payments – Structure of BOP: Current Account; Capital Account; – Disequilibrium – Adjustment mechanism – Relation between balance of payments and foreign exchange rates – Theories of exchange rates – Purchasing Power Parity theory; Interest rate Parity Theory; Arbitrage in forward market: Covered Interest Arbitrage; International Fisher Effect – Factors influencing exchange rates. Numerical problems in covered interest arbitrage to be covered.

Module II

International Monetary System – Exchange Rate Mechanism – The Gold Standard – The Bretton woods system – the present system of floating rates – Alternative Exchange Rate Regimes: Fixed Exchange Rate systems; Floating Exchange Rate Systems – convertibility of currency.

Module III

IMF- its functions- special schemes of lending – conditionalities of IMF loans – IMF's role in providing international liquidity SDR's – International financial markets and instruments

Module IV

Foreign exchange markets – Structure of Foreign Exchange Market- Features of foreign exchange market; market participants – spot market – forward market – foreign exchange rates – exchange rate quotations – Direct quotes and indirect quotes – spot and forward transactions – spot rate and forward rate – forward premium and forward discount – forward rate quotations : outright forward quote and swap quote – factors affecting forward rates – Cross rates – Arbitrage in spot market: two currency arbitrage; Triangular arbitrage – TT rates and Bill rates.

Numerical problems in direct and indirect quotes, cross rates and two currency and three currency arbitrage to be covered.

Module V

Foreign currency derivatives (Theory only) – currency forwards, currency futures, currency options and swaps – Foreign exchange risk and exposure – operating exposure, transaction exposure and translation exposure – Management of foreign exchange exposure with hedging – Internal hedging (theory only): leading and lagging, exposure netting, currency risk sharing, hedging through sourcing and hedging by choosing the currency of invoice – external hedging: hedging with forward and futures(theory only); money market hedging (theory and problem).

Numerical problems in money market hedging to be covered.

Books :

- 1 . Maurice Levi : International finance, Routledge
2. Bruce G Resnick and Cheol S Eun: International Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
- 3 . S. Kevin: Fundamentals of International Financial Management, PHI Learning Private Limited, New Delhi.
- 4 . Thummuluri Siddaiah: International financial Management, Pearson Education, Delhi
- 5 .Vyuptakesh Sharan: International Financial Management, PHI Learning Private Limited, New Delhi

Finance Elective

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3EF 02 CORPORATE TAXATION

60 Hours

4 credits

Course objectives:

- To acquaint the students with the corporate taxation laws in the country, and,
- To gain enough knowledge to manage corporate taxes.

Module I

Income Tax Act- basic concepts and definitions; Income; Agricultural income; Assessee; Person; Average rate of tax; Assessment year; Previous year; Residential status; Residence and incidence of tax. Heads of Income.

Module II

Computation of income under the head Profits and Gains from Business or Profession; Chargeability; Deductions expressly allowed; Expenses allowable under certain restrictions; Expenses expressly disallowed; Maintenance of accounts; Compulsory audit of accounts; Computation of profits and gains; Problems on computation of income from business or profession.

Module III

Computation of total income; Set off and carry forward of losses; Deductions from total income applicable to corporate assesses. Assessment of companies: Definition of company; Indian company; Domestic company; Foreign company; Obligation of companies; Computation of taxable income; Determination of tax liability; Problems on computation of tax liability of companies.

Module IV

Tax planning: Tax avoidance; Tax evasion; Tax management; Tax planning with reference to financial management decisions such as Capital structure, inter-corporate dividend and transfers, dividend policy and bonus shares. Tax planning with reference to specific managerial decisions like make or buy decisions, own or lease decisions, repair or replace decisions and shut down or continue decisions.

Module V

Tax planning with respect to managerial remuneration, mergers and acquisitions, foreign collaborations and joint ventures, Implications of avoidance of double taxation agreements.

Books:

1. Ahuja, G.K. and Gupta, Ravi: Systematic Approach to Income Tax, Bharat Law House, Allahabad 1999.
2. Singania, Vinod K.: Direct Taxes :Law and Practice, Taxman, Delhi 1991..
3. Prasad, Bhagavati: Direct Taxes: Law and Practice.
4. Sreenivas, E.A.: Handbook of Corporate Tax Planning, Tata McGraw Hill, New Delhi 1986.

Finance Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EF 03 ADVANCED FINANCIAL MANAGEMENT

60 Hours

4 credits

Module I

Strategic financial management an overview—Agency theory-Conflict of interest. Business valuation methods - dividend yield method - earnings yield method- earnings ratio method - ROI valuation method. Capital asset pricing model - dividend growth valuation model.

Module II

Valuation of securities: approaches to corporate valuation, valuation of equities including cash flow, dividends and earnings approach-valuation of debt - valuation of convertibles and derivatives. Black- Scholes model -valuation for mergers and acquisitions.

Module III

Corporate restructuring - Broad areas of restructuring - rationale for diversification - techniques for corporate restructuring - expansion techniques - joint ventures, business alliances, foreign franchises, intellectual property rights - Disinvestment techniques - sell off - de merger (spin off) management buyout - liquidation- leveraging buyout-other techniques - going private - share repurchase - buy-in reverse merger.

Module III

Mergers and acquisitions - types of amalgamations- methods of take-over - motives and strategies influencing M&A- Motives of cross boarder M&A- Categories of M&A-methods of payment in M&A - steps in merger transactions - tax benefits of merger transactions - reverse mergers - steps in reverse mergers - defensive strategies in hostile takeovers.

Module IV

Corporate restructuring - Broad areas of restructuring - rationale for diversification - techniques for corporate restructuring - expansion techniques - M&A , takeovers , joint ventures, business alliances, foreign franchises, intellectual property rights -

Disinvestment techniques - sell off - de merger (spin off) management buy-out - liquidation- leveraging buyout- other techniques - going private - share repurchase - buy-in reverse merger.

Module V

Financial reorganization - leverage buy-out- concept of LBOs - stages of LBO operation - sources of value generation through LBO . International sources of finance - GDR,ADR,ADS.

References

1. Robert Allen Hill, Strategic Financial Management
2. Rajni Sofat and Preethi Hiro, Strategic Financial Management
3. Samuel C. Weaver and John Fred Weston, Strategic Financial Management
4. Ravi. M. Kishore : Financial management
5. Prasanna Chandra : Financial management
6. I.M.Pandey: Financial management

Finance Elective
MASTER OF BUSINESS ADMINISTRATION

BUS 4EF 04 INDIAN FINANCIAL SYSTEM

60 Contact hours

4 credits

Module I

Indian financial system – an overview. Money market – call money market – commercial paper market – commercial bill market – certificates of deposits – treasury bill market – gilt edged securities market. Capital market – an overview - capital market instruments - capital market reforms –primary markets – methods of raising funds from primary market- public issue global markets – issue of American depository receipts and global depository receipts – guide lines on their issue – emerging trends.

Module II

Financial services- nature – characteristics – role of financial services in economic development – relevance of the study of financial services – factors influencing the growth and development of financial services industry – types of financial services

Module III

Merchant banking – historical perspective – nature of services provided by Merchant bankers – structure of merchant banking firm – setting up and managing a merchant bank – SEBI regulations on merchant banks – under writing – stock broking – depositories – tax planning services – portfolio management services – factoring services and practices – card business – credit cards and debit cards.

Module IV

Credit rating: approaches and process of rating – credit rating agencies – CRISIL and ICRA, CARE ratings for financial instruments – methodology of rating. Leasing: concepts and classification of leasing – present legislative framework of leasing – lease evaluation (lessor's and lessee's point of view)- tax aspects of leasing. Hire purchase: introduction – concepts and characteristics – legal aspects and tax implications – financial evaluation.

Module V

Stock exchange business and practices – insurance – role of insurance in financial framework – general insurance – life insurance – marine insurance and others.

References

1 L.M. Bhole: Financial Institutions and Market

2 I. Friend M Blume, J Crocket: Mutual Funds and other Institutional Investors 3 N.J.Yasaswy: Personal Investment and Tax Planning

4 Julia Holyoake, William Weipers: Insurance 4th edition

5 M.Y.Khan: Financial Services

6 Sriam. K: Hand book of leasing, Hire purchase and Factoring. 7 Bhatt. R.S : Financial system for economic development

8 Pandey I.M: Venture Capital – The Indian Experience

9. Punithavathy Pandian: Financial Services and Markets, Vikas

Finance Elective

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS4E F 5 FOREX MANAGEMENT

Time 60 hours

4 credits

Module I

Meaning of the Term "Foreign Exchange", Exchange Market, Statutory basis of Foreign

Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Import Export India's Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility,3 Introduction to International Monetary Developments: Gold standard, Bretton Woods's system, Fixed-Flexible Exchange Rate Systems, Euro market.

Module II

Finance Function: Financial Institutions in International Trade. 5 Non resident Accounts: Repatriable and Non Repatriable, Significance for the Economy and Bank. -- Methods of IN Trade Settlement: Open Account, Clean Advance, Documentary Credit, Documentary Collection. -- Documentary Credits (Letter of Credit): Types of LC - Parties, Mechanism with illustration.

Module III

Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. 9 INCOTERMS: C.I.F., F.O.B., C.I.P. Financing of Imports by Opening of Letter of Credit: Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit. -- Export Finance: Financing of

Export/ Deemed Export: Pre ship, and Post Ship Finance, Export Methods --, E.C.G.C. and other formalities
Uniform Custom Practices of Documentary Credits -- Uniform Rules Collection

Module IV

Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic. -- Deriving the Actual Exchange Rate: Forwards, Swap[s], Futures and Options. Guarantees in Trade: Performance, Bid Bond etc.

Module V

International--FinancialInstitution • International Monetary Fund—functions -
Special Drawing Rights • International Bank for Reconstruction and Development :
International Finance Corporation-- -
• International Development Association

References

1. "M.VY.Phansalkar", All about Foreign Exchange & Foreign Trade, English edition, 2005.
2. "Walter.OCHYMSKI", Foreign Exchange Management, Book sorge Publication, 2006.
3. "Julian Walmsley", Foreign Exchange & Money Markets Guide, John wiley, 2006.
4. "Bimitris and N.Shyrafos", New Technology of Financial Management, John wiley, 2006.
5. "Surendra.s.Yadav, P.K.Jain and Max peyrard", Foreign Exchange Markets understanding derivatives & other instrucments, Macmillan.

6. "B.P.Mathur", Foreign Money in India, Macmillan
7. "Yarbrough", The World Economy ,Trade & Finance, 7th edition, Cengage learning .
8. "Seethapathy.K.and Suhulakshmi.Y", Foreign Exchange Management, ICFAI.
9. "Yadav", Foreign Exchange Markets, Macmillan, 2007.
10. "Thomas von Ungern", Strategic Foreign Exchange Management, Black well Publishers, 1990.

HRM elective

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3EH 01 MANAGING SELF AND OTHERS

60 Hours

4 credits

Course objectives:

- To gain an understanding of self and its various dimensions and
- understand the interpersonal dynamics and its impact on organizations.

Module I

Concepts of Self Ego and ego states – skills – introduction to Transactional Analysis – use of Psychometrics – projective / situational tests – tools and techniques.

Module II

Group as a medium for learning – Group cohesiveness – interpersonal communication – interpersonal awareness – interpersonal feedback – interpersonal trust – Johari Window – Group decision making – group synergy – team building – sensitivity training

– Rational – Emotive Therapy – Assertiveness training.

Module III

Counselling – Approaches to counseling – counseling process – beginning, developing and terminating a counseling relationship and follow up – Assessing client's problems – selecting counseling strategies and interventions – Application of counseling to organizational situations with a focus on performance counseling.

Module IV

HRD Intervention – HRD approaches for coping with organizational changes.

Module V

Cross cultural differences and management implications – cross cultural leadership and decision making – Cross cultural communication and negotiation.

Books:

1. Maclennan, Nigel, Counselling for Managers, Grover, Aldshot, 1996.
2. Corner, L.S and Hackney H, The Professional Counsellor's Process Guide to Helping, Prentice Hall Inc., Englewood Cliffs, New Jersey, 1987.
3. Bennis, W,G, Essay in Interpersonal Dynamics, Dorsey Press, USA, 1979.
4. McShane, StevenI and Von Glinow, Mary Ann, Organisational Behaviour, Tata McGraw Hill, New Delhi, 2005.
5. Moore M.D et al, Inside Organizations: Understanding the Humaan Dimensions, Sage, London, 1988.
6. Adler, N.J. International Dimensions of Organisational Behaviour, Kent Publishing, Boston, 1991.
7. Hofstede, G. Culture's Consequences: International Differences in Work related Values, Sage, London, 1984.
8. Journals

HRM elective UNIVERSITY OF CALICUT

MASTER OF BUSINESS ADMINISTRATION

BUS 3EH 02 PERFORMANCE MANAGEMENT

60 Hours

4 credits

Course objectives:

- To gain an in-depth understanding of organizational and managerial performance
- To gain practical knowledge in setting up team management, target setting and achievement.

Module I

Concepts of organizational performance: Vision and mission: Communicating and living shared view; Competencies and behaviors for effective performance; Establishing the skills, knowledge and attitude required for the organization's future; Recruiting and developing against the agreed competencies; Performance standards and targets; Clarifying, communicating and reviewing organizational goals and targets; Linking group and individual responsibilities to organizational performance.

Module II

Performance management: Meaning and importance of Managerial Performance; Critical success factors analysis for managerial performance; Business System analysis; Management styles and performance; Style of communication; Performance appraisal: Instrument for performance appraisal; Evaluation of managerial performance. Setting performance standards; measurement of performance; Time management;

Module III

Management style: Relationship orientation; Task orientation; Working in teams: Team development; coaching and training; Leadership Skills and Motivation. Setting objectives and targets; Setting smart goals; chasing targets;

Module IV

Indicators of performance for different levels of management; Criteria for evaluating performance of junior level managers, middle level managers and top level managers; Tracking performance; Feedback management for performance improvement.

Module V

Organizational culture and managerial performance: Developing appropriate culture for superior performance; Focusing individual and organizational learning on improved performance; Rewards and performance - Defining appropriate reward systems; Ensuring the link between performance and rewards; Limitations and boundaries of performance related rewards; Using effective methods of reviewing performance and development; Performance based cultures and structures.

Books:

1. White, Alasdair.: Performance Management
2. Robert Bacal, Performance Management, McGraw Hill
3. Harvard Business Essentials, Performance Management
4. Herman Aguinis, Performance Management

HRM Elective

MASTER OF BUSINESS ADMINISTRATION
BUS 3EH 03 HUMAN RESOURCE PLANNING AND DEVELOPMENT

60 Hours

4 credits

Course objectives:

1. To give the students a deep understanding of process of HR planning.
2. To familiarize them with the methods for HR development.

Module I

Introduction to HR planning—meaning and definition, objectives of HRP, benefits of HRP, problems of HRP, process of HRP, Hr demand forecasting-techniques-HR supply forecasting-skill inventories-management inventories, wastage analysis. Redundancy strategies, retention strategy, retention plan, macro level man power planning and labour market analysis- work flow mapping, recruitment and succession planning. Macro level manpower planning and labor market analysis; Organizational HR Planning; Stock taking; Workforce flow mapping; Age and grade distribution mapping. Recruitment and succession planning.

Module II

Job analysis, meaning and definition, job description and job specifications, steps in job analysis, process of job analysis, method of collecting job data. Why job analysis, job design—career management and career planning- selection process.

Module III

Performance management: Performance planning; Potentials appraisal and career development; Tools for measuring performance.

Module IV

HRD climate; work culture; Quality of work life(QWL) and management of change; TQM and HRD strategies; HRD in strategic organization

Module V

HR Information systems; HR Valuation and accounting; HR Audit; Culture Audit; Career assessment - Models.

Books:

1. Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi 2004.
2. Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff, 1991.
3. Belkaoui, A.R. and Belkaoui ,JM, Human Resource Valuation: A Guide to Strategies and Techniques, Quarum Books, Greenwood, 1995.
4. Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford, 1992.
5. Greenhaus, J.H., Career Management, Dryden, New York, 1987.
6. Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell, Oxford, 1995.

HRM Elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION

BUS 4EH 04 MANAGEMENT OF TRAINING AND DEVELOPMENT

60 Hours

4 credits

Objectives: To familiarize the students with the requirements for designing appropriate systems for management of organizational career development, roles identity and with the concepts of the Managerial competency approach and its relevance to career management.

Module I: Training process an overview—training, development and education, structure of training origination—role competencies and positions of training professionals—training as a system, training process models-evolution of training role—strategic training and development process, implications of strategies for training—training environment, models of organizing and training departments.

Module II: Learning and learning styles—David Kolb's learning style model, VAK model, principles of learning, Blooms taxonomy, andragogy and pedagogy, synergogy for team learning—learning theories, reinforcement theory, social learning theory, goal theory, need theory, expectancy theory, adult learning theory, information processing theory, learning and knowledge management- Robert Gagne's The nine events of instruction.

Module III: Training needs analysis, organization analysis, person analysis, task analysis. Need assessment techniques, training design and development—Principles, design process, Types of costs in training program, lesson plans- Training implementation, approaches, seating arrangements, selection and training of trainees, training aids, teaching and facilitation skills.

Module IV: Technical training—training for TQM, attitudinal training, training for management of change, training for productivity, training for creativity and problem solving, training for leadership. Training communication, evaluation process .Donald Kirkpatrick's evaluation model-outcomes used in evaluation training program— Methods of data collection for training evaluation—cost benefit analysis, Future of training and development.

Module V: Management development—objectives of MD—Methods of MD, models of management development. Compulsory case analysis.

Books:

1. Lyntop R. Pareek.U: Training for development.
2. Buckley R and Caple: The theory and practice of Training
3. Peppar, Allan D: Managing the training and development function.
4. John Patrick: Training Research and practice.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4 EH 05: GLOBAL HUMAN RESOURCE MANAGEMENT

60 Hours

4 credits

Course objectives: The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

Module I: International organization – approaches to the study of comparative employment policy –convergence theory, Marxist theory, the cultural approach –the institutionalism perspective/functions-Globalization and HRM.

Module II: International HRM models –Poles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM-Internationalization of business – types of global business- Impact of inter country differences on HRM.

Module III : International staffing –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation –Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.

Module IV:Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

Module V: HRM in Global Organizations – Ethics in International business- Western and Eastern Management thoughts in the Indian context.

References:

VSP Rao: Human Resource Management—Text and Cases

International Business Elective

MASTER OF BUSINESS ADMINISTRATION

BUS3E IB: 01 STRATEGIC FINANCIAL MANAGEMENT

60 Contact hours

4 credits

Module I Strategic financial management an overview—Agency theory-Conflict of interest.

Business valuation methods – dividend yield method – earnings yield method- earnings ratio method – ROI valuation method. Capital asset pricing model – dividend growth valuation model.

Module II

Valuation of securities: approaches to corporate valuation, valuation of equities including cash flow, dividends and earnings approach- valuation of debt – valuation of convertibles and derivatives. Black- Scholes model -valuation for mergers and acquisitions.

Module III

Corporate restructuring – Broad areas of restructuring – rationale for diversification – techniques for corporate restructuring – expansion techniques - joint ventures, business alliances, foreign franchises, intellectual property rights – Disinvestment techniques – sell off – de merger (spin off) management buy out – liquidation- leveraging buyout- other techniques – going private – share repurchase – buy-in reverse merger.

Module III

Mergers and acquisitions – types of amalgamations- methods of take over – motives and strategies influencing M&A- Motives of cross boarder M&A- Categories of M&A-methods of payment in M&A – steps in merger transactions – tax benefits of merger transactions – reverse mergers – steps in reverse mergers – defensive strategies in hostile takeovers.

Module IV

Corporate restructuring – Broad areas of restructuring – rationale for diversification – techniques for corporate restructuring – expansion techniques – M&A , takeovers , joint ventures, business alliances, foreign franchises, intellectual property rights – Disinvestment techniques – sell off – de merger (spin off) management buy out – liquidation- leveraging buyout- other techniques – going private – share repurchase – buy-in reverse merger.

Module V

Financial reorganization – leverage buy-out- concept of LBOs – stages of LBO operation - sources of value generation through LBO . International sources of finance – GDR,ADR,ADS.

References

1. Ravi. M. Kishore : Financial management
2. Prasanna Chandra : Financial management
3. I.M.Pandey: Financial management

International Business Elective

MASTER OF BUSINESS ADMINISTRATION

BUS 3E IB: 02 INTERNATIONAL FINANCE

60 Contact hours

-100 marks

Module I

Balance of payments – Structures – Disequilibrium – Adjustment mechanism – Relation between balance of payments and foreign exchange rates – Theories of exchange rates – macro economic factors affecting exchange rates – effects of exchange rate changes.

Module II

Exchange rate determination – Under Bretton woods system – the present system of floating rates – value of Indian rupee – How it was and in determined – the recent trends in exchange rate of the rupee – the issue of convertibility of rupee.

Module III

IMF- its functions- special schemes of lending – conditionality of IMF loans – IMF’s role in providing international liquidity SDR’s – International financial markets and instruments

Module IV

Foreign exchange markets in India – the role of RBI – Markets abroad – Foreign exchange operations of banks – Exchange position and fund position – Vostro and Nostro accounts

Forward markets – Forward margins – Factors affecting forward rates – Swap operation – arbitrage operations – Option delivery – Early delivery – Cancellation and extension of forward contracts

Module V

Exchange rate quotations – Inter bank customs rates for different types of foreign exchange transactions – TT’s, MTs, Drafts, Bill of exchange – Meaning of transfers between countries.

Reference:

- 1 M.L. Thingan : International economics
- 2 S.K. Varghese : Foreign exchange and financing of foreign trade
- 3 S.S.M. Desai : International economies
- .
- 4 A.K. Chatterjee : Principles of foreign exchange
- .
5. Indian institute of bankers: Finance of foreign trade and foreign exchange 6. Maurice Levi : International finance

International Business Elective

MASTER OF BUSINESS ADMINISTRATION

BUS3E IB: 03/ M 02 INTERNATIONAL MARKETING 60 Hours 4 credits

Course objectives:

- To understand the international environment for marketing, and,
- To gain an in-depth understanding of global marketing practices.

Module I

International Marketing: Meaning and Definition; Scope and Importance of International marketing; International, multinational and global marketing. Reasons for international marketing; Forces restricting international marketing; Management orientation to international marketing; Challenges of international marketing.

Module II

International economic environment: Different economic systems; Big emerging nations; Low income, middle income and high income countries. International trade environment; Preferential trade agreements; Specific trading groups; International social and cultural environment; Understanding culture. Political, legal and regulatory environment. Concept of sovereignty; Political risk; International legal system; Business issues in legal systems; Approaches to dispute settlement. International regulatory environment; WTO.

Module III

International market entry strategy: Factors influencing entry strategy; Modes of entry; Exporting; Problems in exporting; Measures of import restriction and export promotion; International payment system. Licensing; Foreign Direct Investment; Strategic Alliances; Global strategic partnership and relationship enterprise.

Module IV

International marketing mix strategy: International product strategy; Factors affecting product strategy; International promotion strategy; Integrated marketing communications; Global advertising; Global personal selling; Global sales promotion and publicity; International distribution strategy.

Module V

International marketing information system and marketing research; Steps in

international marketing research; Special issues in international marketing research. International marketing organisation system; International marketing control system. Foreign trade policy of India; Exim Policy; Analysis of foreign trade of India.

Books:

1. Keegen, Warren and Mark Green: Global Marketing, Prentice Hall of India, New Delhi.
2. Cateora, Philip R, and John L Graham: International Marketing. Tata McGraw Hill, New Delhi 2005.
3. Kripalani, V.H.: International Marketing, Prentice Hall of India, New Delhi.
4. Ministry of Commerce, Government of India: Export Import Policy 1992-97.
5. U.C Mathur: International Marketing- Text and cases : Sage publications

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS4E IB 04 FOREX MANAGEMENT

Time 60 hours

4 credits

Module I

Meaning of the Term "Foreign Exchange", Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Import Export
India's Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility.3 Introduction to

International Monetary Developments: Gold standard, Bretton Woods's system, Fixed-Flexible Exchange Rate Systems, Euro market.

Module II

Finance Function: Financial Institutions in International Trade. 5 Non resident Accounts: Repatriable and Non Repatriable, Significance for the Economy and Bank. -- Methods of IN Trade Settlement: Open Account, Clean Advance, Documentary Credit, Documentary Collection. -- Documentary Credits (Letter of Credit): Types of LC - Parties, Mechanism with illustration.

Module III

Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. 9 INCOTERMS: C.I.F., F.O.B., C.I.P. -- Financing of Imports by Opening of Letter of Credit: Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit. -- Export Finance: Financing of Export/ Deemed Export: Pre ship, and Post Ship Finance, Export Methods --, E.C.G.C. and other formalities

Uniform Custom Practices of Documentary Credits -- Uniform Rules Collection

Module IV

Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic. -- Deriving the Actual Exchange Rate: Forwards, Swap[s], Futures and Options. Guarantees in Trade: Performance, Bid Bond etc.

Module V

International Financial Institution--• International Monetary Fund—functions--•
Special Drawing Rights
• International Bank for Reconstruction and Development--• International Finance Corporation--
• International Development Association

References

1. "M.VY.Phansalkar", All about Foreign Exchange & Foreign Trade, English edition, 2005.
2. "Walter.OCHYMSKI", Foreign Exchange Management, Book surge Publication, 2006.
3. "Julian Walmsley", Foreign Exchange & Money Markets Guide, John wiley, 2006.
4. "Bimitris and N.Shyrafos", New Technology of Financial Management, John

wiley, 2006.

5. "Surendra.s.Yadav, P.K.Jain and Max peyrard", Foreign Exchange Markets understanding derivatives & other instrucments, Macmillan.
6. "B.P.Mathur", Foreign Money in India, Macmillan
7. "Yarbrough", The World Economy ,Trade & Finance, 7th edition, Cengage learning .
8. "Seethapathy.K.and Suhulakshmi.Y", Foreign Exchange Management, ICFAI.
9. "Yadav", Foreign Exchange Markets, Macmillan, 2007.
10. "Thomas von Ungern", Strategic Foreign Exchange Management, Black well Publishers, 1990.

UNIVERSITY OF CALICUT

MASTER OF BUSINESS ADMINISTRATION

BUS 4 E IB 05: GLOBAL HUMAN RESOURCE MANAGEMENT

60 Hours

4 credits

Course objectives: The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

Module I: International organization – approaches to the study of comparative employment policy –convergence theory, Marxist theory, the cultural approach – the institutionalism perspective/functions-Globalization and HRM.

Module II: International HRM models –Poles adaptation of the Harvard model- the Brewster and Bournois model of International HRM – controversy International HRM- Problems of global research – evidence of international HRM-Internationalization of business – types of global business-Impact of inter country differences on HRM.

Module III : International staffing –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation –Managerial transfers-Global Management Development-techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.

Module IV:Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

Module V: HRM in Global Organizations – Ethics in International business- Western and Eastern Management thoughts in the Indian context.

References:

VSP Rao: Human Resource Management—Text and Cases

Systems Elective

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION

BUS 3 E S 01 SYSTEMS ANALYSIS AND DESIGN

60 Hours

4 credits

Course objectives:

- To understand the process of systems analysis and design, and,
- To gain a practical orientation to structured systems analysis and design.

Module I

Systems Development; Project Selection; Sources of Project Requests; Managing Project Review and Selection; Project Investigation; Project Planning and Estimating; Project Monitoring and Control; Module II

Role of Systems Analyst and Designer; Approaches to Systems Analysis and Design-Traditional approaches; Structured Approaches;

Module III

Structured Systems Analysis- The PARIS model; Planning the Approach- Objectives and Constraints, Preparing for detailed analysis, Feasibility Study; Asking questions for Collection of Data- planning and conducting interviews; Questionnaires, Observation, Record searching, Document analysis; Recording Information – Data Dictionaries and Case Tools, DFDs, Entity models; Interpreting information and Specifying Requirements.

Module IV

Systems Design: Design Objectives and Constraints; Human-computer interface design; Systems Interfaces; Logical Data Design; File and Database Design; Physical Data Design; Program Design. Software Testing- Unit Testing, System Testing, Integration Testing.

Module V

Selection of Hardware and Software- Processor, memory, Peripherals, Vendor Selection, Software Selection; Operating System. Performance and Acceptance Criteria.

Books:

1. Awad Elias M: Systems Analysis and Design, Prentice Hall of India, New Delhi 1990.
2. Kendall, E.Kenneth and Julie E.Kendall: Systems Analysis and Design, Pearson Education, New Delhi 2005.
3. Whitten, Bentley and Dittman: Systems Analysis and Design Methods, Tata McGraw Hill, New Delhi 2003.
4. Hawryskiewycz, I.T.: Introduction to Systems Analysis and Design, Prentice Hall of India, New Delhi 1991.
5. Marco, T.D: Structured Systems Analysis and System Specification, Yourdon Press, New Delhi 1989.
6. Whitten, J.L. et. El. : Systems Analysis and Design Methods, Galgotia, New Delhi 1994.
7. Yates, Don, Maura Shields and David Helmy;Ed.: Systems Analysis and Design, Macmillan, Delhi 1994.
8. Hoffer, Jeffrey A, Marry B.Prescott, and Fred R.McFadden: Modern Systems Analysis and Design; Pearson Education, New Delhi 2004.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION

BUS 3 E S 02: DATABASE MANAGEMENT SYSTEMS

60 Hours

4 credits

Course objectives:

- To understand the importance of database systems for business management, and,
- To gain a practical orientation to database development and maintenance.

Module I

Concepts of Database: Data structures; File Processing and Access Methods; Data independence; Schema; Database languages; Database users; Classification of database systems; Evolution of DBMS.

Module II

E-R modelling; Features of data model; Entities and Entity sets; Attributes and Keys; E-R Diagrams; Weak entities; generalisation and specialisation; Extended E-R model.

Physical Data Organisation; File organisation concepts – Sequential, indexed sequential, hashed, multi ring and inverted **B trees**;

Module III

Relational model: Domains, Attributes, keys, Tuples, Relations; Relational database schemas; Relational Algebra; Operations using SQL queries.

Hierarchical network models: Network model concepts; Records and Sets; CODASYL and DBTG system architecture; Navigation; Simple queries. Hierarchical model concepts; Record and links; Virtual records; DDL and simple queries.

Module IV

Database system architecture overview: Catalogs, Data dictionary, Query translator, Optimiser, Access planner; Transaction processing; Concurrency control and Recovery buffer management.

Module V

Oracle 9i: Features; Use of ORACLE for database applications; Simple applications for management functions.

Books:

1. Hoffer, Jeffrey A, Marry B.Prescott, and Fred R.McFadden: Modern Database Management; Pearson Education, New Delhi 2004.
2. Silberschatz, Korth and Sudarshan: Database System and Concepts, Tata McGraw Hill, New Delhi 2004.
3. Novathe and Elmasri: Fundamentals of Database Systems, Addison Wesley, 1991.
4. Loney, Kevin and George Kochi, Oracle 9i, The Complete Reference, Tata McGraw Hill, New Delhi 2000.
5. Ullmann, Jeffry D, Principles of Database Systems, Galgotia, New Delhi 1990.
6. Post, Gerald V., Database Management Systems, Tata McGraw Hill.

UNIVERSITY OF CALICUT

MASTER OF BUSINESS ADMINISTRATION
BUS 3 E S 03: E- COMMERCE

60 Hours

4 credit

Course objectives:

- To understand the importance of database systems for business management, and,
- To gain a practical orientation to database development and maintenance.

Module I

Electronic Commerce (EC)- Definition, Scope and Types: B2B, B2C, C2B, C2C, Intra-business EC . Electronic Marketing Process, Interdisciplinary nature of EC. Driving forces of EC. Business models in E-commerce.

Module II

E-business strategies and their implementation; E-commerce for service oriented industries- Online publishing, Securities broking, Travel and Tourism, Job market services, Real estate, Cyber banking and auctions; B2B Electronic Commerce: characteristics and Models of B2B E-Commerce;

Module III

Technology Infrastructure for E-Commerce: The Internet Technology and standards; Internet Protocols; EDI, Mark up languages, Web servers, browsers and Clients. Search Engines, E-mails; Intranet and Extranet; Biometrics and grid computing. Development of E-Commerce Portals:

Module IV

Electronic payment systems: Online Credit card; Electronic fund Transfer and Debit Cards; Stored Value Cards and E-Cash, E-Cheque, Unified payment systems. Security schemas in Electronic payment Systems.

Module V

Marketing for E-Commerce: Electronic marketing in B2B; Retailing on the Net – Online shops, Online services, Career and job search services; Internet Marketing Technologies: Web transaction logs and Customer profiling and targeting; Data warehousing and mining; Spam; Marketing and Branding Strategies in E-Commerce. Online Marketing Research.

Books:

1. Turban, Efraim, David King et. el.: Electronic Commerce: A Managerial Perspective, Pearson Education Asia, Delhi 2002.
2. Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi 1999.
3. Rayport, Jeffrey F and Jaworksi, Bernard J: Introduction to E-Commerce, Tata McGraw Hill, New Delhi 2003.
4. Smantha Shurety,: E-Business with Net Commerce, Addison - Wesley, Singapore 2001.
5. Rich, Jason R: Starting an E-Commerce Business, IDG Books, Delhi 2000.
6. Laudon, Kenneth C and Carol Guercio Traver : E-Commerce business. Technology. Society, Pearson Education, Delhi 2005.
7. Stamper David A, and Thomas L.Case: Business Data Communications, Pearson Education, New Delhi 2005.
8. Willam Stallings: Business Data Communications, Pearson Education, New Delhi 2004.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION

BUS 4 E S 04: ENTERPRISE RESOURCE PLANNING

60 Hours

4 credits

Course objectives:

- To understand the need for integration of business functions and processes, and,
- To gain a practical insight into the implementation of ERP package.

Module I

Enterprise Resource Planning: Evolution of ERP- MRP and MRP II; Need for system integration; Early ERP packages; ERP products and markets.

Module II

ERP implementation: Identifying benefits from ERP implementation; Consultant intervention; Selection of ERP; Process of ERP implementation;

Module III

Managing changes in IT organisation; Preparing IT infrastructure; Measuring benefits of ERP; Integrating with other systems;

Module IV

Modules in ERP: Business modules of Popular ERP Packages; and their functionalities. ERP for SMEs.

Module V

ERP implementation. Project planning, Package selection, Gap analysis, Customising and configuration; Implementation control. Case studies in ERP implementation

Books:

1. Leon, Alexis : Enterprise Resources Planning, Tata McGraw Hill, new Delhi 2003.
2. Ptak, Carol and Eli Schragenheim: ERP, St Lucie Press, New York, 2000.

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION

BUS 4 E S 05: BUSINESS PROCESS REENGINEERING

60 Hours

4 credits

Course objectives:

- To understand the concepts, tools and techniques of BPR, and,
- To learn about the experiences of Indian business firms with BPR.

Module I

Business Process Reengineering; Conceptual foundations of Business Process Reengineering; Need for BPR; Business process vs management process; Role of Information Technology in Business Process Reengineering; Process of Business Reengineering; BPR and TQM.

Module II

Process identification and mapping; Role/ Activity Diagrams; Process visioning and Benchmarking. Types and process of benchmarking; Business Reengineering – a strategy driven approach.

Module III

Business Process improvement; Business process redesign; Reengineering methodologies and tools-Project management, coordination, modelling, business process analysis, HR analysis and design and systems development.

Module IV

Man-management of BPR implementation; Reorganising people for organisational change.

Module V

BPR experiences in Indian industry: Case studies of two Indian companies.

Books:

1. Carr, D.K. and Johansson, H.J.: Best Practices in Re-engineering, McGraw Hill, New York 1995.
2. Champy, James: Re-engineering Management: The Mandate for New Leadership, Harper Collins, London 1995.
3. Jayaraman, M.S. et al: Business Process Re-engineering, Tata McGraw Hill, New Delhi 1994.
4. Coulson, Thomas, C.: Business Process Re-engineering: Myth and Reality, Kiogan Page, London 1994.
5. Vikram Sethi and William R.King: Organisational Transformation through Business Process Reengineering, Pearson Education, New Delhi 2003.
6. Davenport, T.H.: Process Innovation: Reengineering Work Through Information Technology, Harvard Business School Press, Boston 1993.
7. Hammer, Michael: Re-Engineering the Corporation: A Manifesto for Business Revolution, Nicholas Brealey, London 1993.
8. Peppard, J and Rowland P: The Essence of Business Process Re-engineering, Prentice Hall Inc., New York, 1995.