

SCHOOL OF BUSINESS AND MANAGEMENT

The School consists of the Departments of Commerce and Management Studies.

The Board of Studies in Commerce was first established in 1926 and B.Com. (Pass) course was first instituted in March 1945. A full-fledged Commerce Department was established in 1952-53 and M.Com. and M.Phil. Degree courses began to be offered in 1976-77. The . course commenced in 1975-76. The Department specializes in Entrepreneurial Development. Development Banking, Marketing, Business Finance, Organisational Behaviour and Financial Markets. The Department has an exclusive Library and a Computer Laboratory.

In August 1955, the Department of Management Studies began a Diploma Course in Business Management. In July 1971, the Master of Business Administration (M.B.A) course (both full time and part time) was inaugurated. Research Programmes of the department began in 1975-76. The Department specializes in Marketing, Finance, Operations Research and Industrial Relations. The Department has an exclusive Library and a Computer Laboratory.

Faculty

M.R.Sathyamurthy, . - Chairperson

Commerce

M. Ranganatham, . - Professor and Head
 N. Raghavan, M.Com. - Lecturer
 S. Yuvaraj. . - Lecturer
 P.Shanthi - Lecturer

Management Studies

M.R. Sathyamurthy, . - Professor and Head
 N. Balasubramanian, . - Professor
 P.T. Srinivasan, . - Professor
 T.S. Rajathi Amma, - Reader
 G. Suryanarayana Reddy - Reader
 R. Thenmozhi, - Lecturer
 J.Khaja Sheriff - Lecturer

M.COM. (INTERNATIONAL BUSINESS)

Code No.	Core Courses	No. of Credits
I SEMESTER		
BUS C001	International Business environment	3
BUS C002	Quantitative Techniques for Business Decision	3
BUS C003	Management Information System	3
BUS C004	Logistics & Supply Chain Management	3
BUS C005	International Banking and Financial Markets	3
	Elective I	3
II SEMESTER		
BUS C006	International Economics	3
BUS C007	Foreign Exchange & Risk Management	3
BUS C008	International Legal Environment	3
BUS C009	International Marketing	3
BUS C010	International Financial Management	3
	Elective II	3
	Elective III	3
III SEMESTER		
BUS C011	Global Marketing Research	3
BUS C012	International Accounting	3
BUS C013	Import and Export Procedures	3
BUS C014	Business Ethics, Corporate Governance and Social Responsibility	3
BUS C018	Fundamentals of Information Technology	3
	Elective IV	3

IV SEMESTER			
	BUS C015	E-Commerce	3
	BUS C016	Strategic Human Resource Management	3
	BUS C017	Project work	6
		Elective V	3
		Elective VI	3

ELECTIVE COURSES

Code No.	Core Courses	No. of Credits
BUS E101	Futurology & Business Forecasting	3
BUS E102	CRM & Relationship Marketing	3
BUS E103	Business Promotion & Entrepreneurship	3
BUS E104	Strategic Cost Management	3
BUS E105	Operations Research	3
BUS E106	Financial Accounting & Analysis	3
BUS E107	Services Marketing	3
BUS E108	Cultural Diversity and Business	3
BUS E109	Total Quality Management	3
BUS E110	Investment Analysis & Portfolio Theory	3
BUS E111	International Business Strategies	3
BUS E112	Computer Applications in Business	3
BUS E113	Business Taxation	3
BUS E114	Insurance and Risk Management	3
BUS E115	Business Consultancy	3
BUS E116	Management of MNC's	3
BUS E117	Business Process Outsourcing	3
BUS E118	Any one Foreign Language	3
BUS E119	World Resources and Distribution	3
BUS E120	International Trade Relations	3

	BUS C001	International Business environment	3
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Introduction - Modes of International Business - External Influence - Internationalisation Process - Comparative Environmental Framework - International Trade Theories - Trade and Investments. World Financial Environment - Working of Foreign Exchange Markets - Convertibility - Exchange Restrictions - International Monetary System. Dynamics of International Business and Government Relationships - Multinational Enterprises - Economic, Political, Legal and Operational Impact of MNE. Operations - Scanning for Alternatives - Business Research - Motives for Collaborative Arrangements - Types and Problems - Organisational Structure - Location of Decision Making and Control. Market Size Analysis - Product Policy - Pricing - Promotion - Branding and Distribution - Export and Import Strategy - Export Financing - Sources of Funds - Internal and External.

	BUS C002	Quantitative Techniques for Business Decision	3
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Regression Analysis - Simple, Partial and Multiple Regression Analysis - Correlation Analysis - Simple, Partial and Multiple Correlation - Explained and Unexplained Variation - Coefficient of Determination - Testing Significance of "R", Beta and Regression Equations. Introduction to Multivariate Analysis - Factor Analysis - Cluster Analysis - Discriminate Analysis - ANOVA. Probability Analysis - Basic Concepts and Theorems - Expected Value, Bayes's Rule - Theoretical Distribution - Binomial, Poisson and Normal Distributions - Meaning, Properties and Applications - Constants - Elementary Decision Theory - Meaning and Scope - Decision Making Process - Decision Rules. Bayesian Decision Theory. Sampling Methods and Sampling Theory - Basic Concepts - Sampling Distribution and Standard Error. Test of Significance - Test of Hypothesis and Estimation Testing Sample Mean and Difference Between Two Sample Means - Testing a Sample Proportion and Difference Between Two Sample Proportions and using Normal Distribution and "T" Distribution - Estimation of Parameters. The "F" Test - Meaning, Characteristics and uses of "F" test - Analysis of Variance. on-Parametric Measures - Chi-square Test - Meaning, Properties and uses of Chi-square test.

	BUS C003	Management Information System	3
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Management Information system - concepts need, strategic role - evolution of management information system - components of management information system - information flow. Data base management systems - Objectives and components - Database design - creation and control - recent trends in

database. Functional information system – production information system – industrial engineering system – product intelligence system – management system, inventory system , quantity system cost system, finance information system – accounting system , financial intelligence, fund management system ,control system Marketing Information System – Concept – Components – IRS, MIS, MRS, MDSS – Customer Profiles – Database Marketing HR Information System – Concept – Components - HR Research Systems – HR Intelligence Systems – Acquisition, Development, Appraisal Maintenance System-Managing Information Resources – Information Security – Control and Audit of Information System – MIS Application in specific Industries – Consumer Product Sector and FMCG Sector – Services Sector – Finance Sector – EDI – ERP.

	BUS C004	Logistics & Supply Chain Management	3
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Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management – Competitive advantages of Logistics – Functions of logistics management – Principles – Logistics Network – Integrated Logistics system. Supply chain management – Nature and Concepts – Value chain – Functions – Supply chain effectiveness – Outsourcing – 3PLs and 4PLs – Supply chain relationships – Customer services.

Elements of Logistics and Supply chain management – Inventory carrying – Ware housing –Material handling – Order Processing –Transportation – Demand Forecasting – Impact of Forecasts on Logistics and Supply chain management – Performance measurements. Transportation - Position of Transportation in Logistics and Supply chain management – Road, Rail, Ocean, Air, Transport Multi model transport – containerization – CFS – ICDS - Selection of transportation mode – Transportation Network and Decision – Insurance Aspects of logistics Logistical Information system (LIS) – Operations – Integrated IT solution for Logistics and Supply chain management – Emerging technologies in Logistics and Supply Chain management Components of a logistic system – transportation – Inventory carrying – warehousing – order processing – Ocean transport – ships – types – measurement of capacity of ships –shipping information. Issues and challenges for developing countries – Multi Model transportation – Role of containerization – Problems – Legal aspects of shipping – The Indian carriage of Goods by Sea Act, 1925 – Multi Model Transportation of Goods Act, 1993.Characterizing practices – Port Procedures – Exporting General Merchandise – Containerized cargo for export through Inland container Depots – Bill of lading Infrastructure development – Air Transport – Comparative evaluation of transport system – Decision Criteria – Advantages of Air transport – Importance – Insurance aspects of logistics.

	BUS C005	International Banking and Financial Markets	3
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Introduction: What are the global Financial Markets? The Foreign Exchange Market - Comparison of Domestic and International Money and Capital Markets - Global Derivatives Market - The mechanism of Foreign Exchange Transfers - Foreign Exchange and Eurocurrency Markets. International Money Market - Instruments traded - Euro currency time Deposits - Euro notes -- Banker's acceptance - Floating Rate Notes - International banking and Euro Currency market - Syndication technique. International Capital Markets - *Bond Market -- Eurobonds and Foreign Bonds* - Structure of International Bond Market - Yields and Proceeds Computation - Currency and Interest rate Swaps - How Scrap rates are *determined* - *Swaps versus Long - Dated Forwards -- Caps and Floors*. International Equity Markets - World's Major Stock Markets - Emerging Stock Markets -- International Equity trading -- Diversification benefits of International Investment - New Issue Procedures - Private Placements and Rule I44A- fledging the currency Risk of International Portfolios. International Banking – Services offered by the foreign banks – Organisation structure and operations of foreign banks (as affiliated banks, consortium banks, correspondent banks etc.) –Why banks became Multinational units –Problems of Multinational banks Financial Intermediation –maturity transformation and inter bank activity –International Trade involving Letter of credit-An overview of typical transaction –alternative payment and guaranteeing procedure

	BUS C006	International Economics	3
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Nature and scope of International Economics – Importance – Need for separate theory – distinction between internal trade and international trade - Theory of International Trade - Classical Theory of International Trade - Comparative cost theory- Modem Theory - Hecksher - Holin theorem - Selected Modern approaches to international trade theory. Trade Policy - Free Trade - Case for and against - policy of protection case for and against - trade restrictions - Tariff, Quota, Dumping, cartels- WTO - Economic integration - Customs Union Foreign Exchange and Balance of payments - Theories of Exchange rate of determination - Foreign Exchange market - Factors influencing foreign exchange - fixed vs flexible exchange rate, Balance of trade vs Balance of Payments - causes for disequilibrium in Balance of payments- Remedial measures. International Economic Relations - Foreign Aid and Economic Development - Private Foreign investment - Role of MNC IMF - International liquidity SDR - World Bank and it's affiliates.

	BUS C007	Foreign Exchange & Risk Management	3
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Foreign Exchange Arithmetic - Direct and Indirect Quota - Merchants Rates - Inter-bank Market - Bid and offered Rates - Spot and Forward Rates - International Foreign Exchange Markets - Nostril Account - Vostro Account Transfers - cross Rates - Ready Rates (spot) - ready forward Rates - Arbitrage in Markets. Introduction to Futures An overview of financial futures markets, including the types of contracts available, futures

terminology and concepts, and futures pricing and behaviour, cost of carry and expectations approach. Uses of futures for hedging, arbitrage and speculation will be illustrated with stock index futures Currency options – Futures – Put Options – Call Options – Covering Exchange Risk With Options-Swaps Development of the swaps market. Characteristics and uses of swap products, interest rate and currency swaps- Legal and regulatory issues Exchange rate Risk and Political Risk Identification of the different types of exchange rate risk; transaction exposure, translation exposure and economic exposure, together with an analysis of political risk- Managing Foreign Exchange Rate Risk Strategies for managing foreign exchange rate risk and the instruments available; currency forwards, futures, options and swaps. Short-term Interest Rate Risk Management Forecasting exchange rate movements - Financial Fragility and Systemic Risk- The main causes of financial fragility and systemic risk

	BUS C008	International Legal Environment	3
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Definition of contracts – types – essentials of valid contract – Contract and Agreements by Multinational Corporations – Contracts with Subsidiaries of Foreign Company’s – Joint Venture with Indian Collaborators – Franchising Contracts Statutory - Non statutory compliance – Foreign Companies – Private International Law Pacts and Treaties – Extradition and Assylum Law of the land – Civil Procedure – Foreign Judgments Executing in India – Indian Court Orders Executed in Foreign Courts - Criminal Law – Offences Uniform law on international sale of goods - obligations of the seller - obligations of the buyer, common provisions - Avoidance of contract - Supplementary rules concerning damages - Provisions of passing of risk in international sale contracts - Arbitration - procedure and practice. International Environmental Agreements - The Stockholm Conference - Montreal Protocol on ozone reducing substances - Basel convention on transboundary Shipment of wastes - The Rio summit - The Kyoto Conference.

	BUS C009	International Marketing	3
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Introduction – The concept of global marketing – Importance, Growth and Benefits – Scope and Challenge of international marketing – The dynamic environment of international marketing Developing Global Marketing strategies – Global marketing management –Planning and Organisation – International Marketing Information System and Research – Understanding Global Consumers – Cultural Dynamics in assessing Global markets International product policy – Product positioning in foreign market – Product standardization and Adoption – Brands, Trademarks, Packaging and Labeling – International marketing of services – International product pricing policy – Export pricing –Pricing for international markets.International promotional policy – International advertising – Developing International advertising strategy – International sales force and Their management – Other forms of promotion for global markets. Overseas marketing channel policy – Managing international distribution channels – Multinational retailers and Wholesalers – Global Logistics – Contemporary issues in International marketing – Future prospects in International marketing

	BUS C010	International Financial Management	3
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Designing a Global Financing Strategy - institutional Structure - Euro Currency Loan -- International Equity Markets - International Financing Decision - Financing Overseas Subsidiary - Borrowing International Equity Investment - Syndicated Loans – Block Funds– Subsidized Financing. International Project Appraisal -- Issues involved in Investment Analysis – Profit and Rent Maximization – Cross Border Investment Analysis – Discounted Cash Flows – Capital Asset Pricing Model(CAPM) – International Asset Pricing Model(IAPM). International Capital Budgeting – Methods – Present Value Analysis – Decision Tree Analysis – Contingent Claim Analysis. Cost of Capital and Capital Structure – Cost of Debt and equity Across Countries – Weighted Average Cost of Capital and Assessment of Foreign Projects – Capital Structure Decision across the countries. Multinational Working Capital Management –Sources of Short Term Financing - Current Asset Management - International cash Management: - Inventory Management - Managing Blocked Currency Trade.

	BUS C011	Global Marketing Research	3
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International Marketing Research – Nature, Scope, Importance – Marketing Research in the International Environment – Areas for International Marketing Research – Quantitative Research and Qualitative Research. International Marketing Research Process – Planning and Formulating Research Problems – Research Design – Methods of Collection of data – Primary and Secondary Sources – Survey Research – Measurements Techniques – Questionnaire Design – Scaling – Observations and Physiological Measures – Sampling Process. Analysis and Interpretations – Data Analysis – Uni-variate, Bi-variate and Multi-variate Analysis – Presentation of Research Report – Norms and Procedures – Ethical issues in International Marketing Research. Consumer Behavior in Global Market – Market Segmentation - International Consumer Research – Understanding Consumer as an Individual and As a Group – Consumer needs and motives, Perception, Personality – Consumer Decision Making Process – Nicoria, Howard – Sheth, Engel, Kollat and Black Well Models-On-Line marketing Research –Global Competitiveness in Marketing Research.

BUS C012	International Accounting	3
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International Accounting – Definition – Scope – Importance – Status – National differences in Accounting – U.S.A, U.K, Japan, France – Internationalization of Profession Harmonisation & Standardisation - Argument for Harmonisation - Who should set and enforce international standards - Argument against Harmonisation leading to International standards – supernational Agencies and International Bodies – Models of Uniformity in Accounting International Audit – Types – Objectives – International Federation of Accounting (IFAC) – International dimensions of Financial Reporting – Reporting Practices. Consolidated Financial statements – need – consolidation techniques – treatment of Consolidation -Differences - Consolidation Requirements – World Scenario. Accounting for changing Prices – Nature of Price Changes – Methods of accounting for changing prices- Accounting suggested Adjustment Methods- Accounting for foreign inflation. Taxation and transfer pricing – evolution of transfer prices – approaches to transfer prices – objectives – Factors causing double taxation – How to avoid Double Taxation – need for relief against double taxation – Methods of Relief – Tax effects of Foreign Exchange gains/losses – Tax incentives and problems of Expatriates – Tax planning in Indian Environment. Analysis of foreign Financial Statements – Complexities – Techniques of FSA – Accounting for International Joint Venture

BUS C013	Import and Export Procedures	3
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Export Documentation - Framework - Standardized Preshipment Export Documents- Commercial and Regulatory Documents - Export credit instruments and procedure - Letters of credit and types Documents required for export credit - Central Excise and Customs clearance of export cargo - Procedure and documents. Shipment of Export cargo by sea, by air and by post - Procedure and Documents required for shipment of cargo - Multimodal transport - procedure and documentation - Export incentives - EPCG scheme - Duty drawback - Central excise and j sales tax exemption -exemption of export profit from income Tax Procedure for availing export incentives - Documents required for export incentives. Cargo insurance - Marine insurance - institute cargo clauses -specific policy -Open policy -procedure for cargo insurance - Procedure for marine insurance claims - Necessary documents for filling claim. Export credit insurance - services of Export Credit and Guarantee corporation in export credit insurance - specific policy and small exporters Policy - Guarantees - Procedure for availing credit insurance and necessary documents. Quality control and Pre-shipment inspection - Quality maintenance provisions of Exports (Quality Control and Inspection) Act - Types of pre-shipment inspection - Procedure and documents for pre-shipment inspection.

BUS C014	Business Ethics, Corporate Governance and Social Responsibility	3
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Concept of ethics - sources -- values - codes of conduct - what is an ethical issue? - Ethical theory and its applications to business/morality and ethical theory – Ethical management - love and reverence in work and life - strengthening personal and organisational integrity - the spiritual core of leadership. Advertising and information disclosures - environmental responsibility - ethics and ecology - employee rights - conflict of interests - work ethics - professional ethics and responsibility Corporate social responsibility - meaning - promoting corporate responsiveness - managing socially responsible business Corporate Governance – Meaning and scope -- Origin-Practices –Shareholders Vs. Stakeholders approach –Board mechanism, Role and duties of the directors-Chairman-Governance committees-Codes of governance –Birla committee report

BUS C018	Fundamentals of Information Technology	3
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Introduction to Computer – Classification of Digital Computer System – Computer Architecture – Number – Compliments – Logic gates – Truth table – Boolean Algebra – Table Simplification of Boolean function. Introduction to Computer Software – ‘C’, DBMS, RDBMS – Implementing Number Sorting, Matrix Addition, Multiplication, Palindrome Checking, Searching an Element an Array. MS – WORD – Creating Word Document – Editing Text – Adding and Formatting Numbers – Symbols – Getting into print – MS – EXCEL – Creating Tables using EXCEL – Using Tables and Creating Graphs – MS-ACCESS – Planning and Creating Tables – Forms – Modifying Tables – Creating relational Database – Form Design – Reports – MS-POWERPOINT – Preparing Power Point Presentation for Marketing Products such as CREDIT CARDS, Newly introduced Cosmetic Item etc. Introduction to Internet – Resources of Internet – Hardware and Software Requirement of Internet – Internet Service Providers – Creating an E-MAIL Account – Sending and Receiving Message with attachments to our friends account – Multimedia and its Applications. Application Software – Accounting Packages – Statistical Packages – Preparation of Financial Statements and Statistical Analysis.

FUNDAMENTALS OF INFORMATION TECHNOLOGY LIST OF PRACTICAL EXPERIMENTS

1. Creating Mail merged documents in MS-WORD, For example, interview call letters.
2. Typing tables in MS-WORD, For example, a schedule of debtors.
3. Creating a cash budget in MS-EXCEL.
4. Draw a break-even Analysis graph in EXCEL.
5. Draw a Graph to compare prices across years of multiple products.
6. Calculate the NPV of projects using EXCEL.
7. Computing Regression and estimating the dependant variable using EXCEL.
8. Preparing flexible budgets using EXCEL.
9. Creating a file of debtors and a file of invoices along with the

debtor details (relationship). 10. Creating forms of data entry and Data editing for given data file (include validation) 11. Using the query generator to extract data. 12. Creating a Power Point presentation to promote a product. 13. Creating a PP slide show with Clip art and Image files. 14. Spelling checking , formatting and printing in WORD. 15. Update files in MS-Access. 16. Use reports to generate summaries in MS – Access. 17. Use PP facilities to create and automate slide show (including transition). 18. Computing variance analysis using EXCEL. 19. Using data from MS-Access to mail merge a document in MS-WORD. 20. Drawing various types of graphs in EXCEL. 21. Preparation of Ledger accounts through Tally. 22. Preparation of Trial Balance through Tally. 23. Computation of Means & Standard Deviation through SPSS Package. 24. Computing Correlation and Regression through SPSS Package. 25. Preparation of Charts & Diagrams through SPSS Package.

BUS C015	E-Commerce	3
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Introduction : Introduction to Internet, Web servers, Web browsers, World wide web, Web pages, URL's e-mail, ftp, telnet, modems and ISP's (Internet Service Provider) Internet Security: Public/Private key pairs-Digital certificate - Digital signatures - Encryption and Decryption - Message Digests - Secure Hash Algorithms (SHA). E-Commerce : EDI (Electronic data interchange) - Search engines - Digital currency, e-cash, e-cheque, credit card, charge card Online Commerce : Interactive web pages, e-shopping, e-banking, e-agriculture, e-governance. HTML : Tags, Hyper-links, lists, framesets, tables, formats, images, forms (Post, Get, Read).

BUS C016	Strategic Human Resource Management	3
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Changing Business Environment – Globalisation – Technological Changes – Market Changes – Business Strategy and HR – Strategic HR Practices – Strategic responses of Organisations to Changing Environment. Human Resource and Business Strategy – Changing work Roles- Portfolio – Process and Structure Related Strategic Responses and SHRM System. Strategic HRM Practices and Facilitators – Organisational Structure – Employee Relations. Management of Careers – National Cultures and International Management Leadership in times of Change – Economic Indicators of HRM.

ELECTIVES

BUS E101	Futurology and Business Forecasting	
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Defining futurology - Future scan - Perspective plan - Need and importance of Forecasting - What to Forecast ? Who uses Forecasts ? -Forecast accuracy - Forecasting approaches - Evaluation Techniques - Comparison of Forecasts. Methods of Forecasting - Statistical Forecasting - Survey Methods - Moving averages - Exponential Smoothing - Trend Projection by Regression analysis - Non Linear relationships - Time series problems - lagged variables - dummy variables opportunistic forecasting - Forecasting with input/output analysis. Financial Forecasting - Proforma-Statements - Percent of sales Forecasting; Proforma statements and financial planning - Sensitivity and simulation - Cashflow forecasts - Sustainable growth and proforma statements - Long range financial forecasting. Market share forecasting - forecasting for inventory control - Technology forecasting - Growth forecasting and environment management.

BUS E102	Crn and Relationship Marketing	
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Customer Relationship Management - Management requires Measurement - Qualitative Measurement Methods - Quantitative Measurement Methods - Calculating Relationship Indices. Customer Relationship Survey Design - Statistical Analysis of Customer Surveys - Using Customer Relationship Survey Results Relationships in Marketing - Relationship Concepts - Relationship Drivers - Lasting Relationships Customer Partnerships - Internal Partnerships - Supplier Partnerships - external Partnerships The Technological Revolution - Relationship Management - Changing Corporate Cultures

BUS E103	Business Promotion And Entrepreneurship	
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The entrepreneurial culture and structure – competing theories of entrepreneurship – entrepreneurial traits - types – behavioral patterns of entrepreneurs – entrepreneurial motivation – establishing entrepreneurial systems – idea processing, personnel, financial information and intelligence, rewards and motivation – concept bank – Role of Industrial Fairs. Search for a business idea – sources and selection – project classification and identification – constraints – features of ancillary units – consumer products – feasibility, prospects, project objectives, design and appraisal –format for report – net work analysis activity performance – time schedules – factory design –design requirements – applicability of the Factories Act. Financial analysis – capital cost, operating cost, cost estimation and budgeting under uncertainty – risk and inflation – proforma profit and loss balance sheet – cash flow statement – social costs – cost benefit analysis. Project – sources of project finance, credit facilities – types – evaluation by financial institutions – role of consultancy organizations – uses of leasing arrangements – institutions providing technical, financial and marketing assistance. Marketing channel – selecting channel members – setting quality standards – recruitment strategies Types of relevant institutions – entrepreneurship development programmes in India – prospects. Steps for starting a small industry – selection of

types of organization – Incentives and subsidies – Central Govt. schemes and State Govt. Schemes – incentives to SSI – registration, Registration and Licensing requirements for sales tax, CST, Excise Duty – Power – Exploring export possibilities – incentives for exports – import of capital goods and raw materials.

BUS E104	Strategic Cost Management
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Planning Environment – Forecasts trend and changes – Social, Political legal and technological impacts – Distribution channels and competitive forces – Public and Private Sector investment – International trade – prices and government policies for capacity expansion. Strategies – Meaning and implications of corporate planning long range planning, business policy planning – Process of developing – strategic plan – Swit Analysis – Strategies for stagnation Vs. Growth – Strategies for growth through expansion Vs. diversification, Acquisition and merger strategy, strategy of joint venture both in Indian and abroad Model Building – strategies in the development of models – Delphi Model, Econometric Model, Mathematical programming Model, Budgetary and Heuristic Model – Sensitivity analysis and characteristics of the model. Marketing concept objectives and framework – Linkage between strategic planning and marketing strategy – research and intelligence sources – control or application of management accounting in marketing – Analysis of marketing cost and profitability, pricing policies and strategies. Distribution cost analysis and control – contribution analysis and product – Line profitability analysis – Evaluation of research information – Perfect, imperfect and Baye’s Theorem.

BUS E105	Operations Research
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Meaning, Nature and Scope - Phases, Methodology, Applications and Techniques of OR - Limitations of OR - Linear Programming - Formulation of LP Problem - Graphical Method, Simplex Method - Dual of a LP - Advantage. Transportation problem - General structure - Methods for finding critical and optimal solutions - Degeneracy - Transportation problems - Assignment Problems. Theory of Games - Meaning, Types of games - Two person, Zero - sum game - Minimax and Maximax strategies - Saddle points - Mixed Strategies - Solution Methods for games - Limitations. Net work Analysis - PERT / CPM - Basic concepts - Preparation of Network diagram - Computation of Critical Path - PERT cost - Applications of PERT - Limitations of PERT / CPM. Waiting Line Theory - Meaning, concepts used, elements of Queueing system - Basic Structure of Queueing models - Single channel, Multi channel queueing models - Limitations of queueing theory.

BUS E107	Services Marketing
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Nature and classification of services - Characteristics of services and their marketing implications. Marketing strategies for service firms - with special reference to information, communication, consultancy, advertising, professional services, after - sales service, recruitment, training and tourism. Product support services - pricing of services - problems of quality - [innovations](#). in services. Marketing of financial services – nature – types - marketing of insurance - mutual fund - marketing for non-profit firms. CRM & Relationship Marketing Customer Satisfaction.

BUS E108	Cultural Diversity And Business
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Cultural Anthropology and International Business-Need for greater awareness of Cultural Environment-Culture and its effect on Organisations-Culture variables and dimensions-Contrasting cultural variables Cross-cultural research on motivation-need hierarchy in International context-motivating the culturally diverse workforce-rewards system Leadership across cultures-contingency leadership-the Culture variable-leadership around the world-Effective international leader Communicating across cultures-influence of culture and language-Vice verse-language and social context-linguistic diversity - Non verbal dimensions of communication-Effective cross cultural communication. Conceptualisation of work, family and leisure by managers in western and eastern cultures. Meaning and determinants of quality of life in different cultures. Negotiating styles. Cross-cultural research finding.

BUS E109	Total Quality Management
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Introduction to Quality Control - Quality and Cost Considerations - Statistics and its Applications in Quality Control - Sampling Inspection in Engineering Manufacture- Statistical Quality Control by the Use of Control Charts- Methods of Inspection and Quality Appraisal - Reliability Engineering - Value Engineering and Value Analysis Theory of Sampling Inspection - Standard Tolerancing ABC Analysis - Defect Diagnosis and Prevention Recent Technique for Quality Improvement - Zero Defect - A Quality Motivation Techniques - Quality Management System and Total Quality Control Selection of ISO Model ad Implementation of ISO 9000 Human Resource Development and Quality Circles - Environmental Management System and Total Quality Control

BUS E110	Investment Analysis And Port Folio Theory
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Nature and scope of investment management – investment objectives, constraints – factors – investment process – investment management and portfolio management - factors for investment analysis - impact of

economic analysis - impact of industrial analysis role of capital markets. Understanding the investment environment - sources of investment information - approaches of security analysis - market indicators - security price movements -fundamental analysis - technical-analysis - Dow theory - Random walk theory - efficient market hypothesis - various forms of market efficiency and their implications to security analysis-technical analysis Vs. efficient markets hypothesis - common stock analysis - economic analysis - economic indicators - industry analysis. Company analysis components - non financial aspects - financial analysis - financial statement - analysis of prospectus - ratio analysis - EPS, UPS dividend yield - payment ratio - ROI, ROCI<Risk return - market risk - interest rate risk - purchasing power risk - business risk - financial risk - measurement of risk. Portfolio - portfolio management - portfolio theory - meaning and objectives, traditional and modern portfolio theory. Diversification - Markowitz's approach - portfolio management process-portfolio planning-portfolio analysis-portfolio selection -portfolio evaluation -portfolio revision- various steps involved in the development of portfolio. Capital market theory - assumptions - risk, investors preference - capital asset pricing model (CAPM) - estimating Betas - significance of betas in portfolio theory - securities market line arbitrage pricing theory-options pricing model-put and call - valuation of various options - futures trading - hedging and forward contracts - Indian stock market and the institutional investors.

	BUS E111	International Business Strategies
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Introduction to International Business and International Business Environment. Corporate Strategy, Planning and Strategic Management in International Business - Definition and scope of international corporate strategy -The strategic management process - Strategic analysis and evaluating performance -Corporate planning, systems and machinery International Competitive Strategies - Generic strategies and competitive advantage -Strategic options And strategic choice Global/national competitive strategies - International portfolio' strategy International Competitive Strategies - Global /local taxation - Co-ordination/centralisation - Transnational strategy Alternative' Methods of Strategy Implementation. Case studies of US Companies. Case studies of European Companies. Case studies of Asian Companies including Japan.

	BUS E112	Computer Applications In Business
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Preliminaries: Business Problems - types - Need for Computer Use - Applications in different functional areas - Financial - Marketing - Personnel - Statistical Techniques for *Business Data* Analysis - Characteristic Measurement - Time Series Data - Sampling Tests - Bivariate Analysis - (DR Techniques. Utility Package - System Software - Revision on use of Dbase III Plus - Word: Processing - LOTUS 1-2-31 Data Management - Sorting - Indexing - Query - Functions Storing Edit Print Graphs -- Memo - Reports. Computer Applications on Financial Statements - LOTUS 1-2-3 Financial Management - Analysis of Financial *Statements* - Financial Forecasting -Capital Budgeting and Spread Sheet -- Lease Vs Buy analysis - Capital Structure - Bond Refunding - Option pricing - Bond Valuation. Statistical Software - SX - STATGRAPH - RATS - File Management Data Management - Transformations - Editing - Liner models correlation matrices - Multiple Regression - Factor Analysis Hypothesis Testing - Summary statistics - Applications on production rate fluctuations - Hospital Administration - Dispute analysis -- Maintenance - Stock market information analysis Working Capital analysis Trend projections Cyclical fluctuations. Operations Research Software - LINDO - MANAGER - STORM LP setting - Integer programme - PERT/CPM analysis transportation problems - Simulation and Heuristics Assignment - Goal Programming - Applications in Capital Budgeting - Credit control -Portfolio Management - Construction Management -- Personnel Schedule -Hospital, Post Office facility Management - Sales force allocation - Brand switching inventory control - Restaurant planning -- Make buy decisions replacement models - Public Transportation - University Administration.

	BUS E113	Business Taxation
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Customs Duty

Codes - Tariffs - Organisation of the Customs Dept., - Officers of the Customs - Powers - Levy of Duty - Appellate Machinery - Infringement of the Law - Offences and Penalties - Settlement of Disputes. Baggage - Mail - Imports for Re-export - Re-imports - Project Imports - Deferment of Levy - Warehousing - Export Rebates and drawback of duties free zones - Inputs.

Central Excise Duty

Basis of levy - excise administration - refund of duty on inputs for production of other goods - Use under bond - captive consumption - set off Proforma credit and MODVAT - small scale industries - concessions - compounded levy.

Central Sales Tax

Concept of sale and purchase - inter - state import and export trade or commerce - Registration of dealers - rates of tax - determination of turnover - Levy and collection of tax - penalties and cognizance of offences - Goods of special importance - Liability in special cases.

TamilNadu General Sales Tax

Definition of sale - turnover - Taxable turnover - dealer - single point; multiple point - Registration of dealer - cancellation of registration - procedure for registration - filing of periodical returns - payment of tax at regular intervals and on demand - Assessment procedure - appeals - revisions and references -keeping of accounts for purposes of sales tax.

	BUS E114	Insurance And Risk Management
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Risk and risk management process - risk identification - evaluation - risk management techniques as a risk management technique-selecting and implementing risk management techniques. Commercial risk management applications - property - liability-commercial property insurance different policies and contracts - business liability and risk management insurance - workers' compensation and risk financing. Personal risk management applications property - liability-risk management for auto owners - risk management for homeowners. Risk management applications-loss of life-loss of health - retirement planning and annuities - employee benefits - financial and estate planning. Risk management environment - industry - functions and organisation of insurers - Government regulation of insurance sector - IRA - Privatisation of insurance business in India - changes in Insurance Act - Insurance intermediaries insurance products pricing, claim valuation - Foreign insurers in India.

	BUS E115	Business Consultancy
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Introduction - The Challenges of Consulting - Defining and Framing Business Problem - Develop a business plan - Creative problem solving. Questioning - Interviewing and Data gathering skills - Persuasively making the business case - Organizational Structure and Function. The Credit/Sales Controversy - Basic Strategic Analysis - Market the business - Financial Strategies - Contemporary Strategic Issues - E-Commerce Strategy Build a client relationship - Building Excellent Processes - Business Process Reengineering: Its Past, Present and Possible Future Small and family Business Consulting - Knowledge Management.

	BUS E116	Management Of Mncs
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Concept of MNCs - Emergence and growth of MNCs - Process of Internationalisation - Types of MNCs - Factors behind growth of MNCs - Problems and benefits from MNCs - Special problems of MNCs and developing countries. Strategic Management of MNCs - SWOT Analysis - components of Strategies.- Levels of Strategies - Corporate level, business level and functional level strategies - strategy formulation and implementation -Case studies. Ownership Strategy of MNCs - International joint ventures - International Strategic Alliances - Foreign subsidiary - mergers and acquisition - Problems, prospects and patterns of each form - Case studies. Strategic planning in MNCs - Concept of Strategic Planning - Need - Focus modes - Planning for expansion - Planning for competitive advantage and market leadership - Planning for core competence -Environmental scanning and planning - Case studies. Organisational strategies of MNCs - Organisational theories applicable to MNCs -- Structure of MNCs - American, European and Japanese organisational designs of MNCs - Designing appropriate strategy - organisational aspects of Integration of subsidiaries - Strategic adoption to local conditions - MNC culture - Business Ethics - Social responsibility.

	BUS E117	Business Process Outsourcing
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Introduction – meaning – planning outsourcing – define scope of transaction – areas targeted for BPO – general categories – administration- Asset and property management – finance – HR Selecting group of potential vendors – request for proposal – selecting the vendor – negotiating strategy – process – exposure analysis – BPO contract – key issues. Sharing inter – firm processes – survey of technology – pricing considerations – transaction costs – Measuring performance – Service levels – Bench marking Structure of BPO Agreement – transition – integration – staffing – customer responsibility – intellectual property – Audit – Liability – Liquidated damages Contact related issues – Dispute resolution – governing law – taxing BPOs – international issues – US Backlash.

	BUS E119	World Resources And Distribution
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Resources – concept and Importance in development – Dynamic character of World Resources – Natural resources and human resources – Usefulness of the study of resources – interlink between Resources and Trade. Geographical Environment - Physical environment - landforms, coast, rivers, climate, soils and natural vegetation - Human environment -Growth and distribution of population – Races - Economic and cultural organisation of societies - Entrepreneurial and managerial resources -Natural Regions - Wet equatorial regions - Monsoon regions - Mediterranean regions - Cool temperate region - Grass lands - Polar regions. Agricultural and Allied Resources - Factors affecting agricultural types of farming - Food crops - industrial crops - Cash crops - Animal resources -Fishery resources -forest resources Direct and indirect benefits of forests - Types and distribution of World forests - World trade in agricultural and allied products. Energy Resources - Types of energy - energy and economic development - Coal, petroleum, natural gas, electric power and, atomic energy -

need for non-conventional energy - Energy conservation and alternatives - MNCs in Energy. Project in developing countries. Manufacturing Industries -Factors for location - Theories of industrial location - Distribution of Cotton textile, iron and steel, automobile, ship building, aircraft and electronics industries - General idea of World trade in manufactured goods.

BUS E120	International Trade Relations
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Meaning – Importance and theories – economic interdependence – Emerging dimensions of international economic relations. Historical perspective – its implications – monetary reserves Quota- quantitative restrictions and state trading - role of Hard currency in international liquidity -tariff plans - Triffin - UNCTAD - GATT- WTO - obligations of the member Countries. Functions and role of IMF, IBRD, IDA, UNDO - International Finance corporation -Asian development bank- European Payment union. Inter - American development USAID - Trade Blocks - USAID Trade among common Wealth countries - Trade among SAARC countries. South - north and south - south dialogue - role of Multinational corporations - SDR - role of technology - new International economic order - Asian common market - Euro - Currency market.

M.COM (TRADE AND SERVICES)

Code No.	Core Courses	No. of Credits
I SEMESTER		
BUS C101	Business Environment and Policy	3
BUS C102	Advanced Marketing	3
BUS C103	Quantitative Techniques	3
BUS C104	Managerial Economics	3
BUS C105	Business Finance	3
	Elective I	3
II SEMESTER		
BUS C106	Cost and Management Accounting	3
BUS C107	Marketing Research & Consumer Behaviour	3
BUS C108	Foreign Exchange	3
BUS C109	Financial Services	3
	Elective II	3
	Elective III	3
III SEMESTER		
BUS C110	Income Tax	3
BUS C111	Banking Management	3
BUS C112	Human Resource Development	3
BUS C113	Insurance and Risk Management	3
	Elective IV	3
	Elective V	3
IV SEMESTER		
BUS C114	Computerised Accounting	3
BUS C115	International Business	3
BUS C116	Services Tax	3
BUS C117	Project work	6
	Elective VI	3

ELECTIVE COURSES

BUS E121	Business Ethics & Corporate Governance	3
BUS E103	Business Promotion & Entrepreneurship	3
BUS E122	Financial Statement Analysis	3
BUS E101	Futurology & Business Forecasting	3
BUS E105	Operations Research	3
BUS E123	Organisational Behaviour	3
BUS E124	Financial Accounting & Analysis	3
BUS E107	Services Marketing	3
BUS E125	International Financial Management	3
BUS E102	CRM & Relationship Marketing	3
BUS E126	Financial Markets	3
BUS E120	International Trade Relations	3
BUS E127	Fundamentals of Information Technology	3

BUS E110	Investment Analysis & Portfolio Theory	3
BUS E128	Strategic Human Resource Management	3
BUS E113	Business Taxation	3
BUS E129	E Commerce	3

BUS C101	Business Environment and Policy	3
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Scanning the Business Environment and Planning Business Policy – Cultural – Social and Political Environment, Economic and Legal Environment Technological and Natural Environment – Techniques of Environmental Forecasting – Environmental Threat and Opportunity Profile – Internal Environment. The Legal framework – Industrial policy of government of India and Policy Relating to Foreign Private Investment in India – Small Scale Industries – Role of Public Sector Industries – Disinvestments of PSUs – The Securities Contract (Regulations) Act 1956, Sec. 13 to 22A. The Securities and Exchange Board of India Act 1991 – SEBI Guideline for Capital Issues – OTCEI – NSEI Organisation and Transactions – Investor Protection – The Environment Protection Act, 1986 – Trade and Merchandise Marks Act, 1956 – Patents Act, 1970. The Business Corporation in the Society – Corporate Social Responsibility – Government Regulation of Business – Privatisation Process in India – Ethics and Values in Business – Social Accounting – Social Audit. Competitive Law – Information Technology Act, 2002 – FEMA 1999 – Important Provisions – Corporate Governance Code.

BUS C102	Advanced Marketing	3
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Marketing - concepts - types - products marketing, securities marketing, services marketing etc. - marketing segmentation and targeting - marketing environment.

Products - meaning and classification - product planning and development - product life cycle - product mix Vs. Marketing Mix - product line strategies - branding, packaging grading, standardisation, labelling.

Product pricing - price determination - pricing policies, strategies and techniques - distribution channels - sales promotion techniques and methods - salesmanship and advertising.

Distribution cost analysis - break up of distribution cost, - marketing risks - control and management - direct marketing - maxi marketing model, Marketing finance - sources - sale on open account - bank credit, factor accounts receivable, financing - alternative methods - financing of internal marketing and external marketing.

Marketing ethics - Consumer Protection Act - state level councils - RTPs and UFTs under MRTP Act - legal provisions to prevent adulteration, underweight, substandard etc.

BUS C103	Quantitative Techniques	3
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Regression Analysis - Simple, Partial and Multiple Regression Analysis - Correlation Analysis - Simple, Partial and Multiple Correlation - Explained and Unexplained Variation - Coefficient of Determination - Testing Significance of "R", Beta and Regression Equations. Introduction to Multivariate Analysis - Factor Analysis - Cluster Analysis - Discriminant Analysis - ANCOVA. Probability Analysis - Basic Concepts and Theorems - Expected Value, Baye's Rule - Theoretical Distribution - Binomial, Poisson and Normal Distributions - Meaning, Properties and Applications - Constants - Elementary Decision Theory - Meaning and Scope - Decision Making Process - Decision Rules. Bayesian Decision Theory. Sampling Methods and Sampling Theory - Basic Concepts - Sampling Distribution and Standard Error. Test of Significance - Test of Hypothesis and Estimation Testing Sample Mean and Difference Between Two Sample Means - Testing a Sample Proportion and Difference Between Two Sample Proportions and using Normal Distribution and "T" Distribution - Estimation of Parameters. The "F" Test – Meaning, Characteristics and . uses of "F test - Analysis of Variance. Non-Parametric Measures - Chi-square Test - Meaning, Properties and uses of Chi-square test.

BUS C104	Managerial Economics	3
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The Scope and Methods of Managerial Economics - Risk - uncertainty and probability analysis - Approach to managerial decision making and the theory of firm. Demand analysis, basic concepts and tools of analysis for demand forecasting, use of business indicators; demand forecasting, for consumer, Consumer durable and capital goods. Concepts in resource allocation, cost analysis; Breakeven analysis, short run and a long run cost functions; production function: cost price - output relations - Capital investment analysis. Economics of size and capacity utilisation input-output – analysis - Market structure, Pricing and output; general equilibrium. Product policy, rates, promotion and market strategy - Advertising rates model - Advertisement budgeting - Pricing objectives - pricing methods and approaches - Product line pricing - Differential pricing. Capital Budegeting – Capital Management and Financial Policy - Monopoly policy restrictive agreements - Price discrimination - Measurement of economic concentration - Policy against monopoly and restrictive trade practices.

BUS C105	Business Finance	3
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Functions of finance manager - methods and sources of raising finance - sources of short term and long term finance - critical appraisal of different securities and bonds as source of finance - equity shares - convertible and non-convertible debentures - preferred stock. Objectives / goals of finance function - financing decisions - investment decision - importance of financial planning –problems in financial forecasting - Capital Structure decisions – Determinants of Capital Structure – Over trading – over and under capitalisation – Cost of capital and value of the firm - factors influencing dividend policy of firm - company law provisions on dividend payment. Investment decisions - risk - required rate of return - estimating cash flows - present value of cash flows - evaluation of alternative investment proposals - sensitivity analysis - simulation - decision making under conditions of risk and uncertainty - inflation and investment decisions. Working capital management - working capital cycle - forecasting of working capital requirement - factors influencing working capital - different components - inventory - cash - receivables - credit policies - collection policies. Security Analysis – Various Approaches to Security Evaluation – Risk and Return in a Portfolio Sense – The Capital Asset Pricing Model(CAPM) – Financial Services – Merchant Banking – Credit Raing – Factoring – Lease Minancing – Mutual Funds – Venture Capital.

BUS C106	Cost and Management Accounting	3
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Installation of costing system - records required to be maintained under the Companies Act - management control and information system - cost reduction and cost control techniques - control over wastages, scrap, spoilage and defectives. Costing methods - product costing - process costing - treatment of equivalent units - inter-process profit - contract costing - operating costing - JIT costing - treatment of joint products and by-products. Standard costing and variance analysis - material, labour and overhead - reporting variances - Budgets and Budgeting control - Flexible Budgets, Zero Base Budgets. Cost Volume Profit Analysis - decision making - make or buy, own or lease, repair or renovate, charges Vs. Status quo, sell or scrap, export Vs. local sales, shut down or continue. Responsibility Accounting and Transfer Pricing - Measurement of Segment Performance.

BUS C107	Marketing Research & Consumer Behaviour	3
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Marketing research and information system –sources and Importance of marketing information – nature and scope of Marketing research – Marketing research vs. Marketing Survey – factors governing market research technique and designs. Areas of research – measurement techniques – qualities Research – Planning and formulating research problems – Methods of collection of data – questionnaire analysis – Sampling size – Validity tests. Market report – marketing information system as an effective Tool of sales promotion – ethical issues in marketing. Consumer behaviour – consumer needs and motives personality and consumer behaviour – consumer lifestyles – consumer Psychographics. Consumer attitudes – formation and change – group dynamics and Consumer behaviour – role of the family, social class Culture, opinion leader – consumer decision making – Nicosia, Howard – sheth, Engel, Kollat and Black well models.

BUS C108	Foreign Exchange	3
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The main theories which seek to explain exchange rate behaviour. Forecasting exchange rate movements. Different exchange rate arrangements and government intervention. Financial Fragility and Systemic Risk The main causes of financial. fragility and systemic risk. Financial sector adjustments in response to financial booms and busts since 1980. Introduction to Futures An overview of financial futures markets, including the types of contracts available, futures terminology and concepts, and futures pricing and behaviour, cost of carry and expectations approach. Uses of futures for hedging, arbitrage and speculation will be illustrated with stock index futures. Swaps Development of the swaps market. Characteristics and uses of swap products, interest rate and currency swaps. Legal and regulatory issues. Exchange rate Risk and Political Risk Identification of the different types of exchange rate risk; transaction exposure, translation exposure and economic exposure, together with an analysis of political risk. Managing Foreign Exchange Rate Risk Strategies for managing foreign exchange rate risk and the instruments available; currency forwards, futures, options and swaps. Short-term Interest Rate Risk Management.

BUS C109	Financial Services	3
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Over view of financial services - Importance of financial services - Types of financial services - Growth of financial services in India. Merchant Banking – Functions of Merchant Bankers - SEBI Regulation of Merchant Bank Services – Merchant Banking Progress in India - Critical Evaluation of their services and performance Leasing – Types – Contract clauses - Lease Evaluation – Accounting Treatment - Tax Consideration – Progress of Leasing Industry - Critical appraisal of performance of leasing industry Hire Purchasing – Consumer credit- Credit cards – Factoring Services –Types of factors- Services of Factors – Factoring in India. Venture capital Services – Regulation – Types of assistance – Terms of assistance- Progress and evaluation of venture capital services in India. Mutual funds – Types of services – Regulation of Mutual funds – Progress and critical evaluation of Mutual funds in India – Credit Rating services – Types – Regulation of credit Rating Agencies progress and performance of credit rating agencies. Depositories services – Regulation services system – progress and evaluation of services

BUS C110	Income Tax	3
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Basic Concepts – Residence and Incidence of Tax – Tax free Incomes – Income – Salary, House Property – Deductions. Profits and Gains of Business or Profession – Depreciation and Other Allowances – Admissible Deductions – Deemed Incomes – Valuation of Stock – Capital Gains – Short and Long Term Capital Asset Deductions – Income from Other Sources – Dividends – Interest. Aggregation of Income – Set off and Carry Forward of Losses – Carry Forward in Special Cases - Clubbing Provisions and Their Implications – Deductions available from Gross Total Income. Special Provisions Relating to the Assessment of Individuals, Firms and Companies.

BUS C111	Banking Management	3
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Banking structure in India - banking functions and services - Foreign commercial banks - private commercial banks - capital adequacy. Negotiable Instruments Act - payment of cheques - protection to the paying banker - rights and duties of drawee - endorsement of cheques - bills of exchange - commercial bills - treasury bills - Deposit mix - Trends and growth of bank deposits. Principles of lending - issues in lending - financial adequacy - assessing the borrower - project appraisal - structural and Infrastructural analysis - legal formalities - follow-up of loans - asset management companies - loan recovery tribunals - provisions of Revenue Recovery Act. Cash management at the branch level - head office level - factors determining cash reserves - cash retention limits operation in the call money market - RBI currency chest facilities - RBI and credit policy - SLR - CRR - RBI and credit planning. Investment management - priorities in allocation of bank funds - investment in governments securities - maturity and yield - quality and diversification - profitability management - profit planning - profitability at the branch / regional / zonal / corporate levels - efficiency ratios - growth ratios. Services to customers - funds remittance - DD - Mail transfer - telegraph / telex - ATMs - safe deposit lockers - credit cards - bank marketing - market research - market segmentation - customers meetings - experience sharing - bank audit.

BUS C112	Human Resource Development	3
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Introduction to the field of HRD : Development as the underlying concept of Human Resources System. Contextual factors and systems designing – Implications of Behavioural Science theories to the development of Human Resource – Link between organizational planning Human resources – Planning and HRD. Analyzing the role of development. Individual Development - Conceptual frame work - Importance of training and development activities in an organisation , - Concept of learning, training, education and development - The learning principles - Psychological bases of management training. Performance appraisal : Basic considerations in performance appraisal - Main components in performance appraisal system - Appraisal methods and problems potential assessment. Performance counseling: Objectives - Conditions of development counseling. Identification of training needs: Determination of training objectives - Designing training programmes - preparing instructional objectives - developing detailed programme using external programmes and packages. Teaching and Training Methods Principles for selection of teaching and training methods - Techniques of training different levels of management. Outdoor management exercise. Evaluation of Training: Objectives - cycle - strategies - tactics and techniques - Follow up of training.

BUS C113	Insurance and Risk Management	3
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Risk and risk management process - risk identification - evaluation - risk management techniques as a risk management technique-selecting and implementing risk management techniques. Commercial risk management applications - property - liability-commercial property insurance different policies and contracts - business liability and risk management insurance - workers' compensation and risk financing. Personal risk management applications property - liability-risk management for auto owners - risk management for homeowners. Risk management applications-loss of life-loss of health - retirement planning and annuities - employee benefits - financial and estate planning. Risk management environment - industry - functions and organisation of insurers - Government regulation of insurance sector - IRA - Privatisation of insurance business in India - changes in Insurance Act - Insurance intermediaries insurance products pricing, claim valuation - Foreign insurers in India.

BUS C114	Computerised Accounting	3
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Unit – I Introduction – features – basic concept of Computerized accounting and Inventory system – accounts organisation & types
of accounts – accounts statements – purchases & sales – credit & debit – transaction, invoice, voucher, order, cost & stock – income & expenses – inventory control.

Unit – II Masters – creation of Accounts Master – Ledger – cost – group – Budgets – Voucher & Inventory – creation of Inventory Master – Stock Item – Group & Unit measurement.

Unit – III Transactions – Accounts vouchers entry – contra – receipt – payment – journal – debit & credit notes – sales, purchase option and post-date vouchers. Inventory voucher entry – types – delivery challan – Goods Receipt Note, Sales & Purchase returns – Invoice – Stock Transfer – Bill of Material Physical Stock Voucher.

Unit – IV Reports – Accounting Report – Trial Balance – Profit & Loss account – Balance Sheet & Stock Statement – Account Books – Cash & Bank Books – Ledger summaries – Bills Receivable & Payable Statements.

Unit – V Inventory Report – Stock Summaries – Group Summaries – Order Books & Summary – Order status – Sales Order Summary - Purchase Order Summary – Printing – Reports on Printer – Reports to File.

BUS C115	International Business	3
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Introduction – Modes of International Business – External Influence – Internationalisation Process – Comparative environmental framework – International Trade Theories – Trade and Investments. World Financial Environment – Working of Foreign Exchange markets – Convertability – Exchange Restrictions – International Monetary System. Dynamics of International Business and Government Relationships – Multinational Enterprise Economic, Political, Legal and Operational Impact of MNE. Operations – Scanning for alternatives – Business Research – Motives for Collaborative Arrangements – Types and Problems Organisational Structure – Location of Decision Making and Control Market Size Analysis – Product Policy – Pricing – Promotion – Branding and Distribution – Export and Import Strategy – Export Financing – Sources of Funds: Internal and External.

BUS C116	Services Tax	3
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Introduction – Growing Importance and Revenue Potential Legislative Provisions and Administration , Legal base and Constitutional Validity Service Providers – Liability to pay Tax – Stock Broker’s Services – General Insurance Business Services – Telephone Services, Page Services , Advertising Services, Courier Services, Consulting Engineer’s Services, Custom House Agent Services, Manpower Recruitment Agency’s Services, Air travel Agent Services, Mandap Keeper’s Services, Tour operators Services, Architect’s Services, Interior Decorator Services, Management Consultant Services, Practising Chartered Accountant’s Services, Practising Cost Accountant’s Services, Practising Company Secretary’s Services, Real Estate Agent’s Services, Security Agency’s Services, Credit Rating Agency’s Services, Underwriter’s Services, Scientific and Technical Consultancy Services, Photography Services, Telegraph Services, Telex Services, Fax Services, Insurance Auxiliary Services, Banking and other Financial Services, Motor car Repair Services, Beauty Parlor Services, Cable operator Services, Health Club and Fitness Centers Services, Life Insurance Business Services, Rail Travel Agents Services and Storage and Warehousing Services. Maintenance of Records - Service tax Returns - Assessment Procedure, Payment of Tax, Revision -Appeals and Refund of Tax – Service tax Authorities and their Powers. Audit of Records, Credit of Tax Payment and Other Statutory Provisions and Rules.

BUS E121	Business Ethics & Corporate Governance	
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Concept of ethics - sources - ethics and morals - justice - fairness - values - codes of conduct - what is an ethical issue? - Ethical theory and its applications to business/morality and ethical theory - taking moral positions - justification in ethics - normative ethical theory. Corporate social responsibility - meaning - promoting corporate responsiveness - managing socially Responsible business. Ethical management - love and reverence in work and life - strengthening personal and organisational integrity - the spiritual core of leadership. Advertising and information disclosures - environmental responsibility - ethics and ecology - employee rights - conflict of interests - work ethics - professional ethics and responsibility. Corporate Governance – Practices – K.Birla Report – Case Laws

BUS E103	Business Promotion & Entrepreneurship	3
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The entrepreneurial culture and structure – competing theories of entrepreneurship – entrepreneurial traits - types – behavioral patterns of entrepreneurs – entrepreneurial motivation – establishing entrepreneurial systems – idea processing, personnel, financial information and intelligence, rewards and motivation – concept bank – Role of Industrial Fairs. Search for a business idea – sources and selection – project classification and identification – constraints – features of ancillary units – consumer products – feasibility, prospects, project objectives, design and appraisal –format for report – net work analysis activity performance – time schedules – factory design –design requirements – applicability of the Factories Act. Financial analysis – capital cost, operating cost, cost estimation and budgeting under uncertainty – risk and inflation – proforma profit and loss balance sheet – cash flow statement – social costs – cost benefit analysis. Project – sources of project finance, credit facilities – types – evaluation by financial institutions – role of consultancy organizations – uses of leasing arrangements – institutions providing technical, financial and marketing assistance. Marketing channel – selecting channel members – setting quality standards – recruitment strategies Types of relevant institutions – entrepreneurship development programmes in India – prospects. Steps for starting a small industry – selection of types of

organization – Incentives and subsidies – Central Govt. schemes and State Govt. Schemes – incentives to SSI – registration, Registration and Licensing requirements for sales tax, CST, Excise Duty – Power – Exploring export possibilities – incentives for exports – import of capital goods and raw materials.

BUS E122	Financial Statement Analysis	3
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Financial Statement Analysis: Introductory Techniques – Cross Sectional Techniques – Common Size – Financial Ratios – Time Series Techniques – Trends variability Measures – Statistical Distribution of Ratios – Normality – Cross section correlation – Time series movements – Differences under different accounting methods. Cross Sectional Analysis of Financial Statement information – Criteria for comparables – Non Synchronous reporting – Industry comparison – Industry and Economic influence – Time series analysis approaches – Casual factor analysis – Seasonality – Stationary – Autocorrelation methods – ARIMA Box – Jenkins modeling. Equity Markets and Financial Statement Analysis – An overview of market efficiency – Investment Strategies Asset Pricing Theories – Beta and Variance – Estimation approaches – Economic determinants – Capital market reaction to information releases – Market efficiency anomalies – CAR measures – Serial correlation analysis. Strategic Management and Financial Statement Analysis – Strategic alternatives – Synergy Generating Distribution of Firm's value – Financial variables and Pre merger analysis – Performance Accruing firms – Capital markets and corporate restriction in Announcements. Debt Rating and Distress Analysis – Variable Quantitative methods of debt rating – Discriminate Analysis – Financial Distress – Models of Distress Prediction – Multi variance models – Zeta analysis – Applications of Factor analysis. Financial planning and Forecasting – Accounting information for Financial Management – Alternative Forecasting – Approaches Security Analysis forecasts – Management Force Elementary Programming Techniques in working Capital management – LP approach to Long-range Financial Planning – Simultaneous Equation Models – Econometric approaches.

BUS E101	Futurology & Business Forecasting	3
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Defining futurology - Future scan - Perspective plan - Need and importance of Forecasting - What to Forecast ? Who uses Forecasts ? -Forecast accuracy - Forecasting approaches - Evaluation Techniques - Comparison of Forecasts. Methods of Forecasting - Statistical Forecasting - Survey Methods - Moving averages - Exponential Smoothing - Trend Projection by Regression analysis - Non Linear relationships - Time series problems - lagged variables - dummy variables opportunistic forecasting - Forecasting with input/output analysis. Financial Forecasting - Proforma-Statements - Percent of sales Forecasting; Proforma statements and financial planning - Sensitivity and simulation - Cashflow forecasts - Sustainable growth and proforma statements - Long range financial forecasting. Market share forecasting - forecasting for inventory control - Technology forecasting - Growth forecasting and environment management.

BUS E105	Operations Research	3
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- Meaning, Nature and Scope - Phases, Methodology, Applications and Techniques of OR - Limitations of OR - Linear Programming - Formulation of LP Problem - Graphical Method, Simplex Method - Dual of a LP - Advantage. Transportation problem - General structure - Methods for finding critical and optimal solutions - Degeneracy - Transportation problems - Assignment Problems. Theory of Games - Meaning, Types of games - Two person, Zero - sum game - Minimax and Maximax strategies - Saddle points - Mixed Strategies - Solution Methods for games - Limitations. Net work Analysis - PERT / CPM - Basic concepts - Preparation of Network diagram - Computation of Critical Path - PERT cost - Applications of PERT - Limitations of PERT / CPM. Waiting Line Theory - Meaning, concepts used, elements of Queueing system - Basic Structure of Queueing models - Single channel, Multi channel queueing models - Limitations of queueing theory.

BUS E123	Organisational Behaviour	3
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Introduction to Organisational Behavior – Foundations of Individual Behavior – Personality, Perceptions, Learning, Values and Attitudes. Motivation – Early Theories, Contemporary Theories – Motivation at Work – Designing Motivating Jobs. Group Dynamics – Group Behavior, Communication and Group Decision Making, Inter Group Relations. Leadership – Trait, Behaviourial and Contingency Theories, Power and Politics, Transactional analysis (T.A.), Work Stress. Organisational Structure and Design: Organisational Changes and Development, Organisational Culture and Climate, Organisational Conflict: Causes, Types of Conflict, Management Conflict.

BUS E106	Financial Accounting & Analysis	3
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Principles of Accounting – Double entry System – Journal – Ledger Subsidiary books – Trial Balance – Final Accounts including Manufacturing account. Depreciation Accounting – Methods of Depreciation. Management Accounting – Ratio Analysis – Working Capital Management – Cash flow and fund flow statement Capital Budgeting –Methods – Payback period, Rate of Return method, NPV and IRR methods – Cost of capital – Sensitivity Analysis. Marginal costing – break Even analysis – Cost volume profit analysis – absorption costing –

Methods and techniques of Budgetary control – standard costing – Variance analysis – Computing accounting and algorithms.

BUS E107	Services Marketing	3
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Nature and classification of services - Characteristics of services and their marketing implications. Marketing strategies for service firms - with special reference to information, communication, consultancy, advertising, professional services, after - sales service, recruitment, training and tourism. Product support services - pricing of services - problems of quality - **innovations**. in services. Marketing of financial services – nature – types - marketing of insurance - mutual fund - marketing for non-profit firms. CRM & Relationship Marketing Customer Satisfaction.

BUS E125	International Financial Management	
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International Financial Management Environment - Rise of Multinational Corporations - MNC's Financial Management Theory and Practice - Theories of Trade Blocks - quantitative and qualitative Restrictions on Trade - Determinants of Foreign Exchange Rates - Theories: PPP - Interest Rate Parity - Fisher Effect - International Fisher effect - Unbiased Forward Rate Theory, Exchange Rate system- Gold and Bretton woods system- Seventies and Eighties -- Multiple Exchange Rates - Exchange Rates - 'trade and Balance of Payments - Monetary an Portfolio Balance Models - Exchange Rate determination in Fixed Rate system- External Deficit and Internal Deficit - European Monetary system Nature and Measurement of Exposure and Risk - Measuring Accounting Exposure - Managing Accounting Exposure - Measuring and Managing Economic Exposure - Management of operating Exposure - Management of Interest Rate Exposure. Designing a Global Financing Strategy - institutional Structure - Euro Currency Loan - International Equity Markets - International Financing Decision - Financing Overseas Subsidiary - Borrowing International Equity Investment - *CAPM* - Measuring the cost of International Borrowing - Syndicated Loans. International Project Appraisal -- Issues involved *in Investment Analysis* - Foreign Project appraisal - Political Risk analysis - Adjusted Present Value Method - Cost of Capital for Foreign Investment -- Weighted Average Cost - Measurement and Management of Political Risk - International Tax Management. Multinational Working Capital Management - Short-Term Financing - Options - Dollar Cost Averaging - Alternative Financing Options - Current Asset Management - International cash Management: - Inventory Management - Managing Blocked Currency Trade.

BUS E102	CRM & Relationship Marketing	3
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Customer Relationship Management - Management requires Measurement - Qualitative Measurement Methods - Quantitative Measurement Methods - Calculating Relationship Indices. Customer Relationship Survey Design - Statistical Analysis of Customer Surveys - Using Customer Relationship Survey Results Relationships in Marketing - Relationship Concepts - Relationship Drivers - Lasting Relationships Customer Partnerships - Internal Partnerships - Supplier Partnerships - external Partnerships The Technological Revolution - Relationship Management - Changing Corporate Cultures

BUS E126	Financial Markets	3
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Indian financial system – characteristics – structure – financial markets – importance – role in economic development – financial sector reforms – Narasimhan Committee report. SEBI Regulation over financial markets – Functions and powers of SEBI Capital Market: Characteristics – structure – players. Primary market and secondary market – stock exchanges – Listing of Securities – Trading system in stock exchange NSE, BSE, ISE, OTC – share brokers – categories – other intermediaries – Regulation of stock exchanges – stock market efficiency – investor protection. Primary Market – Characteristics – Players – recent trends in capital market. Derivative Markets – Types of contracts – trading system – regulation of Derivative markets – Derivative in India – Recent trends. Government securities market: Types of instruments traded – characteristics of Government securities market – Recent Trends. Money Market: Characteristics – structure – instruments traded – players in the market – trading system. Recent trends in Money Market, Forex markets – structures – instruments – types of contracts, characteristics – trends.

BUS E120	International Trade Relations	3
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Meaning – Importance and theories – economic interdependence – Emerging dimensions of international economic relations. Historical perspective – its implications – monetary reserves Quota- quantitative restrictions and state trading - role of Hard currency in international liquidity -tariff plans - Triffin - UNCTAD - GATT- WTO - obligations of the member Countries. Functions and role of IMF, IBRD, IDA, UNDO - International Finance corporation -Asian development bank- European Payment union. Inter - American development USAID - Trade Blocks - USAID Trade among common Wealth countries - Trade among SAARC countries. South - north and south - south dialogue - role of Multinational corporations - SDR - role of technology - new International economic order - Asian common market - Euro - Currency market.

BUS E120	Fundamentals of Information Technology	3
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Introduction to Computer – Classification of Digital Computer System – Computer Architecture – Number – Compliments – Logic Gates – Truth Table – Boolean Algebra – Table Simplification of Boolean Function. Introduction to Computer Software – ‘C’, DBMS, RDBMS – Implementing Number Sorting, Matrix Addition, Multiplication, Palindrome Checking, Searching an Element an Array. MS-WORD – Creating Word Document – Editing Text – Adding and Formatting Numbers – Symbols – Getting into Print – MS-EXCEL – Creating Tables Using EXCEL – Using Tables and Creating Graphs – MS-ACCESS – Planning and Creating Tables – forms – Modifying Tables – Creating relational Database - Form Design – Reports – MS-POWERPOINT- Preparing Power Point Presentation for Marketing Products such as CREDIT CARD, Newly Introduced Cosmetic item etc., Introduction to Internet – Resources of Internet – Hardware and Software Requirement of Internet – Internet Service Providers – Creating an E-Mail Account –Sending and Receiving Messages with Attachments to our friends account – Multimedia and its Applications. Application software – Statistical packages – Usage of SPSS.

BUS E110	Investment Analysis & Portfolio Theory	3
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Nature and scope of investment management – investment objectives, constraints – factors – investment process – investment management and portfolio management - factors for investment analysis - impact of economic analysis - impact of industrial analysis role of capital markets. Understanding the investment environment - sources of investment information - approaches of security analysis - market indicators - security price movements -fundamental analysis - technical-analysis - Dow theory - Random walk theory - efficient market hypothesis - various forms of market efficiency and their implications to security analysis-technical analysis Vs. efficient markets hypothesis - common stock analysis - economic analysis - economic indicators - industry analysis. Company analysis components - non financial aspects - financial analysis - financial statement - analysis of prospectus - ratio analysis - EPS, UPS dividend yield - payment ratio - ROI, ROCI<Risk return - market risk - interest rate risk - purchasing power risk - business risk - financial risk - measurement of risk. Portfolio - portfolio management - portfolio theory - meaning and objectives, traditional and modern portfolio theory. Diversification - Markowitz's approach - portfolio management process-portfolio planning-portfolio analysis-portfolio selection -portfolio evaluation -portfolio revision- various steps involved in the development of portfolio. Capital market theory - assumptions - risk, investors preference - capital asset pricing model (CAPM) - estimating Betas - significance of betas in portfolio theory - securities market line arbitrage pricing theory-options pricing model-put and call - valuation of various options - futures trading - hedging and forward contracts - Indian stock market and the institutional investors.

BUS E128	Strategic Human Resource Management	3
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Changing Business Environment – Globalisation – Technological Changes – Market Changes – Business Strategy and HR – Strategic HR Practices – Strategic responses of Organisations to Changing Environment. Human Resource and Business Strategy – Changing work Roles – Portfolio – Process and Structure Related Strategic Responses and SHRM System. Strategic HRM Practises and Facilitators – Organisational Structure – Employee Relations. Management of Careers – National Cultures and International Management. Leadership in times of Change – Economic Indicators of HRM.

BUS E113	Business Taxation	3
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Customs Duty

Codes - Tariffs - Organisation of the Customs Dept., - Officers of the Customs - Powers - Levy of Duty - Appellate Machinery - Infringement of the Law - Offences and Penalties - Settlement of Disputes. Baggage - Mail - Imports for Re-export - Re-imports - Project Imports - Deferment of Levy - Warehousing - Export Rebates and drawback of duties free zones - Inputs.

Central Excise Duty

Basis of levy - excise administration - refund of duty on inputs for production of other goods - Use under bond - captive consumption - set off Proforma credit and MODVAT - small scale industries - concessions - compounded levy.

Central Sales Tax

Concept of sale and purchase - inter - state import and export trade or commerce - Registration of dealers - rates of tax - determination of turnover - Levy and collection of tax - penalties and cognizance of offences - Goods of special importance - Liability in special cases.

Tamilnadu General Sales Tax

Definition of sale - turnover - Taxable turnover - dealer - single point; multiple point - Registration of dealer - cancellation of registration - procedure for registration - filing of periodical returns - payment of tax at

regular intervals and on demand - Assessment procedure - appeals - revisions and references -keeping of accounts for purposes of sales tax.

BUS E129	E-Commerce	3
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Introduction : Introduction to Internet, Web servers, Web browsers, World wide web, Web pages, URL's e-mail, ftp, telnet, modems and ISP's (Internet Service Provider) Internet Security: Public/Private key pairs-Digital certificate - Digital signatures - Encryption and Decryption - Message Digests - Secure Hash Algorithms (SHA). E-Commerce : EDI (Electronic data interchange) - Search engines - Digital currency, e-cash, e-cheque, credit card, charge. card. Online Commerce : Interactive web pages, e-shopping, e-banking, e-agriculture, e-governance. HTML : Tags, Hyper-links, lists, framesets, tables, formats, images, forms (Post, Get, Read).

MASTER OF BUSINESS ADMINISTRATION (MBA)

Subject Code	Title of the Course	C / E	Credits			
			L	T	P	C
I SEMESTER						
BUS C202	Management Principles	C	2	1	0	3
BUS C203	Quantitative Methods in Business	C	2	1	0	3
BUS C204	Organizational Behaviour	C	2	1	0	3
BUS C205	Managerial Economics	C	2	1	0	3
BUS C206	Research Methodology and Communication	C	2	1	0	3
BUS C207	Management Accounting	C	2	1	0	3
BUS C208	Legal Systems in Business	C	2	1	0	3
BUS E201	Entrepreneurship and Management of Small Business	E	2	1	0	3
II SEMESTER						
BUS C209	Production and Materials Management	C	2	1	0	3
BUS C210	Applied Operations Research	C	2	1	0	3
BUS C211	Financial Management	C	2	1	0	3
BUS C212	Marketing Management	C	2	1	0	3
BUS C213	Human Resource Management	C	2	1	0	3
BUS C214	Business Policy & Strategic Management	C	2	1	0	3
BUS C215	Computer Languages for Management	C	2	0	1	3
BUS E202	System Analysis and Design	E	2	1	0	3
III SEMESTER						
BUS C216	Management Information System and E.D.P.	C	2	1	0	3
BUS C217	International Marketing	C	2	1	0	3
BUS E203	Sales Management and Distribution Management	E	2	1	0	3
BUS E204	Advertising Management and Sales Promotion	E	2	1	0	3
BUS E205	Corporate Finance	E	2	1	0	3
BUS E206	Security Analysis and Portfolio Management	E	2	1	0	3
BUS E207	Human Resource Development (HRD)	E	2	1	0	3
BUS E208	Data Base Management Systems	E	2	1	0	3
BUS E209	Decision Support System	E	2	1	0	3
BUS E210	Industrial and Labour Relations	E	2	1	0	3
BUS E211	Supply Chain Management	E	2	1	0	3
BUS E212	Tax Management	E	2	1	0	3
BUS E213	E-Business Technology & Management	E	2	1	0	3
BUS E214	Merchant Banking & Financial Services	E	2	1	0	3
BUS E215	New Product Strategy and Management	E	2	1	0	3
BUS E216	Industrial Marketing	E	2	1	0	3
BUS E217	Services Marketing	E	2	1	0	3
BUS E218	Marketing Research and Consumer Behaviour	E	2	1	0	3
BUS E219	Customer Relations Management & Relationship Marketing	E	2	1	0	3
BUS E220	Total Quality Management	E	2	1	0	3
BUS E221	Training and Development	E	2	1	0	3
BUS E222	Organisational Development	E	2	1	0	3
IV SEMESTER						
BUS C218	Project Report and Viva – Voce		0	0	15	15

MASTERS COURSES ABSTRACT:

BUSC202	Management Principles	2	1	0	3	R. Thenmozhi
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The Course aims to provide a broader understanding of Management concept and techniques. Knowledge of basis principles, process of management and policy making are mainly to be imparted. Besides the course focuses on business policy in all its implication.

BUSC203	Quantitative Methods in Business	2	1	0	3	N. Balasubramanian
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The course seeks to develop ability to apply mathematical models and statistical Techniques for solving problems in different functional areas of management. Emphasis is on the understanding of the concepts and their application for decision-making.

BUSC204	Organizational Behaviour	2	1	0	3	G.Suryanarayana Reddy
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The course develops in-depth knowledge of organizational behaviour, implication to organizational culture and climate, from a psychological perspective. Provides an understanding of social system, culture, status and organizational development.

BUSC205	Managerial Economics	2	1	0	3	Guest Faculty
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The course, primarily micro economic in character, exposes the tools of economics and its managerial application, concepts in resource allocation, pricing policies and practices in present scenario.

BUSC206	Research Methodology and Communication	2	1	0	3	Guest Faculty
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The primary objective of the course is for the student to understand the relevance process of research for management, and to equip him/her for doing the project work. The secondary objective is to improve the communication ability of the student.

BUSC207	Management Accounting	2	1	0	3	T.S. Rajathi Amma
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The Purpose of this course is to acquaint the students with the various concepts, techniques, methods, processes of accounting data, analysis, interpretation, decision making in the area of Financial and Managerial Accounting.

BUSC208	Legal System in Business	2	1	0	3	Guest Faculty
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The course exposes the different laws relating the employment and working conditions, laws relating to wages and salary administration employee services and benefits and other laws relating to business and industry.

BUSE201	Entrepreneurship and Management of Small Business	2	1	0	3	Guest Faculty
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The objectives of the course are to develop entrepreneurial skills and to focus the problems and prospects of small business. Modes of establishment and management of small business, criteria for appraisal of performance are to be dealt with.

BUSC209	Production and Materials Management	2	1	0	3	P.T. Srinivasan
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While all managers are involved in planning, organizing and controlling, operations managers have the direct responsibility for "getting the job done in the shop floor". The course aims to develop the skills in the operations function and materials management.

BUSC210	Applied Operations Research	2	1	0	3	N. Balasubramanian
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The course tries to provide necessary quantitative tools that makes the decision making process simpler. Some of the commonly used quantitative techniques in the field of management to dynamic business environmental conditions are discussed in detail.

BUSC211	Financial Management	2	1	0	3	R. Thenmozhi
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Finance is concerned with everything that takes place in the conduct of business. Obviously the subject seeks to develop and acquaint the students with the various concepts, techniques, methods of planning forecasting,

raising effective utilization, appraisals and to develop and increase the decision making ability in the area of finance.

BUSC212	Marketing Management	2	1	0	3	T.S. Rajathi Amma
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To acclimatise the students about the environment of market, consumer behaviour and to develop the ability to design the best marketing strategy by analyzing the factors influencing the purchase decision. Other entities such as consumerism marketing research ethics in marketing etc have formal exposition.

BUSC213	Human Resource Management	2	1	0	3	Guest Faculty
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The Course objective is to impart the concepts and techniques relating to the managerial and operative function of personal management to the students. An outline of manpower management with reference to industrial relations is to be provided.

BUSC214	Business Policy and Strategic Management	2	1	0	3	Guest Faculty
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The course focuses on different levels of Business Strategy and policy and their planning and social responsibilities of Business-the regulating frame working of the Business.

BUSC215	Computer Languages for Management	2	0	1	3	Mr. J. Khaja Sheriff
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The Course aims to provide and practice the student with computer languages and its utility programme such as dbase III Plus, 'C' Language, Lotus 1.2.3. and Wordstar in the application of management areas.

BUSE202	System Analysis and Design	2	0	0	2	Mr. J. Khaja Sheriff
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The Course aims to provide the detailed discussion about system analysis and design , structured Analysis development strategies computers aided system tools, Design of input and control, system implementation management and Analysis and design of prototype information system for functional areas of management .

BUSC216	Management Information System and E.D.P.	2	1	0	3	Mr. J. Khaja Sheriff
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The course aims to provide the detailed discussion and understanding of organizational structure and its activities, system concept, systems analysis and design, information system of functional areas of management, basic idea of computer systems, base system and selection and acquisition of computer power.

BUSC217	International Marketing	2	1	0	3	Guest Faculty
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Under the present scenario of globalization and liberalization the study of Foreign Trade assumes significance. The Subject aims to provide knowledge of the economic basis and the routines of exports and imports.

BUSE203	Sales Management and Distribution Management	2	1	0	3	Guest Faculty
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The course provides emphasis on sales management in the marketing area. A Management approach in planning, organizing and controlling of sales related marketing activities is to be provided. The emphasis is also to be made to explain how sales management is ultimately responsible for the society's need to assure them, to satisfy their needs and wants.

BUSE204	Advertising Management and Sales Promotion	2	1	0	3	N. Balasubramanian
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The subject focuses on the analysis, planning controlling and decision making of the advertiser as an institution in achieving the marketing oriented advertising objectives. The current trend in the promotional means of consumer and industrial products will facilitate the students to have a complete understanding of advertising and sales promotion.

BUSE205	Corporate Finance	2	1	0	3	M.R. Sathyamurthy
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The role of financial manager as a decision maker is to be emphasized with a managerial focus. The underlying philosophy with their distinctive feature might be a bit of stretch to cover the many facets of financial management in cooperate sectors.

BUSE206	Security Analysis and Portfolio Management	2	1	0	3	M.R. Sathyamurthy
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The course attempts to impart the knowledge on valuations and return fundamental and technical analysis, selection and management of portfolios provides insight into the evaluation.

BUSE207	Human Resource Development (HRD)	2	1	0	3	Guest Faculty
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The Course development in-depth Knowledge of Human Resource Development method of training organization development proposes, Organization Curricula and claimed some up area covered it prodigals, development Restive of HRD.

BUSE208	Data Base Management Systems	2	1	0	3	Mr. J. Khaja Sheriff
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The Course aims to provide detailed discussion of Data base terminology., Data base network, Entity Relationship model, features of database system, various types of DBMS like PC, Focus, dBase III plus , SQL etc. Understanding of database security, DBMS selection and acquisition.

BUSE209	Decision Support System	2	1	0	3	Mr. J. Khaja Sheriff
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The course aims at various models and concepts of Decision Support System – Model management, Data Management System, Dialog Management and Development of Decision Support System.

BUSE210	Industrial and Labour Relations	2	1	0	3	Guest Faculty
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The Course Aims at discussing the concept of industrial relation system and its applications to India with special reference to the nature, causes, forms, effects and presentation. It also examines the impact of labour policy on industrial relation.

BUS E211	Supply Chain Management	2	1	0	3	Guest Faculty
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The course objective is to familiarise the students with the concepts of supplies. The course focuses on customer focus on SCM, manufacturing scheduling, logistic management and information technology. The course acclimatizes the students about the Internet, Intranet and E-commerce.

BUSE212	Tax Management	2	1	0	3	Guest Faculty
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The course aims to provide an in-depth study of the cost, and Tax planning. Develops an expert knowledge for applying different taxes under the preview of law to big business houses. Knowledge of tax provision and computations exemptions deduction etc., is to be provided.

BUSE213	E-Business Technology & Management	2	1	0	3	Guest Faculty
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This Course focuses on E- Business Technology Principle- Software Tools, E-Business, E-commerce - E-Business Management and legal issues concerning the above.

BUSE214	Merchant Banking & Financial Services	2	1	0	3	Guest Faculty
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The purpose of this Course is to acquaint the students with the Merchant Banking in India, Issue Management, Mergers and Acquisition, Portfolio Management Service and Finance Services.

BUSE215	New Product Strategy and Management	2	1	0	3	Guest Faculty
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The course aims to provide detailed discussion with the area of New Product Process, Concept Generation, and Concept evolution, Commercialization of new product and organization and control of the new product function.

BUSE216	Industrial Marketing	2	1	0	3	Guest Faculty
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The Course aims to provide a detailed discussion of industrial marketing environment, organizational burring process, assessing of market opportunities, formulation of industrial marketing strategy and its evaluation strategy and performance.

BUSE217	Services Marketing	2	1	0	3	T.S. Rajathi Amma
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Introduction , growth, concept, designing, developing and service aspirations. Marketing mix, elements, names product, price, promotion, distribution, people, physical, evidence. Marketing of service with special reference to financial services, health, hospitality, travel, hotels, tourism, professional, utility and educational services.

BUSE218	Marketing Research and Consumer Behaviour	2	1	0	3	P.T. Srinivasan
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The course offers a lucid discussion of different steps involved in a marketing research study taking a user oriented perspective. It contains more application-oriented coverage, making use of marketing illustrations. The consumer behaviour theories, research finding, focus attention to a pragmatic application in the market place

BUSE219	Customer Relations Management & Relationship Marketing	2	1	0	3	Guest Faculty
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Customer component is the most critical and vital component among all the other components for any organization to thrive and to make positive strides in the path of success. This course covers Qualitative Measurement Methods, Relationship Concepts, Changing Corporate Cultures and Internal, External Partnerships.

BUSE220	Total Quality Management	2	1	0	3	Guest Faculty
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No organization can see huge returns without maintaining higher quality standards. This subject deals about Control Charts, Reliability Engineering, Value Engineering and Value Analysis.

BUSE221	Training and Development	2	1	0	3	Guest Faculty
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Change is the only factor which remains constant forever. For the wholehearted adoption of any new change imparting training to the connected people becomes inevitable. This subject throws light upon the development of basic skills for designing and conducting the training programme. It also provides experimental, skill based exposure to the process of training system.

BUSE222	Organisational Development	2	1	0	3	Guest Faculty
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This subject provides a frame work as to the various dimensions of organization development like life cycle process, organization culture, team building and the improvement of quality of work life.

BUSC218	Project Report and Viva-voce	0	0	15	15	All Faculty
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Each Student shall be required to prepare a project report to demonstrate the capability of the student for some creative potential and original approach to solve the practical problem in today's business or industry.