UNIVERSITY OF CALICUT

Abstract
Faculty of Commerce and Management Studies-Regulations, scheme and syllabus of MBA under Calicut University Credit Semester System (CUCSS)-modified-approved-implemented-orders issued.

G & A - IV - E

U.O.No. 26/2014/CU                Dated, Calicut University.P.O, 01.01.2014

          3. Item No. 1 (Additional agenda) of the minutes of the meeting of the Board of Studies in Management Studies (PG) held on 27.11.2013.
          4. Item No. VI (Additional Agenda) of the minutes of the Faculty of Commerce and Management Studies held on 28.11.2013.

ORDER

As per paper read as first above, orders were issued for implementing the revised Regulations, Scheme and Syllabus of MBA under Calicut University Credit Semester System (CUCSS) for affiliated MBA Colleges and MBA Self Financing Centres with effect from 2013-14 admission.

Vide paper read as second above, Pareeksha Bhavan has pointed out certain discrepancies in the Scheme and syllabus of MBA (CUCSS-2013 admission) and sought urgent clarification on the matter.

As per paper read as third above, the Board of Studies in Management Studies (PG) examined the nature of corrections required as clarified by the HOD, Department of Commerce and Management Studies and submitted the modified Regulations, Scheme and Syllabus of MBA (CUCSS) to be implemented with effect from 2013-14 admission.

Vide paper read as fourth above, the Faculty of Commerce and Management Studies has approved item No. 1 (Additional agenda) of the minutes of the meeting of the Board of Studies in Management Studies held on 27.11.2013.

Considering exigency of the matter, the Vice Chancellor in exercising the powers of the Academic Council, has approved the minutes of the meeting of the Board of Studies and the Faculty read as third and fourth above subject to ratification by the Academic Council.

Sanction is therefore accorded to implement the modified Regulations, Scheme and syllabus of
MBA (CUCSS) in affiliated MBA Colleges and MBA Self Financing Centres with effect from 2013-14 admission subject to ratification by the Academic Council.

Orders are issued accordingly. (Syllabus appended)

Muhammed S
Deputy Registrar

To

The Principals of affiliated Colleges offering MBA Programme/Co-ordinators of Schools of Management Studies/The Controller of Examinations

Copy to: PS to VC/PA to PVC/PA to Registrar/PA to CE/EX Section/EG1 Section/DR/AR M.Com/MBA/Tabulation Section/Director, CDC/JR CDC/Enquiry/GA I 'F'

Section/PRO/System Administrator to upload the syllabus in the University Website.

Forwarded / By Order

Section Officer
University of Calicut

Modified Regulations of Master of Business Administration (MBA)

Programme under CUCSS Mode

Implemented With Effect from 2013-14 Admissions in Affiliated MBA Colleges and MBA Self Financing Centres

1.0 Title of the programme
This degree shall be called MASTER OF BUSINESS ADMINISTRATION (MBA).

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

3.0 Admission Procedure
3.1 For University Department or its Full time and Part time centres
The admission to the programme shall be made on the basis of the score in the entrance test called CMAT conducted by the All India Council of Technical Education (AICTE), the marks of the Group Discussion, Personal Interview and the marks obtained by the candidates in the Plus Two /Pre degree examination put together in the following proportion:

3.2 The rank score shall be arrived at as follows:

<table>
<thead>
<tr>
<th>Test</th>
<th>Out of</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrance test score</td>
<td>120</td>
</tr>
<tr>
<td>Plus Two / PDC marks</td>
<td>30</td>
</tr>
<tr>
<td>Group discussion</td>
<td>25</td>
</tr>
<tr>
<td>Personal Interview</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
</tr>
</tbody>
</table>

The minimum required test score is 30 % of weightage given to entrance test (120) for general category candidates and 20% for SC/ST candidates.
3.3 The weightage for Plus Two / PDC shall be based on total marks obtained by the students in all parts, (that is, languages and subjects or Part I, Part II and Part III) as follows:

Up to 50% aggregate marks obtained in the plus two examination: No Weightage.

From 50% to 55% : 5 marks
55.01% to 60% marks : 10 marks
60.1% to 65% marks : 15 marks
65.1% to 70% marks : 20 marks
70.1% to 75% marks : 25 marks
Above 75% : 30 marks

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

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

The candidates admitted to the MBA programme must produce the qualifying degree mark list/ provisional certificate/ confidential mark list, latest at the last date of closing MBA Admission by the University. If he/she fails to produce the same, his or her admission will be cancelled on the next working day. The University will not be liable for the loss caused to the student. Reservation of seats shall be followed strictly for admission both in the Department and also at its centres as per the Kerala Government Rules applicable for the professional colleges.

3.5 For Affiliated Management Institutes

For admission to MBA Programme in private management institutes affiliated to Calicut University CMAT examination conducted by AICTE/CUMAT conducted by the University of Calicut are the only approved test. Candidates while appearing for the selection must produce valid C-MAT/CUMAT score before the selection committee both for merit seats and management quota seats. During the month of March/April the University shall invite applications for admission to MBA programme under merit seats. Before the last date of
receipt of applications for admissions, the candidate shall have obtained his/her CMAT/CUMAT score and the score card shall be submitted along with the application on or before the last date of receipt of filled up application form each year. Based on the CMAT/CUMAT Score, the candidate shall be shortlisted for Group Discussion and Personal Interview at least thrice the number of seats or the actual number of applicants whichever is lesser shall be the number of candidates invited for Group Discussion and Personal Interview.

3.6 Out of the total seats, 50% shall be merit quota (Government Quota) and 50% shall be Management Quota. University shall conduct the Group Discussion and Personal Interview for merit quota seats in self-financing institutes and a common rank list shall be prepared, for all the self financing institutes. Options will be collected by the university from the candidates during the counseling and will make allotment of candidates to different institutes on the basis of merit and according to the choice of the candidates, keeping all community reservation rules applicable as per rules of Government of Kerala rules. Based on this, allotment letter will be given by the University to the candidates and the college shall give admission to the candidates in the merit quota seats based on the allotment letter. Fees for these seats are fixed by the University from time to time.

3.7 If sufficient candidates are not joining in the merit quota seats as per the University allotment letter, the college/institute shall report the matter to the University and with the written permission of the University, the college/institute may fill the seats from the rank list prepared by the University based on the Entrance and GD/PI conducted by the University. However, the management can collect only the fees fixed for the self financing centres run directly by the University. The management quota seats shall be filled up after preparing a rank list based on the CMAT/CUMAT score. The private management institutes shall inform the Registrar, University of Calicut and also the Dean, Faculty of Commerce and Management Studies about the entrance test that the institute shall use for ranking candidates for Management Quota seats.

3.8 Admission shall be strictly based on the rank list or lists that the institutes prepare and publish based on the above. The institute shall send one copy each of such rank list or lists of the candidates admitted to the Registrar, University and the Dean, Faculty of Commerce and Management Studies within two weeks of its closing admission each year.

3.9 The University may prepare a calendar of MBA events for admission, class commencement and ending, end-semester university exam, etc. The date of publication of
notification inviting applications, last date of receipt of filled up applications, date of admission and commencement of classes shall be based on the calendar of events for MBA issued by the University. If the University does not publish the calendar for MBA events the institutes shall admit students and start classes only after getting a letter of approval of the schedule for the above from the University.

3.10 Those candidate seeking admission under Merit and Management Quota through CUMAT conducted by University of Calicut must undergo Written Test, Group Discussion and Personal Interview in order to obtain the CUMAT Score Card from the University.

4.0 Medium of Instruction and examination
The medium of instruction and examination shall be English.

5.0 Schedule and Hours of Lecture
5.1 Duration of the programme
The programme shall have four semesters. Each semester shall consist of 16 weeks. Instruction and University examinations in each course in a semester shall be completed within 90 days in a semester.

<table>
<thead>
<tr>
<th>Semester</th>
<th>Beginning Month*</th>
<th>Closing month*</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Semester</td>
<td>1st August every year</td>
<td>31st January every year</td>
<td>6 months</td>
</tr>
<tr>
<td>2nd Semester</td>
<td>1st February every year</td>
<td>31st July every year</td>
<td>6 months</td>
</tr>
<tr>
<td>3rd Semester</td>
<td>1st August every year</td>
<td>31st January every year</td>
<td>6 months</td>
</tr>
<tr>
<td>4th Semester</td>
<td>1st February every year</td>
<td>31st July every year</td>
<td>6 months</td>
</tr>
</tbody>
</table>

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

5.2 Lecture Hours
Each full course (4 Credit) shall have four hours and each half course (2 Credit) shall have two hours of lecture classes per semester. Each courses having a maximum of 4/2 credits will be considered as full course and all courses having a maximum of 2 credits shall be considered as half courses. Each full course shall have a minimum of 60 hours of lecture and each half course 30 hours of lecture in a semester.

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

7.0 Internal Assessment
All courses shall have internal assessment.

7.1 Internal assessment components
The internal assessment will be based on the following components. Each faculty shall have the freedom to decide the appropriate weight of individual components except for tests, which shall be minimum of 50% of the total internal assessment. But the following components may be followed:
Periodic tests (Marks of best 2 out of a minimum of 3 tests) 50%
Seminar paper and presentation 20%
Classroom participation and attendance 10%
Case analysis/ other assignment 20%

7.2 A student should have obtained a minimum of D grade in internal assessment in each course to be passed successfully in that course.

7.3 In case a student fails to get D grade in any course, he or she shall take retest(s)/ submit assignments to the concerned faculty to get the required minimum in that course. Internal assessment has to be completed before the university examination for each semester.

7.4 If the student fails in getting marks in internal assessment in spite of taking retests or resubmission etc. he or she shall not be allowed to write the end semester examination of the University in that course.

7.5 Such students shall repeat the course along with the successive batch of MBA students for getting pass marks in internal assessment and then appear for University examination in such course.

8.0 Transparency about Internal Assessment
8.1 Each faculty shall maintain record of performance and attendance of each student in his or her class course-wise.

8.2 Each faculty shall submit the internal assessment marks of the students to the Head of the department or institution on conclusion of lecture class in each semester.

8.3 Such internal assessment mark lists shall show all the components separately and the total of internal assessment marks awarded to each student.
Format of Internal Assessment Mark list

<table>
<thead>
<tr>
<th>SL.No.</th>
<th>Name</th>
<th>Test 1</th>
<th>Test 2</th>
<th>Test 3</th>
<th>Sum of Best 2 tests</th>
<th>Seminar Paper</th>
<th>Seminar Presentation</th>
<th>Attendance</th>
<th>Assignment</th>
<th>Total</th>
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</table>

8.4 The Department or Centre or Institute shall publish the list of internal assessment marks of all the students within a week of conclusion of the lecture classes in each semester before sending it to the Controller of Examinations.

8.5 The internal marks of the student shall be communicated to Controller of Examinations along with attendance certificate (APC) within two weeks from the last day of class in each semester.

8.6 The faculty shall make available details of the internal assessment marks, with explanations wherever required, to the Head of the Department or Institution in case of grievance regarding internal assessment.

9.0 Procedure for grievance handling of internal assessment

9.1 If the students have any grievance against any member of faculty, such grievance shall be dealt with at three levels for a solution. First the concerned student may present the grievance and discuss it with the concerned faculty.

9.2 If the grievance is not solved at the faculty level, the student shall submit a written complaint with all the relevant details to the Head of the Department, centre, or institute.

9.3 The complaint shall be dealt with by a Committee of Teachers with the Head of the institute, one senior teacher and the teacher whose assessment is a matter of dissatisfaction for the student or students.

9.4 If it is not solved at the Department or centre or institute level the head of the institution shall forward the written complaint of the student along with the reply of the concerned faculty member to the Controller of Examinations, University of Calicut.

9.5 The student and the faculty member may be invited to present the facts of the dispute in writing before a Committee consisting of the Controller of Examinations, Head,
Department of Commerce and Management Studies, University of Calicut and the Dean, Faculty of Commerce and Management Studies of the University. This Committee may take a final decision based on the facts presented by the student(s) and the concerned teacher and the answers they get from them.

10 External Examination

10.1 The University shall conduct semester end examinations, carrying 2.4 credits for full course and 1.2 credits for half course, for each of the courses in the first, second, third and fourth semesters.

10.2 The duration of examination shall be three hours for full courses and 1½ hours for half courses.

10.3 A student shall register for all the courses in a semester to appear for examination in the respective semester for the first time. Part appearance shall not be allowed for first appearance.

11.0 Project Report- Minor

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

11.2 The faculty guide must have either (a) M. Phil or Ph.D. in Management or Commerce or Economics or (b) two years’ MBA teaching experience.

11.3 The student shall prepare and submit a project report to the University through the Centre to which the student is attached.

11.4 The report shall be printed and bound (preferably spiral bound) with not less than 50 A4 size pages.

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

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

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

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

11.9 Project work shall have the following stages
- Project proposal presentation
- Field work and data analysis
- Report writing
- Draft project report presentation
- Final project report submission

11.10 The project is done individually.

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

11.12 The duration for minor project work is three weeks for data collection and field work.

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

11.14 Structure of the report (Common for minor and major projects)
Title page
Certificate of the Head of the Dept./Institution
Certificate from faculty guide
Certificate, in original, from the organization (for having done the project work)
Declaration
Acknowledgements
Contents

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

Chapter II: Review of literature/Theoretical profile

Chapters III and IV: Data Analysis (Can be 3 or more chapters)

Chapter V: Summary, Findings and Recommendations.

Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)

Bibliography (books, journal articles etc. used for the project work).

12.0 Major Project

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

12.2 For guide, the qualification is the same as for minor project.

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

12.4 This project work is to be done individually by the students.
12.5 The student shall prepare and submit a project report, printed and bound (preferably spiral bound) with a minimum of 100 A4 pages of text, to the Head of the Department or Centre or Institute before the last working day of the final semester.

12.6 The head of the institute shall send the projects of all the students together to the Controller of Examinations well in time so that they are received in the Pareeksha Bhavan within two weeks from the last date for project submission to the institute.

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

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

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

13.0 Evaluation of Minor Project Reports

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

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

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

13.4 In the second stage of evaluation, the Board of Examiners appointed by the University for the evaluation of III Semester MBA Examinations shall evaluate these project reports and award a maximum of 2.4 credit based on the content, style, research methodology, originality of the problem and solutions recommended, etc.

13.5 Sum of the marks awarded to each student in the internal evaluation out of 1.6 credit and the external evaluation out of 2.4 credits together shall be the to be awarded to the student for the minor project. While evaluating the minor project report 36 weights may be distributed in the following order.

a. Problem formulation-6 Weights          b. Methodology adopted-6 Weights
   c. Analysis of the data- 12 Weights    d. Clarity of Findings- 6 Weights
   e. Report writing- 6 Weights

14.0 Evaluation of Major Project Report
14.1 The major project report during the fourth semester shall be evaluated in two stages.

14.2 Internal assessment by the faculty guide out of 2.4 credit for the project.

14.3 External evaluation by the final semester Board of Examiners appointed by the University for a maximum of 3.6 credits for the major project in the final semester. While evaluating the project report 54 weights may be distributed in the following order.

   a. Problem formulation- 9 Weights
   b. Methodology adopted- 9 Weights
   c. Analysis of the data- 18 Weights
   d. Clarity of Findings- 9 Weights
   e. Report writing- 9 Weights

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

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

14.6 Sum of the marks awarded to each student in the internal evaluation out of 3.2 credit and the external evaluation out of 4.8 credits together shall be the to be awarded to the student for the major project.

15.0 Minimum credits for Project Report

15.1 The student should get a minimum of D grade for project report for a pass in both minor and major projects.

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

16.0 Viva Voce Examination

16.1 At the end of fourth semester, each student shall attend a comprehensive viva voce examination. Viva Voce examination shall be for 2 credits with 18 weights.

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

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

16.4 The student should get D grade for a pass in viva voce. Weightage for viva voce examination shall be split in the following order

   a. Knowledge in the subject- 6 Weights
   b. Knowledge in the Project Report- 6 Weights
   c. Communication skills, presentation skills etc- 6 weights
### 17.0 Scheme of Instruction and Examination

#### 17.1 Semester One

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Internal credit</th>
<th>External credit</th>
<th>Total Credit</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS IC 01</td>
<td>Business Communication</td>
<td>0.8</td>
<td>1.2</td>
<td>2</td>
<td>Core</td>
</tr>
<tr>
<td>BUS IC 02</td>
<td>Management Theory and Practice</td>
<td>0.8</td>
<td>1.2</td>
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<td>Core</td>
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<td>BUS IC 03</td>
<td>Business Laws</td>
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<td>2.4</td>
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<td>Organizational Effectiveness</td>
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<td>BUS IC 05</td>
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<td>BUS IC 06</td>
<td>Information Technology for Management</td>
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<td>2.4</td>
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<td>Core</td>
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<tr>
<td>BUS IC 07</td>
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<td>2.4</td>
<td>4</td>
<td>Core</td>
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<tr>
<td>BUS IC 08</td>
<td>Quantitative Techniques</td>
<td>1.6</td>
<td>2.4</td>
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<td>Core</td>
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<tr>
<td>BUS IC 09</td>
<td>Accounting for Managers</td>
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<td>2.4</td>
<td>4</td>
<td>Core</td>
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Total in a semester: 12.0 \ 18.0 \ 30

#### 17.2 Semester Two

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Internal credit</th>
<th>External credit</th>
<th>Total Credit</th>
<th>Type</th>
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<tr>
<td>BUS 2C 10</td>
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<td>1.2</td>
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<td>BUS 2C 11</td>
<td>Marketing Management</td>
<td>1.6</td>
<td>2.4</td>
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<td>Core</td>
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<td>BUS 2C 12</td>
<td>Financial Management</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
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<td>BUS 2C 13</td>
<td>Operations Management</td>
<td>1.6</td>
<td>2.4</td>
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<td>BUS 2C 14</td>
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<td>2.4</td>
<td>4</td>
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<td>BUS 2C 16</td>
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<td>2.4</td>
<td>4</td>
<td>Core</td>
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<tr>
<td>BUS 2C 17</td>
<td>Research Methodology for Social Sciences</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
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Total in a semester: 12.0 \ 18.0 \ 30

#### 17.3 Semester Three

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Internal credit</th>
<th>External credit</th>
<th>Total Credit</th>
<th>Type</th>
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<tr>
<td>BUS 3C 18</td>
<td>Strategic Management</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
</tbody>
</table>
### BUS 3C 19 Cost and Quality Management
- Credit: 1.6
- Type: Core

### BUS 3C 20 Project Management
- Credit: 1.6
- Type: Core

### BUS 3C 21 Supply Chain Management
- Credit: 0.8
- Type: Core

### BUS 3C 22 Investment Management
- Credit: 1.6
- Type: Core

### Functional Elective 1
- Credit: 1.6
- Type: Elective

### Functional Elective 2
- Credit: 1.6
- Type: Elective

### Functional Elective 3
- Credit: 1.6
- Type: Elective

### BUS 3 MGT P Minor Project
- Credit: 0.8
- Type: Dissertation

### Total in a semester
- Credit: 12.8
- Type: Core

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#### 17.4 Semester Four

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 4C 23</td>
<td>New Enterprise Management</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS 4C 24</td>
<td>International Business</td>
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<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS 4C 25</td>
<td>Indian Ethos &amp; Business Ethics</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td></td>
<td>Functional Elective 4</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Elective</td>
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<td>Functional Elective 5</td>
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<td>2.4</td>
<td>4</td>
<td>Elective</td>
</tr>
<tr>
<td>BUS 4MGT P</td>
<td>Major Project</td>
<td>2.4</td>
<td>3.6</td>
<td>6</td>
<td>Dissertation</td>
</tr>
<tr>
<td>BUS 4MGT V</td>
<td>Comprehensive Viva Voce</td>
<td>2.0</td>
<td>2</td>
<td>2</td>
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<tr>
<td></td>
<td>Total in a semester</td>
<td>10.4</td>
<td>17.6</td>
<td>28</td>
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</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td><strong>47.2</strong></td>
<td><strong>72.8</strong></td>
<td><strong>120</strong></td>
<td></td>
</tr>
</tbody>
</table>

---

#### 18.0 Time Limit for Completion and Validity of Registration

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

#### 19.0 Failed students

19.1 If a student fails in any course or courses, he or she shall reappear in that course or courses in the regular examinations of the respective semester of any of the successive batches of MBA students.
19.2 If they fail to pass in any course or courses within the five years, then they shall be required to reregister for the course they did not complete by paying the fees fixed by the university and appear for the university examination.

20.0 Change in curriculum and Chances to students

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

21.0 Discontinuation and Readmission

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

22.0 Pass minimum

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

<table>
<thead>
<tr>
<th>Letter grade</th>
<th>Range of Grade Point Average</th>
<th>Performance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>3.5 to 4.0</td>
<td>Excellent</td>
</tr>
<tr>
<td>B</td>
<td>2.5 to 3.49</td>
<td>Very good</td>
</tr>
<tr>
<td>C</td>
<td>2.2 to 2.49</td>
<td>Good</td>
</tr>
<tr>
<td>D</td>
<td>2.0 to 2.19</td>
<td>Average</td>
</tr>
<tr>
<td>E</td>
<td>0.5 to 1.99</td>
<td>Poor</td>
</tr>
<tr>
<td>F</td>
<td>Below 0.5</td>
<td>Very poor</td>
</tr>
</tbody>
</table>

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

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

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

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

24.0 Specialization Electives:

24.1 Marketing

In Third Semester
BUS 3EM01 Consumer Behaviour
BUS 3EM02 International Marketing
BUS 3EM03 Advertisement and Sales Promotion
BUS 3EM04 Brand Management

In Fourth Semester
BUS 4EM05 Sales Management
BUS 4EM06 Retail Management

24.2 Finance

In Third Semester
BUS 3EF01 International Finance
BUS 3EF02 Corporate Taxation
BUS 3EF03 Advanced Financial Management

In Fourth Semester
BUS 4EF04 Indian Financial System
BUS 4EF05 Forex Management

24.3 Human Resource Management

In Third Semester
BUS 3EH01 Managing Self and Others
BUS 3EH02 Performance Management
BUS 3EH03 Human Resource Planning and Development
In Fourth Semester
BUS 4EH04  Management of Training and Development
BUS 4EH05/IB05Global Human Resource Management

24.4 International Business

In Third Semester
BUS 3E1B01  Strategic Financial Management
BUS 3EIB02/ F01International Finance
BUS 3EIB03/M02International Marketing

In Fourth Semester
BUS 4E1B04/F05Forex Management
BUS 4EIB05  Global Human Resource Management

24.5 Systems Elective

In Third Semester
BUS 3ES 01 System Analysis and Design
BUS 3ES 02 Data Base Management Systems
BUS 3ES 03 Electronic Commerce

In Fourth Semester
BUS 4ES 04 Enterprise Resource Planning
BUS 4ES 05 Business Process Reengineering

25.0 For all other matters which are not specified in this regulation the common regulation for PG Programme under CUCSS for affiliated colleges will be applicable.

26.0 MBA Part Time Programme

26.1 All the above provisions are applicable to MBA Part Time Programme. In addition, to be eligible for admission to MBA Part Time Programme, a candidate should have a minimum of three years' work experience with any organization. In the absence of employed candidates, such seats can be filled by candidates other than employees.

26.2 The duration of the programme shall be four semesters spanning over two years with a minimum of three hours of lecture on every working day and six hours' lectures on Sundays and Public Holidays. In all semesters the total number of contact hours of MBA Part-time programme must be equal to total number of contact hours of regular MBA Programme.

27.0 Scheme of Instruction and Examination of Part Time MBA Programme

17.1 Semester One
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Internal credit</th>
<th>External credit</th>
<th>Total Credit</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS IC 01</td>
<td>Business Communication</td>
<td>0.8</td>
<td>1.2</td>
<td>2</td>
<td>Core</td>
</tr>
<tr>
<td>BUS IC 02</td>
<td>Management Theory and Practice</td>
<td>0.8</td>
<td>1.2</td>
<td>2</td>
<td>Core</td>
</tr>
<tr>
<td>BUS IC 03</td>
<td>Business Laws</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS IC 04</td>
<td>Organizational Effectiveness</td>
<td>0.8</td>
<td>1.2</td>
<td>2</td>
<td>Core</td>
</tr>
<tr>
<td>BUS IC 05</td>
<td>Business Environment</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS IC 06</td>
<td>Information Technology</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS IC 07</td>
<td>Managerial Economics</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS IC 08</td>
<td>Quantitative Techniques</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS IC 09</td>
<td>Accounting for Managers</td>
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<td>2.4</td>
<td>4</td>
<td>Core</td>
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<tr>
<td></td>
<td>Total in a semester</td>
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<td>18.0</td>
<td>30</td>
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</table>

17.2 Semester Two

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<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 2C 10</td>
<td>Soft Skill Development</td>
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<td>1.2</td>
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<tr>
<td>BUS 2C 11</td>
<td>Marketing Management</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS 2C 12</td>
<td>Financial Management</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS 2C 13</td>
<td>Operations Management</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS 2C 14</td>
<td>Human Resources Management</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS 2C 15</td>
<td>Management Science</td>
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<td>2.4</td>
<td>4</td>
<td>Core</td>
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<tr>
<td>BUS 2C 16</td>
<td>Management Information Systems</td>
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<td>2.4</td>
<td>4</td>
<td>Core</td>
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<tr>
<td>BUS 2C 17</td>
<td>Research Methodology for Social Sciences</td>
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<td>2.4</td>
<td>4</td>
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<td></td>
<td>Total in a semester</td>
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<td>18.0</td>
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17.3 Semester Three

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<tr>
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</thead>
<tbody>
<tr>
<td>BUS 3C 18</td>
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<td>2.4</td>
<td>4</td>
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<tr>
<td>BUS 3C 19</td>
<td>Cost and Quality Management</td>
<td>1.6</td>
<td>2.4</td>
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<td>Core</td>
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<tr>
<td>BUS 3C 20</td>
<td>Project Management</td>
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<td>2.4</td>
<td>4</td>
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<tr>
<td>BUS 3C 21</td>
<td>Supply Chain Management</td>
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<td>Course Code</td>
<td>Course Title</td>
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<td>Total Credit</td>
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<tr>
<td>BUS 3C 22</td>
<td>Investment Management</td>
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<td>2.4</td>
<td>4</td>
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### 17.4 Semester Four

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<tr>
<td>BUS 4C 26</td>
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<td>Core</td>
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<tr>
<td>BUS 4C 27</td>
<td>International Business</td>
<td>1.6</td>
<td>2.4</td>
<td>4</td>
<td>Core</td>
</tr>
<tr>
<td>BUS 4C 28</td>
<td>Indian Ethos &amp; Business Ethics</td>
<td>1.6</td>
<td>2.4</td>
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<td>Major Project</td>
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<td>3.6</td>
<td>6</td>
<td>Dissertation</td>
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<tr>
<td>BUS 4 MGT V</td>
<td>Comprehensive Viva Voce</td>
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<td></td>
<td>Total in a semester</td>
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<td>17.6</td>
<td>28</td>
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<tr>
<td></td>
<td>Grand Total</td>
<td>47.2</td>
<td>72.8</td>
<td>120</td>
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</tbody>
</table>
23.0 Detailed Syllabus

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 01 BUSINESS COMMUNICATION

Time: 30 hrs 2 credits

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

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

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

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

Books:
1. Dan O'Hair et al. Strategic Communications in Business and the Professions, Pearson, 2008.
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
BUS 1C 02 MANAGEMENT THEORY AND PRACTICES  

Time: 30 hours  
Credits 2  

Course objectives:  
• To understand the process of business management and its functions, and  
• To familiarize the students with current management practices.  

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

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

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

Books:  
Module I

Module II

Module III

Module IV

Module V

References:
1. Gulshan: Business law
2. M.C. Kuchhal, Business Laws, Vikas
3. M.C. Shukla: Mercantile Law, S. Chand New Delhi, 2010
4. B. N. Tandon: Indian Company Law
Course objectives:
1. To understand the dynamics of interpersonal, intra group and inter group behavior at workplace and
2. To gain practical knowledge in change management and organization development.

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

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

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

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

Module I

Module II

Module III

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

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

Books:
5. AC Fernando, Business Environment, Pearson, 2011
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 1C 06 INFORMATION TECHNOLOGY FOR MANAGEMENT

60 Hours 4 credits

Course objectives:
• To learn to use MS Excel and MS Access for decision-making
• To understand the potential of the Internet for e-commerce and the security for e-commerce

Module I

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

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

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

Module V

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

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

Module II
Utility and Demand Analysis - concept and types of utility; Laws of demand; elasticity of demand; demand forecasting - techniques.

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

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

Module V
National income concepts and measurement; Business cycles and contra cyclical policies; Economic planning and development models; Mahalnobis model; Harod-Kaldore model.

Books:
2. H.L.Ahuja. Managerial economics- Analysis of managerial decision making, S.Chand, New Delhi
5. DN Dwivedi, Managerial Economics, Vikas Publishing House, New Delhi, 2012
Course objectives:
- To understand statistical tools for quantitative analysis
- To understand the process of using statistical tools for validating findings and interpreting statistical results.

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

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

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

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

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

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

Module I

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

Module III

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

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

Books:
1. Financial accounting—Ashoka Banerjee — Excel publications, New Delhi,
2. Accounting principles—Anthony—Irwin Publishers
3. Financial Accounting of Management—Ambariosh Gupta—Pearsons Education
5. Corporate Accounting—Dr. V.K.Goyal—Excel books
7. Accounting for Managers, NK Guptha & Vidhu Bansal, International Book House
Course objectives:

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

Module I

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

Module II

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

Module II

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

Methodology

(There should be adequate exposure to demonstrations, games, case studies, role plays, field works, presentations, debates and discussions, simulation of real life situations, stress exercises, team exercises, planning exercises, personality testing and feedback etc.)
Module I
Introduction to marketing management—Concept, nature and importance of marketing; Evolution of marketing concept; Marketing environment—Micro environment of marketing and macro environment of marketing—Domestic marketing and international marketing.

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

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

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

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

Books:
7. Neelamegham, S, Marketing in India; Cases and Readings, Vikas New Delhi, 1988
Objectives:
1. To understand the different financial functions to be discharged by a finance manager.
2. To analyze the impact of financial decisions on business enterprise.

Module I

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

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

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

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

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

Reference Books:
4. Ravi M Kishore: Financial Management (Taxmann)
Course objectives:
- To gain an in-depth knowledge of production and operations management, and
- To understand the ways of improving productivity and operational efficiency.

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

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

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

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

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

Books:
Module I

Module II

Module III

Module IV

Module V

Books:
Human Resource Management—Text and Cases—VSP Rao
Human Resource Management—Snell, Bohlander
Module I
Management Science: Scope and importance; Linear Programming: Applications, advantages and disadvantages – formulation of problem - assumptions - Graphic and simplex methods - Duality and shadow pricing; sensitivity analysis- simple problems.

Module II

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

Module IV

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

Books:
60 Hours  
Course objectives:
• To understand the process of information generation and communication in organisations
• To understand the process of IT application development and use in organisations
• To provide a basic understanding about security issues of information resources.

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

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

Module III

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

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

Books:
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 2C 17 RESEARCH METHODOLOGY FOR SOCIAL SCIENCES

60 HOURS  4 credits

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

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

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

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

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

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

Books:
6. CR Kothari, Research Methods and Techniques, New Age International, New Delhi
Objectives:
1. To understand the fundamentals of strategic management, and
2. To develop the capability to formulate and implement strategies

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

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

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

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

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

Books:
1. William Glueck : Business policy - Strategy formulation and management action
2. Rue : Strategic Management
3. Donal F Harvey : Business policy and Strategic Management.
5. Ravi M. Kishore: Strategic Management- Text & Cases, Taxmann
7. Azhar Kasmi : Business Policy
UNIVERSITY OF CALICUT  
MASTER OF BUSINESS ADMINISTRATION  
BUS 3 C 19 COSTS AND QUALITY MANAGEMENT

Time: 60 hrs  
4 credits

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

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

**Module II**
Marginal costing and breakeven analysis—CVP analysis—application of marginal costing in managerial decisions—make or buy decision—key factor decision—pricing decision—optimum production capacity decision—profit mix decision—investment decision.

**Module III**

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

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

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

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

Module II

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

Module IV

Module V

Books:
1. John M. Nicholas, Project Management for Business and Technology, New Delhi, 2004
7. Sid Kemp, Project Management Demystified, Tata McGraw Hill, 2004
8. Prasanna Chandra: Projects-planning, analysis selection-implementation & Review
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 21 SUPPLY CHAIN MANAGEMENT

Time: 30                  2 credits
Course objectives:
• To understand the concepts, practices and importance of logistics management and supply 
  chain management and
• To develop skills and competence to design and operate logistics facilities.

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

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

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

Books:
1. Bowersox, D.J. and Closs, D.J.: Logistics Management: A System Integration of Physical 
USA 1990.
7. Chopra, Sunil and Peter Meindle: Supply Chain Management, Pearson Education, New Delhi 
2005.
9. Ballou, Ronald H: Business Logistics / Supply Chain Management, 
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3C 22 INVESTMENT MANAGEMENT

60 Hours 4 Credits

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

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

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

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

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

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

(50 % theory and 50 % problems)

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

Module II
Entrepreneurial Motivation and Enterprise Launching formalities - Entrepreneurial Motivation - factors involved - procedures involved in the launching of new enterprises - Product selection - Location - Preparation of project report - choice of technology - nature of organization - other formalities involved - Entrepreneurial growth in India.

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

Module IV
Supporting Institutions to promote Small Entrepreneurs - facilities provided by different institutions and Agencies in India - Commercial Banks - Directorate of Industries & Commerce - DICs - Industrial Development Corporation - SFCs - Small Scale Industries Development Corporation - KVIC - Technical Consultancy Organisation - Small Industries Service Institutes - National Small Industries Corporation - Small Industries Development Bank of India.

Module V
Tax benefits, incentives & subsidies - Social Responsibilities of business.

Books:
1. David H Holt, Entrepreneurship- New Venture Creation, Prentice Hall of India, New Delhi, 2005
5. SS Khanka, Entrepreneurship Development, S.Chand & Co., New Delhi, 2007
Module I
Introduction to international business—Local, regional, national, international and global business—management orientation of overseas business—ethno centric, poly centric, region centric and geocentric orientation—reasons for internationalization of business—factors restricting internationalization of business—major global companies in the world.

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

Module III

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

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

References:
2. Porter's: Competitive strategy
3. Friedmann & J. Kim: Political risk and international Business
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 4C 25 INDIAN ETHOS AND BUSINESS ETHICS

Time: 60 hrs
Objectives:
1. To understand the importance of ethics in business and
2. To acquire knowledge and capability to develop ethical practices for effective management

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

Module II
Education system of Ancient India - Gandhian approach in management and trusteeship - Gandhi's doctrine of Satya and Ahimsa - Concept, importance and relevance of trusteeship principle in modern business.

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

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

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

Books:
Marketing elective

MASTER OF BUSINESS ADMINISTRATION
BUS 3EM 01 CONSUMER BEHAVIOUR

60 Hours 	 4 credits

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

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

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

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

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

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

Books:
Course objectives:
• To understand the international environment for marketing, and,
• To gain an in-depth understanding of global marketing practices.

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

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

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

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

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

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

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

60 Hours	4 credits

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

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

Module II
Consumer behaviour and marketing communications; Communication process; Wilber Schramm’s model, Two step Flow of Communication, Theory of cognitive dissonance and clues for advertising strategists.

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

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

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

Books:
Marketing elective

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3EM 04 BRAND MANAGEMENT

60 Hours 4 credits

Course objectives:

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

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

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

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

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

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

Books:
Marketing elective

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

60 Hours 4 credits

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

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

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

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

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

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

Books:
5. Donaldson, Bill: Sales Management, McMillan,
MASTER OF BUSINESS ADMINISTRATION
BUS 4EM 06 RETAIL MANAGEMENT

60 Hours 4 credits

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

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

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

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

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

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

Books:
1. Barry Berman and Joel R Evans: Retail management – A strategic approach:— Pearson education
Finance Elective
MASTER OF BUSINESS ADMINISTRATION
BUS 3EF 01/1B02 INTERNATIONAL FINANCE

60 hours 	 4 Credits
Module I

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

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

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

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

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

Numerical problems in money market hedging to be covered.

Books:
4. Thummuluri Siddaiah: International financial Management, Pearson Education, Delhi
Finance Elective

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

60 Hours 4 credits

Course objectives:
• To acquaint the students with the corporate taxation laws in the country, and,
• To gain enough knowledge to manage corporate taxes.

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

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

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

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

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

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

60 Hours 
4 credits

Module I

Module II

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

Module IV

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

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

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

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

Module IV

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

References
1 L.M. Bhole: Financial Institutions and Market
2 I. Friend M Blume, J Crocket: Mutual Funds and other Institutional Investors
3 N. J. Yasaswy: Personal Investment and Tax Planning
5 M.Y. Khan: Financial Services
6 Sriam. K: Handbook of Leasing, Hire Purchase and Factoring
7 Bhatt. R.S: Financial System for Economic Development
8 Pandey I.M: Venture Capital - The Indian Experience
9 Punithavathy Pandian: Financial Services and Markets, Vikas
Module I
Meaning of the Term “Foreign Exchange”, Exchange Market, Statutory basis of Foreign Exchange,
Evolution of Exchange Control, Outline of Exchange Rate and Types, Import Export
India’s Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility. 3 Introduction to
International Monetary Developments: Gold standard, Bretton Woods’s system, Fixed-Flexible Exchange Rate Systems, Euro market.

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

Module III
Documents involved in International trade: Statutory Documents, Financial Documents,

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

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

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

60 Hours 4 credits

Course objectives:
• To gain an understanding of self and its various dimensions and
• understand the interpersonal dynamics and its impact on organizations.

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

Module II
Group as a medium for learning - Group cohesiveness - interpersonal communication - interpersonal awareness - interpersonal feedback - interpersonal trust - Johari Window - Group decision making - group synergy - team building - sensitivity training - Rational - Emotive Therapy - Assertiveness training.

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

Module IV
HRD Intervention - HRD approaches for coping with organizational changes.

Module V
Cross cultural differences and management implications - cross cultural leadership and decision making - Cross cultural communication and negotiation.

Books:
8. Journals
HRM elective
UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3EH 02 PERFORMANCE MANAGEMENT

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

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

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

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

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

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

Books:
1. White, Alasdair.: Performance Management
4. Herman Aguinis, Performance Management
HRM Elective

MASTER OF BUSINESS ADMINISTRATION

BUS 3EH 03 HUMAN RESOURCE PLANNING AND DEVELOPMENT

60 Hours 4 credits

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

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

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

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

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

Module V
HR Information systems; HR Valuation and accounting; HR Audit; Culture Audit; Career assessment—Models.

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

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

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

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

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

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

Books:
2. Buckley R and Caple: The theory and practice of Training
3. Peppar, Allan D: Managing the training and development function.
Course objectives: The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

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


References:

VSP Rao: Human Resource Management—Text and Cases
Module I

Module II

Module III

Module IV

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

References
2. Prasanna Chandra : Financial management
3. I.M.Pandey: Financial management
International Business Elective

MASTER OF BUSINESS ADMINISTRATION
BUS 3E IB: 02/F01 INTERNATIONAL FINANCE

60 Contact hours  - 4 credits

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

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

Module III
IMF- its functions- special schemes of landing - conditionality of IMF loans - IMF’s role in providing international liquidity SDR's - International financial markets and instruments.

Module IV

Module V
Exchange rate quotations - Interbank customs rates for different types of foreign exchange transactions - TT's, MTs, Drafts, Bill of exchange - Meaning of transfers between countries.

Reference:
1. M.L. Thingan : International economics
2. S.K. Varghese : Foreign exchange and financing of foreign trade
3. S.S.M. Desai : International economies
5. Indian institute of bankers: Finance of foreign trade and foreign exchange
6. Maurice Levi : International finance
International Business Elective

MASTER OF BUSINESS ADMINISTRATION
BUS3E IB: 03 INTERNATIONAL MARKETING

60 Hours 4 credits

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

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

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

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

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

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

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

Module II

Module III

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

Module V

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

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

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

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

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

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

References:

VSP Rao: Human Resource Management—Text and Cases
Systems Elective

UNIVERSITY OF CALICUT
MASTER OF BUSINESS ADMINISTRATION
BUS 3 ES 01 SYSTEMS ANALYSIS AND DESIGN

60 Hours
4 credits

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

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

Module II
Role of Systems Analyst and Designer; Approaches to Systems Analysis and Design—Traditional approaches; Structured Approaches;

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

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

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

Books:
Course objectives:

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

Module I

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

Module II

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

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

Module III

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

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

Module IV

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

Module V

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

Books:

60 Hours

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

Module I

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Books: