

S-29 June, 2013 AC after Circulars from Circular No.03 & onwards

- 42 -

DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY**CIRCULAR NO.ACAD/NP/Engineering/M.T.M./Syllabus/36/2013**

It is hereby notified for information of all concerned that, on the recommendation of the Dean, Faculty of Engineering and Technology, the **Academic Council at its meeting held on 29-06-2013 has accepted the New Syllabus of "Master of Technology Management" [M.T.M.] Five and Half Year Integrated Post Graduate Degree Course as appended herewith.**

This is effective from the Academic Year 2013-2014 and onwards.

All concerned are requested to note the contents of this circular and bring the notice to the students, teachers and staff for their information and necessary action.

University Campus,
Aurangabad-431 004.
REF.NO.ACAD/NP/ENGG./MTM/
2013/34678-85

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Date:- 21-09-2013.


Director,
Board of College and
University Development.

Copy forwarded with compliments to :-

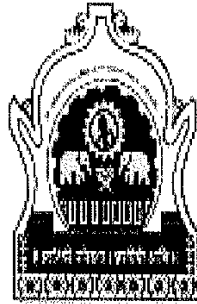
- 1] The Principals, affiliated concerned Colleges,
Dr. Babasaheb Ambedkar Marathwada University.
- 2] The Director, University Network & Information Centre, UNIC, with
a request to upload the above Syllabus on University Website.

Copy to :-

- 1] The Controller of Examinations,
- 2] The Superintendent, [Engineering Unit],
- 3] The Programmer [Computer Unit-1] Examinations,
- 4] The Programmer [Computer Unit-2] Examinations,
- 5] The Superintendent, [Eligibility Unit],
- 6] The Director, [E-Suvidha Kendra], in-front of Registrar's Quarter,
Dr. Babasaheb Ambedkar Marathwada University,
- 7] The Record Keeper,
Dr. Babasaheb Ambedkar Marathwada University.

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**DR. BABASAHEB AMBEDKAR
MARATHWADA UNIVERSITY,
AURANGABAD.**



Proposed Syllabus

For

Master of Technology Management

Five & Half Years Integrated Course

In

Engineering/ Technology & Management

Year 2013-14

Masters of Technology Management (MTM)

It is Five & Half Years Integrated Course in Engineering/ Technology and Management.

The course has been designed with objective to create technologists and engineers from all branches ready with management skills and ensure that the graduating students are 'industry ready' with managerial skills

Duration:

The course is of a total period of Five & Half Years including ten semesters of curriculum followed by one semester of industry internship for Engineering/Technology.

Course Structure

- Along with the bachelor degree subjects the additional subjects in management commence in III Semester for MTM Course. Students need to study six additional management subjects (1/semester) of 24 credits during the third to eighth semester. These credits shall be necessarily completed simultaneously with bachelor degree curriculum. Completion of these credits is essential for admission to fifth year of MTM.
- In Fifth Year (Ninth & Tenth Semester) Student has to select the specialization in management. . The students will be offered one elective subject in their selective specialization along with the other compulsory subjects in Ninth & Tenth Semester.
- In Eleventh Semester the student shall undergo internship in the industry in respective specialization. This internship is for one semester and **Institute** shall maintain track record of the Student's performance in the internship throughout the semester

Continuous Assessment (CA)

As per AICTE guidelines Continuous Assessment will be based on internal evaluation. Internal evaluation shall be based on two class tests (each class test shall be of 1 hour), class assignments, group discussions and semester attendance. The distribution of the total 40 marks as follows:

Class Tests	20 Marks
Class Assignments	05 Marks
Group Discussion/ Subject Presentation	05 Marks
Semester Attendance	10 Marks

The subjects for Fifth Year (Semester IX & X) are indicated below:

SEMESTER - IX		CONTACT HRS.PER WEEK			EXAMINATION SCHEME					
SUB Code.	SUBJECT	L	P	TOTAL	TH	CT	CA	TOTAL	Th. Exam (HRS)	CREDITS
MTM607	Organizational Behavior	4	-	4	60	20	20	100	2	4
MTM608	Operations Management	4	-	4	60	20	20	100	2	4
MTM609	Financial Management	4	-	4	60	20	20	100	2	4
MTM610	Marketing Management	4	-	4	60	20	20	100	2	4
MTM611	Business Laws	4	-	4	60	20	20	100	2	4
	Elective-I	4	-	4	60	20	20	100	2	4
	Total	24		24	360	120	120	600	-	24

SEMESTER - X		CONTACT HRS.PER WEEK			EXAMINATION SCHEME					
SUB Code.	SUBJECT	L	P	TOTAL	TH.	CT	CA	TOTAL	Th. Exam (HRS)	CREDITS
MTM701	Materials Management	4	-	4	60	20	20	100	2	4
MTM702	Production Management	4	-	4	60	20	20	100	2	4
MTM703	Logistics Management	4	-	4	60	20	20	100	2	4
MTM704	International Business Management	4	-	4	60	20	20	100	2	4
	Elective-II	4	-	4	60	20	20	100	2	4
MTM706	Seminar	-	-	4	-	-	-	100	-	4
	Total	20		24	300	100	100	600	-	24

Semester- XI: Industry Internship

SEMESTER - XI		CONTACT HRS*. PER WEEK (Industry / Institute)	EXAMINATION SCHEME		
SUB Code	SUBJECT	40	TW(Report)	Presentations & Viva-Voce	CREDITS
MTM707	Internship in the Industry			200	100

* for industry internship 2 hrs/week will be considered as 1 credit.

* the time spend by student in industry as well as institute will be considered in contact hrs .

Specializations

Students can choose any one specialization from below offered specializations. The list of the elective subjects in IX & X semester for respective specialization as follows:

SEMESTER IX- Elective I			
Sr. No	Specialization	Subject code	Subject
1	International Business	MTM612-IB	Export Import Procedures
2	Financial Management	MTM612-FM	International Finance
3	Human Resource Management	MTM612-HRM	Organizational Development
4	Manufacturing Management	MTM612-MM	Supply Chain Management
5	Infrastructure Management	MTM612-IM	Project Appraisal
6	Project Management	MTM612-PM	Risk and Value Management
7	Marketing Management	MTM612-MKM	Marketing Research
SEMESTER X- Elective II			
Sr. No	Specialization	Subject code	Subject
1	International Business	MTM705-IB	Intellectual Property Rights (IPR)
2	Financial Management	MTM705-FM	Corporate Finance
3	Human Resource Management	MTM705-HRM	Labour Laws
4	Manufacturing Management	MTM705-MM	Inventory Management
5	Infrastructure Management	MTM705-IM	Facilities management
6	Project Management	MTM705-PM	Team building and Leadership
7	Marketing Management	MTM705-MKM	Product and Brand Management

Syllabus
for
Master of Technology Management
(5 ½ years Integrated Courses in Engineering/Tech. & Management)

Semester : III to VIII

Year 2013-14

Dr. Babasaheb Ambedkar Marathwada University, Aurangabad-431004
(Maharashtra)

MTM601: Principles & Practices of Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I Introduction To Management

- Nature, Philosophy and Functions of Management
- Importance of Management
- Definition of Management
- Management Functions & Process of Management
- Management: Science or Art
- Management as Profession
- Effective Management
- Manager Activities & Roles
- Management & the new workplace (Competencies/ Managing Crises etc.)

Unit-II Development Of Management Thought

- Early Approaches
- Taylor: Scientific Management
- Fayol's Administrative Management
- Modern Approaches
- Current directions in management thinking

Unit-III Social & Ethical Issues In Management

- Meaning of Social Responsibility
- Social responsibilities of business towards different groups
- Social performance of business in India
- Business Ethics & Corporate Governance
- Value systems of Indian Managers

Section B

Unit-IV Planning

- Concept & Nature of Planning
- Importance of Planning
- Types of Planning
- Steps in Planning
- Limitations of Planning
- Making Effective Planning
- Strategic Planning in Indian Organizations

Unit-V Organizing

- Meaning of Organization
- Process of Organization
- Basic Departmentalization
- Authority and Decentralization
- Effective Organization & Organizational Culture
- Managing Diverse Employees

Unit-VI Controlling

- Concept of Controlling
- Need & types of controlling
- Essentials of effective control system
- The changing philosophy of control

Unit-VII Coordination

- Meaning & Need of Coordination
- Requisites of excellent Coordination
- Types & Techniques of Coordination

Reference Books

1. Principles of Management by P.C.Tripathi & P.N.Reddy ,Tata MacGRAW HILL
2. MANAGEMENT by Richard L. Daft Thomson (South Western)
3. MANAGEMENT by Robbins, Prentice Hall

MTM602: Business Environment

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesement:20 Marks	04

Section A

Unit-I Nature and Scope of Business Environment

- Introduction
- Meanings and Definitions
- Nature of Business Environment
- Scope of Business Environment
- Elements of environment
- Changing dimension of business environment

Unit-II Economic Environment of Business

- Introduction & Significance
- Economic System & business environment
- Economic planning in India
- Government policies
- Development banks & relevance to Indian business
- Trends in National Income
- Composition of National Income

Unit-III Socio-cultural Environment

- Critical elements of socio-cultural environment
- Social institution & systems
- Social values & attitude
- Social Groups
- Emerging rural sector in India
- Social responsibilities of business
- Consumerism in India

Section B

Unit-IV Political & Legal Environment of Business

- Introduction
- Critical elements of political environment
- The External Politico-legal System
- Changing Indian Political Environment
- MRTP Act, FEMA and licensing policy, Consumer Protection Act

Unit-V Technological Environment

- Introduction
- Technological environment in India
- Policy on research and development
- Patent Laws
- Technology Transfer

Unit-VI Foreign Trade Environment

- Introduction
- Exports and Imports
- National Foreign Trade Policy : 2004-07

Unit-VII Monetary Environment & Industrial Environment

- Introduction
- Nature of Monetary policy
- Capital market in India
- New Industrial Policy
- Post-1991 Scenario

Reference Books

1. Business Environment by K.Ashwathapa Himalaya Publication
2. Business Environment by Francis Cherunilam Himalaya Publication
3. Economic Environment of Business by Adhikary, Sultan Chand & Sons
4. Economic Environment of Business by Ghosh & Biswanath, Vikas Publication

MTM603: Managerial Economics

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I Definition Nature scope of managerial economics

- Introduction ,Definition ,Nature & scope
- Merits & demerits Of Micro & Macro economics.

Unit-II Demand analysis

- Meaning of demand
- Determinants of demand
- Law of Demand, Elasticity of Demand

Unit-III Production & Cost

- Meaning of production Function
- Law of variable proportion
- Law of supply & elasticity of Supply
- Cost & cost function
- Determinants of cost
- Cost forecasting.

Unit-IV Pricing & Output Determinants

- Pricing decision under Monopoly,
- Perfect Competition ,oligopoly
- Determination of price & output under perfect competition

Section B

Unit-V Cost Benefit Analysis

- Introduction ,Private vs Public Goods
- Steps in cost Benefit analysis
- Justification of Cost benefit analysis.

Unit-VI Government & Business

- Need for Govt. Intervention in Market
- Price control, support prices
- Administered prices
- Prevention & control of Monopoly
- Process of disinvestment & its needs.
- Policy Planning as a guide to overall business development

Unit-VII National Income accounting

- Introduction to GDP,GNP
- Meaning of National Income.
- Savings & Investment

Reference Books

1. Managerial Economics by Joel Dean Prentice Hall
2. Managerial Economics by D.N.Dwivedi Vikas Publication
3. Managerial Economics by O.P.Chopra Tata MacGRAW HILL
4. Managerial Economics by Mukund Mahajan Everest Publication
5. Managerial Economics by Mithani Himalaya Publication
6. Managerial Economics by Maheswari Sultan Chand & Sons

MTM604: Financial Accounting

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I **The concept of Financial Accounting**

- Introduction
- Definitions
- Scope of Financial Accounting
- Difference between financial accounting & management accounting
- Introduction to Accounting Rules, Journals. Ledgers.
- Preparation of Trial Balance
- Preparation Of Final accounts
- Bank Reconciliation statement

Unit-II **Cost Accounting**

- Meaning of Cost Accounting, Definitions.
- Relationship with Financial Accounting.
- Labour cost, Time Keeping. Time Booking
- Idle time, Labour Turnover
- Introduction to Cost sheet
- Overheads- Identifying with the cost center.
- Allocation, Apportionment of overheads.
- Absorption - under Absorption of overheads.

Section B

Unit-III **Marginal Costing**

- Introduction & Meaning
- Marginal Costing Equation
- Cost Volume Profit volume Analysis
- Formulas & Numerical Problems.

Unit-IV Budgetary Control

- Introduction & Meaning
- Different types of Budget
- Numerical Problems on Flexible Budget & Cash Budget.

Unit-V Standard Costing.

- Meaning & Introduction
- Different Formulas of Standard costing
- Numerical Problems.

Reference Books

1. Management Accounting by S.M.Inamdar
2. Management Accounting by Dr.Mahesh Kulkarni
3. Introduction to Management Accounting by Horngreen & Sundlem
4. Management Accounting by A.P.Rao
5. Management Accounting by Khan & Jain

MTM605: Entrepreneurship Development

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I The Entrepreneurial Development Perspective

- Concepts of Entrepreneurship Development
- Evolution of the concept of Entrepreneur
- Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager
- Attributes and Characteristics of a successful Entrepreneur
- Role of Entrepreneur in Indian economy and developing economies with reference to Self- Employment Development
- Entrepreneurial Culture

Unit-II Creating Entrepreneurial Venture

- Business Planning Process
- Environmental Analysis- Search and Scanning
- Identifying problems and opportunities
- Defining Business Idea
- Basic Government Procedures to be complied with

Unit-III Project Management

- Technical Financial, Marketing, Personnel and Management Feasibility
- Estimating and Financing funds requirement- Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs
- Venture Capital Financing

Section B

Unit-IV Entrepreneurship Development and Government

- Role of Central Government and State Government in promoting Entrepreneurship- Introduction to various incentives, subsidies and grants- Export Oriented Units-Fiscal and Tax concessions available
- Role of following agencies in the Entrepreneurship Development- District Industries Centers(DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India(EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board(NEDB)

Unit-V Why do Entrepreneurs fail- The FOUR Entrepreneurial Pitfalls (Peter Drucker)

Unit-VI Women Entrepreneurs

- Reasons for low/No Women Entrepreneurs
- Role, Problems and Prospects.

Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures.

Reference Books:

1. Entrepreneurship: New Venture Creation- David H. Holt
2. Entrepreneurship- Hisrich Peters
3. Project Management- K. Nagarajan
4. Dynamics of Entrepreneurship Development- Vasant Desai
5. Entrepreneurship Development- Dr. P.C. Shejwalkar

MTM606: Strategic Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesement:20 Marks	04

Section A

Unit-I Concept of Strategy:

- Defining strategy, levels at which strategy operates;
- Approaches to strategic decision making;
- Mission and purpose, objectives and goals;
- Strategic business unit (SBU);
- Functional level strategies.

Unit-II Environmental Analysis and Diagnosis:

- Concept of environment and its components;
- Environment scanning and appraisal;
- Organizational appraisal;
- Strategic advantage analysis and diagnosis;
- SWOT analysis.

Unit-III Strategy Formulation and Choice of Alternatives:

- Strategies- modernization, diversification, integration;
- Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies;
- Process of strategic choice- industry, competitor and SWOT analysis;
- Factors affecting strategic choice;
- Generic competitive strategies- cost leadership, differentiation value chain analysis, bench marking, service blue printing.

Section B

Unit-IV Functional Strategies:

- Marketing,
- Production/ operations and
- R&D plans and policies
- Personnel and financial plans and policies.

Unit-V Strategy Implementation & Strategy Evaluation:

- Inter-relationship between formulation and implementation;
- Issues in strategy implementation;
- Resource allocation.
- Overview of strategic evaluation;
- Strategic control;
- Techniques of strategic evaluation and control.

Unit-VI Strategy and Structure:

- Structural considerations,
- structures for strategies;
- Organizational design and change.

Unit-VII Global Issues in Strategic Management

Reference Books

1. Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B.Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Sharma R.A: Strategic Management in Indian Companies, Deep and deep Publications, New Delhi
4. Kajmi, Azhar: Business Policy, Tata MacGraw Hill, Delhi
5. Glueck, Willium F. : Business Policy and Strateic Management , McGraw Hill

Syllabus
For
Master of Technology Management
(5 ½ years Integrated Courses in Engineering & Management)

Semester IX

Dr. Babasaheb Ambedkar Marathwada University, Aurangabad-431004
(Maharashtra)

MTM607 : Organizational Behavior

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests :20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I Organization And Organizational Behavior

- Introduction
- Organization
- Organizational Behavioral
- Intuition and Systematic Study
- Organization and Organizational Behavior
- Discipline Organizational Behavior
- Historical Evolution of Organizational Behavior
- Organization Behavior To-day
- Models or Organizational Behavior

Unit-II Personality

- Introduction
- Definition
- Theories on personality
- The shaping of personality
- Assessment of Freud's stages
- Immaturity to maturity
- Determinants of personality
- Major traits influencing Organisational Behaviour
- Personality and Organisational Behaviour:

Unit-III Attitudes

- Formation of attitude
- Types of attitudes
- Functions of attitude
- Changing attitude
- Ways of changing
- Types of change

- Attitude and OB
- Job satisfaction
- Job involvement
- Organizational commitment
- Values
- Job satisfaction

Unit-IV Motivation

- Introduction
- Intrinsic and extrinsic motivation
- Some theories on motivation
- Motivation and Performance
- Motivation strategies
- Importance of motivation
- Motivational drives

Section B

Unit-V Conflict Management

- Definition
- Individual conflict
- Organizational conflict
- Types of organizational conflict
- Conflict handling model
- Process of conflict
- Other resolution technologies

Unit-VI Leadership

- Introduction
- Leadership theories
- Types of leaders
- Leadership styles
- Relevant conditions for leadership styles
- Contingency model of leader effectiveness
- Fred Fiedler's contingency model
- Functions of leadership
- Technique of leadership
- Path goal theory

Unit VI Team

- Foundations of group behavior
- Key group concepts
- Implications for performance and satisfaction
- Group behavior model
- Personal Systems (PS)
- Towards improved group decision making
- Group cohesiveness
- Cohesiveness and group productivity
- Organizational context for teams
- Life cycle of a team
- Ingredients of effective teams
- Potential team problems
- Team building
- Self-Managing teams

Reference Books

1. Organization Behaviour by Luthans, Tata MacGRAW HILL
2. Organization Behaviour by Robbins, Prentice Hall
3. Organization Behaviour by Ashwatapa

MTM608: Operations Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class tests:20 Marks Continuous Assesement:20 Marks	04

Section A

Unit I : Concept of operations management

- Meaning of operations management
- Operations Strategies
- Scope of operations management

Unit II: Facility planning for manufacturing and services.

- Need for selecting suitable location for the business
- Choice of Technology
- Selecting location for the business
- Facilities layout
- Process Flow Analysis

Unit III: Capacity planning for manufacturing and services

- Concept of capacity planning
- Determination of capacity
- Capacity Planning Strategies
- Determinants of Effective Capacity

Sections B

Unit IV Aggregate planning for manufacturing and services

- Concept of Aggregate planning
- Aggregate planning Strategies
- Methods of designing Aggregate plans

Unit V: Work Design & Job Design

- Assumptions of work Design
- Concept of Work Study
- Basic work study procedures
- Concept of Method study
- Method study procedure
- Concept & Procedure of work Measurement
- Job Design & Factors affecting job design

Unit VI: Maintenance Planning and Control

- Maintenance objectives
- Types of maintenance
- Total productive maintenance (TPM)

Reference Books

1. S. A.Chunawalla & D.R .Patel, “ Productions and Operations Management”, Himalaya Publishing House
2. Khanna. R.B, “Production and Operations Management”, PHI Learning Pvt. Ltd..
3. N G Niar , “Production and Operations Management”, Tata McGraw-Hill Education,
4. Chase, Jacobs, Aquilano , “Operations Management for Competitive Advantage” ,Tata McGraw Hill
5. Kanishka Bed, “Production and Operations Management”, Landmark-Books.
6. S. N. Chary , “Production and Operation Management”, Tata McGraw Hill
7. William J. Stevenson, “Operation Management” Tata McGraw Hill.
8. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra,“ Operation Management Pearson Prentice Hall
9. Mike Pycraft, “Operations Management”, Pearson Education Pvt Ltd
- 10.Linda Brennan, “Operations Management”, McGraw-Hill

MTM609: Financial Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class tests:20 Marks Continuous Assesement:20 Marks	04

Section A

Unit-I Financial Management

Meaning, Nature and scope of financial goal- Profit vs. wealth maximization, Finance functions- investment, financing and dividend decisions.

Unit-II Capital Budgeting

Nature of investment decisions; Investment evaluation criteria- net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting

Unit-III Cost of Capital

Meaning and significance of cost of capital; Calculation of cost of debt, Preference capital, equity capital and retained earnings; Combined cost of capital (Weighted); Cost of equity and CAPM

Unit-IV Operating and financial Leverage

Measurement of leverages; Effects of operating and financial leverage on profit; Analysis alternate financial plans; combined financial and operating leverage

Section B

Unit-V Capital Structure Theories

Traditional and M.M. Hypotheses- without taxes and with taxes; Determining capital structure in practice

Unit-VI Dividend Policies

Issues in dividend decisions, Walter's model, Gordon's model, M-M hypotheses, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behavior

Unit-VII Management of Working Capital

Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services, Various committee reports on bank finance; Dimensions of working capital management

Unit-VIII Management of cash, receivables and inventory

Reference Books

CHANDRA	Funda. FINANCIAL MANAGEMENT	TMH
CHANDRA	FINANCIAL MANAGEMENT	TMH
CHANDRA	FINANCE SENCE	TMH
PANDAY	FINANCIAL MANAGEMENT	VIKAS
KHAN & JAIN	FINANCIAL MANAGEMENT	TMH
KHAN & JAIN	FINANCIAL SERVICES	TMH
KHAN & JAIN	BASICN FINANCIAL MANAGEMENT	TMH
KHAN & JAIN	INDIAN FINANCIAL SYSTEM	TMH
VANHORN	FINANCIAL MANAGEMENT & policy	PHI

VANHORN	FINANCIAL MANAGEMENT & policy	PEARSON
VANHORN	FUNDA. OF FINANCIAL MANAGEMENT	PHI
VANHORN	FUNDA. OF FINANCIAL MANAGEMENT	PEARSON
RUSTOGI	FINANCIAL MANAGEMENT	GALGOTIA
BHAT	FINANCIAL MANAGEMENT	EXCEL
SHAHA	FINANCIAL MANAGEMENT	BIZTANTRA

MTM 610: Marketing Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I Examining Concepts of Marketing Management

- Definition and concepts: Definitions of marketing, Scope of marketing, Core marketing concepts: Concept of market, Need Want / Demand, Exchange, Transaction. Major Marketing Management Philosophies: Selling Concept, Marketing Concept, Product Concept and Production Concept.
- Customer satisfaction, value and retention: Customer perceived value, customer satisfaction and delight, value chain, need for customer retention, CRM.

Unit-II Scanning Marketing Opportunities

- Strategic Planning: Business Mission, Concept of SBUs, BCG model, SWOT analysis, marketing process, marketing plan Market information and demand: Marketing intelligence system, marketing research, measurement of market demand-current and future.
- Marketing Environment: Trends, macro environment, microenvironment
- Consumer markets and buyer behavior: Factors influencing buyer behavior, buying process and stages.
- Business markets and buyer behavior: Organizational buying, participants, influences, process Identifying market segments and selecting target markets: market segmentation process, bases for segmenting, market targeting

Section B

Unit-III Developing Market Strategies and the Offerings

- Positioning and differentiation: Concept, Positioning according to Ries and Trout, Various tools of differentiation.
- Product and branding strategy: Product mix, Brand identity and equity, Brand positioning, Packaging.
- Managing Services: Characteristics of services, Additional Ps of marketing, Differentiating services
- Price: Setting the price, pricing components, Changes in price

Unit-IV Delivering Marketing Programs

- Place: Marketing through Distribution channel, Nature of Distribution Channels, Channel behavior in organizations, Channel Design Decisions, Channel Management Decisions, Retailing and Wholesale.
- Promotion: Market communication, Process for effective communication, Promotion mix, advertising, Advertising, Sales promotion, Public relations, Direct marketing, Personal selling, Relationship marketing.

Reference Books

Saxena	Marketing Management ,Tmh
Ramaswamy	Marketing Management ,Macmillan
Kotler	Marketing Management A Sa Perspective, Pearson
Kotler	Marketing Management,Pearson
Perrault	Basics Of Marketing Management,Tmh
Etzel	Marketing Management,Tmh
Kumar	Marketing Management, Vikas

Lal	Marketing Management , Tmh
Palmar	Intro. To Marketing Management, Oxford
Sherlekar	Marketing Management , Himalaya
Kazmi	Marketing Management, Excel
Pride	Marketing Management, Biztantra
Evens	Marketing Management , Biztantra

MTM611: Business Laws

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesement:20 Marks	04

Section A

Unit-I **Indian Contract Act**

- Nature & Classification of Contract
- Offer, Acceptance Consideration
- Pre concert, valid consideration & Valid Agreement
- Performance & Discharge of Contract
- Types of Contract
- Breach of Contract- Meaning & Remedies

Unit-II **Negotiable Instrument Act 1881**

- Meaning types & characteristics
- Negotiation & types of Endorsement
- Negotiable instrument – disowner

Unit-III **Company Act 1956**

- Definition, Meaning, Feature & Types
- Memorandum of Association
- Article of Association
- Membership in Company, Shares, Accents & Audit, Company Management & Meetings
- Compromise, Arrangement, Re construction & Amalgamation
- Winding of Company

Section B

Unit-IV **Consumer Protection Act 1986**

- Definition Consumer, Good, Manufacturing, Trading & Services.
- Unfair Trade Practice
- Consumer Disputes, Complaints
- State & Central Consumer protect Council
- Consumer Dispute, Reprisal Agencies

Unit-V The Information Technology Act 2000

- Introduction & Background
- Digital Signatory, Electrical Governance, Electrical Records
- Regulation of Certifying Authorities

Unit-VI Right to Information (RTI) Act.

- Purpose of the Act
- Scope of the Act
- What is "Right to Information"

Reference Books

1. Business Law by Balchandani
2. Business Law by S.D.Geet & M.S.Patil
3. Business & Commercial Law by Sen & Mitra
4. An Introduction to Mercantile Laws by N.D.Kapoor

Syllabus
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Semester IX (Specialization Electives)

Dr. Babasaheb Ambedkar Marathwada University, Aurangabad-431004
(Maharashtra)

Specialization Subjects

Elective I

Sr. No	Specialization	Subject code	Subject
1	International Business	MTM612-IB	Export Import Procedures
2	Financial Management	MTM612-FM	International Finance
3	Human Resource Management	MTM612-HRM	Organizational Development
4	Manufacturing Management	MTM612-MM	Supply Chain Management
5	Infrastructure Management	MTM612-IM	Project Appraisal
6	Project Management	MTM612-PM	Risk and Value Management
7	Marketing Management	MTM612-MKM	Marketing Research

MTM612IB: Export And Import Procedures

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I Preparation for Exports

Registration –IEC, EPC, CENTRAL EXCISE, Category of Export - Physical (1) Direct (2) Indirect, Deemed Export, Category of Exporters -Manufacturers / Merchant Exporters- (1) General (2) EOU (3) SEZ (4) EH/ TH/STJ

Unit-II Export Benefits

Duty Drawback, Advances Licensing CENVAT, Sales Tax Exemption, IPRS, Excise Clearance Benefit / Rebate, Income Tax Benefit

Unit-III Export – Import Policy 2002-2007

Procedures and Documentation, GSP Rules of Origin, ECGC, Exim Bank / Lines of Credit

Section B

Unit-IV Documents prescribed by some importing countries

Trade Fair Authority Exhibitions / International Exhibition / FIEO/ ITPO L/C, B/L etc. Costing, QBAL/ VBAL, DEPB

Unit-V Current trends in export

Experience of other countries like Japan, South Korea and Singapore, Malaysia EC Units (UK, Denmark, Sweden, Finland) USA etc., Foreign Remittances

Unit-VI Import Procedures:

- Import Management in a developing economy
- Import Procurement Planning
- a. Registration of factories with concerned authorities DGTD, SSE, in relation to import of Capital Goods
 - b. Project Import/ EPCG
- Identification, Selection and Evaluation of Suppliers
- Purchase Contract, Terms of Delivery and Payment.
- Import Licensing Policy
 - Advance License
 - Duty Exemption Scheme
- Role of Clearing and Forwarding Agents
- Customs Duty, Customs Valuation rules
- Documents for Customs clearance of import consignment.
- Customs clearance of Import Cargo by Sea, Air, Post
- Marine Insurance
- Transport till destination.

Reference Books

Dr.Khushpat S. Jain, Export Import Procedures and Documentation, Fifth Revised Edition, Himalaya Publishing House, August 2007.

MTM612-FM : International Finance

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I International Monetary and Financial System: Importance of international finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system - meaning and scope.

Unit-II Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Coping with current account deficit.

Unit-III International Financial Markets and Instruments: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.

Unit-IV Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; Foreign exchange market -cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates -spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; Information and communication; Foreign exchange trades.

Section B

Unit-V Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure; Management of exposures - internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques.

Unit-VI Management of Risk in Foreign Exchange Markets: Forex derivatives - swaps, future and option and forward contracts.

International Capital and Money Market Instruments: GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

Unit-VII Multilateral Financial Institutions: Role of IMF, IBRD and other development banks; International investors and foreign investment institutions.

Current Developments: International indebtedness; Capital account convertibility - pros and cons; Innovations in international financial instruments.

Reference Books

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi,
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, O.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley, New York.
4. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill, International Edition. Levi, Maurice O: International Finance, McGraw- Hill, International Edition.
5. Aodriqufe, A.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition. Shaprio, Alan.C: Multinational Financial Management, Prentice Hall, New Delhi.
6. Yadav, SurendraS., P.K Jain and Max Peyrard: Foreign Exchange Markets, Macmillan, New Delhi. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.
7. O' Connor OJ, Bueso AT: International Dimensions of Financial Management; Macmillan, New Delhi. Pilbeam Keith: International Finance; MacMillan Press, Hong Kong.

MTM612-HRM: Organizational Development

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit- I: General Introduction to OD: Overview of the field of OD- Definitions of OD- A short history of OD and its evolution- Growth and relevance of OD- Characteristics of OD-Values assumptions and beliefs in OD- OD skills simulation- Practioner's style. Matrix.

Unit-II: Foundations of OD: Models and theories of planned change—(a) Lewin's change model, (b) Burke- Litwin model, (c) General model of planned change- Systems theory- Participation and empowerment- Teams and Team work- Parallel learning structures- A normative- re-educative strategy of changing- Applied behavioral Science- Action Research as a process and an approach.

Unit-III: Managing the OD Process: Diagnosis- The six-box model- The action component- OD interventions and their nature- An overview of classification of OD Interventions- Planning choosing, and implementing of an intervention strategy- Evaluating and institutionalizing OD interventions- The program management component- Conditions for optimal success of OD-Issues in Consultant- Client Relationship.

Section B

Unit-IV: Human Process Interventions:- (a) Human Process approaches:

T-Groups-Process-consultation-Third party intervention-Team interventions- Techniques and exercises used in Team interventions: Role Analysis technique- Role Negation Technique- Responsibility charting-Force field analysis-Broad Team building interventions. (b) Organizational process approaches: organization confrontation- Inter-group Relations interventions- Grid OD- Third wave organization-Strategy Culture Theory.

Unit-V: Techno-structural and Strategic interventions: (a) Techno-structural interventions: Structural Design- (i) restructuring organization: Structural design downsizing- Reengineering, (ii) Employee involvement: Quality circles- Total Quality Management, (iii) Work design: Engineering approach- System Approach.(b) Strategic Interventions: Organizational Transformation through Business Process Reengineering- Characteristics- Culture changes- self-designing organizations/Redesigning Organizations for Time Management- Organizational learning-Knowledge Management.

Reference Books:

1. Wendell French, Cicil, H.Bell, Jr, Veena Vohra, 2006, Organizational Development, Pearson Education.
2. Kavitha Singh, 2005, Organization Change & Development- Excel Books
3. Reider Dale, 2006, Organization & Development- Strategies, Structures, and Process, Sage Publications, New Delhi
4. S. Ramanarayan, T.V. Rao, Kuldeep Singh, 2006, Organization Development- Intervention and Strategies- Response Books.
5. Brown,2006,An Experimental Approach to Organization Development,Pearson.

MTM612-MM: Supply Chain Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit 1: Basics of Supply Chain Management

- Meaning Of supply chain Management
- Problems addressed by Supply chain management
- Activities/functions of Supply chain management
- Key supply chain processes
- Supply Chain Performance Measures
- Role of logistic in supply chain Management

Unit II: Supply chain Operations

- Planning
- Sourcing
- Making
- Delivering
- New trends in supply chain operations

Unit III. Designing & Managing Channel Partners – Distribution

- Role of Distribution Channels
- Product Life Cycle and Distribution Challenges
- Managing Customer Relationships
- Measuring Channel Performance

Section B

Section IV: Supply Chain Modeling

- Overview of optimization modeling and techniques
- Distribution Center Location Models
- Supply Chain Network Optimization Models
- Vehicle Routing Models
- Inventory Deployment Models
- Risk Management of Supply Chains
- Project Management: PERT and CPM (overview)

Unit V. Supply Network Strategy

- Introduction & Strategic Sourcing
- Supply Contracts
- Supply Chain Coordination
- Supply Chain Innovation
- Supply Chain Resilience

Unit VI Management Risk in Supply Chain

- Understanding supply chain risk profile
- Managing supply chain risk
- Achieving supply chain resilience

Reference Books

1. Michael H. Hugos , “Essentials of Supply Chain management”, Wiley
2. Martin Christopher, “Logistics & Supply Chain Management: creating value-adding networks”, Prentice Hall.
3. Lawrence D. Fredendal, “Basics of Supply Chain Management” Sage
4. Bowersox, Closs and Cooper, “Supply Chain Logistics Management”, Tata McGraw Hill
5. David Blanchard (2010), Supply Chain Management Best Practices, 2nd. Edition, John Wiley & Sons
6. Bowersox, Closs& Cooper, “Supply Chain Logistics Management “,McGraw-Hill
7. Burt, Dobbler, Starling , “World Class Supply Management”, TMGH
8. David Simchi, Levi & Philip Kaminski,, “Designing and Managing the supply chain”
McGraw-Hill

MTM612-IM: Project Appraisal

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit I: Concept of & infrastructure projects

- Definition of project & infrastructure projects
- Characteristics & infrastructure projects
- Issues related to infrastructure projects
- New approaches for infrastructure projects
- Major infrastructure sector reforms in India

Unit II: Project Appraisal and Evaluation – An Introduction

- Concept of project appraisal
- The Project Cycle
- Project planning techniques for infrastructure projects
- Project Quality
- Factors and Basic Needs for infrastructure projects

Unit III: Various aspects of the infrastructure project appraisal

- Technical Analysis
- Institutional/Organizational/ Managerial Analysis
- Social Analysis
- Commercial Analysis
- Financial and Economic Analysis

Section B

Unit IV: Techniques for project appraisal

- Pay-Back Period Method
- Accounting Rate of Return Method
- NPV (Net Present Value) Method
- Profitability Index Method
- IRR (Internal Rate of Return) Method

Unit V: Risk analysis in infrastructure Projects

- Types of risks in infrastructure projects
- Identification of critical sources of risks
- Managing Risks in infrastructure projects

Unit VI :Public-Private Partnership (PPP)approach for infrastructure projects in India

- Structure of PPP in India:(BOT, BOOT, BOO,BT,BOLT)
- Participants Involved in PPP infrastructure projects
- Guidelines given by the PPPAC for project appraisal and approval

Reference Books

1. Vasant Desai, " Project Management", Himalaya Publication House
2. Bhavesh Patel, " Project Management ",Vikas Publishing House Pvt Ltd.
3. Prasanna Chandra, "Projects – Planning, Analysis, Selection, Implementation Review", Tata McGraw Hill Publishing Company Ltd
4. R. Panneerselvam & P. Senthilkumar, "Project Management", PHI Learning Pvt. Ltd
5. Narendra Singh, " Project Management and control", Himalaya Publishing House
6. W. Ronald Hudson, WaheedUddin, Ralph C. Haas , "Infrastructure Management: Integrating Design, Construction, Maintenance, Rehabilitation and Renovation", McGraw-Hill.
7. Alvin Goodman, Makarand Hastak , "Infrastructure Planning Handbook: Planning, Engineering, and Economics" McGraw-Hill

MTM612-PM: Risk and Value Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit I :Concept of Project & Project Management

- Concept of Project & Project Management
- Steps for Project Identification And formulation
- Process of Project Planning
- Cost of project
- Means of Finance
- Estimates of sales and production
- Cost of production
- Working capital requirements and its financing

Unit III : Project Risk Analysis & Management

- Risk and uncertainty
- Risk and decision making
- Importance of proactive risk management
- Risk Management process
- Identification of critical sources of risk
- Measuring the Risk
- Incorporate risk in Decision making

Section B

Unit IV: Project Portfolio Risk

- Types of Risk
- Portfolio effect
- Optimum Portfolio
- Minimum risk portfolio
- Integer Projects and optimum risk portfolio

Unit V :Overview of Project Valuation

- What is financial planning?
- Factors that impact project valuation
- Rules to ensure suitable cash flow statement
- Methods of project valuation

Unit VI: Project Valuation Methods

- Project valuation methods and their application
 - Discounted Cash Flow Method
 - Net Present Value Method
 - IRR
 - Average Return on Book Value
 - Payback Period
- Various factors that affect the project valuation methods
- Advantages and disadvantages

Reference Books

1. Bhavesh Patel, " Project Management ",Vikas Publishing House Pvt Ltd.
2. Vasant Desai, "Project Management ", Himalaya Publishing House
3. Prasanna Chandra, "Projects – Planning, Analysis, Selection, Implementation Review" ,Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Joy P.K., "Total Project Management - The Indian Context", New Delhi, Macmillan India Ltd
5. Clifford F Gray, Erik W Larson, "Project Management-The Managerial Process" Tata Mcgraw-Hill Publishing Co Ltd
6. Jack Meredith, Samuel J. Mantel Jr. "Project Management- A Managerial Approach" John Wiley and Sons
7. John M Nicholas "Project Management For Business And Technology" Prentice HallOf India Pvt Ltd
8. Machiraju , ". Project Finance", Vikas Publishing House
9. Rao. P.C, "Project Management and Control", Sultan Chand & Sons

MTM612-MKM: Marketing Research

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I

Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organization.

Unit-II

Problem Identification and Research Design: Problem identification and definition; Developing a research proposal; Determining research type - exploratory, descriptive and conclusive research; Experimental designs.

Unit-III

Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online surveys, observation method; Questionnaire preparation.

Aptitude measurement and scaling techniques -elementary introduction to measurement scales.

Section B

Unit-IV

Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination

Unit-V

Data Collection & Data Analysis: Organization of field work and survey errors - sampling and non-sampling errors.

Univariate, bivariate and multivariate data analysis; Report preparation and presentation

Unit-VI

Market Research Applications: Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.

Reference Books

1. Beri, G.C: Marketing Research, Tata McGraw Hill, New Delhi.
2. Boyd, H.W., Ralph Westfall and S.F.Starsh: Marketing Research: Text and Cases, Richard D. Irwin, Boston.
3. Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New.Delhi.
4. Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston.'
5. Davis, J.J: Advertising Research, Prentice Hall, New Delhi.
6. Green, Paul E., Donald S.Tuli and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi.
7. Hooda, R.P: Statistics for Business and Economics, Macmillan India, New Delhi.
8. Luck, D.J: Marketing Research, Prentice Hall, New Delhi.
9. Tull, Donald and Hawkin, Dell: Marketing Research: Measurement and Method, Prentice Hall, New Delhi. Zaltman and Burger: Marketing Research; Dryden Press, Illinois.

Syllabus
For
Master of Technology Management
(5^{1/2} years Integrated Courses in Engineering & Management)
Semester X

Dr. Babasaheb Ambedkar Marathwada University, Aurangabad-431004
(Maharashtra)

MTM701: Materials Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesement:20 Marks	04

Section A

Unit I : Introduction to Materials Management

- Definition of Material Management
- Importance, and Objectives of Materials Management
- Functions for the Materials management
- Principles of Material Management
- Relation of Supply Chain Management with Material Management

Unit II : Material Requirement Planning (MRP)

- Scope of MRP
- Advantages of MRP over conventional planning (Order Point Method)
- Basic Elements of MRP: Mater production schedule, BOM etc
- Input and output of MRP system
- Structure of MRP System
- Types of MRP
- Forecasting – Overview of quantitative and qualitative methods of forecasting

Unit III. Purchasing Management

- Responsibilities of Purchase Department
- Purchase Cycle
- Negotiation & Bargaining with vendor
- Vendor Rating, Selection and Development
- Purchasing Methods
- Global sourcing

Section B

Unit IV. Stores Management

- Functions, Importance, Organization of stores
- Stores layout.
- Stores procedure & documentation.
- Rationalized Codification system

Unit V. Inventory Management

- Concept of inventory & Role of inventory in Value chain
- Inventory management decisions and costs
- Independent and Dependent demand
- Overview of the Fixed order quantity models
- Overview of the fixed time period models
- ABC analysis

Unit VI: Material Handling

- Objectives of the material handling
- Principles of Material handling
- Types of material handling equipments
- Material Handling System in Flexible Manufacturing

Reference Books

1. Nair , "Purchasing and Material Management Vikas Publishing House,
2. GopalKrishnan,"Handbook of Materials Management ",PHI Pvt. Ltd.
3. Gopalakrishnan, P. &Sundarshan , "Materials Management: An Integrated Approach", PHI Pvt. Ltd
4. P. Gopalakrishnan, " Purchasing and Materials management",Tata McGraw Hill
5. A. K. Singh, "Materials Management, "Firewall Media.
6. Arnold, "Introduction To Materials Management", Pearson Education India
7. Ghosh & Kuman , "Materials Management", Anmol Publications Pvt. Limited
8. S.S. Katoch, "Materials Management", Anmol Publications Pvt. Limited

MTM702: Production Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesement:20 Marks	04

Section A

Unit I: Designing Of the production processes

- Job shop processes
- Flow shop processes
- Continuous flow processes
- Projects
- Process choice in manufacturing

Unit II : Production planning and control(PPC)

- Objectives of the PPC
- Production planning and control functions
- Factors affecting PPC
- Production Planning and Control Procedures
- Master production schedule

Unit III: Routing

- Objective of routing
- Routing procedure
- Routing Sheet
- Make or Buy Descision

Section B

Unit IV: Scheduling & Machine Loading

- Benefits of production scheduling
- Cycle time analysis
- Flow shop Scheduling
- Job shop scheduling
- Loading
- Load Charts

Unit V: Quality Management & Control

- Need for controlling quality
- Definition of a quality system
- Classification of quality control system: Control charts and Acceptance Sampling
- Six sigma
- ISO 9000 Series

Unit VI: Modern Production Management Tools

- Just in Time (JIT)
- Flexible Manufacturing System
- Poka Yoke
- 5S
- Kaizan
- Lean Manufacturing

Reference Books

1. K. Aswathappa, "Production and Operations Management", Himalayan Books
2. S. Anil Kumar, "Production And Operations Management", New Age International
3. Kanishka Bedi, "Production and Operations Management Concepts and Applications", Oxford University Press
4. Panneerselvam R, "Production and Operations Management", PHI Learning Pvt. Ltd.
5. Rogerto Russel & Taylor, "Production and Operations Management", Prentice Hall.
6. Steven Nahmias, "Production and Operations Analysis", McGraw Hill
7. James Dilworth, "Production and Operations Management", McGraw Hill
8. James R. Evans & David Collier, " Operations Management", Cengage Learning
9. Khanna. R.B, "Production and Operations Management", PHI Learning Pvt. Ltd..
10. N G Niar , "Production and Operations Management", Tata McGraw-Hill Education

MTM703: Logistic Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit I: Concepts Objectives and Elements of Logistics

- Concept of logistics
- Importance of logistics
- Objectives of logistics
- Components of Logistics

Unit II: Logistics Subsystem

- Marketing Logistics
- Essence of Logistics In Marketing
- Relevance of Logistics In Export Management
- Importance of Logistics as a Strategic Resource
- Trade-Off Analysis
- Forms of Logistics Management

Unit III: Integrated Logistics

- Work of Logistic
- Integrated Logistics
- Barriers to Internal Integration

Section B

Unit IV: Transportation

- Transport Functionality and Principles
- Product Movement
- Product Storage
- Relationship between the Shipper, the Consignee, and the Public.
- Transport Economics
- Concept of Multimode Transport

Unit V: Warehousing

- Need of Warehousing Management
- Role of warehousing
- Types of Warehouse

- Importance / Benefits of Warehousing;
- Warehouse Operating Principles
- Developing the Warehouse Resource

Unit VI : Logistic Costing

- Concept of total Logistic Cost
- Logistic performance Evaluation
- Cost Formatting
- Total Cost Presentation

Reference Books

1. Satish C Ailawadi, Rakesh P. Singh, "Logistics Management", PHI Learning Pvt. Ltd.
2. Martin Christopher , "Logistics & Supply Chain Management", Pearson Publication
3. Ronald H. Ballou, "Business Logistics Management", ABC Publication
4. Raghuram and N Rangaraj, "Logistics and Supply Chain Management", Macmillan Publication
5. Shah, " Supply Chain Management", Pearson Education India.
6. John T. Mentzer, "Supply Chain Management", SAGE Publication
7. James Stock, "Strategic Logistics Management", McGraw-Hill/Irwin

MTM703: International Business Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I International Imperative

An overview- A global perspective, Internationalization process, Stages in International Business, Approaches to International Business, Regional & Global strategy, The Multinational Enterprise

Unit-II Global Business & National Regulation

Rationale for Government intervention, Forms of trade Regulation at National level, Tariff and Non-Tariff Barriers, Regional economic integration, Levels of economic integration, Benefits & costs of economic integration, Major trading blocks: EU, NAFTA, ASEAN & SAARC

Unit-III Global Business & Multilateral Regulation

Basic principles of Multilateral Trade Negotiations, GATT and its early rounds, World Trade Organization (WTO), Structure and functions- TRIMs- WTO and India, UNCTAD

Section B

UNIT-IV Managing Global Business

Strategy & Global Organization, Global Strategic planning, Going global, and implementing strategies, Designing effective international organizations, Cultural dimensions of international management, Intercultural communications, intercultural negotiations

Unit-V Global Business & Entry strategies

Exporting, Licensing, Franchising, Contract Manufacturing, Assembly, and Integrated local manufacturing, Ownership strategies, Strategic alliance, Types of strategic alliance, selection of strategic alliance, Corporate self analysis, Entry analysis and entry strategy configuration

Reference Books

1. Richard Hodgets & Fred Luthans, International Management
2. Subba Rao, 2007, International Business, Himalaya publication
3. John Deniels & Lee Radebaugh, International Business, Pearson Education
4. Chary S.N., Elements of International Business
5. Shajahan, International Business, MacMillan

Syllabus

For

Master of Technology Management

(5^{1/2} years Integrated Courses in Engineering & Management)

Semester X (Specialization Electives)

Dr. Babasaheb Ambedkar Marathwada University, Aurangabad-431004
(Maharashtra)

Specialization Subjects**Elective II**

Sr. No	Specialization	Subject code	Subject
1	International Business	MTM705-IB	Intellectual Property Rights (IPR)
2	Financial Management	MTM705-FM	Corporate Finance
3	Human Resource Management	MTM705-HRM	Labour Laws
4	Manufacturing Management	MTM705-MM	Inventory management
5	Infrastructure Management	MTM705-IM	Facilities management
6	Project Management	MTM705-PM	Team building and Leadership
7	Marketing Management	MTM705-MKM	Product and Brand Management

MTM705-IB : Intellectual Property Rights (IPR)

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit I. Introduction to Intellectual Property Rights

- Concepts of IPR
- The economics behind development of IPR: Company perspective
- International protection of IPR

Unit II. Trademark Law and Geographical Indication

- Concept of trademarks
- Importance of brands and the generation of “goodwill”
- Trademark: A marketing tool
- Trademark registration procedure
- Infringement of trademarks and Remedies available
- Assignment and Licensing of Trademarks
- Trademarks and domain names
- Concept of Geographical Indication

Unit III. Patent Law

- Introduction to Patents
- Procedure for obtaining a Patent
- Licensing and Assignment of Patents
- Software Licensing
- General public Licensing
- Compulsory Licensing
- Infringement of Patents

Section B

Unit IV. Copyrights

- Concept of Copyright Right
- Assignment of Copyrights
- Registration procedure of Copyrights
- Infringement (piracy) of Copyrights and Remedies

Unit V. Designs

- Concept of Industrial Designs
- Registration of Designs
- Piracy of registered designs and remedies

Unit VI. IP Management

- Concept of IP Management
- Intellectual Property and Marketing
- IP asset valuation

Reference Books

1. Akehurst's Modern Introduction to International Law, Ed. By Peter Malanczuk, 7th Edition, (Revised)
2. Alina Kaczorowska, Public International Law 150 Leading Cases, Old Bailey Press, 2002
3. W.R. Cornish, Intellectual Property, Sweet & Maxwell, London (2000)
4. Kerly's Law of Trade Marks and Trade Names, 14th Edition, Thomson, Sweet & Maxweel.
5. A. K. BanSal, Law of Trade Marks in India (2009 Edition) Institution of Constitutional and Parliamentary Studies and Centre for Law, Intellectual Property and Trade, New Delhi
6. N.S. Gopalakrishnan & T.G. Agitha, Principles of Intellectual Property (2009), Eastern Book Company, Lucknow

MTM705-FM: Corporate Finance

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I:

Introduction to corporate Finance – Corporate Finance and the Firm – First Principles of Corporate Finance – Firm Value and Equity Value – Tools – Objective – Stockholder Wealth Maximization – Stock Price Maximization and Agency Costs – Stockholders and Managers – Stockholders and Bondholders – The firm and Financial Markets – Firms and Society – A Postscript – Limitations.

Unit-II

The Time value of Money – Cash Flows and Time Lincs – Time Value of Money:Compounding and Discounting – Compounding – Discounting – The Frequency of Discounting and Compounding – Time Value of Money: Annuities and Perpetuities – Annuities – Growing Annuities Perpetuities – Growing Perpetuities.

Unit-III

Value and Price: An Introduction – Need – Valuing an Asset with Guaranteed Cash Flows – Default-free Zero-coupon Bond – Default -free Coupon Bond – Bond Value and Interest Rate Sensitivity and Duration – Introducing Uncertainty into Valuation – Valuing an Asset with Default Risk – Valuing an Asset with Equity Risk – Valuing an Asset with an Infinite Life – Equity and Firm Valuation – Dividends and Equity Valuation – Binomial Model – Market Prices and Value – The Pricing Process – Information, Expectations and Prices – Market Efficiency – Testing Market Efficiency.

Section B

Unit-IV

The Basics of Risk – Motivation and perspective in Analyzing Risk – Equity Risk and Expected Return – Defining Risk – Diversifiable and Nondiversifiable Risk – Models Measuring Market Risk – A Comparative Analysis of Risk and Return Models – Models of Default Risk – The Determinants of Default Risk – Bond Ratings and Interest rates – Significance of miller modigliane theorem.

Unit-V

Dividend Policy – Process – Measures – Empirical Evidence on Dividend Policy – Timing of Tax Payments – Measuring the Dividend Tax Disadvantage – Reasons for Paying Dividends – Cash Returned to Stockholders – The Effects of Buying Back Stock – The Magnitude of Stock Buybacks – A Cash Flow Approach to Analyzing Dividend Policy Evaluating Dividend Policy.

Unit-VI:

Alternative Ways of Returning Cash to Stockholders – Equity Repurchases – Forward Contracts to Buy Equity – Actions that affect Number of Shares Outstanding – Stock Splits – Stock Dividends – Actions that Affect claims on Assets – Divestitures – Spin-offs, Split offs and Split-ups – Equity Carve-outs(ECSs) – Tracking Stock – Comparing the Alternatives – Comparing the Alternatives – Common Objectives – Key Differences – Choosing Between the Alternatives.

Reference Book

Aswath Damodaran,, "Corporate Finance", Wiley India, Second Edition, 2008

MTM705-HRM: Labour Laws

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit-I The Factories Act, 1948

Approval, Licensing and Registration- Inspecting Staff – Health – Welfare Working Hours - Annual Leave with wages - Periodical Returns- Registers and Records.

Unit-II The Bombay Shops and Establishments Act, 1948

Registration of Establishments –Shops and Commercial Establishments – Residential Hotels, Restaurants and Eating Houses –Theatres or other places of Public Amusement or Entertainment – Leave with pay and payment of wages –Health and Safety – Maintenance of Registers, Records and Annual Report

Unit-III The Contract Labour (Regulation and Abolition) Act, 1970

Advisory Boards – Registration of Establishments – Licensing of Contractors – Welfare and Health of Contract Labour – Registers and other Records to be maintained.

Unit-IV The Minimum Wages Act, 1948

Fixing of Minimum Rates of Wages –Minimum Rates of Wages – Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in Kind –Wages for worker who works for less than normal working day – Wages for two or more classes of work – Minimum time rate wages for piece rate work – Maintenance of Registers and Records

Section B

Unit-V The Payment of Wages Act, 1936

Fixation of Wage Periods – Time of Payment of Wages – Deductions which may be made from wages – Maintenance of Registers and Records.

Unit-VI The Payment of Bonus Act, 1965

Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees – Proportionate deduction in bonus in certain cases – Computation of number of working days – Set on and Set off of allocable surplus – Special provisions with respect to certain establishments – Deduction of certain amounts from bonus payable – Time limit for payment of bonus – Presumption about accuracy of balance sheet and profit and loss account – Maintenance of Registers and Records.

Unit-VII The Payment of Gratuity Act, 1972 Entire Act

Reference Book

1. Dynamics of Industrial Relations by Mamoria & Mamoria - Publisher: Himalaya Publishing House.
2. Industrial Jurisprudence & Labour Legislation by A.M. Sarma, 9 th revised edition - Publisher: Himalaya Publishing House
3. Labour Laws --- Taxman's
4. Essentials of Human Resource Management & Industrial Relations by P. Subbha Rao - Publisher: Himalaya Publishing House.
5. Industrial Relations by C. S. Venkata Ratnam - Publisher: Oxford University Press.

MTM705-MM: Inventory Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit I: Fundamental concepts of Inventory:

- Functions of inventories
- Importance of Inventories in a manufacturing organization
- Types of Inventories
- Factors Affecting Inventory Control
- Classification of inventories
- Codification of inventories
- Simplification & Standardization of Inventories

Unit II: Inventory Management

- Inventory Management
- Concept of Inventory management
- Inventory Management Planning
- Costs associated with inventory
- JIT and Inventory Management

Unit III: Inventory Management and Control

- Inventory Control Concepts: Lead Time, Re-order point, Requirement of Materials; Safety Stock, Standard Order Quantity, Service Levels,
- Inventory control Techniques: ABC, HML, FSN, VED analysis

Section B

Unit IV: Inventory Management Strategies and Systems

- Economic Order Quantity (EOQ) (with problems)
- Economic Purchase Quantity (EPQ)
- Fixed Order Point System

- Min/ Max Order Point System
- Cyclical Reordering Systems
- Periodic review system
- Tow Bin System

Unit V: Inventory Costing Methods

- First-in, first-out (FIFO)
- Last-in, first-out (LIFO)
- Weighted-average
- Inventory Turnover Ratio

Unit VI: Strategies for reducing Inventory cost

- Demand Forecasting
- Stock-keeping unit(SKUs)
- Lead Time.
- Vendor-Managed Inventory (VMI) and Vendor Stocking Programs (VSP)

Reference Books

1. K. Shridhara Bhat, " Inventory Management", Himalaya Publicatin House
2. D. Chandra Bose, "Inventory management, PHI Learning Pvt Ltd
3. Richard J. Tersine, "Principles of Inventory and Materials Management", PTR Prentice Hall,
4. Zipkin, "Foundations of Inventory Management", McGraw Hill
5. Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, "Production Planning And Inventory Control" Prentice Hall Of India Pvt Ltd
6. J. R. Tony Arnold, Stephen N.Chapman, "Introduction To Materials Management", Prentice Hall

MTM705-IM: Facilities Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit I: Concept of facilities management in Infrastructure projects

- Nature of Facility Management
- Aims and Objectives of facilities management
- Development of Facilities Management
- Infrastructure Lifecycle Management

Unit II: Planning , Financing and Design Project

- Sources for funds for the projects
- Financing for infrastructure projects in India
- Financial Analysis
- Process for selecting site for the projects
- Factors affecting the site selection
- Sources of human resource for the infrastructure projects
- Components of the projects design

Unit III: The Design- Build Cycle

- Project Management
- Programming & Project Development
- The Design Process
- The Construction Phase

Section B

Unit IV : Managing the following activities of Facilities

- Health and safety
- Fire safety
- Maintenance, testing and inspection
- Cleaning
- Tendering

Unit V : Facility Management Practice

- Administrative Tasks in Facility Management
- General Administrative Services and Technology
- Strategies for Successful Facility Management

Unit VI: Project Quality Management:

- Concept of project quality
- Responsibility for quality in projects
- Quality management at different stages of project
- Tools and Techniques
- Quality Management Systems,

Reference Books

1. David G. Cotts , "The Facility Management Handbook", AMACOM.
2. Edmond P. Rondeau, Robert Kevin Brown, Paul D. Lapidés, "Facility Management" John Wiley & Sons, 2012
3. James P Lewis "Project Planning, Scheduling And Control" Tata Mcgraw-Hill Publishing Co Ltd.
4. Vasant Desai, " Project Managementm", Himalaya Publication House
5. Bhavesh Patel, " Project Management", Vikas Publishing House Pvt Ltd.
6. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation Review, Tata McGraw Hill Publishing Company Ltd
7. R. Panneerselvam & P. Senthilkumar, "Project Management", PHI Learning Pvt. Ltd

MTM705-PM: Team Building & Leadership

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesment:20 Marks	04

Section A

Unit I :Concept of Leadership and team

- Definition and role of a leader
- Types of leadership Styles
- Concept and importance of team
- Types of teams

Unit II: Project Leadership

- Need of effective leadership skills for project managers
- Interpersonal skills required to effectively manage a project
- Project Leadership Tasks
- Challenges in leading project teams
- Managing Project Stakeholders
- Power for project management team leaders
- acquiring and assessing project leadership skills

Unit III: Launching a New Project team

- Life cycle of a project team
- Leadership and management needs of a newly-formed project team
- Project human resource planning
- Acquiring a project team
- Essential components of a successful project team launch
- Project vision and goals
- Standards and processes
- Effective project kick-off meetings
- Leadership techniques for effectively launching project teams

Section B

Unit IV: Building High Performance Project Teams

- Project Team Structures
- The characteristics of a high performance versus dysfunctional teams
- Stages in developing a high performance project team
- Foundation of effective project teams
- Project team pitfalls.
- Set, define, organize, communicate and reinforce performance goals.

Unit V: Managing Project Teams

- Motivational techniques
- Managing effective Communications in and out of the project team
- Sources of the conflicts in project teams
- Approaches to manage team Conflict
- Managing agreement in project team
- Team negotiation techniques

Unit VI: Problem Solving and Decision Making

- Problems in team management in projects
- Decision making and problem solving concepts for team leaders
- Process & Methods for team decision making
- Developing team member competence

Reference Books

1. Jack Ferraro, "The Strategic Project Leader: Mastering Service-Based Project Leadership (Center for Business Practices ",Auerbach Publications.
2. Douglas DeCarlo, " eXtreme Project Management: Using Leadership, Principles, and Tools to Deliver Value in the Face of Volatility" Jossey-Bass.
3. Timothy J. Kloppenborg, Arthur Shriberg, Jayashree Venkatraman, "Project Leadership", Management Concepts.
4. John McManus, "Leadership: Project and Human Capital Management", Butterworth-Heinemann.
5. Rory Burke, Steve Barron, "Project Management Leadership: Building Creative Teams", Burke Publishing,

MTM705-MKM: Product And Brand Management

Teaching Scheme	Examination Structure	Credits
4 hrs/ week	Theory: 60 Marks Class Tests:20 Marks Continuous Assesement:20 Marks	04

Section A

Unit-I

Product Planning and Management: Product concepts and levels; Product line and mix decisions; Product life cycle and marketing strategy implications.

Unit-II

New Product Development: Idea generation and screening; Concept development and testing; Business analysis; Product testing; Test marketing and product launching.

Unit-III

Branding Strategies: Importance of branding; Branding terminology; Basic branding concepts - brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Product verses corporate branding.

Section B

Unit-IV

Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names; Multiple branding; Private versus national branding.

Unit-V

Brand Positioning and Re-launch: Brand building and communication.

Unit-VI

Branding in Specific Sectors: Customer, industrial, retail, service brands, E-branding, Branding for international marketing.

Reference Books

- Aaker, David A.: Managing Brand Equity, Free Press, New York.
- ChatuNedi, M: New Product Development, Wheeler Publications, New Delhi.
- Kapferer, J.N: Strategic Brand Management, Kogan Page, New York.
- Kuller, K.L: Strategic Brand Management, Prentice Hall, New Delhi.
- Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
- Moise,S: Successful Product Management, Kogan Page, New York.
- Moore, W.I: Product Planning Management, McGraw Hill, Boston.
- Moorthi, Y.L.R.: Brand Management, Vikas Publication House, New Delhi.
- Quelch,J.A: Cases in Product Management, Irwin ,London.
- Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi.
- Urban, Glen L., John R. Hanser and Nikilesh Dholakia: Essentials of New Product Management, Prentice Hall, Englewood Cliff, New York.

Semester XI

Guidelines for Industry Internship Project

Credits: 20

Student has to undergo a practical training for a Semester. MTM being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course.

During the training program student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the report under the guidance of internal teacher.

Student should submit three typed copies to the Institute. One copy for the institute, one copy for university and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc.

A viva-voce examination will be conducted by university after completion of the internship.

Guidelines for the report

Report Format

- Cover page (*Project Title, name of the student with roll no, name of the guide, Name and designation of the person of the organization who has guided you , Name of the university & name of the institute along with logo*)
- Declaration
- Certificate of Guide & Head of the Institute
- Acknowledgement
- Certificate from Industry
- Contents

Contents

PART-I (Introduction)

- Executive Summary – should contain a brief explanation of the study/ project.
- Introduction to the concept
- Objectives of the study

PART-II (Profile of the Company)

- Industry profile
- Company profile
- Background and inception of the company
- Nature of the business carried
- Vision, Mission and Quality Policy
- Product/Services Profile
- Area of Operation – Global/National/Regional
- Ownership Pattern
- Competitors Information
- Infrastructural facilities
- Financial condition
- Achievement Award if any
- Detail information about all departments and systems
- Any other information

Guidelines for part-II

Structure:

Overall organization structure details – Board of Directors/functional head etc.
Substructure dealing with each functional discipline.

Skill:

Classification of skill – detail the steps taken to impart necessary skills – on the job/off the job training.

Strategy:

Any one strategy adopted by the company should be considered to explain, “How it is implemented” e.g. – pricing/waste elimination etc.

System:

System followed in different departments in the organization should be detailed.

Inventory control system / order execution system / Merit rating system etc.

Staff:

Classification / Duties and responsibility of various groups of staff
eg: Technical / Supervisory / Clerical.

Shared Value:

Study of implementing shared value in the company by an illustration, where the company has implemented its stated objective.

PART-III : Project(s)/ any assignment(s) given by industry (In respective Specialization)

- List of Project/Projects assigned to you with Brief description (if assigned).
- Theoretical background (literature review, related theoretical areas, etc).
- Research Methodology
- Approach (*This includes partitioning of the problem into tasks and subtasks, scheduling of these tasks over the training period, determining milestones to monitor progress, needed tools and equipment, and expected results*).
- Data collection and analysis
- Model (if applicable).

PART-IV

- Summary of findings
- Suggestions
- **The SWOT Analysis**
- Learning Experience
- Bibliography

Annexure

Financial Statements (if applicable)

Questionnaires / Interview sheet/ Observation sheet (if applicable)

EVALUATION CRITERIA

A. Written Report (200 Marks)

- Choice of subject/Title
- Clarity about objectives scope and coverage of the study.
- Design of the study and methodology, Review of earlier work/literature available for the subject, data collection primary, secondary : questionnaire used where applicable, field work.
- Analysis and Interpretation of data: Data Processing technique (manual/computer) quantitative OR other tools made use of.
- Innovative technique/approach to problem solving.
- Recommendations, suggestions, policy issues.
- Report writing and presentation; languages, composition & chapter scheme.
- Usefulness of the Study; applicability in business/industry, in decision making/system development.

B. Presentation & Viva-Voce (100 Marks)

- Identification of the problem. Clarity about objectives, scope and coverage of the study.
- Ability to discuss the report design, methodology instruments used literature connected with the report, data quality analysis and interpretation findings and recommendations.
- Depth of the subject and conceptualization of the key areas after completing the project work.
- Linking the Report Recommendations with project objectives and how far these have been achieved.
- Draw back in the report if any and general comments.