

BHARATHIAR UNIVERSITY,COIMBATORE-641 046

M.B.A with Diploma in Entrepreneur Development (CBCS Pattern)

(for the affiliated college students admitted during the academic year 2009-10 & onwards)

SCHEME OF EXAMINATIONS – CBCS Pattern

Study Components	Course Title	Ins. hrs / week	Examinations				Credits
			Dur .Hr	CI A	Mks	Total	
SEMESTER – I							
	Management Principles and Practice	3	3	25	75	100	3
	Organisational Behaviour	3	3	25	75	100	3
	Managerial Economics	3	3	25	75	100	3
	Financial and Management Accounting	3	3	25	75	100	3
	Quantitative Methods for Management	3	3	25	75	100	3
	Executive Communication	3	3	25	75	100	3
	Elective/Diploma- 1 : Entrepreneur Development	3	3	25	75	100	3
SEMESTER –II							
	Operations Management	3	3	25	75	100	3
	Marketing Management	3	3	25	75	100	3
	Financial Management	3	3	25	75	100	3
	Human Resource Management	3	3	25	75	100	3
	Quantitative Techniques	3	3	25	75	100	3
	Research Methods for Management	3	3	25	75	100	3
	Business Environment & Ethics	3	3	25	75	100	3
	Elective/Diploma: 2: Entrepreneurship & Innovations	3	3	25	75	100	3
SMESTER – III							
	International Business	3	3	25	75	100	3
	Management Information System	3	3	25	75	100	3
	Elective	3	3	25	75	100	3
	Elective	3	3	25	75	100	3
	Elective	3	3	25	75	100	3
	Elective	3	3	25	75	100	3
	Computer Applications: Integrating Business Process through SAP	3	3	-	-	-	-
	Summer Placement Project Report & Viva-Voce	-	-	20	80	100	3
	Elective/Diploma-3 : Legal Aspects of Business	3	3	25	75	100	3
SEMESTER – IV							
	Strategic Management : Indian Global Context	3	3	25	75	100	3
	Elective	3	3	25	75	100	3
	Elective	3	3	25	75	100	3
	Elective	3	3	25	75	100	3
	Elective	3	3	25	75	100	3
	Computer Applications: Integrating Business Process though SAP * – Practical						
	a. Management Practice (*)	-	-	-	-	-	-
	b. Comprehensive Viva-Voce (Internal)*	-	-	-	-	-	-
	Elective/Diploma-4 : Business Plan	3	3	25	75	100	3
TOTAL		-	-	-	-	3000	90

- * The Course will be taught during III and IV Semesters.
- *** Application based project work would be guided by one or two (in the case of inter functional) teachers, the evaluation should be experts who have not less than 5 years of experience in the respective fields of specialization.
- # The Comprehensive Viva-Voce is to be internally evaluated / conducted by the colleges/ institutes themselves and be awarded the grades. No external examiners.

Electives for III Semester

Students can choose any four of the following :

1. Integrated Marketing Communication (Promotion Management)
2. Export Management
3. Consumer Behaviour
4. Rural Marketing
5. Financial Services
6. Equity Research & Portfolio Management
7. Human Resource Development
8. Managing of Interpersonal Effectiveness
9. Events Management
10. Advanced Production Management
11. Electronic Commerce
12. System Analysis and Design
13. Integrated Materials Management
14. Quality Management Systems
15. Retail Management
16. Hospital Operations Management
17. Hospital Architecture and design
18. Hospitality Management

Electives for IV Semester

Students can choose any four of the following :

1. Supply Chain Management
2. Services Marketing
3. Brand Management
4. Distribution Management
5. International Financial Management
6. Risk Management and Insurance
7. Cost Management (Strategic Cost Management)
8. Organizational Development
9. Labour Welfare and Industrial Relations (Legislations)
10. Software Project Management
11. Data Mining
12. Technology Management
13. Total Productive Maintenance
14. Total Quality Management
15. e-Marketing
16. Public Health system and health insurance
17. International Health Management
18. Cross cultural Management

SYLLABI

1.1 MANAGEMENT PRINCIPLES AND PRACTICE

Course Number :

Subject Description :

This course presents the Principles of Management, emphasizing managerial functions, explaining internal management of organizations and behavioural concepts as applied to practical management problems.

Goals:

To enable the students to learn the basic functions, principles and concepts of management.

Objectives:

On successful completion of the course the students should have:

Understood management functions and principles.

Learnt the scientific decision making process and problem solving techniques.

Learnt the modern trends in management process.

Unit I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

Unit II

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

Unit III

The Nature of Organizing and Entrepreneurship - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

Unit IV

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

Unit V

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

References :

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
6. Helliregarl, Management, Thomson Learning, 2002.
7. Robbins.S.P., Fundamentals of Management, Pearson, 2003.

1.2 ORGANISATIONAL BEHAVIOUR

Subject Description :

Organizational Behaviour brings out the personality and behavioural science, its influence on organizational behaviour by understanding the concepts of organizational change, politics and behaviour.

Goals:

To enable the students to learn the basics of individual behaviour and an organizational behaviour.

Objectives:

On successful completion of the course the students should have:

Understood personality traits and its influence on organization.

How personality traits can be molded to suit the organization.

To learn the modern trends, theories and concepts in organizational behaviour

Unit I

Organisational Behaviour : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Unit II

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception.

Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

Unit III

Stress - Nature, sources, Effects, influence of personality, managing stress.

Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation.

Foundations of group behaviour : linking teams and groups, Stages of development Influences on team effectiveness, team decision making. Issues in Managing teams.

Unit IV

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management.

Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

Unit V

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

References :

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellinegal Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Umasekaran, Organisational Behaviour.
6. Helliregal.et.al, Organisational Behaviour, Thomson Learning.
7. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
8. Harris & Hartman, Organisational Behaviour, Jaico, 2003.

1.3 MANAGERIAL ECONOMICS

Course Number :

Subject Description :

Managerial economics emphasize on the influence on micro and macro economics on managerial decision making, explaining the supply, demand and cost functions, its relative impact on the economy and the company correlating to profit and investment analysis.

Goals:

To enable the students to learn the application of the economic principles and policies on managerial decision making.

Objectives:

On successful completion of the course the students should have:

Understood the economic principles and policies on managerial decision making.

Learn demand, supply, cost and profit concepts and functions along with its applications.

To learn profit policies, planning and problem solving techniques.

To learn inflation, deflation and balance of payment on national income.

UNIT I : Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II : Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III : Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV: Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V : National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

References :

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

1.4 FINANCIAL AND MANAGEMENT ACCOUNTING

Subject Description :

Financial and Management Accounting emphasize on accounting concepts and application of accounting principles and managerial decision making. The content of this paper takes care of financial accounting, management accounting and cost accounting.

Goals :

To enable the students to learn the basic functions, principles, concepts and application of accounting in management.

Objectives :

On successful completion of the course the students should have:

Understood the financial accounting along with the preparation of final accounts.

Understood the concepts and application of management accounting along with the preparation.

To learn the cost accounting concepts and applications.

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method, Sinking fund method.

UNIT II

Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common - Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis.

UNIT III

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT IV

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

UNIT V

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

References:

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty

Questions : 80% of the questions shall be problems
20% of the questions shall be theory based.

1.5 QUANTITATIVE METHODS FOR MANAGEMENT

Course Number :

AIM

To enable students to acquire the knowledge of mathematics & statistics and their use in business decision making.

UNIT I

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – optimisation concepts – use of differentiation for optimization of business problem

UNIT II

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

UNIT III

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

UNIT IV

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

UNIT V

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

References :

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson
“Business Statistics: A First Course” , Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

Questions : 80% of the questions shall be problems
20% of the questions shall be theory based.

1.6 EXECUTIVE COMMUNICATION

Course Number :

Subject Description :

Executive Communication emphasizing the development of both soft hard skill for smooth managerial functioning.

Goals:

To enable the students to develop written and oral communication skills in students and groom them as effective management professionals.

Objectives:

On successful completion of the course the students should have:

Understand the preparation and development of business letters and reports.

To learn about meetings and group discussions.

To learn the modern trends in communication and application for effective managerial functioning.

UNIT I: Communication - Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication.

UNIT II: Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters, enquiries, customers complaints, collection letters - sales promotion letters.

UNIT III: Report writing - Structure of reports - long & short reports - formal & informal reports - writing research reports technical reports - norms for including exhibits & appendices.

UNIT IV: Non-verbal communication - personal appearance posture - body language - use of charts, diagrams & tables - visual & audio visual aids for communication - Dyadic communication:- face to face communication - telephonic conversation.

UNIT V: Conducting Meetings: Procedure - preparing Agenda, minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion: Drafting speech.

References :

1. WOOLCOTT & UNWIN - Mastering Business Communication, McMillan.
2. RAISHER: Business Communication - AITBS
3. KRISHNAMOHAN & MEERA BANNERJEE - Developing Communication Skills, Mc Millan
4. Lesikar and Flatley – Basic Business Communications Skills for empowering the Internet Generation, 10th Edition, TMH, 2005
5. Kitty O Locker and Stephen Kyo Kaczmarek – Business Communication Building Critical skills, 3rd Edition, TMH, 2007
6. Anderson & Others: Assignment & Thesis writing.
7. Rajendra Paul and Koralahalli - Business Communication.
8. Lesikar and Flatley, Basic Business Communication, TMH Publications, New Delhi, 2002.

D.1 PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : ENTREPRENEUR DEVELOPMENT

Subject Description :

This course presents the concepts, characteristics and role of entrepreneur and the basics of project finance and issues related to setting small business.

Goals :

To enable the students to develop the achievement motivation and to develop entrepreneurial competency.

Objectives:

On successful completion of the course the students will be able to understand

1. the concept, characteristics and role of entrepreneur
2. the need for developing rural entrepreneurship
3. the impact of government actions in entrepreneurship development.
4. the factor that motivate the people go for their own business.
5. the opportunities available for adapting for entrepreneurs career

Contents

UNIT I

Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial - environment.

UNIT II

Evolution of entrepreneurs - entrepreneurial promotion: Training and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisations is promoting entrepreneurs - Forms of business for - entrepreneurs.

UNIT III

Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.

UNIT IV

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans.

Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance

UNIT V

Setting small scale industries - location of enterprise - steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

REFERENCE

1. Vasanth Desai "*Dynamics of Entrepreneurial Development and Management*" Himalaya Publishing House.
2. N.P.Srinivasan & G.P. Gupta "*Entrepreneurial Development*" Sultanchand & Sons.
3. P.Saravanavelu "*Entrepreneurship Development*" Eskapee publications.
4. S.S.Khanka "*Entrepreneurial Development*" S.Chand & Company Ltd.,
5. Satish Taneja, Entrepreneur Development ; New Venture Creation

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

2.1 OPERATIONS MANAGEMENT

Course Number :

AIM : To focus on key analytical methods and provide practical insight for operations management.

UNIT I : Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II : Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III : Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV : Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V : Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – **Quality assurance – Six Sigma concept.**

References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”,Tata McGraw Hill.

Questions : 40% of the questions shall be problems
60% of the questions shall be theory based.

2.2 MARKETING MANAGEMENT

Course Number :

Subject Description :

To enable the students to understand the market and marketing concepts, functions and systems by emphasizing on strategies and global market.

Goals:

To enable the students to learn the basic functions, principles and concepts of marketing for effective managerial function.

Objectives:

On successful completion of the course the students should have:

Understand the marketing concepts and tasks in the global economy.

To learn the buyer behaviour and factors influencing the buyer behaviour.

To understand the marketing communication process and mix along with the marketing channels.

Unit I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

Unit II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

Unit III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

Unit IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

Unit V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

References :

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.
4. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.
5. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
6. Case and Simulations in Marketing - Ramphal and Gupta - Goltatia, Delhi.
7. Case Studies in Marketing - R.Srinivasan - PHI.
8. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi, 2007.
9. Marketing Management – S.Jayachandran - TMH, 2003.

2.3 FINANCIAL MANAGEMENT

Course Number :

Subject Description :

Financial Management emphasizes the functions of financial management explaining the investment, finance, dividend and working capital function along with the practical management problems.

Goals:

To enable the students to learn the basic functions, principles and concepts of finance in management.

Objectives:

On successful completion of the course the students should have:

To learn the various functions of financial management along with the application.

To learn capital budgeting and cost of capital.

To understand capital structure, dividend policy and working capital management.

UNIT I

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

UNIT II

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT III

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

UNIT IV

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM.

UNIT V

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

References :

1. Richard A.Brealey, Stevart C.Myers, "Principles of Corporate Finance" McGraw Hill, New York.
2. James C.Van Horns, "Financial Management & Policy" Prentice Hall of India (P) Ltd., New Delhi.
3. John J.Hampton, "Financial Decision Making – Concepts, Problems and Cases" Prentice Hall of India (P) Ltd., New Delhi (1994).
4. Prasanna Chandra,"Financial Management–Theory&Practice",Tata McGraw Hill,NewDelhi (1994).
5. B J Camsey, Engene F.Brigham, "Introduction to Financial Management", The Gryden Press.
6. I.M.Pandey, "Financial Management", Vikash Publishing, New Delhi.

2.4 HUMAN RESOURCE MANAGEMENT

Course Number :

Unit I : Human Resource Function

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

Unit II : Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

Unit III : Training & Development

Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers : Career planning and development - Managing promotions and transfers.

Unit IV : Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

Unit V : Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

References:

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. H.John Bernardin & Joyee E.A.Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
3. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
4. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.

5. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

2.5 QUANTITATIVE TECHNIQUES

Course Number :
AIM

To enable the students to learn the techniques of operation Research and resources Management and their application in business management.

UNIT I

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –Dual of linear programming problem – Economic interpretation

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model

UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

UNIT IV

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model

UNIT V

Simulation – types of simulation – Monte Carlo simulation – simulation problems.
Decision Theory – Pay off tables – decision criteria – decision trees.

References :

1. Operations Research – An Introduction – Hamdy A Tata
2. Operations Research – Kanti Swarup, Gupta And Man Mohan
3. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
4. Operations Research – R. Panneerselvam, 2nd Edition, PHI, 2007
5. Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8th Edition, TMH, 2003
6. Hamdy A Taha, “An Introduction to Operations Research, Prentice Hall, Sixth edition, 2000
7. Ronald L. Rardin, “Optimization in Operations Research”, Pearson Education
8. J. K. Sharma, “ Operations Research: Theory and Applications”, Macmillan , 1997
9. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “ Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Questions : 80% of the questions shall be problems
20% of the questions shall be theory based.

2.6 RESEARCH METHODS FOR MANAGEMENT

Subject Description :

Research Methods of Management is emphasizing on the methodology of research and its application in managerial decision making, explaining hypothesis, meaning and types, sampling design along with the various parametric and non-parametric test.

Goals:

To familiarize the students with methodology of research and its application in managerial decision making situations.

Objectives:

On successful completion of the course the students should have:

Understood the scope and significance of research in business decisions.

Studied and understood sampling techniques along with hypothesis testing.

Understood various scaling techniques and measurement scales .

UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant ananalysis. (NO Problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

References:

1. Rao K.V.Research methods for management and commerce - sterling
2. Zigmund, Business Research Methods
3. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill, 2007
4. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2004
5. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
6. Anderson etal - Assignment and Thesis writing.
7. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 20% of the questions shall be problems

80% of the questions shall be theory based.

2.7 BUSINESS ENVIRONMENT AND ETHICS

Subject Description :

Business Environment Ethics emphasizing on emerging trends in social, political, ethical and legal aspects affecting business decisions explaining the business environment concepts in significance along with the fiscal policy.

Goals:

To enable the students to learn the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

Objectives:

On successful completion of the course the students should have:

Understand the concepts in significance of business environment along with the social responsibility.

To learn organizational ethic theories and sources.

To understand the fiscal policy and legal environment of business.

To understand global management issues.

UNIT I

Business environment - The concept and significance - constituents of business environment - Business and society, Business & ethics - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

UNIT II

Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards, compensation issues, ethical leadership for improved Corporate governance and better business education.

UNIT III

Global management Issues MNCs Politics and Environment

Multi national corporations and Government relationship, Business in Politics, Managing environmental quality, Ethics & Profit in Business.

UNIT IV

Fiscal Policy - Central finances and New fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms - Expenditure Tax - Public debts & deficit financing.

UNIT V

Legal environment of business - Monopolies Restrictive Trade Practices Act. Foreign Exchange Management Act-1 Securities and Exchange Board of India Act - Customs & Central Excise Act - Central & State Sales Tax - Consumer Protection Act Patents Act - Competition Law.

References :

1. Adhikari M - Economic Environment of management
2. Francis Cherunilam - Business Environment
3. Pruti S. - Economic & Managerial Environment in India
4. Shaikh Saleem – Business Environment, Pearson Education, 2006
5. Davis & Keith William C. Frederik - Business and society
6. Amarchand D - Government and Business
7. Mankard - Business Economics, Mac Millan.
8. A.N.Agarwal - Indian Economy - Wishwa Prakashan
9. Steiner & Steiner - Business Government and Society, McGraw Hill, 2003.
10. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave, 2001.

D.2- PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT: ENTREPRENEURSHIP & INNOVATION

Course Number :

Unit I : Innovation and Innovation Management: The evolution of innovation - levels of innovation -myths of innovation - innovation models - categories of innovation - innovation management - main requirements - basic practices of innovation management- barriers to innovation in an organization -innovation in the future - different ways to innovative - principle of good innovation

Unit II : Innovation Process: building the innovation process - innovation diffusion - the innovation: decision process- five stages of the diffusion process - the new learning about innovation

Unit III : Innovation culture: introduction - innovation system - community and social capital -innovation culture - building innovation culture- innovation climate

Unit IV: Creativity and Innovation: Introduction - defining creativity - the relation between creativity and innovation - different ways of thinking - qualities of a creative person - the difference between creativity and innovation — creativity, problem solving: guidelines

Unit V: Innovators and Entrepreneurs: Social and cultural context of entrepreneurs - processes encouraging and discouraging entrepreneurship - Ethical social and political issues of innovation -Innovation as a personality, innovative process and entrepreneurship

REFERENCES :

1. Jeffrey A. Timmons and Stephen **Spinelli**, "**New Venture Creation: Entrepreneurship for the 21st Century**," McGraw-Hill, 2004.
2. Malcolm Gladwell, "**The Tipping Point: How Little Things Can Make A Big Difference**," Little,Brown, February 2000
3. Peter F.Drucker, **INNOVATION AND ENTREPRENEURSHIP PRACTICE AND PRINCIPLES** , East West Press Limited
4. Keith Herndon, **ENTREPRENEURS AND INNOVATION: CREATING VALUE WITH EMERGING TECHNOLOGIES**, Innovations Publishing, Atlanta, Georgia
5. Clayton M. Christensen and Michael E. Raynor, "**The Innovator's Solution: Creating and Sustaining Successful Growth**," Harvard Business School Press, September 2003
6. Geoffrey A. Moore, "**Crossing the Chasm**," Harper Business, August 2002
7. William A. Sahlman and Howard H. Stevenson, **ENTREPRENEURIAL VENTURE**, Harvard Business School Publications, 1992.
8. Doing, Jameson W and Hargrove, Erwin C, **Leadership and Innovation: Entrepreneurs in Government**, Johns Hopkins University Press, 2005

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

3.1 INTERNATIONAL BUSINESS

Course Number :

UNIT - I

Introduction and Overview

Introduction and Overview : Introduction - The Globalization of the World Economy - The Changing Nature of International Business - Differences in International Business.

UNIT - II

Country Factors

National Differences in Political Economy : Introduction - Political Systems - Economic Systems - Legal Systems - The Determinants of Economic Development - States in Transition.

Differences in Culture : Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change - Cross-Cultural Literacy - Culture and competitive Advantage.

UNIT - III

The Global Trade and Investment Environment

International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism - Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond.

The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact.

UNIT - IV

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.

The Global Monetary System

The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

UNIT - V

The Strategy and Structure of International Business

The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice. Mode of Entry and Strategic Alliances : Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work.

Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance - Counter trade.

References :

1. Hill.C.W., International Business : Competing in the Global market place, Irwin-McGraw Hill, 1999.
2. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
3. Shivaramu, International Business, Macmillan India.
4. Francis Cherunilam, International Business, Wheeler Publications.
5. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

3.2 MANAGEMENT INFORMATION SYSTEM

Course Number :

Unit I

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

Unit II

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

Unit III

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

Unit IV

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

Unit V

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology.

TEXT BOOKS

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999.
2. Effy Oz, "Management Information Systems", Vikas Publishing House, Third Edition, 2002.
3. Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.
4. Waman S Jawadekar , "Management Information System Text and cases", Third Editions, Tata McGraw-Hill ,2007.
5. R.Srinivasan, "Strategic Management", IInd edition, Prentice Hall of India, New Delhi.
6. M.Senthil, "Management Information System", 2003.

3.3 Computer Applications : Integrating Business Processes through SAP

Detailed syllabus

Each one of the sections should be covered in not less than 6hrs of practical training. If the students are found to show mastery in the first unit based on a specific test then the time given for unit 1 may equally be distributed(8*9+3(test 1)+3(test 2)=78hrs in total for the lab oriented practical course work)

Introduction to computers, Microsoft word applications Excel spread sheets and uses
Preparation of documents power point slides

Unit – 1

SAP Business One - Financial accounting

Financial accounting delivers tools and reports that enable you to manage all financial processes, including:

Chart of accounts -- Allows you to define all accounts and their hierarchical relationships
Journal entries -- Allows you to enter or find manual journal entries and automatically allocate each transaction to a project or profit center
Transaction templates -- Enables you to save time and prevent mistakes when entering manual journal entries
Recurrent journal transactions -- Lets you create your own set of recurrent transactions, including automatic frequency reminders
Exchange rate differences -- Adjusts foreign currency accounts to the changes in your local currency
Trial balance report -- Displays account balances and transactions, enabling you to view all your financial reports in any desired currency and in each detailing level
Profit and loss report -- Displays income and expenses in the conventional way used by accountants
Balance sheet -- Displays assets and liabilities in the conventional way used by accountants
reports -- Allows all reports to be displayed in a comparative view between months, quarters, years, or any other period
Financial reports designer -- Gives you the power to create unlimited financial reporting templates

Unit – 2

SAP Business One - Sales and Distribution

From price quotes to invoicing and payment, sales and distribution helps you complete your entire sales cycle with the following tools and capabilities:

Quotation -- Allows you to automatically issue a price quote to customers, measure gross profit for the quotation, update stock levels, and report the customer's current balance
Order entry -- Enables you to enter customer orders, automatically reserve the item ordered, and notify your warehouse of the delivery Date
Delivery notes -- Enables you to order merchandise related to a quotation and update stock balances
Returns -- Lets you record stock entry returned from clients
Invoicing -- Automatically creates the invoice and records the stock and journal transactions, while issuing an automatic receipt in case customers are paying any part of their bill

Unit – 3

SAP Business One - Service Management

Service management optimizes the potential of your service department, providing support for service operations, service contract management, service planning, tracking of customer interaction activities and customer support. Capabilities include:

Service call Enables users to manage, track, and resolve customer questions and deal with item-related problems
Customer equipment card Provides service technicians with detailed information about an item sold to a customer, such as a manufacturer's serial number, replacement serial number, and all service call history

Service contract Allows users to create a regular support or warranty contract for items or services sold to a customer

Rate tables Allows you to enter your foreign currency rates and indexes or auto download rates from the Web, which can then be used in reports and data entry

Service reports Enable users to view and analyze data related to service contracts, customer equipment, and service calls

Unit – 4

SAP Business One – Purchasing

Purchasing enables you to manage and maintain every aspect of your vendor relationships. Tools and processes include:

Purchase order -- Allows you to issue a purchase order to vendors for materials or services, update the available amount for the items ordered, and notify the warehouse manager of the expected delivery date

Purchase delivery note -- Updates the actual in-stock amount without affecting the vendor's account balance, Purchase return -- Records goods returned to suppliers

Purchase invoice -- Records supplier invoices and simultaneously records a stock entry

Unit - 5

SAP Business One - Warehouse management

Warehouse management gives you the tools and processes you need to handle stock merchandise, including:

Item management Manages all item information, including name and code, barcode, trademark, measures, prices, and even the item's picture

Item query Gives you a quick view of item details

Price lists Lets you define as many price lists as you need and associate them with each customer or vendor

Special prices Records prices for unique customers or from unique vendors and enables you to set quantity-sensitive prices that change according to quantities purchased

General receipt/release from stock allows you to record a stock entry or release not connected directly to an AP/AR document

Transfer between warehouses Enables you to record all transfers between warehouses

Stock transactions Maintains opening balances for stock items and updates stocktaking data

Unit - 6

SAP Business One - Outlook Integration

Outlook integration gives you seamless integration and synchronized communications between SAP Business One and Outlook, Microsoft's personal information manager and communications program. Outlook provides an integrated solution for managing and organizing e-mail messages, schedules, tasks, notes, contacts, and other information. With SAP Business One, your employees can synchronize calendars, contacts, tasks – even integrated quotation management. They can also capture and access all relevant customer, partner, and vendor information. And they benefit from seamless communication that spans departments, business

Unit - 7

SAP Business One – Reporting

Reporting can open an entirely new world of data and information, with tools for:

Customers/suppliers debts aging Lets you view all customer and supplier debts, sorted and divided by their age; view a detailed report for the customer by clicking on a customer line; and use a link to Microsoft Word to create, with a single mouse click, a full status report of all customer debts

Sales analysis Allows you to analyze your sales in three main dimensions (by customer, per item, and per agent); enables you to create any cross-sectioning between these dimensions to get a better view, with a report that automatically creates charts to display the data graphically and drill down to a highly detailed level

Reference : SAP business 1.0 Software
www.sap.com/confactsap

3.4 to 3.7 ELECTIVE COURSES **AND**

3.8 PROJECT REPORT & VIVA VOCE

D.3 PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : LEGAL ASPECTS OF BUSINESS

Course Number :

Subject Description:

This course presents the various business laws and the various legal formalities to be followed in the business organisation.

Goals:

To enable the students to learn the various kinds of legal aspects of business and implementing the legal provision in the organisation:

Objectives

On successful completion of the course the students will be able to understand

1. the various types of business Laws.
2. the various legal formalities to be followed in the organisation and
3. the procedure for establishing a company.

Contents

Unit -1

The Indian Contract Act, 1872

Introduction – Definition of contract – Agreement – Legal enforceability – Essential elements of a valid contract – Offer – Legal rules regarding a valid offer – Acceptance of an offer – Legal rules regarding a valid acceptance – Consideration – Essentials of valid consideration – Legality of object and consideration – Unlawful object and consideration – Capacity of the parties. Minor's agreements – minor and special contract – persons of unsound mind – Disqualified persons – Free Consent – Flaw in free consent – Coercion – Undue influence – Misrepresentation – Fraud – Mistake – classification of contracts – Quasi Contracts – Performance and discharge of a contract – Discharge by Performance – Discharge by Mutual Agreement – Discharge by Operation of Law – Discharge by Impossibility of Performance – Discharge by Lapse of Time – Discharge by Breach of Contract – Remedies for Breach of Contract

Unit – 2

The Sale of Goods Act, 1930

Essential Characteristics of Sale of Goods – Sale and Agreement to sell – Sales and Hire Purchase – Subject Matter of Contract of Sale – Performance of Contract of Sale – Delivery of goods – Rules as to Delivery of Goods – Conditions and Warranties – Doctrine of Caveat Emptor – Remedies for Breach for Buyer and Seller – Rights of an Unpaid Seller – Rights of Unpaid Seller against the Buyer Personally – Auction sale

Unit – 3

Contract of Agency

Essentials of Contract of Agency – Creation of Agency – Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor – Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent – Duties and Rights of the Principal – Delegation of authority by an Agent – Sub Agent – Position of Principal and Agent in relation to third Parties – Termination of Agency

Unit – 4

The Company Act, 1956

Characteristics of a company – Types of Companies – Promotion and Formation of a Company – Incorporation by Registration – Memorandum of Association – Doctrine of the Ultra – vires – Articles of Association – Doctrine of Indoor Management – Commencement of Business – Prospectus – Contents of the Prospectus – Statement In Lieu of Prospectus – Membership of a

Company – Powers of the Board of Directors – Duties of the Directors – Liability of Directors – Meetings of a company – Winding up of a Company

Unit 5

The Consumer Protection Act, 1986

Object of the Consumer Protection Act – Rights of Consumers – Definitions of Important Terms – Consumer Complaint - Consumer Protection Councils – Redressal Machinery - District Forum – State Commission - National Commission, relief available to the Consumers

Cyber Law

Need for Cyber laws – Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime

REFERENCE:

1. SS Gulshan, Business law, Excel Books.
2. S.C.Khuchal, Business law.
3. N.D.Kapoor, Business law.
4. V.Kubendran – Legal aspects of Business.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

4.1 STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT

Course Number :

Objectives : Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

Teaching and Examination: Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

Unit I

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

Unit II

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

Unit III

Strategy Formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, non-profit organisations and large multi product and multiple market organisations.

Unit IV

Tools of Strategy : Planning and evaluation :

Competitive cost dynamics - experience curve - BCG approach - cash flow implication -IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Strategy implication & Control :

Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalisation - Future of Strategic Management.

References :

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, "Strategic Management: Formulation, Implementation and Control", 9th Edition, TMH, 2007
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
9. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

4.2 Computer Applications in Management (Only Practical Examination)

4.3 to 4.6 ELECTIVE COURSES

D.4 P.G. DIPLOMA IN ENTREPRENEUR DEVELOPMENT :
THE SUCCESSFUL BUSINESS PLAN

Course Number :

Section I:

Starting the Process – The Successful Business. Getting Your Plan Started. Making Your Plan Compelling.

Section II:

Business Plan Components – The Executive Summary. Company Description. Industry Analysis and Trends. Target Market. Competition. Strategic Position and Risk Assessment. Marketing Plan and Sales Strategy. Operations. Technology Plan. Management and Organization. Community Involvement and Social Responsibility. Development, Milestones, and Exit Plan. The Financials. The Plan's Appendix.

Section III:

Putting the Plan to Work – Preparing, Presenting, and Sending Out Your Plan. Looking for Money. Using Your Plan for Classes and Competitions. Internal Planning for Existing Businesses and Corporations. Time Saving Tips.

Section IV:

Special Considerations – Considerations for Internet, “e-businesses”. Considerations for Retailers. Considerations for Manufactures. Considerations for Service Businesses. Business Planning in a Weak (or Strong) Economy.

Section V:

Reference –

Outline of a Business Plan. Business Terms Glossary. Funding Sources. Research Sources. Entrepreneurs' Sources. Index. Sample Plan – Cover Letter. Executive Summary. Company Description. Industry Analysis and Trends. Target Market. The Competition. Strategic Position and Risk Assessment. Marketing Plan. Operations. Technology Plan. Management and Organization. Community Involvement and Social Responsibility. Development, Milestones & Exit Plan. Income Statement, Three – Year Projection. Income Statement, Annual. Cash – Flow Projection. Balance Sheet. Sources and Uses of Funds. Assumption Sheet.

ELECTIVE PAPERS FOR III SEMESTER

1. Integrated Marketing Communication (Promotion Management)

Course Number :

UNIT I : PROMOTION MIX & PERSONAL SELLING: Promotion Mix Tools, Steps in Communication process, Factors in deciding promotion mix.

Personal selling - Sales force Design - objectives, strategy mix, structure and compensation. Principles of Personal Selling - Salesmanship, steps in selling process, Negotiation - Models, Strategy & Tactics, Customer Relationship Management. Evaluation of personal selling.

UNIT II : ADVERTISING MANAGEMENT:

Meaning, Objectives, Importance, Classification of advertisement, Economic and Social Effects of Advertising, Organisation of Advertising Department, Advertising Agency Management, Campaign Planning, Advertising Budget.

UNIT III : ADVERTISING MEDIA MANAGEMENT:

Types - Print, Radio, TV, Cinema Outdoor and other forms - Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling.

UNIT IV : ADVERTISING CREATIVITY:

Advertising Copywriting for Print and Broadcast Media - Principles, Styles, Advertising Visualization and Design, Production of Print, Broadcast and other Advertisements, Evaluation of Advertising.

UNIT V : SALES PROMOTION AND PUBLIC RELATIONS

SALES PROMOTION :

Objectives, Tools, Planning, Implementation and Control, Evaluation of Sales Promotion.

PUBLIC RELATIONS :

Objectives, Tools, Media and Message, Evaluation of Public Relations.

UNIT VI Case Analysis

References :

1. Promotion Management - John.J.Burnett - AITBS.
2. Advertising - Theory & Practice - Vernon Fryburger - AITBS.
3. Advertising Excellence - Bovee & Thill - Mc Graw Hill International.
4. Advertising and Promotion: An Integrated Marketing Communications Perspective – George E Belch and Michael E Belch, 6th Edition, TMH, 2006
5. Sales Promotion - Tony Dakin.
6. Sales Promotion - Julian Cummins.
7. Successful Sales Promotion - Pran Chowdhry .et.al. - MacMillan
8. Sales Management - Cundiff, Stil & Govani – PHI/Pearson.
9. Practical Public Relations - Sam Black - Universal Book.
10. Managing Public Relations - Gruning and Hunt - CBS College Publishing.

2. EXPORT MANAGEMENT

Course Number :

AIM : To help students acquire familiarity of the knowledge and process of export and import trade.

UNIT I : Export - meaning - scope - functions - Role of export in economic development - Planning for export - market analysis:- market intelligence and market Research - market selection and entry strategies for export.

UNIT II : Legal aspects of export trade:- International law: Private Law - Transport contracts - Payment and credit - settlement of disputes - Indian Laws: EXIM policy - Law relating to packaging - pricing - Advertising - distribution.

UNIT III : Export financing: methods and sources of export finance - Terms of payment for export - Letter of credit - Institutional aid for export financing: RBI, EXIM Bank, ECGC - commercial banks. Export pricing: Factors influencing export price - Forms of pricing - pricing approaches - Transfer pricing - Dumping - International price quotation - Incoterms.

UNIT IV: India's export performance - Problems in export trade- Export promotion - Need - Export promotion in India:- Institutional support for export promotion - Export promotion incentives -EPZ & FTZ, 100% EOU, Export houses, Trading houses - Star Trading houses - Project and consultancy export -

UNIT V: Export Procedure and documentation: Export order execution - Product preparation - quality control and Pre-shipment inspection - Packaging - freight forwarders - Cargo insurance - customs clearances - Documentation Procedure and clearing Export bills. Import Procedure:- Import licensing - Replenishment license - Advance import license - Pass book scheme - Import of capital goods.

References :

1. TAS Balagopal - Export management - Himalaya
2. Varshney & Battacharya - International Marketing Sultanchand & sons
3. Francis chernmilam - International Trade and Export management - Himalaya
4. B.S Rathor - Export Management - Himalaya.
5. S. Shivaramu - Export Marketing - Himalaya

3. CONSUMER BEHAVIOUR

Course Number :

UNIT – I

Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation and Consumer Behaviour.

Learning - nature, conditions relevant to high and low involvement strategies, characteristics and types of learning, Brand loyalty, Brand equity & leverage.

Perception - Process, interpretation, Perception and marketing strategy. Perceptual process and buying behaviour.

Perception - Elements, Just notice able difference - its application to Consumer Behaviour, Perceptual organization and defense, consumer imagery.

UNIT - II

Motivation - Nature, motivational strategies, theories and their relevance, marketing strategies based on motivational conflict.

Personality - Psycho-analytical neo-Freudian and social approaches to personality understanding consumer diversity, Brand personality, Self and self image.

UNIT - III

Attitude formation & change - Tricomponent and structural models of attitudes, sources of attitude formation, strategies of attitude change, cognitive dissonance, attribution, self perception theories, Foot in the door phenomenon.

Groups - types, Celebarities, Family, Socialization of family members, Function of family, Family decision-making and consumption - related roles, Family life cycle.

UNIT - IV

Culture- Nature - Characteristics - Measurement, Sub-cultures – Nationality, age, geographic, Regional and Sex, Subcultural interaction.

Cross culture : International perspective cross cultural consumer analysis, Multinational strategies, Cross – cultural psychographic segmentation marketing mistakes – undertaking differences.

UNIT - V

Opinion leadership & process, Dynamics, motivation and opinion leadership, Measurement and corporate strategy of opinion leadership.

Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process.

References :

1. Kurder, Consumer Behaviour, PHI/Pearson.
2. Schiffman.L.G. & Kanak.L.L., Consumer Behaviour, PHI/Pearson.
3. Loudon.D, Consumer Behaviour, Concepts & Applications, Albert Biutta, McGraw Hill.
4. Ingel, Roger & Blackwell, Consumer Behaviour.

4. RURAL MARKETING

Course Number :

UNIT I

Rural Economy - Policy interventions, reforms Diagnosis challenges to Indian Marketer.

UNIT - II

Rural Marketing - introduction, nature and attractiveness, rural vs urban Marketing.

UNIT - III

Selecting and Attracting markets - introduction Segmentation – Concept, degree, guidelines and bases, Targeting and Positioning.

UNIT - IV

Product Strategy - Introduction, Classification, Significance, Scope. Product Mix, Competitive product strategies. Pricing strategy – Introduction, Concepts, Significance, Objectives policy.

UNIT - V

Promotion Strategy - introduction, exploring, Target audience, Designing, Comparison Distribution strategy - introduction, channels old, new, pragmatic, approaches covering strategy.

References :

1. Krishnamacharyalu & Lalitha, Rural Marketing, Pearson Education, 2002.
2. Ramkishen, New Perspectives on Rural Marketing, Jaico Books, 2002.
3. Gopaldaswamy, Rural Marketing, Wheeler Publishing.

5. FINANCIAL SERVICES

Course Number :

Subject Description :

Financial Services emphasizing on the emerging trends in financial services like merchant banking, hire purchase, leasing, mutual funds, venture capital and mergers and acquisitions.

Goals:

To familiarize the students on the latest trends to financial services.

Objectives:

On successful completion of the course the students should have:

To learn the various financial services provided by NBFCs.

To understand the modes of raising capital from domestic and foreign market.

To evaluate feasibility of projects on hire purchase and leasing.

To study and understand mutual funds, venture capital, merges and appreciation along with other financial services.

UNIT I

Merchant Banking - Functions - Modes of raising capital from Domestic and foreign markets - Raising short term funds -Recent developments in the capital markets - SEBI guidelines on merchant banking in India. NBFCs in India.

UNIT II

Hire Purchase - Concept - evaluation of Hire Purchase Proposals.

Leasing -overview - tax aspects - Lease Accounting - Types of leases - Evaluation of leasing proposals.

UNIT III

Mutual funds - operations performances, regulation - SEBI guidelines for mutual funds.

UNIT IV

Other financial services.

Venture Capital - Bill Discounting - Factoring - credit rating - Asset securitization - Depositories.

UNIT V

Mergers and Acquisitions - SEBI code on Take-overs - Business Failures and reorganizations. Case Analysis, Review of relevant articles.

References :

1. M.Y.Khan, Indian Financial Systems.
2. K.Sriram, Hand Book of Leasing Hire Purchase & Factoring.
3. R.M.Srivastava, Indian Financial System.
4. Rajas Parashine and Ashok Kumar, Introduction to Lease Financing.
5. T.Sundar Rajan, Merchant Banking.
6. L.M.Bhole, Financial Institution & Markets.
7. Habel J.Johnson, Financial Institution & Markets.
8. Dr.J.C.Verma, Mutual Funds & Investment Portfolio.
9. Nalini Prava Tripathy, Financial Instruments and Services, Prentice Hall of India, New Delhi.

6. EQUITY RESEARCH AND PORTFOLIO MANAGEMENT

Course Number :

Subject Description :

Equity Research and Portfolio Management emphasizing on valuation of securities based on technical and fundamental analysis. Emphasizing on construction and revision of port folios.

Goals:

To familiarize the students on the modes of selecting investment opportunities, and analyzing the securities for investment.

Objectives:

On successful completion of the course the students should have:

To understand investment settings and valuation of securities to study the fundamental and technical analysis – concepts and applications.

To understand portfolio construction, diagnostic evaluation and revisions.

UNIT I : Investment setting - Securities - Securities Market - Sources of investment information - Security market indicators - Security Contract regulation Act.

UNIT II : Valuation of Securities : Equity - Preference shares - Debt instruments - Hybrid securities - derivatives - Asset pricing theories - CAPM - APT - Portfolio theory - Option pricing theory.

UNIT III : Economic Analysis - Economic forecasting and stock Investment Decisions - Forecasting techniques.
Industry Analysis - Industry classifications. Economy and Industry analysis. Industry life cycle - Evaluating Industry relevant factors - External industry information sources.

UNIT IV : Company Analysis : Measuring Earnings - Forecasting Earnings - Applied valuation techniques - Graham and Dodds investor rations value investing.
Technical Analysis : Fundamental Analysis Vs Technical Analysis - Charting methods - Market Indicators - Trend - Trend reversals - Patterns - Moving Average - Exponential moving Average - Oscillators - ROC - Momentum - MACD - RSI - Stoastics.

UNIT V : Portfolio - Construction - Diagnostics Management - Performance Evaluation - Portfolio revision, Case Analysis, Review of relevant articles.

References :

1. Investment Management and Portfolio Analysis - Reilly.
2. Fundamentals of Investing - Gitman
3. Security Analysis - Graham and Dodd
4. Management of Investments - Clark Francis
5. Modern of Security Analysis and Portfolio Management - Fuller and Farvell.
6. Investment Management - Balla and Tuteja.

7. HUMAN RESOURCE DEVELOPMENT

Course Number :

AIM : To enable the students to learn the principles and practices of developing human resources.

UNIT I : Introduction to the concept and philosophy of HRD - Meaning, scope, importance, difference between traditional personnel management and HRD - Contextual factors and Human Resource System Designing. Role Analysis and HRD-Key performance areas, Critical Attributes, Role Effectiveness, Role analysis methods.

UNIT II : Performance appraisals and performance development - objectives of performance appraisal - The past and the future; Basic considerations in performance appraisal; Development oriented appraisal system. Interpersonal Feedback and performance counseling - Giving and receiving feedback; Developing dyadic relationship through effective counseling.

UNIT III : Potential Appraisal and Development. Career planning and Development.

UNIT IV : Training - conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow-up training.

UNIT V : Organization Effectiveness - Organisation Culture, HRD climate; Organization Development - characteristics, HRD - OD interface, Managing change through OD. HRD/OD approach to I.R. HRD implementation strategies and issues in Human Resources System designing. HRD experiences in India - Emerging trends and perspectives.

References :

1. Pareek Udai and T.V.Rao, Designing and Managing Human Resource Systems, Oxford & IBH.
2. Rao T.V.performance Appraisal: Theory and Practice.AIMA-Vikas.
3. ILO: An Introductory course in Teaching and Training Methods for Management Development. Sterling Publishers.
4. Rao T.V.et.al.(ed) Alternative Approaches and Strategies of HRD Rewat Publications.
5. Silvera D.M. - Human Resource Development - the Indian Experience New India Publications.
6. Rao VSP, Human Resource Development, Response Books, 2001.
7. Kandula S.R, Strategic Human Resource Development, PHI, 2001.

8. MANAGING INTERPERSONAL EFFECTIVENESS

Course Number :

Managing Interpersonal Effectiveness. This is a self and Personality development course to be integrated with exercises and experiential learning.

UNIT I

Self Definition and Perception. Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management.

UNIT II

Communication

Communication and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication - Barriers - ways of over coming - Nonverbal Communication - Paralanguage, Eye Contact, Facial expression, Kinersics, Body language, Deception, and Detecting deception.

UNIT III

Assertive Training

Nature, importance & relevance to organizational life - Assertion and aggression , Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion. When to say Yes/No. Being assertive with oneself - cutting, rewriting, editing and How to enhance individual assertiveness?

UNIT IV

Transactional Analysis

Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.

UNIT V

Counseling

Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance Predicting People's Problems Journey into life space. Anxiety and stress Counseling to develop organisations, Check list for Counselors, Training for Counseling.

References :

1. Venkatapathy.R and Jackson.P.T. Managing Interpersonal Effectiveness, Adhithya Publishers, 2003.
2. Thomas Harris I'm okay, you're okay.
3. Fishert Uray Getting to Say yes: Negotiating an agreement without giving in AMA, 1993.
4. www. Ta Tutor.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

9. EVENTS MANAGEMENT

Course Number :

Unit I

Events - nature definition and scope, C's of events, designing, interaction and importance. As a marketing tool - various needs addressed by events, focusing and implementing events, advantages and disadvantages of events.

Unit II

Elements of events - event infrastructure, target audience, organizers, venue, media activities to be carried out. Concept of market in events, segmentation and targeting of the market events.

Unit III

Positioning in events and the concept of event property. Events as a product. Methods of pricing events, Events and promotion, various functions of management in events.

Unit IV

Strategic market planning, Development and assessment of market plan.

Unit V

Strategic alternatives arising from environment, competition and defined objectives. Pricing objectives, Evaluation of event performance - measuring performance & correcting deviations,

References :

1. Gaur.S.S. and Saggere.S.V., Event Marketing Management.
2. Panwar.J.S., Marketing in the New Era, Sage Pub., 1998.
3. Kotler.P., Marketing Management, Analysis, Planning, Implementation and Control, Prentice Hall, 1997.
4. Avrigh.Barry, Event and Entertainment, Delhi, Vision Books, 1994.

10. ADVANCED PRODUCTION MANAGEMENT

Course Number :

Aim

To enable students in learning production management techniques and process at advanced level.

UNIT – I

Impact of Technology on Production; Economics and Social Issues – Automation – Operation strategy and competitiveness – economy studies for Investment and replacement in Production Management.

UNIT – II

Design of the systems and procedures: Product Decision and Process Selection – Design of facilities.

UNIT – III

Design of Production, planning and control system – design on scheduling system – design of inventory system – design of maintenance system.

UNIT – IV

Productivity Techniques – Application of quantitative models for production planning and control – process charts, network analysis.

UNIT – V

Human aspects of production management – Methods of improving business process re-engineering – synchronous manufacturing – production planning and financial planning.

REFERENCES:

1. Chase and O' Aqulano – Production and Operations Management
2. J.D. Radford and D.B. Richardson Oriver W. Wight – The Management of Production and Inventory Management in Computer area
3. Powell Niland – Production Planning, Scheduling and Inventory control
4. Floyd C. Mann and L. Richard – Automation and the worker Heffman
5. S.C. Agarwal – Maintenance Management
6. E. Leno J. Miller – Modern Maintenance Management Jerome W. Blood (ed)

11. ELECTRONIC COMMERCE

Course Number :

Unit I

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management

Unit II

The Internet and the World Wide Web: The Internet Today - History of the Web - Unique benefits of the Internet - Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages - Launching a Business on the Internet.

Unit III

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

Unit IV

E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

Unit V

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.

Referece

1. Elias. M. Awad, " Electronic Commerce", Prentice - Hall of India Pvt Ltd, 2002.
2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce - A Manager's guide", Addison - Wesley, 2000.
3. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce – A Managerial Perspective", Addison - Wesley, 2001.
4. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, 2006
5. Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RD Edition, Pearson Education, 2003
6. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Addition – Wesley, 2000.

12. SYSTEMS ANALYSIS AND DESIGN

Course Number :

Unit I

System Concepts & Information System Environment : System concepts - definition, characteristics of a system, Elements of a system, Types of a System, introduction to System Analysis and Design - System Analysis, System Design, System Development Life Cycle.

Unit II

The Information System Analysis : Introduction - where does the system analysis come from? - What does it do? - Preparing for Career as a System Analyst - General Business Knowledge - Technical Skills - Communication skills - Role of System Analyst - Change Agent - Investigator and Monitor - Psychologist, Sales Person, Motivator, Politician, Place of the System analyst position in the MIS organization.

Unit III

System Analysis : Problems who System Development Life Cycle approach, Neet for a Structured approach, Information Gathering. A problem solving approach - Data Flow Diagrams, Data modeling with logical entity relationship. Process modeling with logical data flow diagram, Dta dictionary, Decision Tree, Decision tables and Structured English.

Unit IV

System Design : Introduction, The Process of Logical & Physical design - Modern Computer Databases - Different kinds of databases - E-R models - E-R diagrams - Normalization. Computer outputs and controls, computer inputs and controls, Code design, Computer based methods, procedures and controls.

Unit V

System Implementation : System testing Conversion Compating resistance to change Post Implementation review Software maintenance Hardware/Software Selection Seuruty disaster/ recovery and ethics in System development.

Case Analysis.

References :

1. System Analysis and Design - Elias M.Awad.
2. System Analysis and Design - Jerry L.Whitten, Lonnie D.Bently & Victor M.Bar
3. System Analysis and Design - A case study approach - Robert J Thierauf.
4. Data base System Concepts - Henry F.Korth,Abraham Silberchatz & Sudharsan.
5. System Analysis and Design - Kendall, Pearson, 2002.

13. INTEGRATED MATERIALS MANAGEMENT

Course Number :

AIM

The Course is aimed at acquainting the student with various objectives and functions of Materials Management. This course also lays emphasis on decision making process.

UNIT – I

INTRODUCTION AND BASIC CONCEPTS

Concept and significance of Integrated Materials Management
Materials codification and computerization

UNIT – II

MATERIALS PLANNING AND CONTROL

Inventory Planning and Control

Models – Theory and Practice ABC, VED and other classifications EOQ – Reorder point – Lead Time Analysis – Safety – Stocks – Q System – P System – S System.

Materials Requirement Planning (MRP)

Materials Problems in Indian Conditions and Inventory Audit and Inventory Audit and Information Systems.

UNIT – III

PURCHASING

Purchasing Fundamentals – Make or Buy – Source Selection – Vendor Rating – Value Analysis.

Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance

Purchasing Capital Goods, Seasonal Goods, Imported Goods

Deferred Payment Schemes – Lending Institutions – Leasing Trends.

Governmental buying – D.G.S.&D – Evaluation of Purchase Performance.

UNIT – IV

WAREHOUSING AND STORES

Location and Layout of Warehouses and stores – Different typical models.

Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking – Kardex Stores Accounting.

UNIT – V

MISCELLANEOUS TOPICS

Practical problems in Management of Dead Stocks, Surplus stocks and scraps – Evaluation of Stores Performance.

Materials Handling and Transportation Management

Case Studies

REFERENCES:

1. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill Publishing Company Ltd.
2. A.K. Datta – Integrated Materials Management A Functional Approach – Prentice Hall of India P. Ltd.
3. M.S. Sandilya and P. Gopalakrishnan – Inventory Management: Text and Cases – Macmillan Indian Ltd.
4. M.D. Patel, A. Chunawalla and D.R. Patel – Integrated Materials Management (Concepts & Cases) – Himalaya Publishing House.

14. QUALITY MANAGEMENT SYSTEMS

Course Number :

UNIT – I

Quality – meaning and importance; Principles of quality gurus; Quality improvement techniques – pareto diagrams, cause-effect diagrams, scatter diagrams and run charts; Statistical concepts – definitions, measures of central tendency, measure of dispersion, concepts of population and samples and normal curves; Costs of quality; Process variation – Basic forms and Taguchi’s view of variation.

UNIT – II

Statistical process control charts – p chart, np chart, X-bar chart, R chart, S chart and c chart; Process capability index; Acceptance sampling – single sample plan, sequential sampling plan, producer and consumer risk, operating characteristic curve and double sampling plan; Design of experiments – Two level experiments, orthogonal array, grand mean effect, effect of the factors, repetition error effect, determining significant factors and optimum results.

UNIT - III

Quality loss function; Taguchi loss functions; Types of quality loss function; Robust design process; Parameter design process; Parameter optimization experiment; Experimental approaches – one-factor-at a time experiment, full and fractional factorial experiment; Analysis of mean (ANOM) and Analysis of variance (ANOVA); Failure mode and effect analysis.

UNIT – IV

Reliability – definition and concepts; Product life characteristic curve – bath tub curve; Reliability function; Reliability engineering; Total quality management – principles and practices; Customer satisfaction; Total employee involvement; Total production maintenance; Quality assurance; Quality circle; Quality audit – world class standards.

UNIT – V

Quality standards; ISO 9000 : 2000 – concepts, various procedures / clauses, certification requirements, implementation of ISO 9000 in Indian business environmental; IS 14000 – concepts and importance; Six sigma; Service quality measurements – SERVQUAL and national and international standards.

REFERENCES:

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, 4th edition
2. Donna C.S. Summers, Quality, Prentice-Hall, 2006, 4th Edition
Dale H. Besterfield, et.a. Total Quality Management, Prentice Hall, 2003.

15. RETAIL MANAGEMENT

Course Number :

Unit I

Retailing - An introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

Unit II

Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management- positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

Unit III

Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

Unit IV

Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations; Customer service management.

Unit V

Impact of information technology in retailing - Integrated systems and Networking EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, on line retailing, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.

Reference :

1. Berman and Evens, *Retail Management*, PHI.
2. David Gilbert, *Retail Management*, Financial Time/Prentice Hall.
3. Gibson Vedamani, *Retail Management*, Jaico Books.
4. Levy & Weitz, *Retail Management*, Tata McGraw Hill.

16. HOSPITALITY MANAGEMENT

UNIT I

Introduction – Concepts - Scope of the Hospitality Industry – Service and Product of Hospitality – careers in Hospitality Industry –

UNIT II

Relationship of Hospitality to Travel & Tourism – Marketing & Promotion of Hospitality – and Tourism – The Impact of Hospitality Service in Travel & Tourism – Global Issues of Hospitality.

UNIT III

Lodging – Dynamics of the Lodging Industry – Classification of Lodging properties – Marketing of Lodging services – Hotel management operation – Administrative Department – Service Department –

UNIT IV

Food and Beverage Services – Forms of services – Types of Restaurant and ownership – Historical overview of cooking of the culinary Arts – Menu planning and Development – Trends in Beverage consumption – Non Alcoholic of Alcoholic Beverages –

UNIT V

Specialized segments of Hospitality Industry – Meeting, conventions of expositions – Reasons for growth of specialized Hospitality segments – Hospitality functions & Long term Residential Health care – Managing leisure segment of Hospitality industry

References:

Text Book –

1. John R. Walker – Introduction of Hospitality Management Pearson Education Inc , New Delhi – Second Edition -.

2. Kye-sung (Kaye) Chon – Raymond T. Sparrowe – “Welcome to Hospitality – an introduction – Cengage learning India (pvt) Ltd, - New Delhi – Second Edition.

17. HOSPITAL ARCHITECTURE PLANNING & DESIGN

UNIT I

Concept of hospitals – planning and design of hospital(building and physical layout) – Space required for separate function – different types of hospitals – problems and constraints in different type of hospitals – history of hospital development- Department and organization structure of different types of hospital. Vertical & Horizontal – Clinical & Non clinical – supportive & ancillary service departments

UNIT II

Concept of project management – concept of project – categories of projects – projects life cycle
phases – project management concepts – tools and techniques for project management.

UNIT III

Project formulation – stages – bottlenecks – feasibility report – financing arrangements – finalization of projects – implementation of schedule.

UNIT IV

Organising human resources and contracting – project manager – project manager's authority – The project manager – roles and responsibilities of project manager
project organization – accountability in project execution – contracts and tendering ,selection of contractors – team building

UNIT V

Organizing system and procedures – working of system – design of system – project work system design – work break down structure – project execution plan – project procedure manual project control system – planning scheduling and monitoring – monitoring contracts and project diary. Project implementation stages direction – communication in a project – coordination guidelines for effective implementation reporting in project management – project evaluation and its objectives types and methods.

Reference:

Planning & Management of Medical Care Hospital Services(Back Ground Papers)
Conducted by Department of Medical Care and Hospital Administration NIH &FW, New Delhi.
Building a Hospital – A Premier for Administrator - John Rea,J Jaffrey J Fronmelt
Malcolm D.Maccoun.
Site Selection for Health Care Facilities - James Lifton, Owen B Hard y
Planning Health facilities for patient and visitors - Janet Reinstein Carpmqan Myro
A Grant Deborah A.Simmons
Hospital waste management - John Blackman
How to evaluate equipment and service contract - Henry Alder
Hospital facilities planning and Design - G.D.Kuders

18.HOSPITAL OPERATIONS MANAGEMENT

UNIT I

Meaning and scope of patient care services – significance of patient care – role of administration in -patient care – classification of Hospital. Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services

UNIT II

Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management

UNIT III

Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual

UNIT IV

Nutrition and dietary services – pharmacy services – Medical records services. Laundry services – Housekeeping services – Energy conservation methods- Cost containment measures in a hospital . Transportation services – Mortuary services – Hospital security services

UNIT V

Facilities Engineering – Maintenance of Civil Assets- Electrical supply and water supply – Medical gas pipeline – plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital. Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards

References:

Management process in Health care - S.Srinivasan
Hospital Department Profiles - Gold Berry A.J
Hospital and facilities planning and Design - G.D.Kunders
Hand Book of Bio-Medical Engineering - Jacob Kline
Clinical Engineering Principles and Practices - Webster J.G. and Albert M.Cook
Maintenance Planning and Control - Antony Kelly
Hospital Engineering in Developing Country - Hans Pfeiff, Veera

ELECTIVE PAPERS FOR IV SEMESTER

1. SUPPLY CHAIN MANAGEMENT

Course Number :

Aim

To familiarize the students with the concepts of supplies pertaining to purchase, storage and issue of materials and stock maintenance of finished goods.

UNIT – I

Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM. SCM current scenario – Value chain management and customer relations management.

UNIT – II

Customer focus in SCM – Demand planning, Purchase planning – Make or Buy decision – Indigenous and global sourcing Development and Management of suppliers – Legal aspects of Buying – Cost management – Negotiating for purchasing / sub contracting – Purchase insurance – Evaluation of Purchase performance (performance indices). Inventory management – Financial impact of inventory.

UNIT – III

Manufacturing Scheduling – Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system design and decision. Ware housing and store keeping – Strategies of ware housing and store keeping – Space management.

UNIT – IV

Logistics management – Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – Logistics and customer service.

UNIT – V

Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence. Best practices in Supply Chain Management – Organizational issues to implement SCM.

REFERENCE

1. Supply Chain Management – For Global Competitiveness – B.S. Sahay – Macmillan India Limited, 1999.
2. Supply Chain Management: Strategy planning and operations – Sunil Chopra and Peter Meindal, 3rd Edition, PHI, 2007
3. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies – Simchi-Levi, Kaminsky and Simchi-Levi, 2nd Edition, TMH, 2007
4. Robert B.Handfield & Ernest L.Nichols.JR., Introduction to Supply Chain Management, Prentice Hall of India, New Delhi.

2. SERVICES MARKETING

Course Number :

UNIT I : Services Marketing - meaning - nature of services - Types and importance - Relationship marketing - Mission, strategy, elements of design, marketing plan market segmentation.

UNIT II : Marketing mix decisions:- unique features of developing, pricing, promoting and distributing services - Positioning and differentiations strategies, quality of service industries - Achievement and maintenance, customer support service-

UNIT III : Marketing of hospitality :- Perspectives of Tourism, Hotel and Travel services - Airlines, Railway, Passenger and Goods Transport - Leisure services.

UNIT IV : Marketing of Financial services :- Concept - Features of Banking, Insurance, Lease, Mutual Fund, Factoring, Portfolio and financial intermediary services.

UNIT V : Marketing of Non-Profit Organisations :- Services offered by charities - Educational service - miscellaneous services - Power and Telecommunication.

References :

1. Services Marketing - S.M.Jha - Himalaya Publishing Company 1998, Mumbai.
2. Services Marketing - Indian experiences - Ravishankar - South Asia Publication 1998, Delhi.
3. Services Marketing: Integrating Customer Focus across the Firm – Valarie A Zeitnamd and Mary Jo Bitmer, 3rd Edition, TMH, 2003.
4. Services Marketing - Text & Readings - P.K. Sinha & S.C.Sahoo - Himalaya, Mumbai.
5. Essence of Services Marketing - Adrian Pyne - Prentice Hall of India, New Delhi.
6. Services Marketing - Lovelock - Prentice Hall
7. Services Marketing - Jeithaml - I.S.E.
8. Services Marketing - Gousalves - Prentice Hall
9. Services Marketing - Principles & Practice - Palmer, Prentice Hall.
10. Services Marketing - Woodruffe - McMillan.
11. Ravi Shankar, Services Marketing, Excel, 2000.

3. BRAND MANAGEMENT

Course Number :

UNIT – I

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

UNIT – II

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers –Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference – Buying decision perspectives on consumer behaviour, Building a strong brand – Method & implications.

UNIT – III

Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

UNIT – IV

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalisation of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

UNIT – V

Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online. Indianisation of Foreign brands & taking Indian brands global – issues & challenges.

Reference:

1. Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
2. Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
3. Harsh Varma, Brand Management, Excell Books, New Delhi.
4. Majumdar, Product Management in India, PHI.
5. Sengupta, Brand Positioning, Tata McGraw Hill.
6. Rameshkumar, Managing Indian Brands, Vikas.
7. Chandrasekar, Product Management, Himalaya.

4. DISTRIBUTION MANAGEMENT

Course Number :

UNIT I : EMERGENCE AND COMPONENTS OF MARKETING CHANNELS

Types, Functions, Relationship, Retailing – Structure, operations and strategies, wholesaling – structure, operations and strategies, Physical Distribution – Structure and strategy.

UNIT II : CHANNEL MANAGEMENT

Channel Planning, Designing Channel Systems – Organising patterns – Channels Policies, Channel Communication and information systems, Assessing marketing channel performance, Distribution cost analysis.

UNIT III : CHANNEL MANAGEMENT IN OTHER CONTEXTS

Channel Management by wholesalers and Retailers – Retail formats – Franchise-designing and management Telemarketing, e-marketing, e-tailing, Integrated distribution management

UNIT IV : RETAIL MANAGEMENT

Identifying and Understanding consumers - Choosing a store Location – Trading area analysis and site selection, Buying and handling merchandise, pricing and financial management – Establishing and maintaining a retail image. Customer service

UNIT V : PHYSICAL DISTRIBUTION MANAGEMENT

Importance of Physical distribution, Logistics System analysis and design, Organization and control, Role and Importance of warehousing, Warehouse Type, Size, number, location, prerequisite for Warehousing, Warehousing in India, Inventory Control – Cost and issues – Risk Management.

References :

1. Marketing Channels – Louis.w. Stern & Abel I. Elansary – Prentice Hall India.
2. Retail Management – A Strategic Approach – Berry Berman & Joel.r. Evans – Macmillan, New York.
3. Physical Distribution MGT – Logistical Approach – K.K Khanna – Himmalaya.
4. Contemporary Logistics – James C Johnson & Donald F. Wood – Himalaya.
5. Strategic Marketing Channel MGT – Donald Bowersox, & Bixby Cooper – MC Graw Hill International.
6. Retail Marketing Management – David Gilbert – Pearson Education/Prentice Hall.

5. INTERNATIONAL FINANCIAL MANAGEMENT

Course Number :

Subject Description:

IFM describes the international financial environment, foreign exchange and derivatives market, managing foreign exchange risk, foreign Investment analysis and the ways to managing multi national working capital management.

Objectives:

On successful completion of the course the students must be able to

1. Understand International Financial Environment
2. Understand the operations of foreign exchange derivatives market
3. Manage the foreign exchange risk
4. Analyse the foreign investment proposals
5. Manage the working capital of MNCs .

UNIT – I IFM Environment :

MNC and Multinational Financial Management – The determination of Exchange rates- the international monetary system- parity conditions in international finance and currency forecasting – The balance of payments and international economic linkage.

UNIT – II Derivative Management and Foreign exchange Risk Management:

The foreign exchange market – currency futures and options market- swaps interest rate futures. Managing Transaction and translation exposure- Measuring and managing economic exposure.

UNIT – III Financing MNCs:

International financing and capital markets-Euromarkets, – the cost of capital and foreign investments.

UNIT – IV Foreign Investment Analysis:

International portfolio investment-corporate strategy and Foreign Direct investment- Capital budgeting for MNCs

UNIT – V Multinational Working Capital Management.

Financing foreign trade - Current Asset management and short term financing – managing multinational financial system-Foreign Exchange Management Act.

References :

1. Alan C. Shapiro multinational Financial Management 8th edition. Wiley India New Delhi 2008.
2. Eun / Resnick International Financial Management Tata Mc Graw hill – New Delhi 2008.
3. Levi .D Maurice International Finance Mc Graw Hill New Delhi 2008.
4. P.K. Jain and others. International Financial Management Mac Millan co. New Delhi 2008.

6. RISK MANAGEMENT AND INSURANCE

Subject Description: Provides an overall view of the risk, risk management process. It further elaborates on property and liability risk management, Life, Health and income exposures. It explains the state of affairs of insurance industry in India.

Goals : To help the student to understand the risk and its management process through insurance and other methods.

Objectives:

On successful completion of the course the student should be able to

1. Calculate the risk and manages it
2. Understand the Property and Liability Risk Management techniques
3. Understand the risk management techniques of Life, Health and Income exposures.
4. Understand the functioning of Insurance Industry in India.

Unit – I

Risk – Risk identification evaluation, Property and liability Loss exposures, Life, Health, and Loss of Income exposures and non insurance risk management techniques. Selecting and Implementing Risk management techniques.

Unit – II

Property and liability risk Management- Risk Management of commercial property, Business liability and risk management insurance - Workers' compensation and alternative risk managing.

Unit - III

Risk Management of Auto owners - Insurance Claims – the need for insurance-personal automobile policy-personal automobile rating- premium and death rates-cost containment-advances in driver and auto safety. Risk management of home owners policy coverage-perils covered by the policy-flood Insurance-personal articles floater-personal risk management

Unit – IV

Loss of life –types of life insurance- tax incentives for life insurance- Life insurance contract provisions. Loss of Health- Health insurance providers- mechanics of cost sharing- health expense insurance- disability income insurance - health insurance policy provisions - health care reforms. Annuities- structures of annuities- annuity characteristics- annuity taxation. Employees benefits- health and retirement benefits.

Unit – V

Life and General insurance industry in India – IRDA Act- Investment norms – Protection of policy holders Interest.

Reference:

1. Jave S. Trieschimam, Sandra G. Gustarson, Robert E Houyt, Risk Management and Insurance Thomson Sowlla Western Singapore 2003.
2. Scoh E Herrington Risk Management and Insurance Mc Graw Hill New Delhi 2003.
3. Dorfman Mark S Introduction to Risk Management and Insurance 8th Edition. Prentice Hill India New Delhi 2007.
4. Harold D Stephen and W Jean Kwon Risk Management and Insurance Blackwell Publicing co., New York 2007.
5. Misra M.N. and Misra S.R Insurance Principles and Practice S .Chand and Co. New Delhi 2007.
6. Gupta P.K. Insurance and Risk Management Himalayan. Publishing House New Delhi 2008.

7. COST MANAGEMENT

UNIT I:

Introduction to cost management and basic cost management concepts. A Systems framework; factors affecting cost management; cost assignment: Direct tracing and allocation - Functional -based and Activity -based cost management systems.

UNIT II:

Cost Behaviour-Basics- Resources. Activities and Cost Behaviour- Methods for separating mixed costs into Fixed and Variable components- Reliability of Cost Formula Cost Estimation using Multiple Regression- The Learning Curve and Non-linear cost Behaviour.

UNIT III:

Activity Based Costing- Functional based product costing- ABC costing system-Product and service costing - Job order system - Characteristics of the production process - single and multiple overhead rates- An overview of cost allocation-Allocating one department's costs to another department.

UNIT IV:

Decentralisation and Responsibility Accounting Performance Evaluation-Investment Centers - Transfer pricing - Setting transfer prices.

UNIT V:

Strategic Cost Management Basic Concepts - Value Chain Analysis- Life Cycle Cost Management - JIT and its effect on cost management system.- Activity Based Management - The Balanced Scorecard- strategic based control.

Books for Reference:

1. Cost Management - Guan. Ilansen and Mower. (South Western Cengage Learning)
2. Cost Management: A Strategic Emphasis - Blocher, Chen, Cokins and Lin. (Tata Me Graw Hill)
3. Advanced Management Accounting - Atkinson and Robert Haplan. (Prentice Hall of India)
4. Cost Management - .lawahar Lai (Tata Me Graw Hill)
5. Introduction to Management Accounting - Hongren, Sundem and Stratton. (PHI)

8. ORGANISATIONAL DEVELOPMENT

Course Number :

AIM : To enable the students on the principles and practices of developing organizations. The specific areas covered are:

UNIT I

Introduction to Organisation Development:- Concepts, Nature and Scope of O.D. : Historical Perspective of O.D. - : Underlying Assumptions & Values
Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems : Group Dynamics, Intergroup - Dynamics and Organisations as Systems.

UNIT II

Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.

UNIT III

O.D.Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.

UNIT IV

Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organisational performance - The impact of O.D.

UNIT V

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D

References :

1. Wendell L.French & Cecil H. Bell,Jr.Organization Development, PHI Fourth edition.
2. French, Bell and Zawacki - Organization Development Theory, Practice and Research Universal Book Stall, Third Edition.
3. Rosabeth Moss Kanter: The change Masters, Simson & Schaster.

9. LABOUR WELFARE AND INDUSTRIAL RELATIONS

Course Number :

AIM : To familiarise the students with the knowledge of industrial relations and their impact on managing human resource.

UNIT I : Industrial Relations - Concepts and systems - IR at National and International levels - Infrastructure that guide and direct Industrial relations - Trends in India. Trade unionism - Theory, Policy - their influence on HRM - objectives and functions - structure - Types - Indian Trade Union movement - Their strength and weaknesses.

UNIT II : Labour Relations :- Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.

UNIT III : Collective Bargaining :- Concept - function and importance - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management:- Role and methods of worker's participation.

UNIT IV : Working Conditions: Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

UNIT V : The Payment of Wages Act,1936 - The Minimum wages Act, 1948 - The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislations.

References :

1. Personnel Management & Industrial Relation -P.C.Tripathi
2. Dynamics of Personnel Management - C.B.Mamoria
3. Human Resource Management - N.G.Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P.SubbaraoHimalaya.
5. N.D. Kapoor - Mercandile Law - Sultanchand & Sons
6. R.Venkatapathy & Assissi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

10. SOFTWARE PROJECT MANAGEMENT

Unit I

Introduction to Software Projects : Introduction- software projects - software projects versus other types of projects - Projects Management - Requirements specification - An overview of project planning - Project evaluation: Strategic and technical assessment - Risk evaluation - Project Analysis and Technical planning - Software Estimation.

Unit II

Activity planning : Objectives- Project schedules and activities-Different planning models - Sequencing and Scheduling projects - Network planning model - shortening project duration - Identifying critical activities - Risk Management: Nature of risk-Management risk-Evaluation risk

Unit III

Resource Allocation : Nature of resources-Resource requirements-Creating Critical path and counting the cost- Monitoring and control: Responsibility-assessing progress-setting check points- taking snapshots- collecting data - visualizing progress - Cost monitoring - Priority monitoring - Managing people and organizing teams.

Unit IV

Software Configuration Management : Basic Functions - Responsibilities - Standards - Configuration management - Prototyping - Models of Prototyping - Planning for small projects: Introduction - Some problem with student projects - Content of project plan.

Unit V

Software maintenance and configuration Management : Maintenance characteristics - Management tasks - Maintenance side effects - Maintenance issues - Configuration Management - Source code metrics - Case study - PRINCE project management.

TEXT BOOKS

1. Mike Cotterell, Bob Hughes, "Software project management", Inclination/Thomas Computer press, 1995.
2. Darrel Ince, H.Sharp and M.Woodman, "Introduction to software project management and Quality Assurance", Tata McGraw Hill, 1995.

11. DATA MINING

Unit I

Data Warehousing: Introduction - Data warehousing overview - Overall Architecture - Data Warehouse Database - Sourcing, Acquisition, Cleanup and Transformation Tools - Meta data - Access Tools - Data Marts - Data Warehouse Administration and Management - Impact of the Web.

Unit II

Data Mining: What is Data Mining? - What Data Mining is not? - The motivation for data mining - Learning from past mistakes - Measuring Data Mining effectiveness - Discovery versus prediction - Over fitting - State of the industry - Data Mining Methodology.

Unit III

Data Mining Business Value: Customer Profitability - Customer Acquisition - Cross Selling - Customer retention - Customer Segmentation. Building the Business Case: Introduction - Uncovering the needs for data mining in the company - Defining the business value - The Costs-Build the business case.

Unit IV

Deploying Data Mining for CRM: Define the problem - Define the user - Define the data - Scope the project - Trial - Quality Assurance - Launch - Collecting Customer Data: Introduction - Types of Customer data - Collecting Customer data - Connecting Customer data - privacy and data mining - Guidelines for privacy - Legal issues associated with data mining.

Unit V

Customer Scoring: Introduction - The process - preparing the data - Integrating scoring with other applications - Optimizing the CRM Process: Introduction - Improved Customer Profitability - Optimized CRM - The Complete loop - Optimal CRM process - Using data mining to optimize CRM process - Optimization techniques - Data Mining tools and CRM tools.

Unit VI : Cases in Data Mining

TEXT BOOK

1. Alex Berson, Stephen Smith, Kurt Thearling, "Building Data Mining Applications for CRM", Tata McGraw Hill, 2000.
2. Jaiwei Jan, Micheline Hamber, "Data Mining Techniques", Prentice Hall of India, 2002.

12. TECHNOLOGY MANAGEMENT

Course Number :

AIM

To enable the students to update the knowledge on technological change and its implications on managerial decision making.

UNIT – I

PERSPECTIVES ON MANAGEMENT OF TECHNOLOGY

Management of Technology: Description scope, and implications, A business architecture for technology management – “Technology cycle” Approach to technology management – Technological base of the company corporate board and the need for technology analysis.

UNIT – II

METHODOLOGIES TOOLS AND TECHNIQUES

Tools for analyzing organizational impacts of new technology forecasting and planning technology – knowledge mapping: A tool for management of technology – Process of developing an R&D Project management – Enterprise engineering in the system age – Managing the “Technology Gradient” for Global competitiveness.

UNIT – III

EDUCATION AND LEARNING

Learning Organization – Knowledge imperative and learning process in technology management – Technical Literacy and the knowledge imperative – Development technology managers.

UNIT – IV

THE NEW PRODUCT PROCESS

Managing technology in the substitution context – A framework for product model and family competition – Process of managing product definitions in software – Product platform renewal; Concept to commercialization.

UNIT – V

MANAGING MANAGEMENT OF TECHNOLOGY

Managing the management of technology process – Managing interfaces – Factors influencing effective integration in technical organizations – Barrier to implementation of structure for managing technology – Need for interdisciplinary endeavour and improved functional relationships – Research performance effectiveness and impact – long-term success dimension in technology based organizations – Measuring the benefits from managing technology.

References

1. Hand Book of Technology Management, Gerard H Gaynor, McGraw Hill, 1994.
2. Frederic Betz, Strategic Technology Management, McGraw Hill, 1996.
3. David L. Bodde, The International Entrepreneur, Prentice Hall of India, New Delhi.

13. TOTAL PRODUCTIVE MAINTENANCE

Course Number :

UNIT – I

Maintenance Management – Objectives, Importance – Functions – Structure of the Maintenance department – Types of Maintenance – Advantages & Disadvantages of Maintenance Management. Environment of Good Maintenance – Inventory Management in Maintenance – Maintenance & its service level – Maintenance cost.

UNIT – II

Total Productive Maintenance (TPM) – Meaning – Basic Philosophy – Goal – Need for Change – Change Process – TPM and its Environment – Management Information System and TPM – Equipment Data Base Maintenance – TPM and its Overall equipment Effectiveness.

UNIT – III

Planning of TPM – Blue Print for TPM – TPM: Education and Training – Types of Training Required – Training Schedule – TPM and Equipment Maintenance – TPM and Plant Maintenance – TPM in All Functional Areas.

UNIT – IV

TPM Implementation – Method of Implementation – Resistance in Implementation and Over coming the Resistance – Role of Top and Middle Level Management in Implementation – Role of Labour Union/First Level Employees. Role of Maintenance Department – Compensation – Balancing Compensation and TPM Benefits – Maintenance of TPM system.

UNIT – V

TPM and its Application – Planning and Implementation of TPM in Manufacturing & Service Industries. Planning and Implementation of TPM Small Scale & Large Industries – Planning and Implementation of TPM in Not-for Profit Organization – Planning and Implementation of TPM in Public Utility Services.

REFERENCES:

1. Production and Operations Management: P.Ramamurthy, 1st Edition, 2002, New Age International Publication (P) Limited.
2. Total Quality Management – Dale Dester Field. 3rd Edition 2004, Pearson Education.

14. TOTAL QUALITY MANAGEMENT

Course Number :

Aim

To introduce the concept of quality in production including total quality in business Management.

UNIT – I

Total quality management – concepts – quality management in retrospect – evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality.

Total Quality :- Value & Differential advantage

UNIT – II

Pillars of Total quality management – Strategic thinking and planning, the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches – Leadership for TQM. Attitude & involvement of top management. Organizational implications.

UNIT – III

Total quality models – Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management.

UNIT – IV

Quality education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback – Internal customer conflict – customer retention and problems.

UNIT – V

Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for Quality – TQM and ISO 9000 – Auditing for TQM – TQM in services – TQM in education – The leverage of productivity and Quality – Pitfalls in operationalising Total Quality.

REFERENCES :

1. Total quality – Bharat Wakhlu
2. Total quality Management – Sundararaju
3. Five Pillars of TQM – Bill Creech
4. Total quality management – Joseph and Berk
5. TQM Strategies and Techniques – Stephen George
6. TQM in service sector – R.P. Mohanty and R.R. Lakhe

15. e-MARKETING

Unit I

e-Marketing challenges and opportunities; e-business models; Customers in the 21st Century; Market Segmentation; Consumer Navigation behaviour.

Unit II

e-Marketing Plan; Environmental Scan; market opportunity analysis; design marketing-mix; database marketing.

Unit III

e-Marketing information system; Marketing knowledge; marketing data collection [intelligence]; internet based research approaches; marketing databases and data ware houses; data analysis.

Unit IV

Product adoption and Product life cycle; Customer value online : Branding, Labeling, Online benefits; new Product strategies; new product trends; Pricing; intermediaries; distribution channels; direct selling.

Unit V

Integrated marketing Communication; Communication strategies; net as a medium; building customer relationship; CRM.

Reference :

1. Judy straus, Raymond frost, *e-marketing*, Pearson Education, New Delhi.
2. *Internet marketing* - Rafi Mohammed; Robert J.Fisher, Bernard.J Jacowiski, Aileen M.Cahill - Tata McGraw Hill, New Delhi.
3. Ravi Kalakota, Andrew B.Whinston - *Electronic Commerce*, Pearson Education.
4. Schneider & Perry, *Electronic Commerce*, Thomson learning.
5. Strauss & Frost, *E-Marketing*, Prentice Hall.
6. Albert Napier et.al., *Creating and Willing E-Business*, Vikas Publications.

16. PUBLIC HEALTH SYSTEMS AND HEALTH INSURANCE

Objectives:

1. Understand the policies and theories for creating a better provision for health care.
2. Developing knowledge in the area of health sector reform with a special emphasis of Indian Health sector related policies.
3. To familiarize the students in the area of risk management and insurance.
4. To focus the students more specifically on health insurance products.

UNIT 1 : ISSUES, THEORIES AND CONCEPTS IN POLICY FORMULATION

Welfare economics and investments in human capital – Health Economics – Demand of health and health services - Demand, elasticity and health – Production, Health and Health care – Economic Evaluation of Health Care – Economics of Markets and market intervention – Role and Responsibility of Governments in the health sector.

UNIT II : FINANCING, RESOURCE ALLOCATION AND HEALTH SECTOR REFORM

Mobilising finances and models of financing – Public Expenditure in Health Mobilization of Private Resources – Selection of a suitable option – Role of International Agencies- Health Sector reform – Health Systems around the world – Govt and the improvement of health behaviours – Implementation. Policy Objectives – Policy Environment and consequence of reform – National Health Policy – Drug Policy – Framework for newer health care policy settlements – Impact of structural changes, globalization and public economy, environment and health status – current health care status of India

UNIT III : PLAN IMPLEMENTATION AND CONTROL

National health program – Tools – Regulation – Health services research – Measurement of health / medical needs and services. Utilization – Resources Allocation – cost benefit analysis – Eco based budgeting – System analysis and operation research in health care programs – Control mechanism.

UNIT IV : RISK INSURANCE AND MANAGEMENT

Introduction to risk and insurance – Risk Identification and Risk Evaluation – Risk Management Techniques – Risk Management and Insurance Industry – WTO – Insurance Law and Regulation – International Laws (Salient features of above topics) Principles of health insurance – Health insurance products - Group Insurance products – Product design, development and evaluation- Risk Assessment – Underwriting and Premium Setting - Claims Management – Third Party Administration – Current Developments.

UNIT V : ACTUARIAL PRINCIPLES AND PREMIUM SETTING

Actuarial Principles – Demography – Survival distributions and life tables – Interest and life contingencies – Loss distribution – Principles of Ratemaking - Data required for Ratemaking – Insurance Models – Application of Models – Current Developments. (Salient Features of above topics)

References:

1. Health Planning for Effective Management – William A Reinks, Oxford University Press.
2. Health Sector Reform in Developing Countries - Peter Berman, Harvard University Press, 1995
3. Business Planning for Health Care Management – Piggot, Carolyn Semple – UK open University Press.
4. Insurance Law and Practice, Rajiv Jain and Rakhi Biswas, Vidhi Publishers, Delhi
5. Safety and Risk Management, Shailendra K Singh, Mittal Publishers.

17. INTERNATIONAL HEALTH MANAGEMENT

OBJECTIVE

To know and understand the international health Scenario and healthcare delivery process and also to develop perspectives for health product and services to go global.

UNIT I : HEALTHCARE – A GLOBAL PERSPECTIVE

Healthcare challenges – a global perspective- Wide gap in healthcare delivery – Healthcare financing in developed and developing countries – Developing National health Accounts – application in developing countries.

HEALTH INSURANCE AND MANAGED CARE

Concept - Risk pooling concept – concept of managed care – Components - Managed health care models - Study of socialized Medicine, Social insurance, Mandatory insurance and Voluntary Insurance

UNIT II : THE REFORMS OF HEALTHCARE SYSTEM - COMPARISON OF HEALTH INSURANCE AND NATIONAL AND INTERNATIONAL PERSPECTIVES.

Evolutionary reforms in Healthcare - Structural reforms in healthcare – International convergence in healthcare systems – health sector reforms – lessons from different countries

UNIT III : SYSTEMS OF HEALTH CARE DELIVERY

Basic components of health services – Transition from traditional insurance to managed care – Trends and Directions – Significance for health care practitioners and policy makers – Complying with regulations – Health care systems in other countries

UNIT IV : INTELLECTUAL PROPERTY RIGHTS

TRIPS – IPR - The Patent Cooperation Treaty (PCT) – PCT system – PCT for product design – World Intellectual Property Organisation (WIPO) and its role in new patent regime – International Registration of Trademarks

UNIT V : HEALTH POLICY

Health policy – Definition – Different forms of Health policies - Regulatory tools – government as a subsidiary to the private sector – Reforms in the healthcare sector – Decentralized role of the States – Access to healthcare – providers – in rural areas, low income segments – Cost of Care - Quality of care.

References

1. Delivering Health Care in America- A systems Approach – Third Edition – Leiyu Shi and Douglas A Singh
2. Oxford Textbook of Public Health, Volume Three.
3. Textbook of Preventive and Social Medicine (1997), 15th edition – J.E. Park
4. Health and Social Organisation: Towards a health policy for the 21st century – Blane, David, Brunner, Eric – Calrendon Press.

18. Cross cultural Management

UNIT 1

Introduction A multi-layered subject area Non - cultural explanations The centrality of ethics Changing nature of the world Defining culture Levels of analysis Dealing with the ecological fallacy.

Culture change convergence and divergence Interpreting culture profiles Changing natures of National culture Organisational culture National and organisational culture – similarities Non - cultural explanations

Understanding models of culture - A twenty – first – century view Contributions of Geert Hofstede The Chinese Value Survey Criticisms of Hofstede’s work Issues in cross – cultural studies: Evaluation of various models Cultural differences in communication style

Unit II

Conceptualising culture – the way forward Approaches existing and new methods to study culture

Emerging theoretical approaches of culture Convergence, divergence, globalization and cross – cultural management Localizing cross – cultural issues

CROSS – CULTURAL SOCIAL RELATIONS IN THE WORKPLACE

Culture and organisation structure various models of organizational structure Contingent factors

Culture and the contingency approach Impact of culture on structure

Contemporary and emerging structures Culture and structure – a complex area

Unit III

Intercultural communication The need for awareness Stereotyping in communication Barriers to intercultural communication Mixed messages and non – verbal communication Enhancing intercultural communication Cross – cultural theory and communication Chinese culture Levels of communication

Leadership and cross cultural issues – Approaches to leadership Project GLOBE Evaluation of Project GLOBE The institutional level Emerging twenty – first century approaches to leadership

Unit IV

Motivation and cross cultural issues exchange Are the needs universal contextual or local Self – actualization and cross cultural perspectives. content approach Job characteristics Needs and job characteristics models Orientations to work across cultures Other ‘process’ models of motivation

Globalised motivational strategies

Intercultural competencies, training and ethics Overcoming culture shock Intercultural competencies cultural awareness Cross – cultural training – other considerations The effectiveness of cross – cultural training The ethical dimension Ethics and the cross –

cultural manager Gender issues and ethics Dealing with ethical dilemmas Non – negotiable moral issues

Unit V

Culture and human resource management International HRM in context Culture and human resource management Culture and the functional areas of HRM home country host country third country employment and the issues based on culture The effect of culture

Comparing cultures Cultural values Cross – cultural management in ‘new’ forms of organization

Diversity and synergy – the future of cross – cultural management Non – managerial approaches

Universalism or relativism? Continuous change Strategies to manage work force across culture and the implications

REFERENCES

1. Ray French Cross cultural Management in work organizations Universities press (India) Private Limited 2008. (Recommended text)
2. Denny, S. (2003) ‘Culture and its influence on management: a critique and an empirical test’, in M. Tayeb (ed.) International Management: Theories and practices. Harlow: FT/Prentice Hall
3. Dowling, P.J. and Welth, D.E. (2004) International Human Resource Management. Managing people in a multinational context. London: Thomson
4. Gooderham, P.N. and Nordhaug, O. (2003) International Management: Cross-boundary challenges. Oxford: Blackwell
5. Guirdham, M. (2005) Communicating Across Cultures at Work, 2nd edition. Basingstoke: Palgrave Macmillan
6. Holden, N. J. (2002) Cross-Cultural Management: A knowledge management perspective. Harlow: FT/Prentice Hall
7. Schneider, S. C. and Barsoux, J.-L. (1997) Managing Across Cultures, 2nd edition. Harlow: FT/Prentice Hall
8. Warner, M. and Joynt, P. (eds) (2002) Managing Across Cultures: Issues and perspectives, 2nd edition. London: Thomson
