

**BHARATHIAR UNIVERSITY: COIMBATORE-641 046**  
**M.B.A (Master of Business Administration)**  
(For the affiliated college students admitted during the academic year 2014-2015 & Onwards)  
**SCHEME OF EXAMINATIONS – CBCS Pattern**

Course Title	Examinations					
	Ins.hrs / week	Dur.Hrs	CIA	Marks	Total	Credits
<b>SEMESTER –I</b>						
Management Principles and Practice	4	3	25	75	100	4
Organizational Behaviors	4	3	25	75	100	4
Managerial Economics	4	3	25	75	100	4
Financial and Management Accounting	4	3	25	75	100	4
Quantitative Methods for Management	4	3	25	75	100	4
Corporate Communication	4	3	25	75	100	4
Computer Applications in Management using SAP*	2					
<b>SEMESTER –II</b>						
Operations Management	4	3	25	75	100	4
Marketing Management	4	3	25	75	100	4
Financial Management	4	3	25	75	100	4
Human Resource Management	4	3	25	75	100	4
Quantitative Techniques	4	3	25	75	100	4
Research Methods for Management	4	3	25	75	100	4
Computer Applications in Management using SAP* - Practical	2	3	40	60	100	4
<b>SMESTER – III</b>						
Business Ethics and Global Business Environment	4	3	25	75	100	4
Management Information System	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Summer Placement Project Report & Viva-Voce	-	-	20	80	100	4
<b>SEMESTER – IV</b>						
Strategic Management : Indian Global Context	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
<b>TOTAL</b>	-	-	-	-	2500	100

\* The Course will be taught during I and II Semesters.

**Electives for III Semester Students can choose any four of the following:**

**MARKETING**

1. Integrated Marketing Communication (Promotion Management)
2. Export Management
3. Consumer Behaviour
4. Rural Marketing

**HUMAN RESOURCE**

5. Staffing In Organization
6. Performance Management
7. Managing Interpersonal Effectiveness

**FINANCE**

8. Financial Services
9. Equity Research and Portfolio Management
10. Derivatives Management

**SYSTEM**

11. Electronic Commerce
12. System Analysis and Design

**PRODUCTION**

13. Advanced Production Management
14. Integrated Materials Management

**HEALTH CARE**

15. Hospital Operations Management
16. Hospital Architecture and design

**ENTREPRENEURSHIP**

17. Entrepreneur Development

**GENERAL**

18. Hospitality Management

**SHIPPING & LOGISTICS MANAGEMENT**

19. Logistics Management
20. Export-Import Trade and Documentation

**MEDIA MANAGEMENT**

21. Mass Communication
22. Advertising Management

**Electives for IV Semester Students can choose any four of the following:**

**MARKETING**

1. Services Marketing
2. Brand Management
3. Distribution Management
4. Retail Management

**HUMAN RESOURCE**

5. Training and Development
6. Organizational Development
7. Labour Welfare and Industrial Relations (Legislations)

**FINANCE**

8. International Financial Management
9. Insurance and Risk Management
10. Cost Management

**SYSTEM**

11. Software Project Management
12. E-Marketing

**PRODUCTION**

13. Total Quality Management
14. Supply Chain Management

**HEALTH CARE**

15. Public Health system and health insurance
16. International Health Management

**ENTREPRENEURSHIP**

17. Business Plan

**GENERAL**

18. Events Management

**SHIPPING & LOGISTICS MANAGEMENT**

19. Logistics and Supply Chain Management
20. International Logistics & Shipping Management

**MEDIA MANAGEMENT**

21. Public Relations, Principles and Practices
22. Media Laws and Ethics

## **1.1. MANAGEMENT PRINCIPLES AND PRACTICE**

### **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 behavior

### **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. Hellriegel 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. Hellriegel et.al, Organisational Behaviour, Thomson Learning.
7. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.

### **1.3.MANAGERIAL ECONOMICS**

#### **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 - Breakeven 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

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

**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

## **1.5.QUANTITATIVE METHODS FOR MANAGEMENT**

### **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 – Optimization concepts – use of differentiation for optimization of business problem- Optimization

### **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 CORPORATE COMMUNICATION**

### **Subject Description :**

To enable the students to learn the basic communication skills and the usage of communication technology in the modern workplace.

#### **UNIT - I**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

#### **UNIT - II**

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

#### **UNIT - III**

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

#### **UNIT - IV**

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

#### **UNIT - V**

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

### **Suggested Readings:**

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

## **1.7. COMPUTER APPLICATIONS IN MANAGEMENT USING SAP - PRACTICAL**

**Aim:** To introduce the concepts of information technology and their application in management decision making.

**Components of a Computer** - Hardware and Software – Operations Systems – Directories and File properties.

**MS OFFICE** – Introduction to **WORD, EXCEL** and **POWERPOINT**

**WORD** – Creating a new document with templates & Wizard – Creating own document – Opening/modifying a saved document – converting files to and from other document formats – Using keyboard short-cuts & mouse – Adding symbols & pictures to documents – header and footers – Finding and replacing text – spell check and Grammar check – Formatting text - paragraph formats - adjusting margins, line space – character space – Changing font type, size – Bullets and numbering – Tables – Adding, editing, deleting tables – Working within tables – Adding, deleting, modifying rows and columns – merging & splitting cells.

**EXCEL** – Working with worksheets – cells – Entering, editing, moving, copying, cutting, pasting, transforming data – Inserting and deleting of cells, rows & columns – Working with multiple worksheets – switching between worksheets – moving, copying, inserting & deleting worksheets – Using formulas for quick Calculations – Working & entering a Formula – Formatting a worksheet – Creating and editing charts – elements of an Excel Chart – Selecting data to a chart – Types of chart – chart wizard – Formatting chart elements – Editing a chart – Printing charts.

**POWERPOINT** – Creating new presentations – Auto content wizard – Using template – Blank presentation – Opening existing presentations – Adding, editing, deleting, copying , hiding slides – Presentations – Applying new design – Adding graphics – Using headers and footers – Animations text – Special effects to create transition slides – Controlling the transition speed – Adding sounds to slides – Using action buttons.

**TALLY** – Introduction and Installation, Required Hardware, Preparation for installation of Tally software, installation, Working in Tally: Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.

**ERP & SAP** : Introduction – Need for ERP – Advantages – Major ERP Packages – SAP: Features – ABAP: Logon to SAP Environment – ABAP Dictionary – Functions – Objects – Managing SAP Application

**Practical's:** Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics.

### **References:**

OFFICE 2000 Complete – BPB

Windows 98 Complete – BPB

Windows 98 6 in one by Jane Calabria and Dorothy Burke – PHI

Using Microsoft Office 2000 by Ed, Bott – PHI

Enterprise Resource planning (ERP): Text and case studies by Murthy, C S V, HPH

Teach yourself SAP in 24 hours by George Anderson; Danielle Larocca - Pearson Education

## **2.1 OPERATIONS MANAGEMENT**

**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

**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-Digitalisation, Customisation, Changing marketing practices, 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, 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.

### UNIT - IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing , Telemarketing; Sales force 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, Attracting and retaining customers, Customerism in India. , Latest trends in Marketing: Digital Marketing - Internet Marketing –Email Marketing -Social Media Marketing - Mobile Marketing

### 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 - Macmilan 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 - Golgotia, 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.

## 2.3 FINANCIAL MANAGEMENT

**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 – An introduction to Indian Financial System - Role of SEBI in Capital Issues - Valuation of Bonds and Shares

### 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.

### 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.

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

### 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, New Delhi (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**

### **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 computerized 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 - Computerized 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, 2005.

## **2.5 QUANTITATIVE TECHNIQUES**

### **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 leveling, 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, Discriminate analysis. (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.

**Note: Questions: 1. 20% of the questions shall be problems 80% of the questions shall be theory based.**

**2. UNIT –IV questions should be problems.**

### **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.



### **3.1 BUSINESS ETHICS AND GLOBAL BUSINESS ENVIRONMENT**

#### **UNIT - I**

Business and society - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Business environment - The concept and significance - constituents of business environment.

#### **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**

Introduction - The Globalization of the World Economy – The Changing Nature of Indian and International Business - National differences in political, legal and culture- 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 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. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave, 2001
2. Davis & Keith William C. Frederik - Business and society
3. Francis Cherunilam - Business Environment
4. Pruti S. - Economic & Managerial Environment in India
5. Shaikh Saleem – Business Environment, Pearson Education, 2006
6. Hill.C.W., International Business : Competing in the Global market place, Irwin-McGraw
7. Hill, 1999.
8. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
9. Shivaramu, International Business, Macmillan India.
10. Francis Cherunilam, International Business, Wheeler Publications.
11. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

### **3.2 MANAGEMENT INFORMATION SYSTEM**

#### **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, Decentralized 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 - Societial challenges of Information technology.

#### **References**

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.

## **4.1 STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT**

### **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, nonprofit 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.Little's Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

### **UNIT - V**

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 Globalization - 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. Samuel 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.

## **ELECTIVE PAPERS FOR III SEMESTER**

### **MARKETING**

#### **1. Integrated Marketing Communication (Promotion Management)**

##### **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 six, 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. 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 Publisng.

## **2. EXPORT MANAGEMENT**

**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 - Inco terms.

### **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**

#### **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 noticeable 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, Celebrities, 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, Sub cultural 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**

### **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. Gopalaswamy, Rural Marketing, Wheeler Publishing.

## **HUMAN RESOURCE**

### **5. STAFFING IN ORGANIZATIONS**

#### **UNIT-I**

The Nature of Staffing-staffing models and strategy-staffing ethics-planning-external influences human resource planning-staffing planning-legal issues-job analysis rewards-job requirements job analysis-competency-based job analysis-job rewards-legal issues.

#### **UNIT-II**

Staffing activities: Recruitment-strategy Development-searching-applicant reactions-transition to selection-legal issues-internal recruitment-recruitment planning-strategy development- searching applicant reactions-transition to selection-staffing activities: selection-measurement-quality of measures-collection of assessment data.

#### **UNIT-III**

External selection-preliminary issues-initial assessment methods-legal issues-external selection substantive assessment methods-discretionary assessment methods-contingent assessment methods-internal selection-preliminary issues-initial assessment methods-substantive assessment methods-discretionary assessment methods-staffing activities: employment-decision making choice of assessment method-determining assessment scores-hiring standards and cut scores methods of final choice-decision makers.

#### **UNIT-IV**

Final match-employment contracts-job offers-job offer process-new employee orientation and socialization-legal issues.

#### **UNIT-V**

Staffing system and retention management-staffing system management-administration of staffing systems-evaluation of staffing systems-retention management-turnover and its causes analysts of turnover-retention initiatives: Voluntary, Discharge & Downsizing.

#### **Reference :**

1. Heneman.HG and Judge TA Staffing Organizations McGraw Hill 2006
2. Robbins SP Human Resources Management



## **6. PERFORMANCE MANAGEMENT**

### **Objective :**

To familiarize the students with concepts and challenges of managing and developing human performance in organizations

### **UNIT – I**

Performance Management: Hostility towards Traditional Appraisals – Managing Performance; Performance Management & Human Resource; Performance Management Theatre.

### **UNIT – II**

Planning Manage Performance & Development : Basic Concept – Research Base for performance planning and Goal-setting; Components of Manage Performance & Development Plan; Setting Mutual Expectations and Performance criteria.

### **UNIT – III**

Monitoring Manage Performance & Mentoring Manage Development : Introduction – Research and Theory – Monitoring and Mentoring Behaviours of the Manager.

### **UNIT – IV**

Ongoing Performance Monitoring & Review: Supervision – Monitoring and its objectives – Process of Monitoring – Communication – Problem solving.

### **UNIT – V**

Ongoing Mentoring and Manage Development: Purpose of Manage Development – Process of Manage Development – Briscoe's principles – Training – Delegating – Mentoring – Engendering Trust – Making a fresh beginning – Role efficacy.

### **Reference :**

1. Prem Chandha "Performance Management", Macmillan Publications.
2. Performance Management - Frances Neale, Jaico publishing House- 2004-2nd Edition.

## **7. MANAGING INTERPERSONAL EFFECTIVENESS**

### **Description :**

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 and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication - Barriers - ways of overcoming - Nonverbal Communication - Paralanguage, Eye Contact, Facial expression, Kinesics, 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 Being assertive with oneself - cutting, rewriting, editing , 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 in organizations, , Training for Counseling. Anxiety and stress, an introduction to NLP, Emotional Intelligence.

### **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.

## **FINANCE**

### **8. FINANCIAL SERVICES**

#### **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 – Categories of merchant bankers-Modes of raising capital from Domestic and foreign markets -Raising short term funds -Recent developments in the capital markets - SEBI guidelines on Obligations & responsibilities of Merchant bankers-Merchant banking in India. NBFCs Types of activities of NBFC's- Regulation of NBFC s in India.

#### **UNIT - II**

Hire Purchase - Concept - evaluation of Hire Purchase Proposals. Leasing -overview - tax aspects - Lease Accounting - Types of leases – Benefits of leasing- Rights & Obligations of Lesser & Lessee-Evaluation of leasing proposals.

#### **UNIT - III**

Mutual funds – operations-types- performance measure of a mutual fund- , regulation - SEBI guidelines for mutual funds.

#### **UNIT - IV**

Other financial services. Venture Capital - Bill Discounting - Factoring - credit rating - Asset securitization – Securitization in India- Depositories Role of depositories in the capital market.

#### **UNIT - V**

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

#### **References :**

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

## **9. EQUITY RESEARCH AND PORTFOLIO MANAGEMENT**

### **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 oportUNITies, 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 ratios 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 - Statics.

### **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.

## **10. DERIVATIVES MANAGEMENT**

### **UNIT - I**

Derivative-common derivative products-Functions performed by derivatives market risks associated with derivatives- History of derivatives in India-Forward contract-Limitation of Forward contract – Pricing of forward contract

### **UNIT - II**

Futures- Future contract specifications- Market participants in a futures contract- Hedging using Futures Contract-Valuation of futures contract- difference between forward & future contract- Futures strategies- Types of futures- Individual stocks-Stock indices-Foreign Exchange futures-Commodity futures-Interest rate futures- Utility of Futures Market

### **UNIT - III**

Options – Characteristics- Specifications-Option pricing-Binomial model- Black Sholes model- Option trading strategies-Bullish strategies-Bearish strategies--Strategies for volatile situations- Exotic options-futures Vs Call options

### **UNIT - IV**

Warrants-features-gearing effect- Valuing warrants- warrants vs options, Swaps features- Mechanism of interest rate swaps- Valuation of interest rate swaps-Currency swap gain from swaps- rate anticipators

### **UNIT - V**

Derivatives- Trading mechanism-Types of orders-Clearing & settlement of order regulation of derivative market-Recent developments in Capital market.

### **Reference :**

1. Futures & options and other derivatives : John C.Hull
2. Futures & options: ND Vohra & BR Bagri
3. Futures & options: A.N. Sridhar

## **SYSTEMS**

### **11. ELECTRONIC COMMERCE**

#### **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**

### **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, Need 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, Data 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 Competing resistance to change Post Implementation review Software maintenance Hardware/Software Selection Security 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.

## **PRODUCTION**

### **13. ADVANCED PRODUCTION MANAGEMENT**

#### **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 reengineering – synchronous manufacturing – production planning and financial planning.

#### **REFERENCES:**

1. Chase and O' Aulano – 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)



## **14. INTEGRATED MATERIALS MANAGEMENT**

### **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.

## **HEALTH CARE MANAGEMENT**

### **15.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:**

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

## **16. 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**

Organizing 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)

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

## **ENTREPRENEURSHIP**

### **17. 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.

#### **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

## **GENERAL**

### **18. 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:**

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.

## **SHIPPING & LOGISTICS MANAGEMENT**

### **19. LOGISTICS MANAGEMENT**

#### **UNIT - I**

Introduction to logistics management- Definition, scope, functions, objectives - Integrated logistics management, role of logistics in the Supply chain - Logistics & customer service, Role of logistics in competitive strategy, Logistics organization & performance measurement, ERP – SAP - ORACLE

#### **UNIT - II**

Inventory planning, inventory costs, classifying inventory, Nature & importance of warehousing, types of warehouses, warehousing functions, warehouse layout & design. Material handling objectives, guidelines & principles, selection of material handling equipments, material handling efficiency Packaging-role of packaging, packaging materials, consumer & industrial packaging,

#### **UNIT - III**

Transportation- role of transportation in logistics, transportation selection decision, basic modes of transportation- Rail, Road, Water, Air, Pipeline- characteristics of different modes- transport economics - Inter modal operations

#### **UNIT - IV**

Containerization-concept, types, benefits, Types of carriers- indirect & special carriers, Role of intermediaries- shipping agents, brokers- freight management- route planning Role of ports, ICDs, CONCOR - Global shipping options

#### **UNIT - V**

Reverse logistics- scope, design, e-logistics- logistics information system-application of IT in logistics automatic identification technologies- bar coding, RFID, Logistics outsourcing- 3PL & 4PL, Global logistics- operational & strategic issues

#### **Reference**

1. Logistics Management, Ailawadi C Sathish & Rakesh Singh, , Prentice Hall, India, 2005
2. Textbook of Logistics & Supply Chain Management, Agrawal D K, Macmillan India Ltd, 2003
3. The Management of Business Logistics, Coyle et al., Thomson Learning, 7th edition, 2004
4. Logistical Management- The Integrated Supply Chain Process, Bowersox Donald J, Tata McGraw Hill, 2000

## **20. EXPORT IMPORT TRADE AND DOCUMENTATION**

### **UNIT - I**

Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers  
Scrutinizing export order, opening L/C by buyers

### **UNIT - II**

Export Finance - Forex - Major currencies, Exchange rates, relations & impact – Export costing -  
Export Pricing – Influencing factors – forms of export pricing , pricing approaches - Inco terms

### **UNIT - III**

Export Packaging - Preparation of pre shipment documentation - Inspection of Export  
Consignment - Export by Post, Road, Air & Sea - Claiming for Export benefits and Duty  
drawbacks

### **UNIT - IV**

Shipment & Shipping documents - Complicated problems in shipments & negotiation of  
Shipping documentations - Corporate marketing strategies - 100% EOU & Free trade zone -  
Deemed Export, Export Marketing

### **UNIT - V**

Introduction - Exim policy - customs act - other acts relating to export/import - formalities for  
commencing - customs formalities - export documentation - project exports - export of services –  
export of excisable goods - import documentation - clearance of import goods - 100% export  
oriented UNITS - export processing zones - special economic zones - duty drawback procedure -  
export/import by post customs house agents - import of different products - import/export  
incentives - import licenses etc.

### **Reference**

1. Export Import Procedures- Documentation and Logistics, Publisher: New Age International,  
By:  
Shri C Rama Gopal, Chartered Accountant.
2. Export Management, P K Khurana
3. Export Import Management, Justin Paul & Rajiv Aserkar.

## **MEDIA MANAGEMENT**

### **21. MASS COMMUNICATION**

Subject Description: This Paper emphasizes on Mass Communication; Mass media options, Role of Press, Cinema, Television, Folk Lore, Theatre and modern electronic media.

Goals: To enable the students understand the process of mass communication, media available and methods of engaging these media.

Objectives

On completion of the Course the student should have:

- Understood communication theory and its relevance to managing mass communication.
- Understood the different mass media and their functions.
- Understood the different media organisations.
- Learned about media audience and how to measure the impact of mass communication

#### **UNIT - I**

Introduction to Communication Theory - Communication as a Social Science - Need for Communication - Definition of Communication – Types - Three Stages of Interpersonal Communication - Group Communication - Mass Communication – Interactive Communication - Barriers of Communication - IT and Society - Mass Communication and Culture.

#### **UNIT - II**

The Mass Media: History practices, Values - Functions of mass media - Theories of the press/media -Journalism - Meaning - Tabloid and Yellow Journalism - What is NEWS - Journalism and PR - the Role of Press -Print media - Press Codes and Ethics – Media organisations like PCI, ABC, RNI, INS.

#### **UNIT - III**

Cinema – the beginnings and growth - Documentary and short films - the newsreel - Impact of Cinema on Society - Film Censorship – Guidelines Radio – Development - Indian broadcasting - All India Radio - Radio formats and genres - Broadcasting policy – Code - FM Radio - Satellite Radio – Visual Radio - Ethics in broadcasting Television - the story of Indian television - advertisement revenue - Televisions News -TV documentaries and features - Talk shows - Cable TV – Satellite TV- Ownership – Control and Regulations - Broadcasting bill Folk and Traditional Media – Advantages - Electronic Media and folk media - Folk theatre Forms - Street theatre - Advertising and Public Relations.

#### **UNIT - IV**

Media Audience - Psychology of Audience - Public opinion surveys - Mass media and politics - Audience measurement: the ‘rating’ game - Readership surveys.

#### **UNIT - V**

Media Development and Social Change: the Indian Experience - Effect of Media on Education - the Mass Media and Indian Family - Children and Media - Representation of Women in Mass Media - Need for Audience Studies - Media and Consumerism.

#### **Reference:**

1. MASS COMMUNICATION IN INDIA - by Keval J. Kumar (Jaico Publications)
2. MASS COMMUNICATION IN INDIA – A SOCIOLOGICAL PERSPECTIVE -by J. V. Vilanilam, (Sage Publications P Ltd.)
3. MASS COMMUNICATION PRINCIPLES AND PRACTICE –by B.K.Chaturvedi & S.K.Mittal (Global Vision Publishing)



## **22. ADVERTISING MANAGEMENT**

**Subject Description:** This Paper emphasizes on Advertising Management; advertising agencies, Advertising research and strategy, Advertising media and media planning.

**Goals:** To enable the students understand the relevance of advertisements, role of media, strategies, and Challenges.

**Objectives**

On completion of the Course the student should have:

- Understood meaning and importance of advertisement.
- Understood how Advertising Agencies work.
- Understood how advertisement research is conducted and strategies evolved.
- Learned about creativity and its role in advertising.
- Recognized the new trends in advertising.

### **UNIT - I**

Advertising – Meaning and Importance - History- Classification of ads – Functions - Advertising and Society - Impact – Ethics.

### **UNIT - II**

Advertising Agency Management: Advertising Agencies – Structure - Working of ad Agency - How to select it – How agencies are paid.

### **UNIT - III**

Advertising Research and Strategy - Consumer Behaviour and Market Strategy – Learning - Memory and Motives - Consumer Decision Process - Advertising Planning – Positioning – Creative Strategy - Message Strategy - Media Strategy - Advertising Budget - Implementation and Evaluation - Advertising Research and Account Planning - Working of Advertising.

### **UNIT - IV**

Creativity and Advertising - Role of Creativity – Meaning – Elements – planning – Appeals - Copy Writing - Importance of Copy - Layout of Advertising – Components – Style – Slogan – Logo - Layout Stages – Types.

### **UNIT - V**

Advertising Media – Print – Characteristics – Categories - Direct ads- Direct mail ads - outdoor ads – Transit ads - Television and Radio - Advantages Limitations – Web Advertising – Importance of Online ads - its Objectives – Types - Challenges.

### **References:**

1. ADVERTISING PLANNING AND IMPLEMENTATION -by Sangeetha Sharma & Raghuvir Singh (Prentice Hall of India Private Limited)
2. ADVERTISING MANAGEMENT -by Jaishri Jethwaney and Shruti Jain (Oxford University Press)
3. ADVERTISING MANAGEMENT - by Rajeev Batra, John G Myers and David A.Aaker (Prentice - Hall of India Private Limited)

## **ELECTIVES FOR IV SEMESTER**

### **MARKETING**

#### **1.SERVICES MARKETING**

##### **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.

## **2. BRAND MANAGEMENT**

### **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.

### **3. DISTRIBUTION MANAGEMENT**

#### **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 – Organizing 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, pre requisition 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.

## **4.RETAIL MANAGEMENT**

### **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.

## **HUMAN RESOURCE**

### **5. EMPLOYEE TRAINING & DEVELOPMENT**

#### **UNIT-I**

Introduction to Employee Training and Development: Forces affecting the workplace training- Designing Effective Training- Forces Influencing working and learning-snapshot of training practices-Strategic Training-Evolution of Training role-organizational characteristics that influence training-training needs in different strategies- organization the training department marketing the training function-outsourcing training.

#### **UNIT-II**

Needs Assessment: Methods used in needs assessment-process-competency models-scope of needs assessment-Training Evaluation-reasons for evaluating training-overview of the evaluation process-determining whether outcomes are good-evaluation practices-evaluation designs determining return on investment-measuring human capital and training.

#### **UNIT-III**

Traditional Training Methods : Hands-on-methods-group building methods-choosing a training method-E-learning and use of technology in training-Technology's influence on training and learning-Technology and multimedia-computer-based training-developing effective online learning-blended learning-mobile technologies and training methods-intelligent tutoring systems distance learning-technologies for training support-technologies for training administration learning management system-systems for training delivery, support and administration.

#### **UNIT-IV**

Employee Development-Approaches to employee development-the development planning process-company strategies for providing development-special issues in training and employee development-partnership with local community provides job opportunities-training issues resulting from external environment-training issues related to internal needs of the company.

#### **UNIT-V**

Special challenges in career management-socialization and orientation-dual-career path splateauing- skills obsolescence-coping with career breaks-balancing work and life-company policies to accommodate work and non work-coping with job loss-dealing with older workers-the future of training and development-increased use of new technologies for training delivery increased emphasis on speed in design-focus in content, and use of multiple delivery method increased emphasis on capturing and sharing-intellectual capital-increased use of true performance support-increased emphasis on performance analysis and learning for business enhancement-key issues in implementing change.

#### **References :**

1. NoeNR Employee Training and Development McGraw Hill 2007
- Janakirama "Training And Development" Indian text Edition - Biztantra Publication 2009

## **6. ORGANISATIONAL DEVELOPMENT**

**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.

## **7. LABOUR WELFARE AND INDUSTRIAL RELATIONS (Legislation)**

**AIM :** To familiarize 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.



## FINANCE

### 8. INTERNATIONAL FINANCIAL MANAGEMENT

#### **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 multinational 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.

## 9. INSURANCE AND RISK MANAGEMENT

**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.

## **10. 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**

Decentralization 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.

### **Reference:**

1. Cost Management - Guan. I lansen 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 Hi l l )
5. Introduction to Management Accounting - Hongren, Sundem and Stratton. (PHI)

## **SYSTEMS**

### **11. 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 snap shots- 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.

#### **Reference**

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.

## **12. 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.

## **PRODUCTION**

### **13. TOTAL QUALITY MANAGEMENT**

#### **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 operational sing 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

## **14. SUPPLY CHAIN MANAGEMENT**

### **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 modals – 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.

## **HEALTH CARE MANAGEMENT**

### **15. 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 - I 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**

Mobilizing 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 Rating – Data required for Rating – 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.



## **16. 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.

## **ENTREPRENEURSHIP**

### **17. THE SUCCESSFUL BUSINESS PLAN**

#### **UNIT-I**

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

#### **UNIT-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.

#### **UNIT-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.

#### **UNIT-V**

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.

#### **UNIT-V**

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.

## **GENERAL**

### **18. EVENT MANAGEMENT**

#### **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.

## **SHIPPING & LOGISTICS MANAGEMENT**

### **19. LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

#### **UNIT -I**

Development of concepts of supply chain management – concepts and definitions – strategic supply chain management Global Supply Chain integration – Logistics in a global economy – Regional differences in Logistics – managing global risks – issues in international supply chain management

#### **UNIT -II**

Role of Procurement in SCM – Procurement process - Supplier selection – Auctions and negotiations – Supplier Assessment – E-procurement. Outsourcing – benefits and risks Inventory Management – Types of Inventory – Inventory Costs – Inventory management and control strategies in supply chain management

#### **UNIT -III**

Logistics and Customer value: Dimensions of customer value - Customer focused marketing - Customer service – Customer satisfaction - Customer Relationship Management. Role of Forecasting- Characteristics of forecasts - Forecasting techniques – Forecasting Accuracy- Role of IT in forecasting Distribution Strategies – Direct shipment, Traditional warehousing, Cross docking, Inventory pooling– Factors influencing Distribution network design -E Business and Distribution network

#### **UNIT -IV**

Coordination in Supply chain Management: Bullwhip effect- Obstacles to coordination- achieving coordination – Building strategic partnerships in Supply chain – Collaborative Planning, Forecasting and Replenishment (CPFR)– Vendor Managed Inventory (VMI) – Strategic Alliances in Supply Chain - Role of IT in Coordination

#### **UNIT -V**

Information Technology and Supply Chain Management : Information system for Logistics and SCMDSS, Artificial Intelligence, ERP – IT Infrastructure For SCM – Electronic Commerce – Barcode – RFID.

#### **Reference**

1. Supply Chain Logistics Management, Donald J Bowersox, David J Closs & M Bixby Cooper, Tata McGraw Hill, 2nd Edition, 2008.
2. Designing & Managing the Supply Chain- Concepts, Strategies and Case Studies, David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Ravi Shankar, Tata McGraw Hill, 3rd Edition, 2008
3. Supply Chain Management-Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, Pearson Education , 3rd Edition, 2007.

## **20 . INTERNATIONAL LOGISTICS & SHIPPING MANAGEMENT**

### **UNIT - I**

International logistics- Definition, International Trade, Historical development of international logistics, components of international logistics, economic importance of international logistics

### **UNIT - II**

International commercial documents, invoices, export document- import document- transportation documents International insurance- risk management- marine insurance policies- coverage under a marine cargo insurance policy – airfreight policy- Lloyd's principles- commercial credit insurance.

### **UNIT - III**

International ocean transportation – types of service- types of vessels World Sea borne trade and world shipping- volume and value of trade- world tonnage- constraints Flags, conferences, chartering, Baltic exchange, UN convention on liner code of conduct International air transportation – Advantages, disadvantages, types of aircrafts- international regulations – Air Cargo handling – Types of air cargo- Air Cargo Tariff Structure, IATA

### **UNIT - IV**

International logistics infrastructure Transportation infrastructure- ports, canals, waterways, airports, road, warehousing Communication infrastructure, utilities infrastructure- electricity, water, energy.

### **UNIT - V**

Indian Shipping- Ports in India, Govt. Policy, Port Infrastructure development, Major Indian shipping companies, Shippers association, shipment of Govt. Controlled Cargo

### **Reference**

1. Logistics Management and World Sea borne trade, Krishnaveni Muthaiah, Himalaya publishing house
2. International Logistics, Pierre David, Biztantra, New Delhi, 2003
3. Contemporary Logistics – Paul Murphy, Donald Wood, Prentice Hall, Ninth Edition, 2008

## **MEDIA MANAGEMENT**

### **21. PUBLIC RELATIONS PRINCIPLES AND PRACTICES**

Subject Description: This Paper emphasizes on the importance of Public Relations and its management.

Goals: To enable the students understand the process of Public Relations, process and practice in promoting organisations.

Objectives

On completion of the Course the student should have:

- Understood Public Relations as a means of gaining acceptance.
- Comprehended the process and practice of effective public relations activities.
- Understand the relevance of Public relations in marketing.
- Understand the role of agencies and their functions.

#### **UNIT - I**

Public Relations – Fundamentals – Definition – Practice - Duties and Responsibilities of PR – Emergence of PR - Ancient Times - 20th century - First world war - Corporate Interest in PR- Second World war - Public Relations – Changing Role – PR in India – Historical Perspective – Pre and post Independence Era – Emergence of Professionalism - Media Scene - Crisis Management needs - PR Agencies - Growth and Challenges.

#### **UNIT - II**

PR Process and Practice - PR Plan - Scan the Environment - Develop a Communication Plan - Implementation of Communication Plan - Evaluation of Impact.

#### **UNIT - III**

Communication and Public Relations - Communication Process – Barriers – Effective Communication Characteristics - Negotiations and Public Relations - Negotiations and Conflict - Negotiation Process.

#### **UNIT - IV**

Public Relations Support to Marketing - Customer Relations - Dealer Relations - Vendor Relations - Employee Public Relations - Investor Relations - Media Relations - CSR and Community Relations - Corporate Image - Corporate Identity Management - Event Managements - PR and Crisis Management - Government Public Relations -PR and Lobbying - Corporate Advertising - Ethics and Public Relations.

#### **UNIT - V**

Public Relations Agency - Functions - Historical Perspective – Selection of a PR agency - the Structure of PR Agency - Agency Evaluation and Audit.

#### **Reference:**

1. PUBLIC RELATIONS Principles and Practices by Iqbal S. Sachdeva( Oxford university press)
2. EFFECTIVE PUBLIC RELATIONS AND MEDIA STRATEGY by Reddi C. V Narasimha Publisher: Phi Learning (2009)
3. MANAGEMENT OF PUBLIC RELATIONS AND COMMUNICATIONS by Saimish Senguptha (Vikas Publishing House)

## **22. MEDIA LAWS AND ETHICS**

Subject Description: This Paper discusses the legal aspects of managing media.

Goals: To enable the students understand the Media Laws and significance of ethics in management of Media.

Objectives

On completion of the Course the student should have:

- Understood Media Laws in India.
- Understood the Intellectual Properties Rights and relevant Acts.
- Understood the Laws related to Media, Women and Children.
- Learned about significance of ethics in the process of managing Media.

### **UNIT - I**

History of Media Law in India -Indian Constitution (Specific Provisions Related to Media) - Fundamental Rights - Directive Principles of State Policy - Freedom of Media Introduction – Defamation.

### **UNIT - II**

Provisions of Indian Penal Code & Criminal Procedure Code - Official Secrets acts 1923 - The Contempt of Courts Act 1971 - Print Media: Acts - The Press and Registration of books Act – Registration of News Papers - Press council Act.

### **UNIT - III**

Intellectual Property Rights - Patents Act - The copyright Act - The Monopolies and Restrictive Trade Practices Act - Types of Cyber Crimes - Information Technology Act.

### **UNIT - IV**

Media Law and Women - Indecent Representation of Women (Prohibition) Act – Salient features of the act - Media and Children – The Children’s Act- Broadcasting – The Prasar Bharati Act - Features - The Cable Television Network Act - Film media - Cinematograph Act.

### **UNIT - V**

Ethics Vs Law -Ethics VS Principles of Journalism - Code of Ethics - Broadcasting Ethics.

### **Reference:**

- 1.MEDIA LAW AND ETHICS by M .Neelamalar (PHI earning Private Limited)
- 2.MEDIA ETHICS AND LAWS –by Jan R. Hakemulder, Fay A. C, de onge, P.P.Singh (Anmol Publishing) 1998
- 3.MEDIA ETHICS –by Paranjy Guha Thakurta Oxford University Press)
- 4.MEDIA LAWS AND ETHICS –READINGS IN COMMUNICATION REGULATION –edited by Kiran Prasad (B.R.Publishing Corporation. BRPC (India) Ltd, New Delhi, 1998

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