

UNIVERSITY OF MADRAS
INSTITUTE OF DISTANCE EDUCATION

Master of Business Administration
(Under Choice Based Credits System)
(With effect from the academic year 2018-2019)

SCHEME OF EXAMINATION

SEMESTER I	SUBJECTS	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT			INT	EXT	
Core Paper- I	Management Principles and Business Ethics	4	20	80	100
Core Paper- II	Quantitative and Research Methods in Business	4	20	80	100
Core Paper- III	Organisational Behaviour	4	20	80	100
Core Paper- IV	Accounting for Managers	4	20	80	100
Core Paper- V	Managerial Economics	4	20	80	100

SEMESTER II	SUBJECTS	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT			INT	EXT	
Core Paper-VI	Legal systems in Business	4	20	80	100
Core Paper-VII	Applied Operations Research	4	20	80	100
Core Paper-VIII	Strategic Management	4	20	80	100
Core Paper-IX	International Business	4	20	80	100
Core Paper- X	Management Information System	4	20	80	100

SEMESTER III	SUBJECTS	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT			INT	EXT	
Core Paper-XI	Human Resource Management	4	20	80	100
Core Paper-XII	Marketing Management	4	20	80	100
Core Paper-XIII	Operations Management	4	20	80	100
Core Paper-XIV	Financial Management	4	20	80	100
Core Paper - XV	Innovation and Entrepreneurship	4	20	80	100

SEMESTER IV	SUBJECTS	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT			INT	EXT	
ELECTIVE - I	ELECTIVE - I	3	20	80	100
ELECTIVE – II	ELECTIVE – II	3	20	80	100
ELECTIVE – III	ELECTIVE – III	3	20	80	100
ELECTIVE – IV	ELECTIVE – IV	3	20	80	100
	Project Work or	6 or	50	150	200
Optional Subject I	Services Marketing	3	20	80	100
Optional Subject II	Quality Management	3	20	80	100

1. Students are instructed to take four electives from Marketing, Finance, Human Resources, Systems, Hospital Management or Logistics and Supply Chain Management.
2. Students are also instructed to choose either project work or two optional subjects.

Elective Subjects

Sl.No.	MARKETING
1.	Sales and Distribution Management
2.	Advertising and Sales Promotion
3.	Marketing Research and Consumer Behaviour
4.	Brand Management
	FINANCE
1.	Corporate Finance
2.	Security Analysis and Portfolio Management
3.	Tax Management
4.	Merchant Banking & Financial Services
	HUMAN RESOURCE
1.	Human Resources Development
2.	Industrial and Labour Relations
3.	Performance Management
4.	Organisational Development
	SYSTEMS
1.	Database Management Systems
2.	Decision Support System
3.	E-Business
4.	System Analysis and Design

	LOGISTICS
1.	Principles & Practice of Logistics Management
2.	Supply Chain Management
3.	Inventory & Warehousing Management
4.	Domestic and International Logistics Management
	HOSPITAL MANAGEMENT
1.	Health Policy and Health Care Systems
2.	Hospital Planning and Administration
3.	Hospital Records Management
4.	Customer Relationship Management

CREDIT DISTRIBUTION

		CREDITS
Core Paper	15 X 4	60
Elective	4 X 3	12
Project / 2 optional subjects		6
TOTAL		78

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REVISED SYLLABUS

SEMESTER - I

Core Paper – I : MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

UNIT - I

Introduction: Nature of Management – **Management Skills** - The Evolution of Management Thought – Tasks of a Professional Manager – **Manager – Organisational Culture - Environment** – Systems Approach to Management – Levels in Management

UNIT - II

Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). **Strategic Management Process** Decision Making Process and Techniques.

UNIT – III

Nature of Organizing : Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - **Managing Change and Innovation.**

UNIT – IV

Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organisation – Management by Exception (MBE) – **Leadership – Approaches to Leadership and Communication.**

UNIT – V

Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - **Business Ethics and - CSR Models.**

Reference Books

1. Certo, S C. and Certo, T, Modern Management, 12th Edition, Prentice Hall, January 2011.
2. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2012.
3. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8th Edition, Tata McGraw Hill Education Private Ltd., July 2009.
4. Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
5. Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, January 2011.
6. Schmerhorn, J.R., Management, 11th Edition, Wiley, July 2012.

Core Paper – II : QUANTITATIVE AND RESEARCH METHODS IN BUSINESS

UNIT I: INTRODUCTION

Probability - Rules of probability- Probability distribution: Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty: Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.

UNIT II: RESEARCH METHODS

Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis - Types of Data: Preliminary Vs Secondary- Methods of Primary Data Collection: Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales: Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques: Probability And Non probability Techniques- Optimal Sample Size determination.

UNIT III: DATA PREPARATION AND ANALYSIS

Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation: Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.

UNIT IV: MULTIVARIATE STATISTICAL TECHNIQUES

Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems - Application of Statistical Software For Data Analysis.

UNIT V: REPORT WRITING AND ETHICS IN BUSINESS RESEARCH

Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterisation -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.

Reference Books

1. Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 12th Edition, 2012
2. Cooper, D.R., Schindler, P. And Business Research Methods, 11th Edition, Tata-McGraw Hill, 2012.
3. Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 2012.
4. Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, 6th Edition, PHI Learning Pvt. Ltd., 2012.
5. Kumar, R., Research Methodology: a Step-by-Step guide for Beginners, Sage South Asia, 2011.
6. Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 2012.

Core Paper – III : ORGANISATIONAL BEHAVIOUR

UNIT - I

Introduction to Organisational Behaviour: Historical background of OB -Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory-

UNIT – II

Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit.

Perception: Meaning Process – Factors influencing perception – Attribution theory

Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications.

Attitudes and Values: – Components, Attitude – Behaviour relationship, formation, values.

Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self – efficacy theory, Reinforcement theory, Equity theory, Expectancy theory.

UNIT - III

Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development-Factors affecting Group and Team Performance - Group Decision making

Interpersonal Communication – Communication Process – Barriers to Communication – Guidelines for Effective Communication

UNIT - IV

Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers
Power and Politics: Sources of Power – Political Behaviour in Organisations – Managing Politics.

Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process

UNIT – V

Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress.

Organisational Culture and Climate: Concept and Importance – Creating and Sustaining Culture.

Emotional Intelligence, Work Life Integration Practices.

Reference Books

1. Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Organizational Behavior, 15th Edition, Pearson Education, Inc. publishing as Prentice Hall, 2013.
2. K. Aswattappa, Organizational Behavior, Himalaya Publishing House, 10th Edition, 2012.
3. Luthans, F. Organizational Behavior, 12th Edition, Tata McGraw Hill Education, 2011.
4. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Blanchard, K.H., Hersey, P. and Johnson, D.E., Management of Organizational Behavior: Leading Human Resources, 9th Edition, PHI Learning, 2008.
6. Newstrom, J.W., Organizational Behavior, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.

Core Paper – IV : ACCOUNTING FOR MANAGERS

UNIT I

Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems)

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios- Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio - problems.

Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement - problems

UNIT – III

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.

UNIT – IV

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting. Standard costing and variance analysis.

UNIT – V

Cost Accounting: meaning – Objectives - Elements of Cost – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making.

Reference Books

1. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 4th Edition, Pearson, 2012.
2. Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
3. Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 14th Edition, Pearson, 2008.
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6. Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011.

Core Paper – V : MANAGERIAL ECONOMICS

UNIT - I

Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.

UNIT – II

Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behaviour-Consumer Equilibrium

UNIT - III

The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale – Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs.

Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.

UNIT - IV

Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning

UNIT – V

Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers.

Reference Books

1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2. Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3. Hirschey, M., Managerial Economics: An Integrative Approach, South Western, 2010.
4. Keat, P.G., Young, P. and Banerjee, S., Managerial Economics: Economics Tools for Today's Decision Makers, 6th Edition, Pearson, 2010.
5. Salvatore, D. and Srivastava, R., Managerial Economics: Principles and Worldwide Applications, 7th Edition, Oxford University Press, 2012.
6. Thomas, C.R., Maurice, C. and Sarkar, S., Managerial Economics, 9th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.

SEMESTER – II

Core Paper – VI : LEGAL SYSTEMS IN BUSINESS

UNIT – I

The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts: By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.

UNIT –II

Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.

Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics

UNIT –III

Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.

Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.

UNIT -IV

Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Workmen's Compensation Act, and Payment of Bonus Act. Payment of Gratuity Act 1972. ESI Act, CPF ACT 1952, Employees Family Pension Scheme, 1971. Maternity Benefits Act, Contract Labour Act.

UNIT – V

Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2002. Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000.

Reference Books

1. Intellectual Property Laws, Universal Law Publishing, 2012.
2. Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.

3. Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.
4. Mishra, S., Banking Law and Practice, S.Chand Publishers, 2012.
5. Rao, P.M., Mercantile Law, PHI Learning, 2011.
6. Wadehra, Laws Relating to Intellectual Property, 5th Edition, Universal Law Publishing, 2012.

Core Paper – VII : APPLIED OPERATIONS RESEARCH

UNIT I

Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management.

UNIT II

Linear programming problem model – Formulation – Maximization & Minimization problem - Graphical method – Simplex method – Artificial variable – Primal & Dual.

UNIT III

Transportation problem: North / West corner Solution - Stepping stone method - Vogel's approximation method - Modi method – Degeneracy - Imbalance matrix. Assignment model: Hungarian method - Traveling salesmen problem.

UNIT IV

Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models - Replacement model – Sequencing - Brief Introduction to Queuing models. Networking - Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling.

UNIT V

Game Theory and Strategies – Mixed Strategies for games without saddle points - Two person zero sum games – Graphical and L.P Solutions.

REFERENCE BOOKS:

1. Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 13th Edition, South Western, 2012.
2. Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2012.
3. Hiller, F., Lieberman, Nag and Basu, Introduction to Operations Research, 9th Edition, Tata McGraw-Hill Publishing Co. Ltd., 2011.
4. Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 2nd Edition, PHI Learning Pvt. Ltd., 2012.
5. Taha, H.A., Operations Research: An Introduction, 8th Edition, Pearson, 2011.
6. Vohra, N.D., Quantitative Techniques in Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd., 2010.

Core Paper – VIII : STRATEGIC MANAGEMENT

UNIT I

Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision – Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance – Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills

UNIT II

Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies - Implementation of Policies.
Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility

UNIT III

Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.

UNIT IV

Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies

UNIT V

Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership

Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System

Reference Books

1. Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 3rd Edition, Tata McGraw-Hill, 2009.
2. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
3. Hitt, Ireland, Hoskisson and Maniketty, Strategic Management, 9th Edition, Cengage Learning, 2012.
4. Kazmi, A., Strategic Management and Business Policy, 3rd Edition, Tata McGraw-Hill Education, 2008.
5. Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2012.
6. Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 12th Edition, Pearson, 2010.

Core Paper – IX : INTERNATIONAL BUSINESS

UNIT I: INTRODUCTION

Introduction to International Business: Importance, nature and scope of International business-Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade.

UNIT II: INTERNATIONAL BUSINESS ENVIRONMENT AND CULTURAL DIFFERENCES

International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing international business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.

UNIT III: INTERNATIONAL TRADE THEORY

Introduction — Mercantilism — Absolute Advantage — Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — WTO & Development of World Trade — Regional Grouping of Countries and its Impact.

UNIT IV: GLOBAL TRADING AND INVESTMENT ENVIRONMENT

World trade in goods and services — Major trends and developments- World trade and protectionism — Tariff and non-tariff barriers- Foreign investments-Pattern, Structure and effects- Movements in foreign exchange and interest rates and their impact on trade and investment flows-Functions of Foreign Exchange Market- Foreign Direct Investments — FDI in the World Economy — Horizontal and Vertical Foreign Direct Investment — Advantages of Host and Home Countries.

UNIT V: CONTEMPORARY ISSUES

Regional Economic Groupings in Practice- Levels of Regional Economic Integration- Regionalism vs. Multilateralism- Important Regional Economic Groupings in the World- Contemporary Issues in International Business- Role of International financial institutions like IMF and World Bank-Labour and Environmental Issues.

Reference Books

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
3. Hill, C.W.L. and Jain, A.K., International Business: Competing in the Global Marketplace, 6th Edition, Tata McGraw-Hill Education, 2008.
4. Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
5. Paul, J., International Business, 5th Edition, PHI Learning, 2010.
6. Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
7. Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

Core Paper – X : MANAGEMENT INFORMATION SYSTEMS

UNIT I:

Introduction to information system -The management, structure and activities-Information needs and sources -Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.

UNIT II:

Transaction Processing information system, Information system for managers, Intelligence information system – Decision support system-Executive information systems.

UNIT III:

Functional Management Information System: Production Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.

UNIT IV:

System Analysis and Design: The work of a system analyst-SDLC-System design – Requirement analysis-Data flow diagram, relationship diagram, design-Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database

UNIT V:

Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS

Reference Books

1. Azam, M., Management Information System, McGrawHill Education, 2012.
2. Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.
3. Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.
4. O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.
5. Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009.
6. Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning, 2012.

SEMESTER – III

Core Paper – XI : HUMAN RESOURCE MANAGEMENT

UNIT - I

Introduction of Human Resources Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit.

UNIT – II

Human Resource Planning and Development (HRP & D):

Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media.

Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate.

UNIT - III

Training, Development & Career Management:

Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management.

UNIT - IV

Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS.

UNIT - V

Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.

Reference Books

1. Ashwathappa, K., Human Resource Management, 6th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
2. DeCenzo, D.A. and Robbins, S.P., Human Resource Management, 10th Edition, Wiley India Pvt. Ltd., 2011.
3. Dessler, G., Human Resource Management, 12th Edition, Pearson, 2011.
4. Ivancevich, J.M., Human Resource Management, 10th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
5. Mamoria, C.B. and Gankar, S.V., Personnel Management, Himalaya Publishing House, 2011.
6. Noe, R.A., Hollenbeck, Gerhart and Wright, Fundamentals of Human Resource Management, 3rd Edition, McGrawHill Education Ltd., 2012.

Core Paper – XII : MARKETING MANAGEMENT

UNIT I

Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- E- Marketing – Social Media Marketing – Current marketing challenges.

UNIT II

Strategic Planning – Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing

UNIT III

Buyer behaviour: Factors Influencing Consumer Behaviour – Buying situation – Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle- Customer Life time Value, Portfolio Management.

UNIT IV

Product Policies – Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches.

UNIT V

Promotion Decisions: Promotion Mix – Advertising – Sales Promotion – Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.

Reference Books

1. Balakrishna, S., Case Studies in Marketing, Pearson, 2011.
2. Kotler Pand Keller, K,L., Marketing Management, 14th Edition, Pearson Education,2011.
3. Kotler, P ., Agnihotri, P.S. and Haque, E.U., Principles of Marketing: A South Asian Perspective, 13th Edition, Pearson, 2010.
4. 4. Mullins, Marketing Management: A Strategic Decision Making Approach, 7th Edition, McGraw-Hill, 2010.
5. 5. Pillai, R. S. N. and Bhagavathy, Marketing Management, S. Chand Publishing, 2010.
6. Kumar, R.S., Case Studies in Marketing Management, Pearson,2012.

Core Paper – XIII : OPERATIONS MANAGEMENT

UNIT I: INTRODUCTION

Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India- Production Design and Process Planning-Types of Production Processes- Plant Capacity- Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes- Types of Charts used in Operations Management.

UNIT II: FACILITY DESIGN

Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques - Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipments- Role of Ergonomics in Job Design.

UNIT III: INVENTORY CONTROL AND MAINTENANCE

Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.

UNIT IV: DESIGN OF WORK SYSTEMS AND QUALITY CONTROL

Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes.

UNIT V: SERVICE OPERATIONS MANAGEMENT

Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.

Reference Books

1. Chary, S.N., Production and Operations Management, 5th Edition, Tata McGraw-Hill, 2012.
2. Gore, A. and Panizzolo, R., Operations Management, Cengage Learning India, 2012.
3. Heizer, J., Render, B. and Rajashekhar, J., Operations Management, 9th Edition, Pearson, 2009.
4. Krajewski, L., Operations Management: Processes and Supply Chains, 9th Edition, Pearson, 2011.
5. Metters, R., King-Metters, K.H., Pullman, M. and Walton, S., Successful Service Operations Management, Cengage Learning, 2nd Edition 2012.
6. Panneerselvam, R., Production and Operations Management, 3rd Edition, PHI Learning, 2012.

Core Paper – XIV : FINANCIAL MANAGEMENT

UNIT – I

Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity

UNIT – II

Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques – Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting.

UNIT – III

Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT - EPS Analysis - Operating Leverage - Financial Leverage - problems.

UNIT – IV

Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems.
Dividend and Dividend policy: Meaning, classification - sources available for dividends - Dividend policy general, determinants 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.

Reference Books

1. S.N.Maheswari, Financial Management
2. I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
3. Van Horne, J.C., Financial Management and Policy, 12th Edition, Pearson, 2012.
4. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012
5. Periasamy, P., Financial Management, 3rd Edition, Tata McGraw-Hill Education Pvt. Ltd., 2012.
6. Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 12th Edition, Cengage Learning India, 2011.

Core Paper – XV : INNOVATION AND ENTREPRENEURSHIP

UNIT I

Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

UNIT II

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

UNIT III

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities.

Feasibility Analysis: Technical Feasibility of Products and Services - Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

UNIT IV

Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.

UNIT V

Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

Reference Books

1. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
2. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
3. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
4. Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
5. Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
6. Stokes, D., and Wilson, N., Small Business Management and Entrepreneurship, 6th Edition, Cengage Learning, 2010.

SEMESTER – IV

MARKETING

1. SALES AND DISTRIBUTION MANAGEMENT

UNIT I

Organization Framework of The Field Sales Force: Sales force Automation - Types of Field Sales Organizations – Career in Field Sales Management. Field – Emerging trend in Sales Management - Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force. Soft ware application in Sales management.

UNIT II

Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards – Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Check On Training and Staffing Programmes.

UNIT III

Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.

UNIT IV

Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior. Sales Audit and Analysis – Control of Sales Efforts and Costs.

UNIT V

Distribution: Role of Distribution in the Marketing Mix Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport – Organization, Machines, Procedures and Documentation. Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution. Channel Information System : Designing a Channel information system. Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution- Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.

Reference Books

1. Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10th Edition, Wiley India Pvt. Ltd., 2011.
2. Hair, J.F., Anderson, R.E., Mehta, R. and Babin, B, Sales Management, South western, 2009.

3. Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill Education, 2011.
4. Kapoor, S. and Kansal, P., Basics of Distribution Management: A Logical Approach, PHI Learning, 2009.
5. Mallik, P.K., Sales Management, Oxford University Press, 2011.
6. Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.

2. ADVERTISING AND SALES PROMOTION

UNIT I

Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.

UNIT II

Media: Mass Media - Selection, Planning and Scheduling – Web Advertising – Integrated programme and budget planning.

UNIT III

Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.

UNIT IV

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.

UNIT V

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.

Reference Books

1. Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7th Edition, Tata McGraw-Hill Education, 2009.
2. Hackley, C., Advertising and Promotion: An integrated communications approach, 2nd Edition, Sage Publications, 2010.
3. Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.
4. Mullins, R., Sales Promotions: How to create, implement and integrate campaigns that really work, 5th Edition, Kogan Page, 2011.
5. Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4th Edition, Oxford University Press, 2012.
6. Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8th Edition, Cengage Learning India, 2012.

3. MARKETING RESEARCH & CONSUMER BEHAVIOUR

UNIT I

Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.

UNIT II

Sampling: Sampling Techniques – Sample Size Determination per survey
Application of Marketing Research: Motivation Research – Advertising Research – Product Research

UNIT III

Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel-Blackwell-Miniard Model

Environment Influences on Consumer: Culture – Social Class – Social Groups – Family – Personal Influence and Opinion Leadership

UNIT IV

Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change.

UNIT V

Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.

Reference Books

1. Aaker, D., Kumar, V., Day, G.S. and Leone, R.P., Marketing Research, 10th Edition, Wiley India Pvt. Ltd., 2011.
2. Majumdar, R., Consumer Behaviour: Insights from Indian Market, PHI Learning, 2010.
3. Malhotra, N.K. and Das, S., Marketing Research: An Applied Orientation, 6th Edition, Pearson, 2010.
4. McDaniel Jr., C. and Gates, R., Marketing Research, 8th Edition, Wiley India Pvt. Ltd., 2011.
5. Schiffman, L.G, Kanuk, L.L. and Kumar, R., Consumer Behavior, 10th Edition, Pearson, 2010.
6. Solomon, M.R., Consumer Behavior: Buying, Having and Being, 8th Edition, PHI Learning, 2010.

4. BRAND MANAGEMENT

UNIT I

Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models — Brands vs. Products

Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase

UNIT II

Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference – Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.

UNIT III

Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity: Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands

UNIT IV

Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands.

Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management

UNIT V

Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.

Reference Books

1. Aaker, D., Building Strong Brands, Simon & Schuster, 2010.
2. Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.
3. Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.
4. Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
5. Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.
6. Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.

FINANCE

1. CORPORATE FINANCE

Unit I

Introduction: Corporate Finance – Nature and Scope - Role of Financial Institution - Valuation of the Firm – Time value of money concepts.

Unit II

Indian Capital Market – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI – Stock Markets. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance

Unit III

Investment Decision: Investment Analysis – Risk Analysis Probability Approach. Business Failures, Mergers, Consolidations and liquidation.

Unit IV

Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units. Inflation and Financial Decisions.

Unit V

Foreign Collaboration – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations.

Reference Books

1. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 10th Edition, Tata McGraw-Hill Publishers, 2012.
2. Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012.
3. Damodaran, A., Corporate Finance: Theory and Practice, 2nd Edition, Wiley India Pvt Ltd., 2007.
4. Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.
5. Madura, J., International Corporate Finance, 10th Edition, Cengage Learning, 2012.
6. Viswanath, S., Cases in Corporate Finance, Tata McGraw-Hill Education, 2009.

2. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT I : INTRODUCTION

Investment - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate-Gold and Silver.

RISK AND RETURN: Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.

UNIT II : SECURITIES MARKETS

Investment Environment: Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III: FUNDAMENTAL ANALYSIS

Economic Analysis – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT IV: TECHNICAL ANALYSIS

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

UNIT V: PORTFOLIO MANAGEMENT

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation

Reference Books

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasanna Chandra, P., Investment Analysis and Portfolio Management, 4th Edition, Tata McGraw-Hill Education, 2012.
3. Kevin, S., Security Analysis and Portfolio Management, PHI Learning, 2009.
4. Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, 2010.
5. Ranganathan, M. and Madhumathi,R., Security Analysis and Portfolio Management, 2nd Edition, Pearson, 2012.
6. Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, 10th Edition, Cengage Learning, 2012.

3. TAX MANAGEMENT

UNIT I

Introduction: Income Tax Law – important concepts -Scheme of Taxation – types of Taxes, concept, objectives and factors to be considered for Tax Planning-Residential status – Tax free incomes. Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

UNIT II

Heads of Income – Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of Business of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources - basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources..

UNIT III

Deductions to be made in computing total income – Resale's and Reliefs of Income tax – Taxation of Non-Residents. Income –tax Payment and Assessment -Tax deduction at source; advance tax; self-assessment tax; assessment procedure regular and best judgment assess revision, rectification and appeal, provision relating to interest and refund of tax.

UNIT IV

Corporate Taxation - Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses.

Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact, tax Provisions for Venture Capital Funds

UNIT V

Wealth Tax and Other Direct Taxes - Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act.

Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company / Venture Capital Funds.

Reference Books

1. Students Guide to Income Tax by Dr. Vinod K. Singhanian and Monica Singhanian.
2. Indirect Tax by Vinod K. Singhanian
3. Iyengar, A C., Sampat Law of Income Tax. Allahabad, Bharat Law House.
4. Kanga, J. B. and Palkhivala, N.A., Income Tax. Bombay, Vol.1-3, N.M. Tripathi.
5. Lal, B.B., Direct Taxes Practice and Planning Konark Publishers Private Ltd, Delhi, Latest Edition.
6. Prasad, B., Income Tax Law and Practice ViswaPrakashan, New Delhi, Latest Edition.

4. MERCHANT BANKING AND FINANCIAL SERVICES

UNIT I: MERCHANT BANKING

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT II: ISSUE MANAGEMENT

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing –Post Issue Activities.

UNIT III: OTHER FEE BASED SERVICES

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Business Valuation.

UNIT IV : FUND BASED FINANCIAL SERVICES

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

UNIT V: OTHER FUND BASED FINANCIAL SERVICES 8

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

REFERENCES:

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi,

HUMAN RESOURCE

1. HUMAN RESOURCES DEVELOPMENT

UNIT I

Introduction: Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organization of HRD Function

UNIT II

Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behavior – Model of Employee Behavior – External and Internal Factors Influencing Employee Behavior.

Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.

UNIT III

Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development.

Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.

UNIT IV

Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external - Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.

UNIT V

Career Planning and Development

Definition - objectives – importance – career development – principles of theories career planning – steps involved – succession planning.

Recent Trends in HRD: Training for trainers and HRD professionals - Promoting Research in HRD.

Reference Books

1. Gibb, S., Human Resource Development: Foundations, Process, Context, 3rd Edition, Palgrave Macmillan, 2011.
2. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.

3. Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
4. Rishipal, Training and Development Methods, S.Chand, 2011.
5. Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
6. Werner, J.M. and DeSimone, R.L., Human Resource Development, 5th Edition, Cengage Learning, 2012.

2. INDUSTRIAL AND LABOUR RELATIONS

UNIT I

Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.

UNIT II

Industrial Harmony and Conflict: Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Layoff and Retrenchment codes of discipline- Grievance procedure-Labour management co-operation; Worker's participation in management.

UNIT III

Labour Relations: Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity.

Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.

UNIT IV

Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions.

Problems and Role of Indian Trade Unions: Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.

UNIT V

Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Fair and unfair labour practice.

Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.

Reference Books

1. Bray, M. and Walsh, J., Industrial Relations: A Contemporary Approach, Tata McGraw Hill Education, 2011.
2. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.

3. Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan Publishers India, 2009.
4. Sinha, S.I. and Sankar, P., Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2003.
5. Sivarethinamohan, Industrial Relations and Labour Welfare, PHI Learning, 2010.
6. VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2006.

3. PERFORMANCE MANAGEMENT

UNIT I

Introduction: Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.

UNIT II

Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management

UNIT III

Performance Planning: ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance Analysis Process.

UNIT IV

Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.

UNIT V

Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance

Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.

Reference Books

1. Aguinis, H., Performance Management, 2nd Edition, Pearson, 2008.
2. Armstrong, M., Armstrong's Handbook of Performance Management, 4th Edition, Kogan Page, 2012.
3. Bacal, R., Performance Management, 2nd Edition, Tata McGraw-Hill, 2012.
4. Cokins, G., Performance Management: Integrating Strategy Evaluation, Methodologies, Risk and Analytics, John Wiley and Sons, 2009

5. Daniels, A. and Daniels, J.E., Performance Management: Changing Behavior that Drives Organizational Effectiveness, 4th Edition, Performance Management Publications, 2004.
6. Kohli A. S. and Deb, T., Performance Management, Oxford University Press, 2008.

4. ORGANISATIONAL DEVELOPMENT

UNIT I

Approaches to Understanding Organisations: Key Organisational Designs - Procedures - Differentiation & Integration - Basic Design – Dimensions Determination of Structure - Forces Reshaping Organisation – Life Cycles in Organisation

UNIT II

Organisational culture – Key Role of Organisational Culture - Functions & Effects of Organisational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organisational Culture

UNIT III

Work Groups & Teams - Preparing for the world of work Group Behaviour Emerging issues of Work Organisation and Quality of Working life – Career stage model – Moving up the career ladder

UNIT IV

Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications

UNIT V

Organisational Development and Change: Organisational Development Alternative Interventions - Change Agents : Skills - Resistance to change- Managerial the resistance - Levin's change model - Organisational reality

Reference Books

1. Anderson, D., Organization Development: The Process of Leading Organizational Change, Sage Publication 2009.
2. Brown, D. and Harvey, D., An Experiential Approach to Organization Development, 7th Edition, Pearson, 2006.
3. Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2011.
4. Cummings, T., Theory of Organization Development and Change, 9th Edition, South-Western, 2011.
5. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Edition, Pearson Higher Education, 2006.
6. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.

SYSTEMS

1. DATABASE MANAGEMENT SYSTEMS

Unit : I

Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E - R Diagram – Weak Entity Sets – reduction of E- R Diagram to tables.

Unit : II

Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.

Unit : III

Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition – normalization using functional, multivalued, Join dependencies – Domain – Key Normal form – alternative approaches.

Unit : IV

Object Oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects – comparison.

Unit : V

Database System Architectures : Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction –inter query –intra query, intra-operation – interoperation parallelism –distributed databases –distributed data storage–network transparency –Query processing –Transaction model–Commit protocols –coordinator selection –concurrency control –deadlock handling –multi database systems.

Reference Books

1. Chopra, R., Database Management Systems, S. Chand, 2010.
2. Gupta, G. K., Database Management Systems, Tata McGraw-Hill Education, 2011.
3. Hoffner, J., Modern Database Management Systems, 9th Edition, Dorling Kindersley India, 2009.
4. Panneerselvam, R., Database Management Systems, 2nd Edition, PHI Learning, 2011.
5. Rob, P., Coronel, C. and Morris, S., Database Principles: Fundamentals of Design, Implementation and Management, 9th Edition, Cengage Learning, 2012.
6. Rob, P., Rao, A. and Coronel, C., Database Management Systems, Cengage Learning, 2011.

2. DECISION SUPPORT SYSTEM

UNIT I

Introduction: Decision concept – Steps – Decision Support System – Components – Characteristics – Classifications and Applications.

UNIT II

Model Management: Model – Modeling Process – Types of Models – Optimization – Simulation – Heuristic: Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.

UNIT III

Data Management System: Data Base – Sources of Data – Data Directory – Data Structure and Data Base Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.

UNIT IV

Dialog Management: User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface.

UNIT V

Development of Decision Support System: Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.

Reference Books

1. Janakiraman, V.S. and Sarukesi, Decision Support Systems, 2nd Edition, PHI Learning, 2009.
2. Marakas, G.M., Decision Support Systems in the 21st century, 2nd Edition, PHI Learning, 2009.
3. Sauter, V., Decision Support Systems for Business Intelligence, 2nd Edition, John Wiley & Sons, 2011.
4. Taylor, J., Decision Management Systems: A Practical Guide to Using Business Rules and Predictive Analytics, IBM Press, 2011.
5. Turban, E., Delen, E. and Sharda, R., Decision Support and Business Intelligence Systems, 9th Edition, Pearson, 2011.

3. E-BUSINESS

UNIT I

Introduction : Introduction to World Wide Web – Intelligent Web Designing – Software Tools – IP, TCP, HTTP, HTML, Cryptography – Consumer Interface Technologies – OALP and Data Mining

UNIT II

Principles – Potential – Knowledge Management – Data Warehousing – Application of E-Commerce in Different Sector – Service, Industry, Domestic – Multidisciplinary Approach to E-Commerce, Customer Relation Management.

UNIT III

Business Model – E-Marketing – Intelligent Agents – Economics in E-Commerce – Equilibrium Price – Supply Chain Management – ERP Tools and Modules – Opportunities and Challenges – Mobile Commerce

UNIT IV

Online Payment – E-Security – Security Protocols – How sites are hacked – Internet Governance – Firewall

Legal Issues: Software Intellectual Property Law – Contract Law for E-Business – Cyber Law Issues - Interpol

UNIT V

E-Commerce Industries: Online Retail Sector – Online Financial Services – Online Travel Services – Online Career Services – Online Publishing – Online Entertainment

Consumer Protection: Privacy and Information Rights – Warranties and New Products.

Reference Books

1. Chaffey, D., E-Business and E-Commerce Management, 3rd Edition, Pearson, 2009.
2. Joseph, P.T., E-Commerce: An Indian Perspective, 4th Edition, PHI, 2012.
3. Kalakota, R. and Whinston, A., Frontiers of Electronic Commerce, Pearson, 2011.
4. Schneider, G.P., Electronic Commerce, Cengage Learning, 10th Edition, 2012.
5. Turban, E., King, D. and Lee, J., Electronic Commerce: A Managerial and Social Networks Perspective 2012, Prentice Hall, 2011.
6. Turban, E., Lee, J., King, D., Liang, T.P. and Turban, D., Electronic Commerce 2010, 6th Edition, Pearson, 2012.

4. SYSTEM ANALYSIS AND DESIGN

Unit – I

System Analysis Fundamentals: Introduction to System, System Analysis and Design, Need for System Analysis and Design, Role of the System Analyst System Development Strategies: SDLC, Structured Analysis Development Method, System Prototype Method.

Unit – II

Case Tools: Benefits of Computer-Assisted Tools, Categories of Automated Tools, Case Components Organizations as System: Interrelatedness and Interdependence of System, System Process, Boundaries, System Feedback, Managing Project

Unit – III

Review and Selection Fact-Finding Techniques: Interview, Questionnaire, Record Review, Observation Data Flow Diagram: Advantages, Notations, Rules, Levelling, Logical and Physical DFD. Data Dictionary: Importance, Data Elements, Describing Process Specification Structured Decisions: Decision Tree, Decision Tables, Structured English.

Unit – IV

The Essentials of Design Designing Effective Output: Objectives, Types of Output, Method, Factors to consider - Designing Effective Input: Objectives, Guideline for Form design, Screen and Web Forms, Designing User Interface: Objectives ,Types of user interface, Designing Accurate Data – Entry Procedures: Objectives, Effective coding, Data-Entry Method, Ensuring data quality through input validation

Unit – V

Quality Assurance through Software Engineering - Design of Software, Software design and documentation: Structured Flowcharts, HIPO, Warnier/Orr Diagrams
Managing Quality Assurance: Level of Assurance, Level of Test Implementation of Information System: Training Strategies, Conversion, Post Implementation Review -
Case Studies - Financial Accounting System - Payroll System - Library System - Inventory System - Online Banking System - Railway Reservation system(Input, Output, DFD)

Reference Books

1. Goyal, Systems Analysis and Design, PHI Learning, 2011.
2. Hoffner, J., Modern System Analysis and Design, 6th Edition, Pearson, 2009.
3. Kendall and Kendall, System Analysis and Design, 4th Edition, PHI Private Learning Ltd., 2011.
4. Langer, Analysis and Design of Information Systems, 3rd Edition, Springer India, 2008.
5. Satzinger, J.W., System Analysis and Design, Cengage Learning India, 2007.
6. Senn, J.A., Analysis and Design of Information Systems, 2nd Edition, Tata McGraw-Hill, 2008

LOGISTICS

1. PRINCIPLES AND PRACTICE OF LOGISTICS MANAGEMENT

Unit – I

Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management – Competitive Advantages of Logistics – Functions of Logistics management – principles – Logistics Network – Integrated Logistics system.

Unit – II

Elements of Logistics and Inventory carrying – Ware housing – Material handling – Order processing – Transportation – Demand Forecasting – Impact of Forecasts on Logistics and Performance measurements.

Unit – III

Transportation – participants in Transportation Decisions – Modes of Transportation – Factors influencing Transport economics – documents in Transport Decision Making Warehousing / Distribution – Functions of Warehouse – benefits of Warehouse – Service – Warehousing Alternatives – Warehouse site selection – Factors while initiating Warehouse Operations – Warehouse Management Systems Packing and Materials Handling – Functions of packaging – Communication – Packaging cost – Types of Packaging Material – Unitization – Containerization – Designing a package factors affecting choice of packaging materials.

Unit – IV

Organisation for effective logistics performance – centralised and decentralised structures – stages of functional aggregation in organisation, financial issues in logistics performance – Measures – Steps in ABC costing – Financial Gap Analysis integrated Logistics – Need for Integration - Activity Centres in Integrated Logistics Role of 3PL and 4PL – Principles of LIS.

Reference Books

1. Krishnaveni Muthiah Logistics Management and Seaborne Trade Himalaya Publishing House.
2. D.K. Agarwal, Textbook of Logistics and Supply chain Management Mac Millian India Ltd.
3. Martin Christoper, Logistics and Supply Chain Management Pearson Education
4. Ronald H. Ballou, Business Logistics and Supply chain Management, Pearson Education.

2. SUPPLY CHAIN MANAGEMENT

UNIT 1: Introduction to Supply Chain

Historical perspective Understanding Supply Chain :key issues in supply chain management
Objectives, importance, Decision phases -Examples of supply chains Supply chain strategies,
The supply chain becomes value chain Supply chain as a competitive weapon

UNIT II: Supply chain synergies

Collaborate with supply chain partners Supply Chain Drivers and Design Drivers of supply chain performance: Framework for structuring Facilities, including warehouse, Inventory, Transportation, Information, Sourcing, and Pricing – Yield management /Revenue management

UNIT III: Sales and Operations Planning

Demand management Demand forecasting, Aggregate Planning and Managing Supply, Demand and Inventory Aggregate Planning in a Supply Chain: role, aggregate planning problems, strategies, role of IT, Implementation Responding to predictable variability in supply chain – Types of supply chains-creating responsive supply chains lean and agile supply chain their characteristics.

UNIT IV: Customer value and supply chain management

Dimensions of customer value-value added services –customer value measures Push-pull boundary –mass customization and supply chain management outsource - Third and Fourth - Party Logistics providers –managing risk in supply chains Creating a sustainable supply chain

UNIT V: Supply chain analytics

Use of computer software in supply chain problems -Electronic commerce –emerging mega trends supply chain of the future –seeking structural flexibility –The multi-channel revolution 2020 vision

Reference Books

1. Coyle, J., Langley, J., Gibson, B. and Novack, R., A Logistic Approach to Supply Chain Management, Cengage Learning, 2009.
2. Handfield, R. and Monczka, R., Sourcing and Supply Chain Management, 5th Edition, Cengage Learning, 2012.
3. Hugos, M., Essentials of Supply Chain Management, 3rd Edition, John Wiley and Sons, 2011.
4. Liu, J., Supply Chain Management and Transport Logistics, Routledge, 2011.
5. Sinha, A. and Kotzab, H., Supply Chain Management: A Managerial Approach, Tata McGraw-Hill Education, 2011.
6. Sople, V.V., Supply Chain Management: Text and Cases, Pearson, 2011.

3. INVENTORY AND WAREHOUSING MANAGEMENT

UNIT – I

Introduction to Inventory – Definition, principles, role, functions and importance of Inventory, Types of Inventory, Inventory Policy, Costs Associated with Inventory, Inventory and Profitability, Impact of Inventory on total logical cost – Inventory management – objectives / importance, symptoms of poor inventory management, Improving effectiveness of inventory management.

UNIT – II

Inventory Control and models – Importance and scope of Inventory control, Selective Inventory control, Inventory Models – Economic Lot size, EOQ, Economic Batch Quantity [EBQ], ROL – reorder level, P model, Q model, two bin system, fair share allocation model, MRP, ABC analysis, Just in Time (JIT). Modern methods Kanban, DRP and ERP.

UNIT – III

Inventory Methods – Inventory ranking methods and Quadrant technique, FIFO. LIFO, Weighted average method, Inventory under certainty and uncertainty, Risk Management, Work in progress inventories, Finished Goods Inventories, Spare parts inventories, Use of Computers in Inventory Management – RFID, EDI, Satellite tracking system.

UNIT – IV

Warehouse Management – Definition, Principles, Roles, Importance of Warehouses, Need for Warehousing, Warehouse selection and planning, functions and operations of a warehouse, Warehouse location, Area of Warehouse, Factors affecting warehousing cost, Warehouse layout, Design principles.

Unit – V

Planning – codification and standardisation of the Materials, Incoming Materials Receipts, Retrieval and Transaction Processing System, Security and Loss Prevention, Consumption Based Planning – MRP and lot sizing procedure, Forecasting parameter and result, planned order planning file consolidation, Break bulk, Cross docking, Mixing, Assembly – competitive advantage, production support warehouse – ERP, Role of IT in warehousing.

Reference Books

1. Tony wild – Best Practice in Inventory Management – John Wiley and sons
2. Hadley G and Whitin T. M. : Analysis of Inventory systems, Prentice Hall
3. Naddor E, Inventory system, John Wiley
4. Buchan, J and Konigsberg E : Scientific inventory Management, Prentice Hall
5. Silver E and Peterson. R : Decision System for Inventory Management and Production, Wiley
6. Inventory Management Explained : A focus on Forecasting, lot sizing, safety stock, and ordering systems, OPS publishing

4. DOMESTIC AND INTERNATIONAL LOGISTICS MANAGEMENT

UNIT – I

Vehicle Selection – Types of Vehicles – Types of Operations – Load types and characteristics – main types of vehicle body – Implications of vehicle selection – vehicle acquisition.

UNIT – II

Need for planning – fleet management – main types of road freight transport – transport resource requirements – vehicle routing and scheduling issues – data requirements – computer routing and scheduling – information system applications – GPS – RFID

UNIT– III

Legislation – Operator licensing – Driver licensing – Driver's Hours regulations – Road transport directive – tachographs – vehicle dimensions.

UNIT – IV

Introduction to Air Cargo: Aviation and airline terminology – IATA areas – Country – Currency – Airlines – Aircraft layout – different types of aircraft – aircraft manufacturers – ULD – International Air Routes – Airports – codes – Consortium – Hub and spoke – Process Flow.

UNIT– V

Air freight forwarding: Air Freight Exports and Imports – Special Cargoes – Consolidation – Documentation – Air way Bill (AWB) – Communications – Handling COD Shipments – POD – conditions of contract – Dangerous (DGR) or Hazardous goods.

Reference Books

1. Air transport Logistics by Simon Taylor (Hampton)
2. Air Cargo distributions: a management analysis of its economic and marketing benefits by Paul Jackson and William Brackenridge (Gower Press)
3. Fundamentals of air transport management by P.S. Senguttuvan
4. Aviation century : wings of change – a global survey – Ratandeep Singh – Jain book.

HOSPITAL MANAGEMENT

1. HEALTH POLICY AND HEALTH CARE SYSTEMS

UNIT – I

Determinants of Health: Life Style – Socio – Economic conditions – Heredity – Environment – Health and Family Welfare Services – Other Factors – Health Scenario of India.

UNIT – II

Organisations for Health: Voluntary health agencies in India – Indian Red Cross Society – Indian Council for child welfare – Tuberculosis Association of India – RAI – Rockfeller Foundation – Ford Foundation – CARE – International organisations – WHO – UNICEF – UNDP.

UNIT – III

Health Policy: Meaning – Need – National health policy – features – National health programmes in India – Health planning – Planning under Five Year Plans – Plan Outlays. – National Population Policy.

UNIT – IV

Health care: concept of health care – Levels: Primary, Secondary, Tertiary – Health for all by 2000 A.D. – Health care system in India – Structure of Government Machinery – Private , Government, Corporate Hospitals.

UNIT – V

Medical Tourism : Role of Medical Tourism, Methods to attract Foreign Medical; Tourists , Facilities available for foreign patients, Role of travel Agencies, Govt. Policy on Medical Tourism.

Reference Books

1. Park K, Textbook on Hygiene and Preventive Medicine, Banarsidas, Bhanoy
2. Park Textbook of Preventive and Social Medicine 23rd edition (park psm) (English, Hardcover, K. PARK), 2015

2. HOSPITAL PLANNING AND ADMINISTRATION

UNIT – I

Hospital: Classification – Changing role of hospitals – Role of hospital administration – Hospital system – Need for scientific planning and design of hospitals.

UNIT – II

Planning: Principles of Planning – Planning process – Size of the hospital – Site selection – Location Layout – Hospital architect – Selection of architect – Equipping a hospital – Graphics and design.

UNIT – III

Technical analysis: assessment the extent need for the hospital services – Demand and need – Factors influencing hospital utilisation – Bed planning – Project cost – Land requirements – Space requirements – hospital drawings and documents.

UNIT – IV

Hospital Design: Building requirement – Entrance and ambulatory zone – diagnostic zone – Intermediate zone – Critical zone – Service zone – Administrative zone.

UNIT – V

Facilities Planning: Transport – Food Services – Communication – Information System – Minor facilities – others.

Standard in Hospital : General Standards – Voluntary and mandatory Standards – Mechanical Standards – Electrical Standards – Standard for centralised medical gas system – Biomedical waste handling.

Reference Books:

Liewtlyn and Davis Macoulay, Hospital planning and Administration, Jaypee Brothers.

Kunders, Gopinath A Katakam, Hospital Planning, Management and Design, Tata McGraw - Hill

3. HOSPITAL RECORDS MANAGEMENT

UNIT – I

Hospital Records: Meaning – Functions – Importance of medical records to Patients, Doctors, Hospitals, Public Health, Press, LIC, Police – court of Law, Education and Research.

UNIT – II

Records Management: Registers, Forms: Meaning and importance – Principles of records keeping – Merits and limitations – Principles of records keeping – Merits and limitations – latest trends in record maintenance – Electronic forms of records maintenance.

UNIT – III

Types – Out-patient record, in-patient records, causality, emergency, surgery, obstetrics and gynaecology, paediatrics, investigation and diagnosis.

UNIT – IV

Records Organisation and Management: Classification of records – Bases for Classification – Indexing and filling of records – Problems associated with medical records.

UNIT – V

Medical Registers: Meaning - Types - Purpose – Advantages – Principles of designing records – Registers in various departments – Common issues.

Medical Forms and Reports: Meaning – types and significance – Principles of designing – Statutory registers and reports to be maintained – Specimens.

Reference Books

1. Rajendra Pal and Korlahalli J S, Essential of Business Communication, Sultan Chand and Sons, New Delhi

2. Prasantha Ghosh K, Office Management, Sultan Chand and Sons, New Delhi.
3. Francis CM and Mario C de Souza, Hospital Administration, 3rd Ed. Jaypee Brothers, New Delhi
4. George, M A, The Hospital Administrator, Jaypee Brothers, New Delhi.

4. CUSTOMER RELATIONSHIP MANAGEMENT

UNIT–I: Evolution of Customer Relationship:

CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost Benefit Analysis, CRM and Relationship Marketing.

UNIT–II: CRM Concepts:

Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

UNIT–III: Planning for CRM:

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

UNIT–IV: CRM and Marketing Strategy:

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

UNIT –V: CRM Planning and Implementation:

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

Reference Books

1. Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.
2. Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.
3. Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.
4. Peelen, E., Customer Relationship Management, Pearson, 2008.
5. Peppers, D. and Rogers, M., Managing Customer Relationships, 2nd Edition, John Wiley and Sons, 2011.
6. Shanmugasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.

OPTIONAL SUBJECTS

Optional Subject I : SERVICES MARKETING

UNIT I

Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

UNIT II

Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.

UNIT III

Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.

UNIT IV

Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management.

Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality.

UNIT V

Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.

Reference Books

1. Bateman, J.E. and Hoffman, D., Services Marketing, 4th Edition, Cengage Learning, 2011.
2. Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rd Edition, Wiley India, 2011.
3. Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.
4. Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7th Edition, Pearson, 2011.
5. Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.
6. Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5th Edition, Tata McGraw-Hill Education, 2010.

Optional Subject II : QUALITY MANAGEMENT

UNIT I

Introduction: Concept of Quality – Dimensions of Quality - Philosophies of Deming, Juran and Crosby – Evolution of Total Quality – Frameworks for Quality – Baldrige Award, Deming Award, European Award, ISO 9000 – Comparison of Various Frameworks.

Issues of Quality: Quality Cost - Customer Supplier relationships – Designing Organisations for Quality – Process Design – Process Improvement – Process Control – Process Management

UNIT II

Tools and Techniques: Design Tools – Quality Planning Tools – Continuous Improvement Tools - 5S and Kaizen– Lean Concept.

Six Sigma: Concepts – Steps and Tools – Define, Measure, Analyse, Improve and Control (DMAIC) Methodology of Six Sigma Implementation – Define, Measure, Analyse, Design and Verify (DMADV) Methodology for High Performance Designs – TQM vs. Six Sigma – Lean Six Sigma – Assessing Readiness for Six Sigma

UNIT III

Total Quality Management – Principles and Practices ; Customer Satisfaction – Total Employee Involvement – Total Production Maintenance – Total Quality Control – Zero Defect - Quality Assurance – Quality Circle – Quality Audit.

Statistical process control: Quality control measurements – capability and control – SPC methodology – control charts for variables data - control charts for attributes – summary of control chart construction – designing control charts.

UNIT IV

Quality Function Deployment – Failure Mode and Effect Analysis – Taguchi Loss Function Approach and Robust Design

Reliability: Definition and Concepts – Product Life Characteristic Curve – Bath Tub Curve – Reliability Function – Reliability Engineering.

UNIT V

Quality Standards: ISO 9000:2000 – Concepts – Certification Requirements – ISO 9000 in Indian Business Environment - ISO 14000: Concepts and Importance – Six Sigma Certification – Service Quality Measurement

HR Issues in Quality: Teamwork – Leadership – Quality Culture – Organisational Change – Sustaining Change

Reference Books

1. Besterfield, D.H., Besterfield-Michna, C., Besterfield-Sacre, Besterfield, G., Urdhwarsheth, Total Quality Management, 3rd Edition, Pearson Education, 2010.
2. Charantimath, P., Total Quality Management, 2nd Edition, Pearson, 2011.
3. Evans, J., and Lindsay, W.M., The Management and Control of Quality, 8th Edition, South Western, 2012.
4. Evans, J., Quality Management, Organization and Strategy, 6th Edition, Cengage International, 2011.
5. Imai, M., Gemba Kaizen: A Commonsense, Low-Cost Approach to Management, Tata McGraw-Hill Education, 2011.

6. Montgomery, D., Statistical Quality Control – A Modern Introduction, 6th Edition, Wiley India Pvt. Ltd., 2010.
