

SYLLABUS

I – Semester

Paper – I: MANAGEMENT CONCEPTS & BUSINESS COMMUNICATION

Objective: To impart basic concepts of management and communication for bring out an effective manager in future.

Outcome: After completing the course, they can be able to become a potential manager with basic knowledge of management and communication.

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<p>Unit – I: Basics of Management:</p> <p>Nature and Scope of Management - Evolution of Management thought – Early & Modern Approaches - levels in Management - Managerial Skills – Roles of Managers - Management Vs. Administration – Managers Vs. Leaders - Managers vs. Entrepreneurs Management as Science or Art- Social Responsibilities of business - case studies</p>	7
<p>Unit – II: Planning & Organizing</p> <p>Planning- Basics, steps, types and Limitations – Types of Plans – Flexibility in Planning – Characteristics of a sound Plan – Management by Objectives (MBO)- Management by Exception (MBE) – Nature of organizing- formal and informal organization-structure and process of organizing- authority and responsibility - Delegation of authority- Departmentation and its basis - Decision Making – Techniques and Processes -Styles of Decision Making – Case studies</p>	10
<p>Unit – III: Directing & Controlling</p> <p>Staffing- purpose of staffing- recruitment and selection- training and development- performance appraisal- principles of direction- elements of direction- span of supervision- Motivation- Leadership – Communication. Concept of Managerial Control - Nature of control - Needs for control - Significance and limitations of control - Types of control - Control process – Control techniques: Traditional and Modern Techniques.</p>	10
<p>Unit – IV: Basics of Communication</p> <p>Communication – Importance and Process of Communication - Forms of Communication -</p>	8

Types of Communication - Barriers in Communication – Communication Channels - Presentation – preparation, techniques, note making-Presentation on latest business articles Audio visual presentations – case studies.	
Unit V: Modern Communication Reading skills- developing reading skills-rapid reading, skimming techniques, Reading comprehension -Writing e-mails and memos – Proposals - Business Meetings - Types of Meetings - Essential requirements of a meeting - Minutes of a meeting – Internet - Audio and visual aids – Teleconferencing - Business Etiquettes – Telephone Etiquettes - Initiating Interactions - Dressing for Work - Enhancing Communication Using Non-verbal Cues - Business Conversation - Managing Appointments - Negotiating with Customers - Entertaining Customers – case studies.	10
Total Hours	45

Text Books:

1. Prasad. L.M., Principles of Management, Sultan Chand & Sons.
2. Rajendra pal, J.S Korlahalli Essentials of Business Communication , Sultan chand & Sons
3. Koontz & Weirich, Management, McGraw Hill.
4. Lesikar, Lesikar's Basic Business Communication, PHI Pub

References Books:

1. Tripathi & Reddi, Principles of Management, Tata McGraw Hill Pub, New Delhi.
2. Hampton, Management, McGraw Hill, New Delhi
3. Stonner & Wankerl, Management, Prentice Hall of India
4. Ray W Poe, Rose Marry T Fruehling , Business Communications – a case method approach, AITBS Publishers and Distributers, 2000
5. KK Sinha, Business Communication, Galgotia Publishing Company, 2000.
6. Sharma & Mohan, Business Communication and Report Writing

I – Semester

Paper II - Managerial Economics

Objective: To impart basic knowledge about demand and supply, nature of market structure, price determination for commodity and services and firm output determination for decision making process.

Outcome: The manager can be able to know the market trend for price fixation and utilize the scarce resources in the optimum level for maximizing profit.

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<p>Unit – I: Economics Concepts & Framework</p> <p>General Foundations of managerial economics-Economic approach, Circular flow of activity, Nature of the firm-Forms of Organizations-Objectives of firms-Demand Analysis and estimation-Individual, Market and firm demand, determinants of demand, elasticity measures and business decision making, demand forecasting-Theory of the firm-Production functions in the short and long run-Cost concepts short run and long run costs – Case studies.</p>	10
<p>Unit – II: Price Determination</p> <p>Product Markets-Market Structure- Competitive market-Imperfect and barriers to entry-Pricing in different markets-Recourse Markets-Pricing and Employment of inputs under different market structures – Wages and wage differentials.</p>	10
<p>Unit – III: Financial Feasibility</p> <p>Principles of Economic Decision-making-Capital Budgeting Techniques- Present worth-Future worth method –Annual equivalent Method-Rate of return-Replacement Economy-Economic Life –Cost of Capital –Analysis of risk and uncertainty – Case studies.</p>	08
<p>Unit – IV: National Income</p> <p>Introduction to National Income - Models of National Income Determination-Economic Indicators-Technology and Employment-Issues and Challenges; Business and Government – Case studies.</p>	08
<p>Unit – V: Inter Sectoral Linkages</p>	09

Macro Aggregates and Policy Interrelationships-Fiscal and Monetary Policies-Industrial Finance- Money Market, Capital market - International Monetary Fund – International Bank for Reconstruction & Development - case studies.	
Total Hours	45

REFERENCES

1. Gupta G.S., Managerial Economics, Tata Mc Graw Hill
2. Riggs J L, Managerial Economics, Tata Mc Graw Hill
3. Stiglitz J, Principles of MicroEconomics, Noarton Publishers 2nd edn, 1998
4. Peterson, H.C and W.C Lewis, Managerial Economics, Prentice Hall of India, New Delhi
5. Managerial Economics: Mote: The Mc Graw Hill

I – Semester

Paper – III: STATISTICS FOR MANAGERS

Objective: To Provide a strong foundation in statistical application to solve managerial problems in day to day operations with analysis.

Outcome: After completing the course, the budding manager can be able to analyse the market conditions, forecasting and utilize resources effectively and efficiently.

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Unit – I: Field of statistics & summary Measures	15
Importance and limitations of statistics – Misuses of statistics – Data presentation: Frequency distribution – Cumulative and relative frequency distribution – Graphical representation of frequency distribution – summary measures: Measures of central tendency: Mean – Median - Mode – comparison of mean, median and mode – measures of dispersion: Range, standard deviation – coefficient of variation.	
Unit – II: Sampling and Sampling Distribution	12
Sampling – Types of sampling – Design of experiments – Normal distribution – Sampling distribution – Standard error of mean and proportion for large samples – Standard error of mean for small samples.	
Unit – III: Inferential Statistics	10
Estimation Basics – Point estimation – Interval estimation – confidence interval for mean and proportion for large samples – confidence interval for mean for small samples – Determining sample size – Qualities of good estimator.	
Unit – IV: Correlation & Regression	10
Correlation – Basics – methods of studying correlation – correlation of bivariate grouped data – Regression lines – Regression equations – Estimation using the regression line – standard error of estimate – Regression analysis of grouped data.	
Unit – V: Time Series Analysis	13
Time Series Analysis – Basics – Components of time series – Trend Analysis – Seasonal Variation – Cyclical variation – Irregular variation – Time series analysis in forecasting.	
Total Hours	60

TEXT BOOKS:

1. Amir D.Aczel, Complete business Statistics. 5th edition, Irwin McGraw-Hill.2001.

2. Richard I. Levin and David S. and I. Rubin, Statistics for Management, 7th edition. Prentice Hall of India Pvt.Ltd.New Delhi, 1997.

REFERENCES:

1. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson "Business Statistics: A First Course". Pearson Education Asia, 2nd edition, New Delhi, 2000.
2. Brase. C. H & Brase. C. P, " Understandable Statistics: Concepts & Methods", 3rd ed., D. C. Health & co, Lexington.
3. Chandan Kumar Mustafi, "Statistical Methods in Managerial Decisions" Macmillan India Pub.
4. Bruce I. Bowerman, Richard T.O.Connell and Michael L.Hand. Business Statistics in Practice, 2nd Edition. McGraw-Hill/Irwin.2001.
5. Hooda.R.P, Statistics for Business and Economics, Macmillan India Ltd., 2nd education-2001.
6. David F.Groebner, Patrick W.Shannon, Phillip C.Fry and Kent D.Smith. "Business Statistics". A Decision making approach 5th edition, Prentice Hall-2001.
7. Chandan.J.S, Statistics for Business and Economics, Vikas Publishing House Pvt. Ltd.1998.
8. Lawrence B.Morse Statistics for Business and Economics, Harpereollins College Publishers, New York.1993.
9. Beri.G.C, "Statistics for Management", TMH.
10. S.P. Gupta & M.P.Gupta "Business Statistics" – Sultan chand Publications.
11. C. B. Gupta & Vijay Gupta, "An Introduction to Statistical Methods", 23rd rev.ed., Vikas Pub.
12. S. P. Gupta, "Statistical Methods", Sultan Chand Pub.

I – Semester

Paper - IV - ORGANIZATIONAL BEHAVIOR

Objective: To impart knowledge about individual behaviour, group behaviour and industrial psychology in the business environment.

Outcome: After completing this course, the learners can be able to understand the individual behaviour, desired leadership qualities, motivational techniques to maintain industrial peace and harmony.

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Unit – I- Introduction to OB Definition, need and importance of Organisational behaviour-Nature and scope-Framework - Organisational Behaviour Models. Organisation Structure-Formation-Groups in Organisations-Influence-Group cohesiveness – reasons – types – factors – case studies.	8
Unit – II- Organisational Culture Organizational Culture and Climate, Managerial Ethos, Organization Structure & Design, and Managing cross cultural Communication – case studies.	8
Unit – III: Perception & Learning Perception – characters – perceptual selectivity factors – interpersonal perception. Learning – Process - acquisition of complex behaviour – learning curves- principles of reinforcement – schedules of reinforcement – case studies.	9
Unit - IV: Organization Development Meaning, Nature and scope of OD - Dynamics of planned change - Person- focused and role-focused OD interventions -Planning OD Strategy - OD interventions in Indian Organisations - Challenges to OD Practitioners – case studies.	8
Unit - V: Individual Behaviour & Group Dynamics in OB Individual Determinants of Organization. Behaviour, Personality, Attitudes and Values, Motivation, Job Anxiety and Stress. Interpersonal Relations and Management of Organizational Conflicts – Conflict situation – negotiation – Group Behaviour – Group Dynamics - case studies.	12
Total Hours	45

TEXT BOOKS:

1. Fred Luthans, Organisational Behaviour, Mc Graw Hill
2. Robbins. S, Organisational Behaviour, McGraw Hill

REFERENCES BOOKS

1. Keith & Davis, Organisational Behaviour, PHI Pub.
2. Aswathappa, Organisational Behaviour, TMH Pub.
3. Pareek, U (2004). Understanding Organisational Behaviour. Oxford University Press.

4. Organisational Behaviour, M N Mishra, VIKAS pub.
5. Shashi K Gupta & Rosy Joshi, Organisational Behaviour, Kalyani Publishers, 2004
6. R.K.Sharma & Shashi K Gupta, Business Organisation and Management, Kalyani Publishers, 2005
7. L.M.Prasad, Organisational Behaviour, Sultan Chand & sons, 2004
8. Uma Sekaran, Organisational Behaviour, Tata Mc Graw Hill, 2000.

I – Semester

Paper – V – LEGAL ASPECTS IN BUSINESS

L	T	P	C
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Objectives: To impart the students to understand the concept of Legal aspects associated in the business and problem solving to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand Legal aspects in the business with various parameters in Industry.

UNIT I: Law of Contract	09
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<p>Law of Contract: Meaning, Nature, Classifications and essentials of valid contract – Offer, Acceptance and Agreement - Formation of Agreement - Consideration and Contracts - Performance of the contract - Void Contract - Contingent Contract - Breach, Damages and compensation. Case Laws.</p> <p>Sale of goods: Definition and essentials of a contract of sale - Goods and their classification - Sale and transfer of ownership - Transfer of title by non owners – Performance - Unpaid seller and his Rights – remedies for breach. Case Laws.</p>	
<p>Unit – II: Law of Partnership & Negotiable Instruments act</p> <p>Concept and formation of partnership - kinds of Partners - legal relations between partners - Rights of incoming and outgoing partners - Retirement and Expulsion - Dissolution of firm. Concept of Negotiable Instruments and its importance - Transfer of Negotiable Instruments and liability of parties - Definition of promissory note - Cheques and bill of exchange - Holder for value and holder in due course - Types of negotiation – consignment – rights and duties of collecting and paying bankers – forgery. - Limited Liability Concepts. Case Laws.</p>	09
<p>UNIT III: Company Law</p> <p>Nature of company - Types of company – formation - Registration of company - Memorandum of Association - Articles of Association – Membership - Prospectus and raising of capital - Borrowing powers of the Company - Board of Directors – Auditors – Meetings – Amendments - Case Laws.</p>	09
<p>UNIT IV: Sales Tax and Central Excise Duties</p> <p>Sales tax – single point and multi point sales tax – central sales tax Act,1956 - Inter - state Trade – Inter state sales tax – The Tamil nadu General sales Tax act,1959 – Registration of dealers – Mode of charging sales tax – Excise Duties – The central Excises and salt act 1944,VAT – MODVAT. Case Laws.</p>	09
<p>Unit – V: Emerging Trends in Business Law</p> <p>Meaning, Scope, objectives, and Benefits of</p> <ul style="list-style-type: none"> (i) Cyber Law (ii) Alternate Dispute Resolution (iii) IT Act 2000 	09

Consumer Protection Act, 1986 and its amendments - Case Laws.	
Total Hours	45

Text Books:

1. N.D.Kapoor, Elements of Mercantile Law-Sultan Chand and Company, New Delhi-1998.
2. Sen & Mitra. Arun Kumar Sen & Jitendra Kumar Mitra-Commercial and Industrial Law - The World press, Private Ltd., Calcutta-1996.

References:

1. P.P.S.Gogna, Mercantile Law.S.Chand & Co.Ltd.New Delhi-1999(1997 Edition)
2. Dr.Vinod K.Singhanian-Direct taxes planning and Management,1997 Edition
3. R.S.N. Pillai & Bagavathi “ Business Law “ Sultan Chand & Sons 1999 Edition
4. N.D.Kapoor, Busienss Laws- Sultan Chand and Company, New Delhi-2009

I – Semester

Paper- VI – ACCOUNTING FOR MANAGERS

Objective: To enable students to understand accounting principles and techniques, cost and management accounting concepts and their applications in managerial decision making.

Outcome: After completing this course, the student can be able to acquire the basic computational techniques to solve quantitative managerial accounting problems, identify and describe terms associated with managerial accounting, analysis a firm’s financial activities and describe the master budget process for an organisation.

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UNIT – I: Basics of Financial Accounting	12
Book keeping and Accounting – Accounting – Types of accounting- Branches of Accounting – concept and role of financial accounting – Management Accounting – International Accounting standards. Financial Accounting – Concepts and conventions – Double entry system – Preparation of journal, ledger and Trial balance – preparation of final accounts: Trading, profit and loss account and Balance sheet .	
UNIT – II: Asset Valuation	12
Capital and Revenue Expenditure and Receipts - Depreciation - Meaning - Causes -Methods of Calculating Depreciation: Straight Line Method, Diminishing Balance Method and Annuity Method.	
Unit – III: Financial statement analysis	12
Financial statement analysis and interpretation - Types of Analysis - Objectives - Tools of Analysis - Ratio Analysis: Objectives, Uses and Limitations - Classification of Ratios: Liquidity, Profitability, Financial and Turnover Ratios - Funds Flow Analysis and Cash Flow Analysis: Sources and Uses of Funds, Preparation of Funds Flow statement, Uses and Limitations.	
Unit – IV: Marginal Costing	12
Breakeven Analysis - Cost Volume Profit Relationship - Applications of Standard and marginal Costing Techniques.	
UNIT – V: Cost Accounting	12
Cost Accounting - Concepts -Distinction between Costing and Cost Accounting - Elements of Cost - Preparation of Cost Sheet - Types of Costs.	
Total Hours	60

REFERENCES

1. Horngren.C.T., ACCOUNTING FOR MANAGEMENT CONTROL - AN INTRODUCTION, Englewood Cliffs, Prentice Hall, 1965.
2. Anthony, R.N., MANAGEMENT ACCOUNTING-TEXT AND CASES, Homewood, R.D., Irwin, 1964.
3. Charumathi, B and Vinayakam, N., FINANCIAL ACCOUNTING, S.Chand & Co, N. Delhi, 2002.
4. Maheswari, S.N., MANAGEMENT ACCOUNTING, Sultan Chand & Sons, New Delhi.
5. Hingorani, Ramanathan & Grewal, MANAGEMENT ACCOUNTING.
6. Jain S.P. and Narang, K.L., COST ACCOUNTING.

I – Semester

PRACTICAL: MANAGERIAL SKILL DEVELOPMENT

Objective: To enable students to understand the financial applications using accounting concepts and business processing facilitating regular business and managerial decision making.

Outcome: After completing this course, the student will be able to acquire the knowledge of handling practical accounting and financial transactions which are essential for regular and day to day business activities.

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<p>Tax Based Learning: Implementation of taxes – VAT, TDS, TCS, Service Tax - Payroll Accounting. Taxation & E-filing - Computation of Income Tax – Taxability, Forms, Penalties, Advance Tax & Interest Calculation - Service Tax – Excise – VAT – TDS - Filling up income-tax returns and application for permanent account number.</p>
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<p>Business Accounting Forms & Procedures: Preparation of invoice, receipts, voucher, delivery challan, Entry pass, Gate pass - debit and credit notes - Preparation of transaction from the receipts, vouchers - credit notes and debit notes.</p>
<p>Bank Dealing: Drawing, endorsing and crossing of Cheque - filling up of pay in slips - demand draft application and preparation of demand drafts. - Making entries in the pass book - Filling up of application forms for admission to cooperative societies. - Filling up loan application forms and deposit challan. - Filling up jewel loan application form, procedure for releasing of jewellery in jewel loans and repayment.</p>
<p>Business Correspondence: Enquiries and Replies – orders and their execution – Credit and Status Enquiries – Complaints and adjustments – Circular – Memos – Agenda & Minutes of Meetings - Sales letters.</p>
<p>Business Reporting: Model Reports by Individuals, Committees, Board of Directors & Auditors, and Press Reports.</p>

NOTE: Students may be requested to collect original or Xerox copies of the documents and affix them on the record note book after having filled up. Drawing of the documents should not be insisted.

References

1. Namrata Agrawal , Financial Accounting On Computers Using Tally, Dereamtech Press, Revised Ed. 2014.
2. Dinesh Maidasani, Straight To The Point - Tally.ERP 9, Firewal Media, Reprinted Ed. 2010.
3. Rajendra Pal & Korlahalli, Essentials of Business Communication, Sultan Chand & Sons.
4. Ramesh M.S., Pattanshetti .C.C. & Kulkarni M. M., business Communication, R. Chand & Sons
5. Lesikar, Lesikar's Basic Business Communication, PHI Pub
6. Sharma & Mohan, Business Communication and Report Writing

I - Semester

PRACTICAL: PERSONALITY & SKILL DEVELOPMENT - I

Objective: To impart soft skills to develop the learner's future career and understand the real life.

Outcome: After learning the course, the learners may understand the mannerism, and code of conduct in work places.

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UNIT- I

English language enhancement – Verbs, tenses, phrasal verbs, synonyms, antonyms, and Homonyms – descriptive words – combining sentences –Business Idioms – Indianisms in English – Frequently mispronounced words – signposts in English – verbal ability – articles – parts of speech – phrases. Clauses and modifiers – pronoun errors – errors in tenses – prepositional errors – parallelism errors – mood, conditionals and multiple usages.

UNIT –II

The art of communication – the communication process – English listening – hearing vs. listening – nonverbal communication – campus to company – the corporate fit – dressing and grooming – dress

for success – Tips to maintain good impression at work- business etiquette – basic table manners, dealing with people - communication media etiquette – telephone etiquette, email etiquette.

UNIT – III

Group discussion interviews and presentation – Why is a group – why do we require groups – why do we have group discussions, unstructured GD's.

UNIT – IV

Public speaking skills – overcoming stage fear – organizing your speech – effective usage of body language – opening and closing speech – audience management, practice.

UNIT – V

Group discussion, debate, extempore, vocabulary quiz.

1. Intrapersonal & Interpersonal Relationship Skill
2. **Campus to Company:** Corporate Dressing for men and women – Corporate Grooming – Business Etiquette – Telephonic etiquette – e-mail etiquettes – Meeting Etiquette – Dining Etiquette
3. Body Language - Group Discussion – Resume Preparation - Interviews and Presentation – Interview with CEO's or Executives -
4. **Entrepreneurial Skills Development:** Goal Setting – SWOT Analysis
5. Time management - Assertive Training.

Reference Books

1. Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition
2. Basic Managerial Skills for All by E. H. McGrath, S. J., PHI
3. Personality Development and Soft Skill, Mitra, Barun, Oxford University Press.
4. Business Etiquette by David Robinson, Kogan Page
5. Develop your Assertiveness by Sue Bishop, Kogan Page
6. Infosys Campus Connect Manual.

II - Semester

Paper – I: OPERATIONS MANAGEMENT

Objective: To impart knowledge about the production functions, comprehensive learning of the latest trends of material handling, inventory maintenance and to demonstrate the competence of the quality concepts.

Outcome: After completing the course, the student can be able to understand the production process, and maintenance of inventory with various parameters and quality systems in organisation.

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Unit – I: Operations Management and Production Design	15
Operation function in organization-evolution of production and operations management-systems view of operations-defining the subsystem-Managing the operations subsystems-Frame work for managing operations - Strategic role of operations –Trends in operations management. Product process designating for customer, process selection types of process, process flow structure, product process matrix, virtual factory – process flow design process analysis-plant capacity - make or buy decisions Plant Location - Factors – Application oriented problems and case studies.	
Unit – II: Layout facility	12
Layout-Principles of good layout-layout factors-basic types of layout product layout, group	

<p>technology layout, fixed position layout, retail service layout-Principles of materials Handling - Materials handling equipment.</p> <p>Job-design: Effective job design-combining engineering and behavioral approaches, work measurement-method analysis-Ergonomics- case studies</p>	
<p>Unit – III: Production and Inventory Control:</p> <p>Basic types of production - Intermittent, Batch, Continuous-Routing. Scheduling, Activating and Monitoring-Basic Inventory Models-Economic Order Quantity, Economic Batch quantity-Reorder point-Safety stock-Classification and codification of Stock-ABC classification-procedure for stock control, Materials Requirement Planning (MRP) - Application oriented problems and case studies.</p>	12
<p>Unit – IV: Maintenance and Quality Systems</p> <p>Preventive vs. Breakdown maintenance-Breakdown time distribution-maintenance cost balance-procedure for maintenance. Quality Control: Purpose of Inspection and quality control – Quality circle - Acceptance sampling by variables and attributes – Control charts for variables \bar{X} chart, R chart - fraction defectives and defects – Operating Characteristics curve – ISO Certification procedures for Industries – Application oriented problems and case studies.</p>	12
<p>Unit – V: Methods analysis and Work Measurement:</p> <p>Methods study procedures- Purpose of time study-Stop watch time study-Performance rating-allowance factors-standard time-work sampling technique – case studies.</p>	9
Total Hours	60

Text Books:

1. Production Management-Edward S.Buffa.
2. Chase, Aquilano, Jacobs Production and Operations Management, Tata McGraw Hill 1999.
3. O.P Khanna Industrial Engineering and Management , Dhanpat Rai Publications P Ltd,1999
4. Materials Management-Gopalakrishnan.
5. Panneer Selvam.R, Production and Operations Management

References:

1. Steven Nahmias, Production and Operations Analysis.
2. William J.Stevenson – Production and Operations Management
3. Raymond Myer, Production Management

II - Semester

Paper – II – MARKETING MANAGEMENT

Objective: To impart knowledge to apply concepts and techniques in marketing so that they become acquainted with the duties and responsibilities as a marketing manager to make the students to inculcate all the marketing aspects fit to promote any product at any point of time.

Outcome: After completing the course, the student will be able to identify, analyse, promote market according to the customer expectations with proper decision making skills to compete in the global competition.

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UNIT – I: Basics of Marketing Meaning – Definition and Importance of Marketing – Difference between Selling and Marketing – Approaches to the study of Marketing – Marketing concept – Market Segmentation – Basic for segmenting the consumer market – Buyer Behaviour – case studies.	8
UNIT – II: Product Mix Product – Meaning and Definition – Product Policy – Classification of Products – Product mix – product line strategies – Branding– Product life cycle – New Product Development case studies.	8
UNIT – III: Pricing & Distribution Channels Pricing – Importance of Price – Objectives of Pricing- Factors affecting Price determination – Pricing Policies – kinds of Pricing – Pricing of New products – Discounts and Allowance- Resale – Price maintenance – Channels of Distribution – Factors influencing the choice of a channel – Channel of Distribution for consumer and Industrial goods – Middlemen – Kinds of Wholesalers and retailers and their functions - case studies.	12
UNIT – IV: Promotion Mix	9

Promotional mix- Factors determining promotional mix – Sales promotion – Objectives – Types- Advertising Budget – Personal Selling – Kinds of Advertising – Benefits – Advertisement copy, Advertising Budget – Personal selling – kinds of salesmen – Function – Qualities of a good salesmen- process of selling – case studies.	
UNIT – V: Marketing Research Marketing Research – Objectives, Importance – Marketing Research activities – Marketing Research and Information systems - Types of Research Design – Elements of Research Design – Steps involved in Research process – Report writing - case studies.	8
Total Hours	45

Reference Books:

1. Philip Kotler, Marketing Management, Millennium Edition, Prentice Hall Publication.
2. Ramasamy & Namakumari, Marketing Management, Macmillan Pub.
3. Arunkumar, Meenakshi, Marketing Management, Vikas Pub.
4. Sherlaker.S.A, Marketing Management, HPH
5. Rajan Saxena, Marketing Management, TMH
6. Beri. C. G, Marketing Research, Sultan Chand Pub.

II - Semester

Paper – III: MANAGING PEOPLE IN ORGANISATION

Objective: To teach the basic principles of HRM for how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

Outcome: After completion of this course, the learners can be able to understand the need for HR functions, and policies, manpower planning, various compensation techniques and develop a compensation system, the importance of health and safety and need for a grievance redressal system and the importance of HR accounting.

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UNIT –I: Introduction HRM - Meaning, Definition, Scope, Functions & Objectives; Policies - Definition, Advantages and Characteristics of a sound Personnel policy; Difference between Personnel Management and HRM; Role of Personnel Manager and HR manager; Qualities of HR Manger - Case Studies.	9
UNIT – II: Acquisition and Absorption Job Design - Definition, Factors affecting job design, Techniques of job design; Job analysis - Definition, Process of job analysis; HR Planning - Objectives of HRP, Definition and Need for HRP, Factors affecting HRP, Process, Problems and limitations of HRP - Case Studies.	9
UNIT – III: Selection Process Recruitment - Definition, Factors affecting Recruitment policy, Sources of recruitment, Recruitment process; Selection - Meaning, Definition, Selection process; Types of tests, Types of interviews, Steps in interview process; Placement and Induction - Case Studies.	8
UNIT - IV: Performance Appraisal & Training	10

Performance appraisal – Concepts, Process, Different methods of appraisal, Limitations of performance appraisal; Training and Development – Concepts, Importance, On the job & Off the job methods, Steps in training - Case Studies.	
UNIT –V: Employees Welfare & Benefits Compensation Management – Objectives, Process, Factors in compensation plan; Job Evaluation; Incentives; Discipline management; Grievance Handling; Workers Participation in Management – Objectives, Issues, Reasons for ineffective - Case studies.	9
Total Hours	45

Text Books:

1. Ashwatappa.K, Human Resource Management: Text & Cases, 5th edition, TMH.
2. Gary Dessler, Human Resource Management , , 10th ed, Pearson Publications
3. Rao. VSP, Human Resource Management: Text & Cases, Excel Books, 2011

Reference Books:

1. Prasad. L. M., Human Resource Management, Sultan Chand & Sons.
2. Biswajeet Patnayak, Human Resource Management, PHI Pub.
3. Bohlander et. al, Managing Human Resources, Cengage Learning.
4. Nair. N.G, Personnel Management & Industrial Relations, S. Chand Pub.
5. Kanka. S, Human Resource Management, S. Chand Pub.
6. Arun Kumar, Sharma. R, Personnel Management: Theory and Practice, HPH, Mumbai.
7. Raymond Noe, Hollenbeck, Gerhart, & Wright, Human Resource Management, TMH.

II - Semester

Paper – IV – APPLIED OPERATIONS RESEARCH FOR MANAGERS

Objective: To provide sufficient knowledge and skills to use Operations Research Techniques for effective decisions-making, model formulation and applications and also utilize the available resources for optimization and solving business decision problems.

Outcome: After completion of this course, the learners can be able to allocate the scarce resources, formulate the problem in quantitative nature, reduce wastage of resources, and profit maximization in the business environment.

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<p>Unit – I: Linear Programming Problems (LPP)</p> <p>Introduction to OR, Nature, scope and limitations- Basic concepts - LPP- Meaning – Formulation of LPP - Graphical Method - Simplex solution- Two Phase simplex method – Big M Method</p>	14
<p>Unit – II: Transportation & Assignment Problems:</p> <p style="padding-left: 40px;">Transportation problem - North-West corner Solution – Least Cost Method – Vogel’s Approximation Method - MODI Method-Degeneracy, balanced, unbalanced problems – maximization and minimization problems.</p> <p style="padding-left: 40px;">Assignment model - Hungarian method- maximization and minimization problems - Traveling salesmen problem.</p>	12
<p>Unit – III: Sequencing Problem and Game theory:</p> <p style="padding-left: 40px;">Sequencing Problem – Processing N jobs through 2 Machines- Processing N jobs through 3 Machines -Processing N jobs through M Machines- Processing 2 jobs through M Machines.</p> <p style="padding-left: 40px;">Game Theory – Meaning – Saddle Point – Two persons Zero Sum Games- mixed</p>	11

strategies for (2X2) games - Dominance Property – Graphical Method.	
Unit – IV: Network Project Scheduling & Replacement Theory Network and Basic Components- Rules – CPM and PERT for project scheduling- Resource leveling, crashing, Resource planning. Replacement Theory – Introduction- Replacement of items with gradual Deterioration – Items that fail completely and suddenly.	13
Unit – V: Decision Theory Decision making under certainty - Decision making under Uncertainty- Decision making under risk: Expected value, EVPI- Decision trees Analysis.	10
Total Hours	60

TEXT BOOKS:

1. R.Panneerselvam, "Operations Research", Prentice Hall of India-2002.
2. Hamdy A Taha, "An Introduction to Operations Research Prentice Hall, Sixth edition-2000.
3. J.K.Sharma, "Operations Research. Theory and Applications", Macmillan-1997.
4. Gupta, Manmohan and Kantiswarup, "Operations Research", Sultanchand Pub, New Delhi

Reference Books:

1. P.K.Gupta., D.S.Hira, "Problems in Operations Research", S.Chand & Company-2002.
2. P.K.Gupta and D.S.Hira, "Operations Research", S.Chand & Co.Ltd., New Delhi-2002.
3. C.K.Mustafi, "Operations Research: Methods and Practice", New Age International (P) Ltd., Publisher-2000.
4. S.Kalavathy, "Operations Research", Vikas Publishing House (P) Ltd-2000.
5. Dr.N.G.Nair, "Resource Management Techniques" Vikas Publishing House(P)Ltd.
6. Kapoor.V.K, Operations Research", Sultan Chand & Sons, New Delhi.

II - Semester

Paper – V: FINANCIAL MANAGEMENT

Objective: To develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problem through reliable approach and problem solving strategy development.

Out come: On successful completion of this course component the student will be able to collect the quantitative and qualitative information required to develop a financial plan, collect information regarding the clients asset and liabilities, cash flow, income or obligations, prepare a budget, statement the clients net worth, propensity to save, spending decision and attitudes towards debt.

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UNIT I – INTRODUCTION Financial Management: Meaning – Nature – Scope of Financial Management – Finance Functions – Goals of Financial Management: Profit Vs. Wealth Maximization - Role of a Financial Manager – Time Value of Money – Risk and Return – Case Studies.	7
UNIT II – CAPITAL BUDGETING DECISIONS Capital Budgeting: Meaning – Nature & Importance of Investment Decisions – Types of Investment decisions - Evaluation Techniques – Non-Discounting Cash Flow Techniques: Pay Back Period – Accounting Rate of Return – Discounting Cash Flow Techniques: Net Present Value – Profitability Index – Internal Rate of Return – Comparison of Evaluation Techniques – Project selection under Capital Rationing – Case Studies.	14
UNIT III – COST OF CAPITAL AND LEVERAGES Cost of Capital: Meaning and Significance of Cost of Capital – Components of Cost of capital – Calculation of Cost of Debt – Preference share capital – Equity share capital – Retained earnings – Weighted Average Cost of Capital – CAPM – Case Studies. Leverages: Meaning – Types – Operating Leverage – Financial Leverage – Combined Leverage – EBIT & EPS Analysis – Indifference point – Case Studies.	14
UNIT IV – CAPITAL STRUCTURE AND DIVIDEND POLICY	10

<p>Capital Structure: Meaning – Capital Structure Theories (NOI, NI, MM, Traditional theories) – Factors to be considered while designing optimum capital structure – Case Studies.</p> <p>Dividend Policy: Meaning – Objectives – Forms of Dividend – Factors to be considered - Dividend Policy in practice – Dividend Theories (Walter’ s Model, Gordon’s Model, MM Hypothesis) – Case Studies.</p>	
<p>UNIT V – WORKING CAPITAL MANAGEMENT</p> <p>Working Capital Management: Meaning – Significance of Working Capital – Types of Working Capital – Operating Cycle – Determinants of Working Capital – Sources of Working Capital – Estimation of Working Capital requirements – Case Studies.</p> <p>Receivables Management – Credit policy – Credit policy variables: Credit standards and analysis, Credit terms and Collection Procedures – Monitoring receivables: ACP, Aging schedule and Collection Experience Matrix – Factoring: Concept, Types and Costs & Benefits involved</p> <p>Inventory Management – Concept and Need to hold inventories – Objectives – Inventory Management Techniques: EOQ & Reorder point – ABC Analysis</p> <p>Cash Management – Motives for holding cash – Theories of Cash Management; Baumol’s Model, Miller-Orr Model – Managing Cash collections and Disbursements – Types of Marketable securities</p>	15
Total Hours	60

Text Books:

1. I.M. Pandey, Financial Management, Vikas Publishing House
2. Prasanna Chandra, Fundamental of Financial Management, Tata McGraw Hill Publishing Company.

Reference Books:

1. M. Y. Khan and P. K. Jain, Financial Management, Tata McGraw Hill Publishing Company.
2. James C. Van Horne, Financial Management and Policy, Prentice Hall of India Private Ltd.
3. Lawrence J. Gitman, Principles of Managerial Finance, Pearson Education.
4. Preeti Singh, Fundamentals of Financial Management, Ane Books, 2008.

5. S.N. Maheswari, Financial Management, S. Chand & Sons.
6. S. Sudarshana Reddy, Financial Management, Himalaya Publishing House

II – Semester

Paper –VI - RESEARCH MEHODOLGY

Objective: To train the learners to understanding of the fundamental theoretical ideas and logic of research, issues involved in planning, designing, executing, evaluating and reporting research and carry out their own research, confidently using techniques appropriate to your research question and reaching relevant and confirmable conclusions.

Outcome: After Completion of this course, the learners can be able to understand basic concepts of research and its Methodologies, identify the research gap and appropriate research topics, define research problem and parameters, prepare a research proposal, organized procedure for collecting and analyzing data, and prepare write a research report for the selected problems.

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Unit -1: INTRODUCTION Definition & Objectives of Research, Qualities of Researcher, Types of Research, Research approaches, various steps in research approaches, Criteria of good research, Problems encountered by researchers in India - Research Design: Concept & Need, Features of a good research design, Types & Basic principles involved	8
Unit -2: DATA COLLECTION & SAMPLING Sources of Data - Primary Data, Secondary Data: Methods of Data collection, Selection of appropriate method for data collection – Grouping & Presentation of data – Sampling: Merits and Demerits, Steps in sampling design, Criteria for selecting a sampling procedure, Characteristics of a good sample design, Types of sampling, Sampling Errors: Type – I Error and Type – II Error.	10
Unit -3: MEASUREMENT AND SCALING TECHNIQUES Scaling: Concept, Measurement scales – Sources of errors in measurement - Test of good measurement – Techniques of developing measurement of tools – Scaling classification bases – Important scaling techniques – Scale construction techniques – Guidelines for construction of questionnaire/schedule- guidelines for successful interviewing.	9

Unit -4: STATISTICAL ANALYSIS	12
Test of Hypothesis for large and small samples - One Sample Test - Two Sample Tests - Chi-Square Test - Association of Attributes – ANOVA - Cluster Analysis, Factor Analysis and conjoint analysis (only conceptual theory).	
Unit -5: INTERPRETATION & RESEARCH REPORT WRITING	6
Interpretation: Meaning, Technique & Precautions - Report Writing: Significance, Different steps; Layout of Research report; Types of Reports - Introduction to Statistical Packages.	
Total Hours	45

Reference Books

1. Kothari: RESEARCH METHODOLOGY, Wishwa Prakashan Pub, New Delhi
2. Wilkinson & Bhandarkar: Methodology and Techniques of Social Research.
3. Pauline V Young: Scientific Social Surveys and Research.
4. Panneerselvam, R., Research Methodology, PHI, New Delhi,
5. Festinger. L & D. Katz: Research Methods in Behavioural Science.
6. Sellitz, et al: Research Methods in Social Relations.

II - Semester

Paper –VII – CORPORATE GOVERNANCE & SOCIAL RESPONSIBILITY

Objective: To have grounding on theory through the understanding of real life situations and cases.

Outcome: To understand ethical issues in workplace and be able to find solution for most good.

L	T	P	C
3	0	0	3

Unit : I – Basics of Ethics Ethics – Introduction - Ethical theories - Causes of unethical behavior - Ethical abuses - Code of conduct - Management of Ethics - Ethical dilemma; - Ethics for managers - Role and function of ethical managers- Comparative ethical behavior of managers - Code of ethics - Competitiveness, organizational size, profitability and ethics.	09
Unit : II - Legal Aspects of Ethics Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.	09
Unit : III - Environmental Ethics Economic Environment; Philosophy of economic grow and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries - Cost of ethics in Corporate ethics evaluation. Business and ecological /environmental issues in the Indian context and case studies.	09
Unit : IV - Ethical Issues in Functional Areas of Business. Marketing: Characteristics of Free and Perfect competitive market, Monopoly, oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parchate. HR: Workers Right and Duties: Work place safety, sexual harassment, whistle blowing - case studies.	

Unit V - Corporate Social Responsibility and Governance	09
Definition- Evolution- Need for CSR; Theoretical perspectives; corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.	
Total Hours	45

TEXTBOOKS

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.

REFERENCES

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
4. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
5. Satheesh kumar, Corporate governance, Oxford University, Press, 2010.
6. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 2009.
7. Larue Tone Hosmer and Richard D., The Ethics of Management, Irwin Inc., 1995.
8. Joseph A. Petrick and John F. Quinn, Management Ethics - integrity at work, Sage, 1997.

II - Semester

PRACTICAL: PERSONALITY & SKILL DEVELOPMENT – II

L	T	P	C
0	0	2	2

Objective: To impart soft skills to develop the learner’s future career and understand the real life.

Outcome: After learning the course, the learners may understand the quantitative aptitudes, goal setting and execution and developing in mannerism in work places.

UNIT- I

Verbal ability – Articles – parts of speech – phrases, clauses and modifiers – subject – verb concord – pronoun error – errors in tenses – prepositional errors – parallelism errors – mood, conditional and multiple usages.

UNIT –II

Quantitative aptitude: Numbers, BODMAS, HCF, LCM, Surds and indices, average and percentage , profit & loss, partnership, simple interest and compound interest – Problems on Ages, Ratios, Propositions and variations.

UNIT – III

Logical Reasoning: clocks and calendars, blood Relations (Family Tree), Directions based problems, Seating Arrangements – Linear and matrix, coding and decoding.

UNIT – IV

Goal and target setting, prioritizing, planning & organizing, Assertiveness skills, Mind control skills, public speaking, Develop self discipline, overcome fear of the dark, improve listening skills, reading is important , active listening activities.

UNIT – V

Personal effectiveness skills: Business etiquette, emotional intelligence, time management, positive attitude, motivation, stress management, problem solving, creativity and decision making.

III SEMESTER

Paper –I – STRATEGIC MANAGEMENT AND BUSINESS PROCESS MANAGEMENT

L	T	P	C
3	1	0	4

Objective: To provide sufficient knowledge and skills to use Strategies in Operations for effective decisions-making, model formulation and applications and also utilize the available resources for optimization and solving business decision problems.

Outcome: After completion of this course, the learners can be able to allocate the scarce resources, formulate the problem in quantitative as well as qualitative nature, reduce wastage of resources, and profit maximization in the business environment.

UNIT- I : STRATEGIC PROCESS & COMPETITIVE ADVANTAGE 10

Definitions – Basic Concepts for strategic management- Concept of Strategy, Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility- Competitive Advantage: External Environment - Porter’s Five Forces Model - Competitive Changes, evolution - Globalization - - Competitive advantage Resources- Capabilities and competencies – core competencies, Generic Building Blocks- Distinctive Competencies- Resources and Capabilities - durability - Avoiding failures and sustaining - Case study.

UNIT – II: STRATEGIC ANALYSIS 14

The generic strategy - alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment - Corporate Strategy- Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation - Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card - case study.

UNIT – III: STRATEGY IMPLEMENTATION & EVALUATION 10

Implementation process, Resource allocation, Designing organizational structure, Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control- Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy, Ethical Aspects - case study

UNIT – IV: Business Process Management 14

Business analysis technique: Process Analysis, Flow Diagram, Performance Measures, Bottleneck, Starvation and Blocking, Improvement- Little's Law. Business analysis: Basics, sub-disciplines,

techniques, process improvement, Goals, Techniques - Right requirements documentation, Improve project efficiency. Techniques: PESTLE – MOST – SWOT – CATWOE, MoSCoW - VPEC-T – Roles of business analysts: Strategies, Architect, Systems analyst - Business process improvement - Selection of process teams and leader - Process analysis training - Process analysis interview- Process documentation - Review cycle - Problem analysis - Goal of business analysis – Case Studies

UNIT V: CMM & BUSINESS PROCESS REENGINEERING 12

Capability Maturity Model Integration: Overview, CMMI representation, CMMI model framework - CMMI models, Appraisal, Achieving CMMI compliance, Applications. Requirements analysis – Basics, Stakeholder identification, interviews - Joint Requirements Development (JRD) Sessions - Contract-style requirement lists - Strengths - Weaknesses - Alternative to requirement lists - Measurable goals - Prototypes. Requirements: specification, Types. Issues of analysis, Stakeholder, Engineer/developer - Attempted solutions – Business Process Reengineering – various aspects - Case Studies.

Total Hours 60

TEXT BOOKS

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006
2. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 2007.

Reference Book:

3. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill.

III SEMESTER

PAPER – II: TOTAL QUALITY MANAGEMENT

L	T	P	C
3	0	0	3

OBJECTIVES: *To understand the importance of TQM and quality systems and its principles, usage of TQM tools for decision making*

Outcome: After completion of this course, the learners can be able to get sufficient knowledge and skills to using TQM tools for solving business decision problems.

UNIT- INTRODUCTION**8**

Quality- Dimensions of Quality- Quality Planning- Quality costs – Analysis Techniques for Quality Costs- Basic concepts of Total Quality Management- Historical Review- Principles, Benefits, and obstacle of TQM- Quality Council- Quality Statements- Strategic Planning- Deming Philosophy – contributions of quality gurus.

UNIT- II TQM PRINCIPLES**9**

Customer satisfaction – Customer Perception of Quality- Customer Complaints- Service Quality- Customer Retention- Employee Involvement – Motivation- Empowerment- Teams- Recognition and Reward- Performance Appraisal- Benefits- Continuous Process Improvement – Juran Trilogy- PDSA Cycle- 5S- Kaizen-Basic Concepts- Strategy- Performance Measure.

UNIT- III STATISTICAL PROCESS CONTROL & RELIABILITY**10**

The seven tools of quality - Control Charts for variables and attributes- Process capability- Concept of six sigma- New seven Management tools – Reliability basics – reliability measurement – Components and reliability in a series system – Strategic importance of maintenance and reliability – Reliability engineering

UNIT- IV TQM TOOLS**9**

Benchmarking – Reasons to Benchmark- Benchmarking Process- Quality Function Deployment (QFD) – House of Quality- QFD Process- Benefits- Taguchi Quality Loss Function- Total Productive Maintenance (TPM) – Concept- Improvement Needs- FMEA – Stages of FMEA – Poka yoke – Tools for process improvement – case studies.

UNIT- V QUALITY SYSTEMS**9**

Need for ISO 9000 and Other Quality Systems- ISO 9000:2000 Quality System – Elements- Implementation of Quality System- Documentation- Quality Auditing- QS 9000- ISO 14000 – Concept- Requirements and Benefits.

TOTAL: 45 HOURS**TEXT BOOKS**

1. Dale H.Besterfield- et al. - Total Quality Management- PHI-1999. (Indian reprint 2002).
2. Feigenbaum.A.V. “Total Quality Management- McGraw-Hill- 1991.

REFERENCES

1. James R.Evans & William M.Lidsay- The Management and Control of Quality- (5th Edition)- South-Western (Thomson Learning)- 2002 (ISBN 0-324-06680-5).
2. Oakland.J.S. “Total Quality Management Butterworth – Heinemann Ltd.- Oxford. 1989.
3. Narayana V. and Sreenivasan- N.S. Quality Management – Concepts and Tasks- New Age International 1996.

III SEMESTER

Paper – III: INTERNATIONAL BUSINESS MANAGEMENT

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept of Management of Global business to be able to apply in various MNC business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the International Business with various parameters in Industry.

Unit – I: Basics of International Business 9

Meaning and features of International Business Management - Globalization forces: Meaning, Dimensions and stages in Globalization, Globalization Boon or bane - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler Trading Environment of International Trade - Tariff and Non-Tariff Barriers - Trade blocks – Case Studies.

Unit - II: International Business Environment 9

Analysis of Global Environment: Political, Economic, Social & Cultural, Legal, Technological - Natural Environments country Risk Analysis - Opportunities and threats for International Business – Rise of New economics like Brazil, Russia, India and China (BRIC) and ASIAN countries – Case Studies.

Unit – III: International Financial Management

9

Balance of Trade and Balance of Payment International Monetary fund - Asian Development Bank, World Bank, Introduction to Export and Import finance - Methods of Payment in International Trade - International Financial Instruments - Bilateral and Multilateral Trade Laws - General Agreements on Trade & Tariffs (GATT) - World Trade Organization (WTO) - different rounds, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, SAARC – Case Studies.

Unit - IV: International Marketing

9

Objectives and Challenges in International Marketing - Major Players in International marketing, market Selection, Entry Strategies - International Currency and Currency Crisis - Euro-Phases, Benefit and cost Euro and Implication for India - Trade invoicing in Euro Vs Dollar - Southeast Asian Currency Crisis. – Case Studies.

Unit - V: Impact of Globalization

9

Globalization and its impact on Indian Industry - globalization and Internal reform process - Current Exim Policy - India Competitive advantage in Industries like. I.T., Textiles, Gems & Jewelry etc. Potential and threats, Indian Multinationals - SEZ: Introduction, Types of economic zones, Meaning and Nature of SEZ - Mechanism of setting of SEZ, opposition to SEZ – Case Studies.

Total Hours: 45

Case Studies and Web Exercises should cover

- a) Case Studies on: Global Environment Analysis International Marketing International Finance Country Risk Analysis
- b) Web Exercises Visit websites of different International organizations like, UNO, World Bank, International Monetary Fund, SAARC, Euro and related links etc...

Text Books

1. International Business Environment, Sundaram and Black, PHI Publications.
2. International Business Environment, Bhalla and Raju.

Reference Books

1. International Financial Management, P.G. Apte

2. International Business, Francis Cherunilam, Wheeler publications.
3. International Business, Rao and Rangachari
4. Export Management Rathode
5. International Business Environment and operations John D. Daniels
6. International Business S. Shajahan.

III – Semester

PRACTICAL: PERSONALITY & SKILL DEVELOPMENT - III

Objective: To impart knowledge and skills for self development and career development and understand the real life.

Outcome: After completing the course, the learners can be able to prepare and present their goal, making SWOT analysis themselves, developing interpersonal skills, importance of team work, leadership qualities, informal methods used to enhance language skills for their career development.

L	T	P	C
0	0	4	2

UNIT- I

Self Analysis:

Aptitude and employability skills; SWOT, Psychometric test, Emotional Intelligence, Goal Setting; Techniques for positive implementation of set goals.

UNIT –II

Self Development:

Soft skills; Career planning, Intra-personal skills; Resume Writing.

UNIT – III

Self Management:

Time Management; Stress Management; Motivation, Types of Motivation.

UNIT – IV

Team Management

Transactional Analysis, Interpersonal skills, Team Work, Team Work Styles, Role play, Leadership, Leadership Styles.

UNIT – V

Business Communication

Mediation Techniques; Common games that enhance English vocabulary; word building, Use of diagnostic tests to assess individual levels of communication skills.

IV - Semester

PRACTICAL: PERSONALITY & SKILL DEVELOPMENT – IV

L	T	P	C
0	0	2	2

Objective: To impart skills of analyzing and interpreting business and management literature, research papers, articles and magazines.

Outcome: After learning the course, the learners may understand the quantitative aptitudes, interpreting data analysis, developing leadership skills, and equip themselves to enter campus to corporate for career development.

UNIT – I

Data Interpretation: Data Interpretation, Data Analysis – Table/Graph, Bar diagram/Pie charts, Statistics – Mean, Median, Mode: Venn diagram, sequence, series and progression.

UNIT- II

Read, understand and interpret business reports from public domain – newspapers, websites, etc.

UNIT –III

Understand the latest global environment of business – Reporting based on research papers on management studies.

UNIT – IV

Leadership skills: Leadership, common leadership mistakes, best practices of successful leaders, identifying your individual leadership style, women in leadership, managing change.

UNIT – V

Campus to corporate, deal with criticism, learning organization, Group discussion, presentation, Interview skills, Techniques to handle interview effectively.

ELECTIVE COURSES

MARKETING SPECIALIZATION

ELECTIVE - RETAIL AND MALL MANAGEMENT

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept of Retail and Mall Management to be able to apply in various Retail business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Retail and Mall Management with various parameters in Industry.

UNIT I: Retail Management an overview

10 Hours

Definition and scope of Retailing - Retailing Scenario – Global / India - Challenges to Retail Development - Economic Significance of Retailing - Opportunities in Retailing - Retail management decision process - Global Retail market - Business Models in Retail - Theories of Retail Development - Concept of life cycle in Retail - Airport Retailing - Services Retailing - Retailer characteristics - Food Retailers - General Merchandise Retailers – Non-store Retail Formats – Retail Organization Structure - Retail Organization Design Issues - case studies.

UNIT II: Retail Market Segmentation & Planning

10 Hours

Criteria for Evaluating market segment - Approach for segmenting market - Selection of Promotion mix - Market Targeting - Customer Profile - Market Segmentation in India - Factors influencing retail shoppers - Retail Franchising - International Franchising - Retail store locations – case studies.

Unit-III:Introduction

8Hours

Concept of shopping mall, Growth of malls in India, Mall positioning strategies, Strategic planning for malls.

Unit-IV:Aspect in Mall Management

9 Hours

Concepts in mall design, Factors influencing malls' establishment, Recovery management, Aspect in finance, Human resources, Security and accounting, Legal compliances and issues, Measuring mall performance.

Unit-V:Mall Operations

8 Hours

Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.

Total Hours 45

TEXT BOOKS:

1. Chetan Bajaj, Nidhi V Srivastava, Retail Management Oxford University Press 2005
2. Barry Berman & Joel R .Evans, Retail Management: A Strategic Approach PHI 2007
3. Mall Management with case studies, Abhijit Das

Reference Books:

1. Dunne, Retailing, Cengage Learning 2007,
2. .Swapna Pradhan Retailing Management ,Test & Cases, Tata McGraw Hill 2007
3. Gibson G. Vedamani Retail Management Jaico Publishing, House 2004
4. Michael Levy & Barton, A Weitz, Retailing Management Tata McGraw Hill 2007

MARKETING SPECIALIZATION
ELECTIVE - SERVICES MARKETING

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept of Services and importance of Services in the marketing to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Services marketing with various parameters in Industry.

Unit – I: Introduction to Services **9 Hours**

Meaning of services – Services vs. Customer Services - goods vs. services – Reasons for growth of services – Characteristics of Services – Classification of services – Method of service delivery – Case studies.

Unit – II: Marketing Behaviour in Service Marketing **9 Hours**

Marketing Management process of services – Consumer in service Industry – Buyer characteristics – Buyer decision making process – comparison of individual consumer and organizational buyer behaviour for services – Case studies.

Unit – III: Services Marketing Mix **8 Hours**

Service marketing mix - Service product - Pricing in services – Services promotion: Promotion mix for services. Advertising, Sales Promotion – Personal selling process – Public Relations and Publicity– Case studies.

Unit – IV: Quality Service Marketing

10 Hours

Place in service: Location in service - Premises – Designing distribution system – Functions of Intermediaries – People in Services: Types of service personnel – quality circles – Managing service quality – e. services – online Consumer Behaviour – Self service technologies - Case studies.

Unit – V: Special Aspects of Services Marketing

9 Hours

Marketing of Banking Services – Marketing of Hospital Services – Marketing of Educational Services – Marketing of Tourism Services – Marketing of Professional Services - Case studies.

Total Hours 45

Text Book:-

1. Vasanti Venugopal and VN Raghu, “Services Marketing”, Himalaya Publishing House, Mumbai – edition 2001.
2. Jha.S.M, “Services Marketing”, Himalaya Publishing House, Mumbai – 4th edition 2000.

Reference Books:-

1. Valarie A. Zeithaml & Mary Jo Bitner, “Services Marketing: Integrating Customer Focus across the firm”, TMH, New Delhi
2. Rama Mohana Rao.K, “Services Marketing”, Perarson Education (Singapore) Pvt Limited, Indian Branch, Delhi – 2005.
3. Rampal.M.K. & Gupta.S.L, “Services Marketing: Concepts, Applications& Cases”
4. Galgotia Publishing Company, New Delhi.
5. Nimit Chowdhary and Monika Choudhary, "Text book of Marketing of Services", the Indian experience, MacMillan Publishing Co, New Delhi, 2005.
6. Kenneth E Clow, et. al "Services Marketing Operation Management and Strategy" Biztantra, New Delhi, 2004.
7. Halen Woodroffe, "Services Marketing", McMillan Publishing Co, New Delhi 2003.
8. Christian Gronroos, "Services Management and Marketing a 'CRM Approach", John Wiley and sons England 2001.
9. Christropher H.Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.

10. Bhattacharjee, "Services Management, An Indian Respective" Jaico Publishing House, Chennai, 2005.

MARKETING SPECIALIZATION

ELECTIVE - MARKETING RESEARCH

L T P C

3 0 0 3

Objectives: To impart the students to understand the concept of Research how the Research is important in Marketing, How the Research to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Marketing Research with various parameters in Industry.

Unit-I: Basics of Marketing Research

9 Hours

Nature and Scope of MR – Evolution and Roles – Qualities of Marketing Research Manager - Organization of Market Research Department - Market Research vs. Marketing Research – Marketing Research process – Research Design: Exploratory, Descriptive and Experimental Research design – Case studies.

Unit-II: Data Collection

9 Hours

Sources of primary and secondary data – Evaluating secondary data – Method of primary data collection: Survey, Observation method – Questionnaire design - Questionnaire Vs Interview schedule-

UNIT III: Sampling

9 Hours

Sampling techniques: Sampling procedure, sampling methods – Processing of collected data – Case studies.

Unit-IV: Research Reports

9 Hours

Research Proposal - Types of reports – Steps in writing research report - Techniques of writing research report – Precautions for preparing research report.

Unit-V: Applications & Ethics in Marketing Research

9 Hours

New product research - Sales control research – pricing research – Case studies. **Ethics in Marketing Research** - Treatment of respondents - buyers & researchers - international code of marketing research Practice.

Total Hours 45

Text Books:

1. Luck.D.J & Rubin.R.S., “Marketing Research”, Prentice Hall of India.
2. Churchill, Marketing Research: Methodological Foundations, Cengage Learning, 2007

Reference Books:

1. Sharma.D.D., “Marketing Research: Principles, Applications and Cases”, Sultan Chand & Sons, New Delhi.
2. Boyd, Westfall & Stasch, “Marketing Research”, A.I.T.B.S. Publications.
3. Kinnear.C.Thomas & Taylor R.James, “Marketing Research: an Applied Research”, McGraw Hill Publications.
4. Kothari.C.R., “Research Methodology: Method and Techniques”, Wishprakasam, New Delhi.
5. Saravanavel .P & S.Sumathi, “Marketing Research and Consumer Behaviour”, Vikas Publications
6. Journal of Marketing Research, (JMR)
7. Indian Journal of Marketing

MARKETING SPECIALIZATION
ELECTIVE - CONSUMER BEHAVIOUR

L T P C
3 0 0 3

Objectives: To impart the students to understand the concept of behavioural science and to predict the behaviour of consumer in the different situation, which to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Consumer Behaviour with various parameters in the Market.

Unit – I CONSUMER BEHAVIOUR – AN INTRODUCTION 9 Hours

What is C B Why to study CB., Application of Consumer behaviour principles to strategic marketing. Role of Marketing in Consumer behaviour, Market Segmentation and Consumer behaviour.

Unit – II CONSUMER AS AN INDIVIDUAL 9 Hours

Consumer needs and motivation, Personality and Consumer Behaviour, Psychographics Consumer Perception, attitudes, attitude formation and change, Learning.

Unit – III CONSUMER IN A SOCIAL & CULTURAL SETTING 9 Hours

Groupdynamics and consumer reference groups, Family, Social class and Consumer behaviour, The influence of Culture on Consumer behaviour. Sub – Cultural and Cross Cultural Consumer Analysis.

Unit – IV CONSUMER DECISION MAKING PROCESS: 9 Hours

Personal influence and the opinion leadership. Diffusion of innovation process, Consumer Decision making process, Comprehensive models of consumer decision making. New Product purchase and repeat purchase.

Unit – V CONSUMER BEHAVIOUR APPLICATIONS 9 Hours

Consumer Behaviour applicable to Profit and Non Profit Service Organizations, Societal Marketing Concept, Marketing Ethics, Consumer movement, Government Policy and Consumer Protection, Indian Consumer and Marketing Opportunities in India.

Text books :

1. Consumer Behaviour – Ramanuj Majumdar PHI learning PVT Ltd.,
2. Consumer Behaviour, CL Tyagi and Arun kumar, Atlantic publishers.
3. Consumer behaviour, India Edition, Jay D. Lindqnist and M. Joseph Sirgy, Cengage learning.
4. Consumer behaviour, concepts, Applications and cases – MS Raju, Dominic Xardel, Vikas publishing House PVT Ltd.,
5. Consumer Behaviour, By David L. LOUDON Albert J. Della Bitta – India Edition Tata Mcgraw Hill. Co

Reference Books:

1. Consumer Behaviour, Blackwell and others, India Edition, Cengage learning.
2. Consumer Behaviour, Indian Edition – Michael R. Solomon, PHI learning PVT Ltd.,
3. Consumer behaviour, Special Indian Edition, Deli Hawkins Roger J Best and others Tata Mcgraw Hill.
4. Consumer Behaviour and Marketing Strategy By J. Paul Peter and Jerry

MARKETING SPECIALIZATION

ELECTIVE - ADVERTISING MANAGEMENT

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept of Advertising and the impact of advertising which to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Advertising Management with various parameters in Industry.

UNIT I: CONCEPT OF ADVERTISING**09 Hours**

Advertisement – Definition, objectives, types and functions - Nature & role of advertising - Advertising & marketing mix - advertising strategy and its process – advertising planning and organization - Evaluation of advertising – benefits - economic aspects - ethics in advertising – case studies

UNIT II: ADVERTISEMENT CAMPAIGN AND MEDIA**09 Hours**

Advertisement campaign process- objectives – design strategy - Advertising layout - Layout design & preparation - Ad effectiveness research - – kinds of media – Media Selection – Media plan – Media cost and availability – Matching Media and market – Geographical selectivity – Media Strategy – Media Mix – Media scheduling – Measuring techniques – case studies.

UNIT III: ADVERTISING DESIGN & AGENCY**09 Hours**

Advertising appeals – Advertising copy – Visualization & layout – writing Ad copy in print – Broadcasting commercials – copywriting for outdoor and transmit media - Advertising agency - Advertising agency department – functions of Advertising agency – functions of Advertising manager – types of advertising agencies - Advertising budget – Administering the budget - appraisal of advertising – case studies.

UNIT IV: INTRODUCTION TO SALES PROMOTION**09 Hours**

Definition – Objectives, importance, scope and roles and types of sale promotion - sales promotion techniques: trade oriented and consumer oriented - Requirement identification - Sponsoring events - sales promotion through merchandising - limitations of sales promotion – case studies.

UNIT V: SALES PROMOTION CAMPAIGN**09 Hours**

Promotion campaign – organizing sales promotion campaign - involvement of salesmen and dealers – out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – online sales promotions - Direct marketing – personal selling – case studies.

Total Hours 45**REFERENCE BOOKS:**

1. Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2007
2. O' Guinn, Advertising and Integrated Brand Promotion, Cengage Learning, 2006
3. Williams. F. Arens", Contemporary Advertising, TMH, 2006.
4. "Batra, Myers and Aaker", Advertising Management , 5th edition, PHI, 2007.
5. "Larry.D.Kelley and Donald.W.Jugenheimer", Advertising Media Planning: A Brand Management Approach, PHI, 2007.
6. "William Wells, John Burnett and Sandra Moriarty", Advertising: Principles and Practice, 6th edition, PHI, 2007
7. Mishra. M. N., Sales Promotion, HPH, Mumbai.
8. George Belch and Michael Belch, Advertising and Promotion.
9. Manendra Mohan, Advertising, TMH.

MARKETING SPECIALIZATION
ELECTIVE - RURAL MARKETING

L	T	P	C
3	0	0	3

Objectives: This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management

Outcome: After completing the course, the student can be able to understand the Advertising Management with various parameters in Industry.

UNIT-I: Rural Marketing Introduction

9

Introduction - Definition, scope of rural marketing, concepts, components of rural - markets, - classification of rural markets, rural vs. urban markets - Rural marketing environment:- Case Studies.

UNIT-II: Rural Marketing Execution

9

Researching Rural Market: Sanitizing rural market, Research design- Reference frame, Research - approach, Diffusion of innovation, Development studies - Rural Marketing Strategies- Segmentation- Heterogeneity in Rural, Prerequisites for Effective - Degrees of Segmentation - Basis of Segmentation and Approaches to Rural Segmentation- Segmentation Classifications - Positioning- Identifying the positioning Concept- Selecting the positioning - Branding in Rural India-

Unit - III: Rural Marketing Evolution & Future Trends

9

Accessing Rural Markets, Coverage Status in Rural Markets, - Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Rural Mobile Traders: Public Distribution System, Co-operative Societies Behaviour of the Channel, Distribution of fake products, The future of Rural Marketing: Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing - Case studies in Indian context.

Unit -IV: e-Marketing Introduction

9

Introduction - e-Marketing Situation - e-Marketing Objectives - e-Marketing – Strategies - e-Driven Change - Marketing Change - Advertising Change - Model Change – e-Models - e-Customers - Access/Distribution - Added Value – Relationships e-Worries - Researching Customers - Re-Mix – e-Place & e-Promotion – e-Product , e- Price Pricing models - People & Physical Evidence – Process –e-Plan - Outline e-Plan – Integration – Control. Case Studies.

Unit-V : e-Marketing Execution

9

e-Marketing challenges and opportunities; e-business models; Customers in the 21st Century; Market Segmentation; Consumer Navigation behaviour. e-Marketing Plan; Environmental Scan; market opportunity analysis; design marketing mix; database marketing. e-Marketing information system; e-Marketing knowledge; e-marketing data collection [intelligence]; internet based research approaches; marketing databases and data ware houses; data analysis. Case Studies.

Total Hours 45

Reference Books:

1. Judy Straus, Raymond frost, e-marketing, Pearson Education, New Delhi.
2. Internet marketing - Rafi Mohammed; Robert J.Fisher, Bernard.J Jacowiski, Aileen
3. M.Cahill - Tata McGraw Hill, New Delhi.
4. Ravi Kalakota, Andrew B.Whinston - Electronic Commerce, Pearson Education.
5. Schneider & Perry, Electronic Commerce, Thomson learning.
6. Strauss & Frost, E-Marketing, Prentice Hall.
7. Albert Napier et.al., Creating and Willing E-Business, Vikas Publications.
8. Ishnamacharyalu & Lalitha, Rural Marketing, Pearson Education, 2002.
9. Amkishen, New Perspectives on Rural Marketing, Jaico Books, 2002.
10. Gopaldaswamy, Rural Marketing, Wheeler Publshing

MARKETING SPECIALIZATION

ELECTIVE - SALES & DISTRIBUTION MANAGEMENT

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept of Sales & Distribution which to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Sales and Distribution Management with various parameters in Industry.

Unit – I: Basics of Sales Management

10

Introduction – Objectives – Determination of functions – Interrelationship with functional departments - Organisational Structure of Sales Department -Responsibilities of Sales Managers – Sales Management vs. Marketing Management – Salesmanship – Concepts – Selling process – Focus on customer satisfaction and building seller customer relationship – Sales Force Management – Case studies

Unit – II: Sales Volume & Territory Management

9

Sales Budgets – designing Sales Territories and Quotas – Assigning Territories – Reasons for selling and using quotas – Types of quotas and Quota Selling Procedures – Sales Promotion Techniques – Direct Marketing – Definition, Scope and importance, Challenges – Telemarketing – Catalogue Marketing – Network Marketing – Data base Marketing – Case Studies

Unit – III: Industrial Selling

8

Industrial Selling – Concepts - Nature and Characteristics of goods – Industrial goods buying Process – Role of service in Industrial Selling – Sales Policies and Procedures – Terms and conditions of sales – Handling complaints – Case studies

Unit – IV: Distribution Management

9

Physical distribution - Definition, Importance – participants in physical distribution process - Marketing Channels – Definition & Importance - Different forms of channels - Functions of Marketing Channels - Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi channel marketing Systems - International Marketing Channels – Case studies

Unit – V: Channel Management & Supply Chain Management

9

Channel Management - Channel Selection Process & criteria - Performance appraisal of Channel Members – Channel Conflicts & Techniques to resolve channel conflicts - Supply Chain Management – concept – significance – components – Case Studies.

Total Hours 45

Text Books:

1. Sales and Distribution Management – S. L. Gupta
2. Marketing – Bovee, Thill. Marketing Management – Philip Kotler

Reference Books

3. Richard R. Still, Edward W. Cundiff & Goveni, "Sales Management", PHI Pub
4. Charles M. Futvell, "Sales Management, Team Work, Leadership & Technology", Thomson learning, South Western, 6th ed. 2003.
5. Channel Management –Stern – El Ansary
6. P.K. Sahu, K.C. Raut, Salesmanship & Sales Management, Vikas Pub, 3rd rev.ed.
7. Earl D. Honeycutt, John B. ford, Antonis S. Simintiras, "Sales Management: A Global Perspective, Routledge Pub.
8. Distribution Management – S. Eliton
9. Channel Management & Retail Management – Meenal Dhotre
10. Sales And Distribution Management Text And Cases-Krishna K.Havaladar,

MARKETING SPECIALIZATION

ELECTIVE - TOURISM MARKETING

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept of Tourism Marketing, the Culture and attitude of the customer from other county.

Outcome: After completing the course, the student can be able to understand Tourism Marketing with various parameters in Industry.

Unit – I Marketing: 9

Core concepts in marketing; Needs, Wants, Demands, Products markets. Marketing management philosophies-Production, Product, Selling, Marketing and societal perspectives. Economic importance of marketing.

Unit – II Analysis and selection of market: 9

Measuring and forecasting tourism demand; Forecasting methods, Managing capacity and demand.
Market segmentation and positioning (STP)

Unit – III Marketing Strategies: 9

Developing marketing environment, Consumer buying behaviour, Competitive differentiation and competitive marketing strategies. New product development. product life cycle, Customer satisfaction and related strategies in internal and' external marketing; Interactive and relationship marketing.

Unit – IV Planning marketing programmes : 9

Product and product strategies; Product line, Product mix Branding and packaging. Pricing considerations. Approaches and strategies. Distribution channels and strategies.

Unit – V Tourism Marketing : 9

Service characteristics of tourism. Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism. Services : Marketing of Airlines, Hotel, Resort, Travel Agencies and other tourism related services-Challenges and strategies.

Total Hours 45

TEXT BOOKS:

- Kotler, Philip : Marketing Management & Hospitality and Tourism Marketing
- Sinha, P.C : Tourism marketing

REFERENCE BOOKS:

- Vearne, Morrisson Alison: Hospitality marketing
- Kotler, Philip and Armstrong Philip, Principle of Marketing, 1999, Prentice-Hall India, 1999
- Assael H., Consumer Behavior and Marketing Action (2nd edn. 1985) kent, Boston.
- Crough, Marketing Research for Managers.
- Singh Raghubir, Marketing and Consumer Behaviour.
- Patel, S.G., Modern Market Research, Himalaya Publishing.

MARKETING SPECIALISATION
ELECTIVE: GREEN MARKETING

Objective: To impart knowledge on how marketing activities be correlated with eco-friendly environment.

Outcome: End of this course, the learner may got awareness about to maintain eco-friendly environment through marketing activities.

L	T	P	C
4	0	0	3

UNIT – I: INTRODUCTION TO GREEN MARKETING

7

Definition – Importance – Needs – Green Marketing Planning – Incorporating green perspective into the Mission statement – Integrating green mission into objectives, strategy, and marketing tactics – delivering value to stakeholders – Green Marketing actions – case studies.

UNIT – II: CONSUMPTION AND ENVIRONMENT

9

Interaction between environment & Consumption - Human activity and climate change - Human activity and the atmosphere - Human activity and water - Human activity and biodiversity- Environmental effects on consumption – case studies.

UNIT – III: PROVIDING VALUES VIA SUSTAINABLE MARKETING STRATEGIES

9

Discovering value via market analysis – communicating value via integrated marketing programs – producing value via innovation – case studies.

UNIT- IV:

10

Delivering value through sustainable supply cycle strategies – delivering value in retailing – proclaiming value through sustainable pricing strategies – case studies.

UNIT – V: ENERGY CONSUMPTION & SUSTAINABILITY REPORTING

10

Role of household consumption – energy consumption in service sectors – role of industrial consumption – sustainability reporting: economic, environmental and social values – case studies.

Total hours: 45

Text Books:

1. Robert Dahlstrom, Green Marketing: Theory, Practice and Strategies, Cengage Learning.

MARKETING SPECIALISATION

**ELECTIVE: INTERNATIONAL MARKETING
MANAGEMENT**

OBJECTIVES: To understand the principles & concepts in international Marketing to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

OUTCOMES: This course will bring the learning the opportunities and problems that face a marketer when operating abroad. Also, this course will introduces the notion of national culture as

an important factor in deciding why different products may be more or less successful in different countries, and why a marketing campaign that succeeds in one country may fail elsewhere.

L	T	P	C
4	0	0	3

9

UNIT I INTRODUCTION

International markets – Definition – Basic modes of entry – Nature of International Marketing- Benefits of International Marketing— International Marketing Task – World Trade – India’s Foreign Trade – Characteristics of MNCs - Global and Domestic marketing - International Product Life cycle – EPRG Framework - Institutional set up – Advisory bodies – Commodity organizations – Service Institutions – Government participation in Foreign Trade

UNIT II INTERNATIONAL MARKETING ENVIRONMENT

9

Business culture around the world- language, customs, attitudes - marketing strategy adjustments - product adaptations. Geographic Description of Market – Political risk – Political Environment - Import quotas – tariffs - customs restrictions - required licenses – registrations – permits. Development and scope of International law – INCOTERMS – WTO – GATT - Current economic conditions of the country or countries involved - credit worthiness of the international buyer/seller – Regional economic groupings its influences in market.

UNIT III POLICY FRAMEWORK AND PROCEDURAL ASPECTS

9

India’s Export – Import policy – Exim Policy – promotional measures - Export oriented Units – Deemed Exports - Export- Import Documentation – Kinds of Documents – Principal Export Documents – Auxiliary documents – Documents in Import Trade – Export Documentation and procedures - Demand Estimation – GDP – Producer consumer target – Market segmentation.

UNIT – IV: INTERNATIONAL MARKETING PLANNING

9

International Market Selection – Factors influencing – Process – Strategies and approaches – Competition-International Marketing research – Global scene- International marketing research Procedure – Techniques – survey – interview techniques – Analysis of field data – Research report- International Marketing Planning and Control – Framework – marketing control – Control Sequence.

UNIT – V: INTERNATIONAL MARKETING MIX

9

Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services. International Pricing Strategy - International Promotion Strategies- Promotion Mix-International Sales Negotiations -

Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, International Channels of Distribution- Retailing in International Scenario, International Physical Distribution - Technological Influences in international Marketing-Current trends in international Marketing.

TOTAL: 45 PERIODS

TEXTBOOKS

1. Global Marketing, Third Edition, by Warren J. Keegan and Mark C. Green, Prentice Hall, N.J. 2003. (ISBN 0-13-066998-9)
2. Philip .R. Cateora, John.L.Graham. Prasanth Salwan. International Marketing, Tata Mcgraw Hill,13 th edition, (2008)

REFERENCES

1. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
2. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997
3. The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman, Anchor Books, May 2000. ISBN: 0-385-40034.

MARKETING SPECIALISATION

ELECTIVE: CUSTOMER RELATIONSHIP MANAGEMENT

OBJECTIVE: To understand the need and importance of maintaining a good customer relationship.

OUTCOME : To use strategic customer acquisition and retention techniques in CRM.

L	T	P	C
4	0	0	3

UNIT - I: INTRODUCTION

9

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT – II: UNDERSTANDING CUSTOMERS

9

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments.

UNIT – III: CRM STRUCTURES**9**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT – IV: CRM PLANNING AND IMPLEMENTATION**9**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT – V: TRENDS IN CRM**9**

e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

TOTAL:45 PERIODS**TEXTBOOKS**

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Prespective, Macmillan 2005.
2. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008

REFERENCES

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.
6. Zikmund. Customer Relationship Management, Wiley 2012 .
7. Mohammed Hp/Sagadevan.A Customer Relationship Management- A step by step approach, Iedition.
8. G.Shainesh, J.Jagdish N Seth. Customer Relationship Management.

MARKETING SPECIALISATION

ELECTIVE: STRATEGIC BRAND MANAGEMENT

OBJECTIVE: To understand the methods of managing brands and strategies for brand management.

OUTCOME: To successfully establish and sustain brands and lead to extensions

L	T	P	C
4	0	0	3

UNIT I INTRODUCTION

8

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT II BRAND STRATEGIES

10

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

UNIT III BRAND COMMUNICATIONS

8

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT IV BRAND EXTENSION

9

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V BRAND PERFORMANCE

10

Measuring Brand Performance – Brand Equity Management - Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

TOTAL: 45 PERIODS

TEXTBOOKS

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.

2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

REFERENCES

1. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
2. Paul Tmepoal, Branding in Asia, John Willy, 2000.
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005
5. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).

MARKETING SPECIALISATION

ELECTIVE: INTERNET MARKETING

OBJECTIVE: To understand how organisations can use the Internet to support their marketing activities

OUTCOME: After completion of the course, the learner may understand the usage of internet for marketing activities.

L	T	P	C
4	0	0	3

UNIT – I: Introduction

8

Introduction to Internet Marketing : An introduction to Internet marketing, using the Internet as part of customer-centric, multi-channel marketing, the relationship between Internet marketing, e-marketing, e-commerce and e-business, benefits of Internet, differences from other media, technology – case studies.

UNIT - II : Internet Micro-environment

9

Internet Microenvironment - Situation Analysis, Online marketplace analysis and mapping, Internet changes the immediate environment of an organisation, including marketplace and channel structure, type of environment analysis need to support Internet strategy - examining customers, competitors and intermediaries, evaluation of interplay between them, Summary of process and free tools for online marketplace analysis, planning an online marketing campaign, strategies of partnering and promotion – case studies

UNIT- III: Internet Macro-environment

9

Internet Macro environment - Situation Analysis, impact of the SLEPT - PEST - PESTLE environment factors, (i.e. Social, Technological, Economic, Political and Legal environmental influences on Internet strategy and its implementation) – case studies.

UNIT - IV: Internet Marketing Strategy

8

Internet Marketing Strategy: Internet marketing strategy aligned with business and marketing strategies- situation review, goal setting, strategy formulation and resource allocation and monitoring. Internet Marketing Mix- in-depth research programme into online consumer buyer behavior – case studies.

UNIT - V : E – CRM

11

Customer Relationship Management- Customer Relationship marketing (E-CRM) using the Internet details the strategies and tactics for using the Internet to build and sustain ‘one-to-one’ relationships with customers. Service Quality (web design) Delivering the online customer experience, customer service quality objectives. Interactive Marketing Communications: Novel characteristics of new media, different online and offline promotion techniques – banner advertising, affiliate networks, promotion in search engines and directories, co-branding and sponsorship, e-mail, loyalty techniques and PR. Maintenance and Monitoring : Successful updating of a site and online and offline methods for assessing the effectiveness of the site in delivering business and marketing benefits. Business-to-consumer Internet Marketing, Business-to-business Internet Marketing

Total: 45 hours

References

1. Internet Marketing (Paperback) Dave Chaffey ,
2. EMarketing Excellence (Emarketing Essentials) (Paperback), PR Smith , Dave Chaffey

HUMAN RESOURCE MANAGEMENT

ELECTIVE - STRATEGIC HUMAN RESOURCE MANAGEMENT

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept of Human Resource Management, and how the strategies used for effective output of the HR in the Organization.

Outcome: After completing the course, the student can be able to understand Strategic Human Resource Management with various parameters in Industry

UNIT - I: Foundations of Strategic HRM 9

Conceptual Framework of HRM- Strategic HRM: aim, approaches, limitations, types of HR Strategies, Criteria for an effective strategy - Strategic roles of HR Competencies - Aligning HR Strategies with Business Strategies - Strategic Planning process and Human Resource Role and Contribution – Case studies

UNIT- II: Practice of Strategic HRM 8

Formulating and implementing – Fund medal processes – Characteristics – Developing HR Strategies – setting out the strategies - conducting strategic reviews – Implementing impacts – concepts in practice – Roles : Top Management, Front Line Management, HR director, HR Specialists - HR Audit: A diagnostic tool for aligning with strategy - Proactive role of strategic HRM - Case studies.

UNIT – III: HR Strategies 8

Strategies for improving organizational effectiveness, development, transformation, - cultural management, knowledge management, commitment, developing a climate of trust, quality management and customer services – Learning strategies, learning organizational strategies, Individual learning strategies. Case Studies.

UNIT – IV: Resourcing and Reward Strategy 10

Resourcing: concepts, definitions, objectives, approaches, bundling, activities, components, and resource plan – over view of retention strategy - Retaining best people, knowledge workers. – Flexible strategies – talent management strategies - Employee Resorting strategy: Recruiting strategy: Strategies for hiring talent - selection norms - talent crisis - Recruiters strategic approaches.

– Reward strategies: Concepts, definitions, characteristics, objectives, structure, content, guiding principles, development process, and effective relationship with line management capability. Case Studies.

UNIT – V: Organizational Strategies and Employee relationship Strategy

10

Strategic approach in designing organization - Emerging challenges due to new workplace changes - Ethical concerns in HR management - Managing ethical behavior - Corporate Ethics, Values and SHRM - Competencies of HR professional in a SHRM scenario. Employee Relationship Strategy: Definition – Concerns of employee relationship strategy – Strategic direction – backgrounds to employees – HRM approach to employee relations – Policy options – formulating employee relationship strategies – Partnership Agreements – Employees Voice Strategies. Case Studies.

Total Hours 45

Text Book:

1. MiChael Armstrong, Strategic Human Resource Management: A Guide to Action, Kogan Page, London – 2006.
2. Bhatia S.K., Strategic Human Resource Management: Winning through People: Concepts, Practices and Emerging Trends, Deep and Deep Pub, 2007.

Reference Books

1. Jeffrey A. Mello, “Strategic Human Resource Management”, Thompson, Singapore, Southern Western 2003.
2. Robert L. Mathis and John H. Jackson, “Human Resource Management”, Thompson, Singapore, Southern Western 2003.
3. Rosemary Harrison, “Employee Development”, University Press, New Delhi, 2003.
4. Strategic Management - Gregory Dess and Alex Miller
5. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
6. Strategic HRM- Charles Greer, Pearson education Asia , New Delhi
7. Strategic HRM-Michael Armstrong, Kogan page , London
8. Strategic HRM- Agrwal, Oxford University press , New Delhi
9. Human Resource Management- Garry desseler, PHI, New Delhi

HUMAN RESOURCE MANAGEMENT
ELECTIVE - INDUSTRIAL RELATIONS & LABOUR
WELFARE

L	T	P	C
3	0		3

Objectives: To impart the students to understand the concept Industrial Relations & Labour Welfare, and providing knowledge of the smooth bridge between the employee and in the Organization.

Outcome: After completing the course, the student can be able to understand Industrial Relations & Labour Welfare with various parameters in Industry

UNIT I: Basics of Industrial Relations: **9**

Concept Importance, Scope, Impact Factors – Approaches – Dimensions – Prerequisite – Successful Relations – Evolution of Industrial System –Conflicts – Essentials of Disputes – Classifications – Impact of Disputes – Need of Industrial Peace - Case Studies.

UNIT II: Trade Unions & Collective Bargaining **10**

Need – Objectives – Functions – Structures – Obstacles - Features - Management of Trade Unions in India. Labour Movement – Reason for Movement – Trade Unions India. Collective Bargaining - Concepts - Nature - The Legal framework - Negotiating Techniques & Skills- Workers Participation in Management-. Content and Coverage of Collective Bargaining Agreement – National Commission on Labour - Status in India - Case Studies.

Unit – III: Grievances, Discipline & Safety **9**

Concepts – causes – procedure for settlement – procedure in India - Employee discipline – types – essentials of good disciplinary system – Procedure for taking disciplinary action - Hot stove Rule – kinds of punishment - Indian law on punishment - causes if indiscipline. Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions – Case Studies.

Unit – IV: Labour Welfare **9**

Meaning – principles – features – Need – scope – approaches - types of labour welfare services – labour welfare in India – worker education in India – machineries connected with labour welfare work – appraisal of welfare services- National Commission on Labour Recommendations – social security – International Labour Organization – case studies.

Unit –V: Workers Participation Management

8

Concept – evolution – objectives – forms of participation – levels of participation – influencing factors –participative schemes in industrially advanced countries – the Indian scene - Forms of workers participation in India – case studies.

Total Hours 45

Text Books:

1. C.S.Venkata Ratnam”, Industrial Relations, Oxford University Press, 2006.
2. Mamorio,Mamoria,Gankar”,Dynamics of Industrial Relation, Himalaya Publishing House, 2008.

References

3. Ratna Sen”,Industrial Relations in India, Macmillan, 2007.
4. Monal Arora”, Industrial Relations, Excel Books, 2007.
5. B.D.Singh,”Industrial Relations, Excel Books, 2005.
6. T.N.Chhabra and R.K.Suri”, Industrial Relations, Dhanpat Rai & co, 20005.
7. S.C.Srivastava”, Industrial Relations & Labour Laws, Vikas Publishing Pvt. Ltd., 2007
8. R.S.Davar”, Personnal Management, Vikas,2007.
9. Prof.M.V.Pylee”, Industrial Relations & Personnal Management, Vikas, 2007.
10. B.D.Singh”, Labour Laws for Managers, Excel Books, 2007.

HUMAN RESOURCE MANAGEMENT
ELECTIVE - TRAINING & DEVELOPMENT

L T P C

Objectives: To impart the students to understand the concept of Training Development, the Practical applications available in the area of Training and development.

Outcome: After completing the course, the student can be able to understand Training and Development with various parameters in Industry

UNIT I: BASICS OF TRAINING

8

Job analysis – definition, Tasks performed in a job – job conditions – skills and capabilities required, advantages – job description – specimen of a job description statement. Job evaluation – objectives, Methods of job evaluation: Ranking, Classification, Point and Factor comparison method – advantages. Manpower planning – Definition, characteristics, process, and advantages - Recruitment – sources, factors determining recruitment - Selection – Definition, steps - Placement – orientation: reasons, tips and pointers, what the recruits do not need. Induction: concept, objectives, benefits, contents of induction programme, phases, effective induction programme – Socialization: concept, phases of socialization process - case studies.

UNIT II: LEARNING

8

Principles – Learning Process: Mental and physical processes, Learning cycle, Age influences on learning, Implications of the learning process for instruction – Instructional emphasis for learning outcomes – different personality type learns: Introversion vs. extraversion, sensors vs. intuitives, Logic-led learners vs. values-driven learners, structured vs. fluid learners - how to train older workers - increasing learning motivation - Case studies.

UNIT III: TRAINING DESIGN

10

Objectives - concepts – Need – importance – steps in training programme - Training vs. Development - Benefits - Current and Future Trends in Training - Prime Considerations while designing a Training Programme - Factors affecting Training Design - Budgeting for Training - Identification of Evaluation objectives & Needs - Establishing and identifying Training Objectives – considerations in designing effective training programmes: Selecting and preparing the training site, selecting trainers, How trainers can make the training site and instruction conducive to learning , programme design -case studies.

UNIT IV: METHODS OF TRAINING & EVALUATION

10

Presentation method - the lecture, audiovisual techniques - On the job training – Experience, Coaching and counseling, Understudy, job rotation, special projects and task forces, committees assignment, Vestibule training, Multiple Management - off the job training – selected readings,

conferences and seminars, case studies, programmed instruction, brain storming, in basket Exercise, role plays, simulations, business games, T-groups, behaviour modeling, group building methods, – choosing a training method – **Evaluation of Training:** Need for evaluation – Evaluation process – Principles of evaluation – criteria for evaluation - Approaches of Evaluation – Evaluation Instruments – Training Audit - Suggestions for Making Training Effective case studies.

UNIT V: CAREER MANAGEMENT & EXECUTIVE DEVELOPMENT

9

Career Management: Importance of career management – career management influence on career motivation – protean career – Traditional career vs. protean career - Career Anchors - Career Development Cycle - career need assessment – career opportunities – Need-opportunity alignment – Plateaued employees - career Management systems: self assessment, Reality check, goal setting, action planning – roles in career management: employee’s, manager’s, company’s and HR manager’s – Evaluating career management systems – **Executive Development:** concepts – objectives – importance – process – reasons for the failure – suggestion for making effective programme - e-Learning & employee development - case studies.

Total Hours 45

Text Books:

1. Biswajeet Patanayak, “Human Resource Management”, - PHI, New Delhi – 2004, 2nd edition.
2. Kanka.S. Human Resource Management: Text & Cases”, S. Chand, New Delhi.

REFERENCES :

3. Raymond A Noe, “Employee Training & Development”, Tata McGraw Hill, 4th ed, 2008.
4. B.Taylor & G.Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
5. William E.Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey,1982.

HUMAN RESOURCE MANAGEMENT
ELECTIVE - LABOUR LEGISLATIONS

L	T	P	C
3	0		3

Objectives: To impart the students to understand the concept of Labour Legislation. The legal issues and the solution for the particular problem, and precautions to avoid the issues.

Outcome: After completing the course, the student can be able to understand Labour Legislation with various parameters in Industry

UNIT I: Industrial Disputes Act, 1947:-

9

Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act – Procedure, Powers and Duties of Authorities – Strikes and Lock outs – Lay off and Retrenchment - Special Provisions relating to Layoff, Retrenchment and Closure

UNIT II:

9

Factories Act, 1948:- Meaning, objectives and applicability- Health, Safety and Welfare measures- Working hours, Holidays and annual leave- Special provisions regarding Employment of Women, Young persons and Dangerous operations. Employee state Insurance Act, 1948.

UNIT III:

9

Workmen’s Compensation Act, 1923 and its objectives- Disablement under the Act- Accidents out of employment and course of employment- quantum of compensation.

UNIT IV:

9

Payment of Gratuity Act, 1972- Scope , applicability, minimum gratuity, nomination, rights of Employer and duties of Employee. Payment of Bonus Act, 1965; Miniimum Wages Act, 1948; Payment of Wages Act, 1936

UNIT-V

9

Trade Union Act, 1926- Functions, Registration, Applicability - International Labour Organization - Modern trend and Industrial Legislation

Total Hours 45

TEXT BOOKS:

1. Industrial Relations and Labour Legislation M. R. Sreenivasan, Margam Publications

REFERENCE BOOKS:

1. Industrial Law, N.D. Kapoor, Sultan Chand & Sons, New Delhi.
2. Industrial Law, P.L. Malik, Eastern Book Company Lucknow.
3. Labour Laws for Managers, B D Singh.
4. Industrial & Labour Laws, S P Jain, Relevant Bare Acts.

HUMAN RESOURCE MANAGEMENT

ELECTIVE - EFFECTIVE LEADERSHIP AND MOTIVATION

L	T	P	C
3	0		3

Objectives: To impart the students to understand the concept of Effective Leadership, Team spirit and motivation

Outcome: After completing the course, the student can be able to understand Effective Leadership and Motivation with various parameters in Industry

Unit – I : Basics of Leadership **9**
 Leadership - Characteristics of Leadership - Importance of Leadership - Role of Leader - Qualities of Leader - Leadership and Management – Leadership theories - Blake and Mouton’s Managerial Grid, Trait Theory, LMX Theory, Transformational Leadership, Transactional Leadership, Hersey Blanchard Model, Fiedler’s Contingency Model

Unit – II: TEAM LEADERSHIP & SELF-MANAGED TEAMS **9**
 The use of Teams in Organizations: Groups vs. Teams, Advantages and Disadvantages, Characteristics of Effective Teams. - Types of Teams – Decision Making in Teams – Leadership Skills for Effective Team Meetings - Case studies.

Unit – III: ORGANISATIONAL LEADERSHIP **9**
 Charismatic and Transformational Leadership – Personal Meaning, Charismatic Leadership, Transformational Leadership, Stewardship and Servant Leadership. - Leadership of Culture and Diversity: Value-Based Leadership – Strategic Leadership – Crisis Leadership. – Leading Change – Case studies.

Unit – IV: Basics of Motivation **9**
 Definition – Motivation, Personal Motivation, Theories of Motivation - Herzberg’s Motivational Theory

Vroom's Expectancy Theory, McClelland's Need Based Model

Maslow's Hierarchy of Needs

Unit – V : Motivation

9

Motivation through Performance Management, Benefits of Performance Management, Motivation Through Delegation, Understanding Unmotivated Employees, Common Reasons for Poor Motivation, Attitude Problems

Total Hours 45

Text Books

1. Lussier & Achua, "Effective Leadership", 3rd ed, Thomson Pub.
2. David M. Messick, Roderick M. Kramer; The Psychology of Leadership: New Perspectives and Research, Lawrence Erlbaum Associates, 2005.

Reference Books

1. Effective Leadership: Strategies for Maximizing Executive Productivity and Health by Len Sperry, brunner and Rouledge, 2002.
2. The Human Factor in Leadership Effectiveness by Senyo Adjibolosoo, Tate Publishing, 2005.
3. Effective Leadership, V.V. Ramani, ICFAI University Press.

HUMAN RESOURCE MANAGEMENT
ELECTIVE - PERFORMANCE MANAGEMENT

L	T	P	C
3	0		3

Unit – I: Introduction

8

Performance Management: Introduction To Performance Management – Objectives, Benefits, Issues & Concerns Models: Models For Integrated Performance – High Performance – Performance Excellence – Star Performance – Principles & Effect – Performance Evaluation Techniques.

Unit – II: Performance Appraisal System 8

Appraisal – Objectives of Performance Appraisal – Developing a Performance Appraisal System – Distinction between Performance & Potential Appraisal Systems – New Trends in Performance Appraisal System – 360 Appraisals – Uses – Feed Back

Unit – III: HR in Knowledge Management 10

Identifying Current Knowledge Management Deficit – Knowledge Management Process – Critical Importance of Knowledge Management in Organizations – Knowledge Work Vs Traditional Work – Ten Principles of Knowledge Management – 12 Step Model for Implementation of Knowledge Management Tools.

Unit – IV: Virtual Organization & Emerging HR Trend 9

Virtual Organization – Characteristics Of Virtual Organization – Factors – Types – Emerging HR Issues In Virtual Organization

Unit – V: HR Practices for Innovative Management 10

Ten Myths & Truths of Corporate Creativity – HR Practices For Innovation Management – Mozar Effect – Neuro Linguistic Programme (NLP) – Mind Mapping – Brain Storming – Managerial Powerlessness – Delphi Technique Pareto Principles.

Total Hours 45

Text Books:

1. HRM, Biswajeet Pattanayak, 2005, 3rd edition, Eastern Economy, Edition, Prentice Hall of India, Pvt limited
2. HRM in Practice: with 360 degree Models, Techniques and Tools, Srinivas R. Kandula, Eastern EconomyEdition,entice Hall of India, Pvt limited

Reference Books:

3. Performance Management Key Strategies And Practical Guidelines, ,Michael Armstrong, 3rd Edition, Kogan Page Limited
4. Performance Management : Finding The Missing Pieces (To Close The Intelligence Gap), Gary Cokins, 2004, John Wiley & Sons, Inc.
5. Performance Management ,Julnes & Holzer , PHI

HUMAN RESOURCE MANAGEMENT **ELECTIVE - CHANGE MANAGEMENT**

L	T	P	C
3	0		3

Objectives: To impart the students to understand the concept of Labour Legislation. The legal issues and the solution for the particular problem, and precautions to avoid the issues.

Outcome: After completing the course, the student can be able to understand Labour Legislation with various parameters in Industry

UNIT—I: ORGANISATIONAL CHANGE 9

Introduction -Importance– Imperative – Forces: Internal & External - Determining Factors – Planned & Unplanned Internal changes – Types of Changes – Steps in change – Dramatic or radical change in one fell swoop – Barriers to organizational change – case studies

Unit – II: Models of Changes & Implementation 10

Characteristics of Effective change programmes – systems model of change – Lewin’s Force Field Analysis model – Continuous charge Process model – changes and Transition management – Organizational Growth – Overcoming Resistance to change – Minimizing Resistance to change – Charge and the person – change and the manager – organization culture and dealing with change -

Making sense of organizational change – De'ja' Vu – Change – Problems, formation, resolution – consideration of change – case studies

Unit – III: Approaches to change and OD **9**

Effective change Management – Ten key factors in effective change management – systematic Approach – keys to mastering change – classis skills far leaders – Designing change – Organization Development (OD) – Definition, Characteristics, Evolution, Model – Action Research – Process, Feature – case studies.

Unit IV: DIAGNOSTIC STRATEGIES AND SKILLS **8**

Diagnosis – Process – diagnostic models - Diagnostic skills – Methods of obtaining Diagnostic Information – Change Agent – Golden rules of the change Agent – Client – Consultant Relationship – Ethics in OD – power and Control Issues in organizations – case studies.

Unit – V OD INTERVENTION **9**

OD Intervention – Definition, selection, Classification– OD Interpersonal Intervention - OD Team Development Interventions – OD Inter group Development Interventions – Executive Development – Key factors for success – Executive Development: Global companies, Small business applications – case studies

Total Hours 45

Text Book:

1. Kavita single, organization changes and Development, Excel Books, 1st Edition, New Delhi, 2005.
2. Kotter, John P, Leading Change, Harvard Business School Press, 1996.

Reference Books

1. Adam, J., Hages J., Hopsen, B, Transitions understanding and Managing Personnel change, Oxford: Martin Robertson, 1976.
2. Burner.B., Managing change : A strategic Approach to organizational Dynamics, 2nd ed, Pitman, London, 1996.
3. Pettigrew A.M., Whipp. R. Managing change for corporate success, Basil, Blackwell, London, 1993.
4. Richardson. P., Denton, K., Communicating change, Human resource management, summer, 1996.
5. Kanter. R.M., stein, B.A., Jick, T.D, The challenge of organizational change, Free press, New york, 1992.
6. Ramnarayan S., Grover.P. "Dynamics of planned change: A check List for OD Practitioners" in organization Development, Intervention & strategies (eds) by S.Ramanaryan, T.V. Rao Y Kuldeep sing, Responce Book, NewDelhi-1998.

7. Beer.M., Orgnaisation change and Development : A System view, Santh Monica, Calif: Good year, 1980.

HUMAN RESOURCE MANAGEMENT **ELECTIVE - CRISIS MANAGEMENT**

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept of Crisis Management.

Outcome: After completing the course, the student can be able to understand Labour Legislation with various parameters in Industry

UNIT-I - Disasters Issues and Crisis Management: **9**

Definitions and Overview of risks and dangers, Impact of globalization on crisis and mass disasters.

UNIT-II - Identifying Potential Crisis Situations: **9**

Discuss selected case studies to analyze the potential impact of disasters, Prepare a foundation of a sound crisis management plan.

UNIT-III - Crisis Management Preparedness: **9**

Preparing the plan, Training and Testing, Crisis communication, Stress management, Crisis operation guidelines.

UNIT-IV **9**

The Disaster Recovery Planning: Emergency management teams, National and International disaster recovery policies,

UNIT -V **9**

Managing the economy and essential services in emergencies, Managing the media and popular conscience.

Total Hours 45

TEXT BOOKS:

1. Mutchopadhyaya, A.K. , 2005, Crisis and disaster management tubulance and aftermath”, Newage International Publications, New Delhi.

HUMAN RESOURCE MANAGEMENT

ELECTIVE - ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT

L	T	P	C
3	0	0	3

Objectives: To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

Outcome: After completing the course, the learners will be able to analyze organizations more accurately and deeply by applying organization theory.

UNIT- I: ORGANISATION & ITS ENVIRONMENT 8

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT- II: ORGANIZATIONAL DESIGN 10

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT- III: ORGANISATIONAL CULTURE 8

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT- IV: ORGANISATIONAL CHANGE 8

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organization Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT- V: ORGANISATION EVOLUTION AND SUSTENANCE 11

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

TOTAL: 45 PERIODS

TEXTBOOKS

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 10th Edition 2012.

REFERENCES

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage learning, 9th edition 2011
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra, 2010.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change - A Human Resource Strategy Approach, Wiley, 2010.

**HUMAN RESOURCE MANAGEMENT
ELECTIVE - MANAGERIAL BEHAVIOR AND
EFFECTIVENESS**

L	T	P	C
3	0	0	3

Objectives: To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organizational characteristics.

Outcome: After completing the course, the learners will be able to gain knowledge about appropriate style of managerial behaviour.

UNIT – I: DEFINING THE MANAGERIAL JOB 8

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

UNIT- II: DESIGNING THE MANAGERIAL JOB 12

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

UNIT- III: THE CONCEPT OF MANAGERIAL EFFECTIVENESS 7

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT- IV: ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS 8

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

UNIT- V: DEVELOPING THE WINNING EDGE 10

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .

TOTAL: 45 PERIODS

REFERENCES

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.

5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000.
7. R.M.Omkar, Personality Development and Career Management, S.Chand 1st edition, 2008.
8. Richard L.Daft, Leadership, Cengage, 1st Indian Reprint 2008.

HUMAN RESOURCE MANAGEMENT **ELECTIVE – INNOVATION MANAGEMENT**

L	T	P	C
3	0	0	3

Objectives: To enable learners to understand creativity and innovation management. This course will help to understand individual and group creativity, generation of creative ideas in group and brainstorming.

Outcome: After completing the course, the learners will be equipped to apply their creative and innovative skills in solving complex problems confronting corporate realm.

UNIT- I

9

Realm of creativity - can creativity be enhanced – Road blocks and block buster’s – Puzzles of creativity – The body and the mind as root of human creativity – Spiritual and social roots of

creativity – Entrepreneurial and Empowerment creativities – Quality of creativity. Quiz – Mental Gym – Case study

UNIT - II

9

What is creativity – individual and group creativity – convergent thinking – divergent thinking and Generation of creative ideas is individual- Thinking Hats methods – redefinition techniques – Random stimulus - generation of creative ideas in groups – Brainstorming – Reverse Brainstorming – synaptic – Morphological Method. Creativity Exercises Mental Gym-The way the mind works, Diff between lateral and vertical thinking

UNIT- III

9

Attitudes towards lateral thinking – Basic nature of lateral thinking – techniques – The generation of alternatives – challenging assumptions – innovation – suspended judgment - analogies – The new word PO CASE STUDY

UNIT - IV

9

LATERAL Thinking – Mental Gym -What is a problem – defined problems – Creative Problem Solving – Models of techniques of Creative Problem solving – Creative problem solving – A comparison of creativity Techniques – Mental Gym Quiz-Blocks of creativity – Fears and Disabilities

UNIT - V

9

Energy for your creativity – formative Environment and Creativity – Adult Environments – Pumping your creative muscles – Environmental Stimulants of creative – making your environment more Creativgenic – The creative Life Quiz – Mental Gym – Case Study.

Total: 45 Hours

References:

1. Training Creative Thinking - Davis Gary and Scott **New York Pub,**
2. Lifelong Creativity – Pradip N 2.Khandwalla **Tata Mc Graw Hill,**
3. Managing creativity For Corporate Excellence – N Rastrgi **Mac Millan,**
4. Lateral Thinking – Edward de Bono **Penguin Pub,**
5. innovation and Entrepreneurship- Druker,Peter.

FINANCE SPECIALIZATION **ELECTIVE – CORPORATE FINANCE**

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept of Industrial Finance, short term finance, Long-term finance, and Financial Decision.

Outcome: After completing the course, the student can be able to understand Corporate finance with various parameters in Industry

UNIT I: INDUSTRIAL FINANCE 10

Corporate/Business Finance - Financial Management – Functions of Financial Manager - Acquisition of funds – Sources - Indian Capital Market – Long term finance - Equity – Debenture – Guidelines from SEBI - Advantages and disadvantages and cost of various sources of Finance – Finance from International sources – Financing of exports – Role of EXIM Bank.

UNIT II: SHORT TERM FINANCE 9

Working capital – Estimating working capital requirements - Working capital finance from commercial banks and financial institutions - Sources – Trade credit – Factoring – Bills of Exchange – Public Deposits – Commercial Paper – Inter corporate investments.

UNIT III: ADVANCED FINANCIAL MANAGEMENT 9

Appraisal of Risky Investments – General techniques - Risk adjusted discount rate - Certainty equivalent coefficient – Quantitative Techniques - Cash flows and risk analysis in the context of DCF methods - Sensitivity analysis - Probability assignment - Decision tree approach in investment decisions.

UNIT IV: FINANCING DECISIONS 9

Inflation and financial decisions – Funds requirement decision – Financing decision – Investment decision – Dividend decision – Inter dependence of Investment, Financing and Dividend decisions.

UNIT V: CORPORATE GOVERNANCE 8

Corporate governance – SEBI Guidelines – Corporate Ethics – Corporate Social Responsibility – Ethics for stakeholders – Ethics for managers.

Total Hours 45

Text Books:

1. I.M.Pandey, 'Financial Management', Vikas Publishing House Pvt., Ltd., 8th ed, 2004.
2. Machiraju, 'Indian Financial System', Vikas Publishing House P.Ltd, 2nd ed, 2002.
3. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, TMH, 8th ed, 2008.

References:

1. Thomas E.Copeland and J.Fred Weston – 'Financial Theory & Corporate Policy', Addison – Wesley Publishing Company.
2. Brigham and Ehrhardt, Corporate Finance – A focused approach, Cengage Learning, 1st Edition, 2008.
3. M.Y. Khan, Indian Financial System, Tata McGraw Hill, 5th Edition, 2008.
4. Dr. S.N. Maheshwari, Financial Management – Principles and Practice, Sultan Chand & Sons.
5. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2008.

FINANCE SPECIALIZATION
ELECTIVE – BANKING AND FINANCIAL SERVICES

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept Indian financial system, commercial banks & factoring, Mutual funds & Venture capital.

Outcome: After completing the course, the student can be able to understand Banking and Financial Services with various parameters in Industry

Unit I: Indian Financial system 10

An overview– Origin and growth of Banking – Types of Banks – Non-Banking Financial Companies: Meaning – Features - Role of NBFC in India. Nature and Functions of Merchant Banking - Regulation of Merchant Banking - Present State of Merchant Banking in India.

Unit II: Commercial Banks & Factoring 9

Commercial Banks – Structure of Indian Commercial Banking system - Recent trends in Commercial Banking – Reserve Bank of India – Functions – Credit Control Techniques – Role of Central Banks in Developing countries - Issues of Factoring Services - International Factoring.

Unit III: Financial Institutions 8

Financial Institutions – Role of Financial Institutions – Development Banking Institutions – IDBI, IFCI, ICICI, IRBI – NABARD, SIDBI – EXIM Bank – Objectives and Functions.

Unit IV: Mutual Funds & Venture Capital 9

Types of Mutual Funds - Mutual Funds in India- Developing, Launching and Marketing of Schemes - Computation and Relevance of NAV - Offshore Mutual Funds and Money Market Mutual Funds - Regulation of Mutual Funds - Techniques of Investment Analysis. Venture capital - Angel financing - Ethical Considerations in Financial Services

Unit V: Leasing and Hire Purchasing 9

Leasing – Hire purchasing – Consumer credit – Credit cards – Real Estate Financing – Bills discounting – Factoring and Forfaiting – Credit Rating system – Growth factors - CRISIL Ratings for short term instruments - Credit rating process.

Total Hours 45

References:

1. E.Gordon & K.Natarajan, Financial Market And Institutions, HPH, 2004
2. “L.M.bhole”, Financial Institutions and Markets, 4th edition, TMH, 2008.

3. “Dr.S.Gurusamy”, Financial Services, Vijay Nicole, 2005.
4. “Dr.S.Gurusamy”, Financial Services and System, Thomson, 2004.
5. “Meera Sharma”, Management of Financial Institutions, PHI, 2008.
6. “Avadhani .A”, Marketing of Financial services and Markets, Himalaya Publishing House.
7. “Herbel.J.Johnson”, Financial Institutions & Markets, TMH.
8. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
9. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008.
10. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2002.
11. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi.
12. Website of SEBI

FINANCE SPECIALIZATION **ELECTIVE – TAX MANAGEMENT**

L	T	P	C
3	0	0	3

Objective: To impart knowledge about the concept, income from salaries, Income from HP, Income from Business or profession, and Set of carry forward losses.

Outcome: After completing the course, the student can be able to understand the calculation of Tax and the tax deductions

UNIT I BASIC CONCEPTS

9

Income Tax Act 1961 & relevance of Finance Act – Definition of important terms – Income, Person, Assessee, Assessment Year and Previous Year – Broad features of Income.Tax Planning, Tax Evasion, Tax Management.

INCOME FROM SALARIES

Different forms of salary – Provident Funds – Allowances – Perquisites – Other items included in Salary – Qualifying amount for deduction u/s 80(c). (Simple problems).

UNIT II: INCOME FROM HOUSE PROPERTY **9**

Computation of Income from House Property – Let-out house – Self occupied house – Deduction allowed from house property – Unrealized rent – Loss under the head house property. (Simple problems).

UNIT III: PROFITS AND GAINS OF BUSINESS AND PROFESSION **9**

Introduction – Computation of profits and gains of business and profession – Admissible deductions – Specific Disallowances – Depreciation – Loss under the head business and profession. (Simple problems).

CAPITAL GAINS

Capital Assets – Meaning and Kinds – Procedure for computing Capital Gains – Cost of Acquisition – Exemption of Capital Gains – Loss under head Capital Gains. (Simple problems).

UNIT IV: INCOME FROM OTHER SOURCES **8**

Income chargeable to tax under the head Income from Other Sources – Dividends – Interest on Securities – Casual Income – Other Incomes – Deduction from Income from Other Sources – Loss under the head Other Sources. (Simple problems).

UNIT V - SET-OFF AND CARRY FORWARD OF LOSSES: **10**

Provisions relating to Set-off & Carry forward and Set-off of Losses. (Simple problems).

DEDUCTIONS FROM GROSS TOTAL INCOME:

Deductions in respect of certain payments – Deduction in respect of income (Deductions applicable to Individuals only) (simple problems with basic deductions)

ASSESMENT OF INDIVIDUALS

Assessment of Individuals – Tax rates – Computation of Tax liability of Individuals. (simple problems)

Total Hours 45

TEXT BOOKS:

1. V.P.Gaur & D.B.Narang - Income Tax law and practice.

REFERENCE BOOKS:

1. T.S. Reddy & Dr. Y. Hari Prasad Reddy - Income Tax theory, law and practice.
2. Dr. Vinod K Singhanian & Dr. Kapil Singhanian - Income Tax.

FINANCE SPECIALIZATION

ELECTIVE – INTERNATIONAL FINANCE

L	T	P	C
3	0	0	3

Objective: To impart knowledge about the concept of Dimensions, monetary system, BOP, FEM and FERM.

Outcome: After completing the course, the student can be able to understand the calculation of Tax and the tax deductions

UNIT – I: International Dimensions of Financial Management 8

Role of financial managers in the International context, Emergence of the MNC, Domestic Financial Management & International Financial Management, Components of International Financial System

UNIT-II: International Monetary System 8

Exchange rate regimes, International Monetary Fund (IMF), European Monetary System (EMS), Economic & Monetary Union (EMU)

UNIT-III: Balance of Payments (BOP) 8

Meaning, Principles of BOP Accounting, BOP Components, ‘Deficit’ & ‘Surplus’ in BOP, Importance of BOP Statistics, Disequilibrium of BOP

UNIT-IV: The Foreign Exchange Market (FEM) 10

Organization & Participants of Foreign Exchange Market, Determination of foreign exchange rate – Graphical representation, Methods of foreign exchange control

Spot Market: Spot Quotations, Transaction Costs, Cross Rates, Currency Arbitrage, Mechanics of Spot transactions

Forward Market: Forward Market Participants, Forward Quotations, Forward Contract Maturities
Currency Futures & Currency Options: Concepts only

UNIT-V: Foreign Exchange Risk Management (FERM)

11

Two dimensions of Foreign Exchange Risk Exposure namely Accounting Exposure & Economic Exposure – meaning,

Managing Transactions Exposure through Money Market Hedge, Forward Market Hedge, Risk Shifting, Pricing Decisions, Exposure Netting, Currency Risk Sharing, Foreign Currency Options

Managing Translation Exposure through Funds Adjustment, Forward contracts & Exposure netting

Managing Economic Exposure: Marketing Management of Exchange Risk, Production Management of Exchange Risk & Financial Management of Exchange Risk

Total Hours 45

Text Books:

1. International Financial Management, Apte, PG: Tata McGraw Hill.
2. International Financial Mgmt. Madhu Vij, EXCEL Books

Reference Books:

1. International Financial Management:Text and Cases - Bhalla, V.K, Anmol Publications.
2. Multinational Finance, Buckley, A: Prentice Hall of India.
3. International Finance – Levi, M.D McGraw Hill.
4. International Financial Management, Sharan, V Prentice Hall of India.
5. Multinational Finance Kirt C Butler Vikas

FINANCE SPECIALIZATION

ELECTIVE – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

L	T	P	C
3	0	0	3

Objective: To impart knowledge about the concept of Investments, capital Market, security valuation, Fundamental and Technical analysis.

Outcome: After completing the course, the student can be able to understand the Security Analysis and Portfolio Management

UNIT I – INTRODUCTION 10

Investment: Meaning – Investment Objectives and Constraints - Investment Process – Investment avenues in India – Investment Vs. Speculation – Risk and Return – Factors influencing risk – Types of risk – Measuring Risk and Return – Case Studies.

UNIT II – CAPITAL MARKET 9

Capital Market: Overview of Capital Market – New Issue Market – Debt Market – Securities Contract Regulations Act - Securities and Exchange Board of India (SEBI) - Investor Protection – NSE – BSE – OTCEI – NSDL – CSDL - Case Studies.

UNIT III – SECURITY VALUATION 8

Security Valuation: Meaning – Bond, Equity and Preference Share Valuation – Yield to Maturity – Capital Market Theory – Markowitz Model - CAPM – Arbitrage Pricing Theory – Case Studies.

UNIT IV – FUNDAMENTAL AND TECHNICAL ANALYSIS 9

Fundamental Analysis: Meaning – Purpose – Economic analysis – Industry analysis – Company analysis.

Technical Analysis: Meaning – Tools for Technical Analysis – Charts – Moving Averages – Theories of Technical Analysis - Dow Theory – Random Walk Theory - Efficient Market Theory – Fundamental Vs. Technical Analysis – Case Studies.

UNIT V – PORTFOLIO ANALYSIS 9

Portfolio Analysis: Effects of combining securities – Portfolio Theory – Portfolio Selection – Portfolio Construction – Performance Evaluation - Sharpe Index – Portfolio Revision – Optimum Portfolio – Case Studies.

Total Hours 45

Text Books:

1. V. K. Bhalla, Investment Management, S. Chand and Company Ltd., Seventh edition, 2000.
2. Donald. E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, 2007.

Reference Books:

1. V. A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishing House, 1997.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Pub. House , 2001.
3. Prasanna Chandra, Investment Analysis and Portfolio Management, 2nd ed, TMH, 2007
4. S. Kevin, Security Analysis and Portfolio Management, Prentice Hall of India, 2008.
5. Robert A. Strong, Portfolio Management, Jaico Publishing, 2001.

FINANCE SPECIALIZATION
ELECTIVE – FINANCIAL DERIVATIVES MANAGEMENT

L T P C
3 0 0 3

Objective: To impart knowledge about the concept of Future contract, Options, SWAP and Derivative in India

Outcome: After completing the course, the student can be able to understand the Financial Derivatives Management

UNIT I INTRODUCTION

10

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT II FUTURES CONTRACT**10**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT III OPTIONS**10**

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT IV SWAPS**7**

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT V DERIVATIVES IN INDIA**8**

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

Total Hours 45**TEXT BOOKS**

1. John.C.Hull, Options, Futures and other Derivative Securities’, PHI Learning, 7th Edition, 2008
2. Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’, – PHI Learning, 2008.

REFERENCES

1. Stulz, Risk Management and Derivaties, Cengage Learning, 1st Edition, 2008.
2. Varma, Derivaties and Risk Management, 1st Edition, 2008.
3. David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
4. S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2008.

5. Website of NSE, BSE.

FINANCE SPECIALIZATION
ELECTIVE – INSURANCE AND RISK MANAGEMENT

L	T	P	C
3	0	0	3

Objective: To impart knowledge about the concept of Risk identification and evaluation and the Management of Risk

Outcome: After completing the course, the student can be able to understand the Insurance and Risk Management

UNIT – I – Risk Identification **9**

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 **9**

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 **9**

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 - types of life insurance **9**

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 - heath insurance policy provisions - health care reforms.

Annuities- structures of annuities- annuity characteristics- annuity taxation. Employees benefits- health and retirement benefits.

UNIT – V - IRDA

9

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

Total Hours 45

Text Books:

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.

Reference Books:

1. Dorfman Mark S Introduction to Risk Management and Insurance 8th Edition. Prentice Hill India New Delhi 2007.
2. Harold D Stephen and W Jean Kwon Risk Management and Insurance Blackwell Publicing co., New York 2007.
3. Misra M.N. and Misra S.R Insurance Principles and Practice S .Chand and Co. New Delhi 2007.
4. Gupta P.K. Insurance and Risk Management Himalayan. Publishing House New Delhi 2008

FINANCE SPECIALIZATION
ELECTIVE – INTERNATIONAL TRADE FINANCE

L	T	P	C
3	0	0	3

Objective: To impart knowledge about the concept of International trade, export and import finance, FOREX management and Documentation

Outcome: After completing the course, the student can be able to understand the International Trade Finance

UNIT I INTERNATIONAL TRADE 9

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II EXPORT AND IMPORT FINANCE 9

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT III FOREX MANAGEMENT 9

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE 9

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT V EXPORT PROMOTION SCHEMES 9

Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

Total Hours 45

TEXT BOOKS

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2008.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 8th Edition, 2008.

REFERENCES

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4th Edition, 2008.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 4th Edition, 2008.
3. Website of Indian Government on EXIM policy

FINANCE SPECIALIZATION
ELECTIVE – STRATEGIC INVESTMENT AND FINANCING
DECISIONS

L	T	P	C
3	0	0	3

OBJECTIVE: Enable students to acquire techniques of evaluating strategic investment decisions and also to understand the causes of prediction modes and financial distress

OUTCOME: Possess good knowledge in techniques for making strategic investment decision and tackling financial distress

UNIT – I: INVESTMENT DECISIONS

12

Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.

UNIT- II: CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES	9
Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.	
UNIT-III: STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS	9
Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.	
UNIT- IV: FINANCING DECISIONS	6
Capital Structure – Capital structure theories – Capital structure Planning in Practice.	
UNIT- V: FINANCIAL DISTRESS	9
Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.	
TOTAL: 45 Hours	

TEXTBOOKS

1. Prasanna Chandra, Financial Management, 9th Edition, Tata McGraw Hill, 2012.
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2011

REFERENCES

1. Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New Delhi 2010.
2. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2008.
3. I. M.Pandey, Financial Management , Vikas Publishing House, 2010.
4. M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGrawHill Publishing Co, 2011.
5. Website of IDBI related to project finance

FINANCE SPECIALIZATION **ELECTIVE – MICRO FINANCE**

L	T	P	C
3	0	0	3

OBJECTIVES: Enable the learners to comprehend the importance of Micro finance and its techniques for evaluation

OUTCOME: After completion of the course, the learners may possess good knowledge in micro finance management.

UNIT- I: INTRODUCTION TO MICROFINANCE

9

Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank – Micro

credit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending -Flexible approaches to collateral-Frequent & public installment for loan & saving products.

UNIT – II: FINANCIAL AND OPERATIONAL EVALUATION 9

Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs. Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency

UNIT- III: OTHER EVALUATIONS OF MICROFINANCE 9

Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – – Competition - Risks. Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics

UNIT – IV: MICROFINANCE IN INDIA 9

Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.

UNIT- V: ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE 9

Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – Gender issues

TOTAL: 45 PERIODS

TEXTBOOKS

1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.
2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,2010.

REFERENCES

1. www. microfinancesummit.org.

**OPERATIONS MANAGEMENT SPECIALIZATION
ELECTIVE - LOGISTICS & SUPPLY CHAIN MANAGEMENT**

Objective: To mould students in the study of Logistics and Supply Chain Management so that this can be used as a cutting edge tool for business.

Outcome: After end of the course, students will be looking at this field of study as a tool to improve business.

L	T	P	C
3	0	0	3
	8		

Unit- I: Overview of Supply Chain Management

Supply Chain – Fundamentals, Importance, Decision Phases, Process View. Supplier- Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems. Building blocks of a supply chain network, Business processes in supply chains, Types of supply chains - Strategic, tactical, and operational decisions in supply chains – case studies.

Unit – II: Strategic Sourcing **10**

In-sourcing and Out-sourcing – Types of Purchasing Strategies. Supplier Evaluation, Selection and Measurement. Supplier Quality Management. Creating a world class supply base. World Wide Sourcing and SCM Metrics – Case studies.

Unit – III: Supply Chain Network **9**

Distribution Network Design – Role, Factors Influencing, Options, Value Addition Framework for Network design decisions - Models for Facility Location and Capacity Location. Impact of uncertainty on Network Design - Network Design decisions using Decision trees. Distribution Center Location Models. Supply Chain Network optimization models – case studies.

Unit – IV: Planning Demand, Inventory and Supply **8**

Overview of Demand forecasting in the supply chain - Aggregate planning in the supply chain - Managing Predictable Variability- Managing supply chain cycle inventory. Uncertainty in the supply chain – Safety Inventory - Determination of Optimal level of product availability. Coordination in the Supply Chain. Supply chain performance measures. Supply chain inventory management, multi-echelon supply chains and Bullwhip effect – case studies.

Unit – V: Emerging Trends **10**

E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chain IT Framework. Internal Supply chain management. Supply Chain in IT practice. Supplier relationship management. Information Systems development. Packages in Supply Chain –eSRM, eLRM, eSCM.

Internet-enabled supply chains: e-marketplaces, e-procurement, e-logistics, e-fulfillment, ERP and supply chains, supply chain automation, and supply chain integration - case studies.

Total Hours

45

Text books:

1. Joel D. Wisner, Principles of Supply chain management, Cengage Learning, 2007
2. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.

References

1. Monczka et al., Purchasing and Supply Chain Management, Cengage Learning, Second edition, Second Reprint, 2002.
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
3. Shapiro Jeremy F, Modeling the Supply Chain, Cengage Learning, Second Reprint , 2002.
4. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.

OPERATIONS MANAGEMENT SPECIALIZATION **ELECTIVE – PROJECT MANAGEMENT**

Objective: To inculcate the students in project management for better planning and execution

Outcome: After end of the course, students will be looking at this field of study as a tool to solve operational issues.

L	T	P	C
3	0	0	3

UNIT – I**9**

Project Management concept-Attributes as a project-Project life cycle-The Project Management process- Benefits of Project Management- Needs, Identification-Project selection-preparing a request for proposal-Soliciting proposals-Proposed solutions- Proposal Marketing-Bid/No-Bid Decision-Developing Winning Proposal-Proposal preparation-Proposal contents-Pricing Consideration-Proposal Submission and Follow-up - Customer evaluation as proposals-Types of contracts-Contract provisions-Case study

UNIT – II**9**

Planning-Project Objective-Work Break-down structure-Responsibility Matrix-Defining activities-Developing the network plan-Planning for Information system development- Project Management softwares-Scheduling-activity duration estimates-project start and finish times-Schedule calculation-Scheduling for information systems development-Case study.

UNIT – III**9**

Schedule control-Project control process-Effects of actual schedule performance - Incorporating project changes into schedule-Updating the project schedule-Approaches to schedule control-Schedule control for information system development – Resource consideration-Constrained Planning-Planned resources utilization – Resources leveling- Limited scheduling-Project Management software – Cost Planning and Performance - Project cost Estimates-Project Budgeting-Determining actual cost-Determining the value of work performed-Cost performance analysis-Cost forecasting-Cost control-Managing Cash Flow-Case study

UNIT – IV**9**

Managing Risks-Risks identification-Risks Assessments-Risks recharge planning-Risks Monitoring-Feasibility-Technical Feasibility-Marketing Feasibility-Socio-Economic Feasibility-Managerial Feasibility and Function Feasibility- Case study

UNIT – V**9**

Project Manager-Responsibilities of the Project Manager-Skills at the Project Manager - Developing the skill needed to be a Project Manager-Delegation-Managing Change – Project Team-Project Team development and Effectiveness- Ethical Behaviour conflict on project-problem solving-Time

Management-Project Communication and Personal Communication-Effective listening-Meetings-Presentation-Report-Project documentation and Controlling changes-Types of project organization-Functional type of organization- Matrix organization-Case study.

Total : 45 Hours

Reference Books:

1. Samuel J.Mantel JR., Jack R.Meredith, Project Management, Wiley India, Edition 2006.
2. James P.Clemats and Jack GIGO, Effective Project Management, Thomas South- Western, Edition 2007.
3. Larry Richman-Project Management step by step, PHI New Delhi, Edition 2008.
4. Santakki.V.C., Project Management, Himalaya Publishing House, Edition 2006.
5. Bhanesh M.Patel, Project Management, Vikash Publishing House Pvt Ltd, Edition 2008.
6. Project Management, Jack Gido and James P Clements, (Edition 2009) Cenage Learning India pvt Ltd., New Delhi.

OPERATIONS MANAGEMENT SPECIALIZATION
ELECTIVE - TECHNOLOGY MANAGEMENT

Objective: To impart various management concepts that would enable the learners to manage emerging and new technologies in business.

Outcome: After end of the course, students will have the ability to use technology as a tool for business.

L	T	P	C
3	0	0	3

Unit – I: Basics of Technology Management

7

The Process of Technological Innovation: The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation, Evolution of Technology and Effects of New Technology

Unit – II: Strategies for R& D & Creativity and Problem Solving **11**

R&D as a Business - Resource Allocation to R&D - R&D Strategy In the Decision Making Process - Selection and Implementation of R&D Strategy - R and D and Competitive Advantage - New Product Development.

Creativity and Problem Solving: The Creative Process, Creative Individuals, Main Characteristics, Techniques for Creative Problem Solving.

Unit – III: Technology development and acquisition **11**

Forecasting – generation and Development - Invention-Innovation-Diffusion - Product and Process Innovation Technology absorption and diffusion – absorption – assessment – evaluation – diffusion, Selection and implementation of new technologies – automation decisions, strategic decision models – project management in adoption and implementation of new technologies – strategic cost analysis

Unit – IV: Financial Evaluation of R & D Projects: **7**

The Need For Cost Effectiveness - R&D Financial Forecasts - Risk as a Factor in Financial Analysis - Project Selection Formulae - Allocation of Resources - DCF and Other Techniques of evaluating R&D ventures.

Unit – V: Technological Forecasting For Decision Making: **9**

Technological Forecasting - Definition, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization for Technological Forecasting, Current Status - Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

Total Hours **45**

Text Books:

1. V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2006.
2. Handbook of Technology Management – Gaynor – Mcgraw Hill

Reference Books:

1. White: The Management of Technology & Innovation Cengage Learning, 2007.

2. Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2006.
3. Norma Harrison & Danny Samson, Technology Management—Text and International Cases, McGraw-Hill International, 2005.

OPERATIONS MANAGEMENT SPECIALIZATION

ELECTIVE - MANAGEMENT CONTROL SYSTEM

Objective: To impart various techniques with regard to developing of control systems for effective management.

Outcome: After end of the course, students will be in a position to effectively develop control systems that will suit the need.

L	T	P	C
3	0	0	3

Unit – I: Introduction **8**

Nature of Management control – Control in organisations – phases of management control system – Management control Vs Task control.

Unit – II: Control and Organisational Behavior **9**

Control and organisational Behaviour – Types of organisations and their implications – Types of organisations and their implications – Types of control and variations in controls based on organisational structure and design.

Unit – III: Total Quality Model **11**

Total quality model – Enables for total quality – quality responsibilities –

Archiving total commitment to quality supportive Leadership.

Unit – IV: Quality Education

7

Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback.

Unit V: Choice of Markets

10

Strategic choice of markets, and customers maintaining competitive advantage – Designing process and products for quality. The Role of ISO 9000 series of quality system standards. Pitfalls in operationalising total quality – Auditing for TQM.

Total Hours

45

Text books:

1. Total Quality Management, PN. Mukherjee. PHI learning PVT Ltd.,
2. Total Quality Management, Text and cases by B. Janakiraman and RK. Gopal, PHI learning PVT Ltd.,
3. Total Quality Management, SK. Mandal Vikas Publish House PVT Ltd.,
4. Total Quality Mangement, James. R. Evans, India Edition, Cengage learning.
5. Principle of Total Quality, Vincent .K Omachonu Joel E. Ross, CRC Press distributed by Ane books PVT Ltd., www.anebooks.com

Reference Books:

1. Total Quality Management, L. Suganthi and Anand, A.Samvel, PHI learning
2. Juran’s Quality Planning and Analysis for Enterprise Quality, India Edition by Tata Mcgraw Hill Co.
3. Quality Control and Management By Evans and Lindsay India Edition, Cengage learning.

OPERATIONS MANAGEMENT SPECIALIZATION

ELECTIVE – ADVANCED MAINTENANCE MANAGEMENT

Objective: To enable the students to understand the principles, practices and applications in Maintenance Management.

Outcome: After end of the course, students will be able to maintain the systems effectively.

L	T	P	C
3	0	0	3

UNIT – I	9
Objectives, Importance of Maintenance- Roles and responsibilities of maintenance professionals-	
UNIT – II	9
Safety management- Productivity and maintenance. Scheduled maintenance – preventive maintenance – predictive maintenance – planned maintenance – corrective maintenance routine maintenance – inspection, lubrication, calibration and maintenance quality.	
UNIT – III	9
Typical causes of BDM- disadvantages- maintenance as a perspective of asset management- Total Productive Management –Contract maintenance – Breakdown history and other maintenance records	
UNIT – IV	9
Technical and financial factors for replacement – Methods of replacement analysis salvaging spare parts procurement	
UNIT – V	9
warehousing and logistics management. Emerging trends in maintenance management – Global scenario-Indian experience – need for maintenance training – Managing obsolescence.	

Total : 45 Hours

References:

1. Maintenance and spares Parts management – P Gopalakrishnan & A K Banerji. Prentice Hall of India, 2007
2. Industrial Engineering and Management- O P Khanna. Dhanpat Rai & Sons,2008 Handbook of Quality Management – J M Juran.

OPERATIONS MANAGEMENT SPECIALIZATION

ELECTIVE - SERVICES OPERATIONS MANAGEMENT

Objective: To impart various techniques with regard service operations for effective management.

Outcome: After end of the course, students will be in a position to effectively define and develop operational strategies for service industries.

L	T	P	C
3	0	0	3

Unit – I: INTRODUCTION	8
Importance and role of Services -Nature of services -Service classification Service Package	

Service Strategy -Internet strategies - Environmental strategies.	
UNIT – II SERVICE DESIGN	9
New Service Development - Designing the Service delivery system: Service Blue-printing - Managing Service Experience - Front-office Back-office Interface - Service scape – Implication for Service Design	
UNIT – III SERVICE QUALITY	11
Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter.	
UNIT – IV OPERATING SERVICES	7
Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location -Capacity Management in Services – Queuing models - Waiting Lines – Simulation - Yield management.	
UNIT – V TOOLS AND TECHNIQUES	10
Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle Routing and Scheduling -Productivity and Performance measurement - Data Envelopment Analysis (DEA) -Scoring System – Method for customer selection.	
	Total Hours: 45

Text books:

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006..
3. Total Quality Mangement, James. R. Evans, India Edition, Cengage learning.

Reference Books:

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2005.

OPERATIONS MANAGEMENT SPECIALIZATION **ELECTIVE - PRODUCTION PLANNING AND CONTROL**

Objective: To impart various techniques of Production Planning and Control.

Outcome: After end of the course, students will gain knowledge to the extent of effectively Planning and Controlling a Production unit.

L	T	P	C
3	0	0	3

Unit – I: Introduction

8

Objectives and benefits of planning and control-Functions of production control-Types of production-job- batch and continuous-Product development and design-Marketing aspect - Functional aspects-Operational aspect-Durability and dependability aspect-aesthetic aspect. Profit consideration-Standardization, Simplification & specialization-Break even analysis-Economics of a new design.

Unit – II: WORK STUDY

9

Method study, basic procedure-Selection-Recording of process - Critical analysis, Development - Implementation - Micro motion and memo motion study - work measurement - Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data - Predetermined motion time standards.

Unit – III: PRODUCT PLANNING AND PROCESS PLANNING

11

Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production-Machine capacity, balancing-Analysis of process capabilities in a multi product system.

Unit – IV: PRODUCTION SCHEDULING

7

Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems - Line of balance - Flow production scheduling-Batch production scheduling-Product sequencing - Production Control systems-Periodic batch control-Material requirement planning kanban – Dispatching-Progress reporting and expediting-Manufacturing lead time-Techniques for aligning completion times and due dates.

Unit V: INVENTORY CONTROL AND RECENT TRENDS IN PPC

10

Inventory control-Purpose of holding stock-Effect of demand on inventories-Ordering procedures.

Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size-ABC analysis-Recorder procedure-Introduction to computer integrated production planning systems-elements of JUST IN TIME SYSTEMS-Fundamentals of MRP II and ERP.

Total Hours

45

Text books:

1. Martand Telsang, "Industrial Engineering and Production Management", S. Chand and Company, First edition, 2000.
2. Samson Eilon, "Elements of production planning and control", Universal Book Corpn.1984.
3. Elwood S.Buffa, and Rakesh K.Sarin, "Modern Production / Operations Management", 8th Ed. John Wiley and Sons, 2000.

Reference Books:

1. K.C.Jain & L.N. Aggarwal, "Production Planning Control and Industrial Management", Khanna Publishers, 1990.
2. N.G. Nair, "Production and Operations Management", Tata McGraw-Hill, 1996.
5. S.N.Chary, "Theory and Problems in Production & Operations Management", Tata McGraw Hill, 1995.
3. S.K. Hajra Choudhury, Nirjhar Roy and A.K. Hajra Choudhury, "Production Management", Media Promoters and Publishers Pvt. Ltd., 1998.

OPERATIONS MANAGEMENT SPECIALIZATION

ELECTIVE - ADVANCED OPERATIONS RESEARCH FOR MANAGEMENT

Objective: To impart various techniques with regard to Operations for effective management.

Outcome: After end of the course, students will be in a position to effectively develop operational strategies that will suit the organizational need.

L	T	P	C
3	0	0	3

Unit – I: Non Linear Programming **9**

Non Linear Programming – Non linear programming problems of general nature – one variable unconstrained optimization Multi variable unconstrained optimization – Karush Kuhn Taker (KKT) conditions for constrained optimization – its Applications in Management. Seperable programming and its Applications in Management. Quadratic Programming – convex programming – geometric programming – Fractional programming and its Application in Management.

Unit – II: Markov chains **9**

Markov chains – Formulation – Kolmogorov Equation – steady state conditions – Markov chain modelling through Graphs – communication networks – weighted diagraphs – classification of states of Markov chain – Long Run properties of Markov chains. Empherical Queueing models – (M/M/1) : (GD / ∞/∞) Model - (M/M/C) : (GD/ ∞/∞) Model – (M / M / 1) : (GD / N / ∞) Model – (M / M / C) : (GD / N / ∞) Model (for $C \leq N$) – (M / M / C) : (GD / N / N) Model (for $C < N$) – (M / M / 1) : (GD / N / N) Model (for $N > 1$)

Unit – III: Integer Programming **9**

Integer Programming – Formulation – Branch and Bound Technique and its applications to Binary Integer Programming and Mixed Integer Programming – Branch and Cut Approach to solve Binary Integer Programming (BIP).

Applications of BIP in the Areas of Investment Analysis, site selection, Designing a production and Distribution network, Dispatching shipments, scheduling and its interrelated activities and Airlines Industry.

Unit – IV: Dynamic Programming **9**

Dynamic Programming (DP) – Applications of DP in capital budgeting, Reliability Improvements, stage-coach, cargo loading, single machine scheduling, optimal sub – dividing – solving LPP using Dynamic programming Technique.

Unit V: Network Models **9**

Network Models – Terminologies – shortest path model – minimum spanning tree problem - Maximal flow problem – Minimum cost flow problem.
Replacement and maintenance Analysis – Types of Maintenance – Types of Replacement problem and decisions – Determination and problems of Economic life of an Asset.

Total Hours **45**

Text books:

For Unit – I, Unit – II, Unit – III

1. Frederick S. Hillier and Gerald J. Lieberman, Introduction to Operations Research (Concepts and cases), Tata Mc-Graw Hill Education Private Limited

For Unit II, Unit IV, Unit V

2. R. Paneerselvam , Operation Research, PHI Learning Private Ltd., New Delhi.

For Unit II

3. Rathindra P. Sen , Operations Research (Algorithms and Applications), PHI Learning Private Ltd., New Delhi.

OPERATIONS MANAGEMENT SPECIALIZATION

ELECTIVE - INTELLECTUAL PROPERTY RIGHTS

Objective: To impart knowledge with regard to Intellectual Property Rights.

Outcome: On completion of the course, students will be aware of the Intellectual Property Rights and their effective use in business.

L	T	P	C
3	0	0	3

Unit – I: Introduction

8

Introduction – Invention and Creativity – Intellectual Property (IP) – Importance – Protection of IPR – Basic types of property (i). Movable Property - Immovable Property and - Intellectual Property.

Unit – II: Patents

9

IP – Patents – Copyrights and related rights – Trade Marks and rights arising from Trademark registration – Definitions – Industrial Designs and Integrated circuits – Protection of Geographical Indications at national and International levels – Application Procedures

Unit – III: International Convention

11

International convention relating to Intellectual Property – Establishment of WIPO – Mission and Activities – History – General Agreement on Trade and Tariff (GATT) – TRIPS Agreement.

Unit – IV: Indian Position Vs WTO and Strategies

7

Indian Position Vs WTO and Strategies – Indian IPR legislations – commitments to WTO-Patent Ordinance and the Bill – Draft of a national Intellectual Property Policy – Present against unfair competition.

Unit V: Case Studies

10

Case Studies on – Patents (Basumati rice, turmeric, Neem, etc.) – Copyright and related rights – Trade Marks – Industrial design and Integrated circuits – Geographic indications – Protection against unfair competition.

Total Hours

45

Text books:

1. Subbaram N.R., “Handbook of Indian Patent Law and Practice “, S. Viswanathan Printers and Publishers Pvt. Ltd.,
2. Eli Whitney, United States Patent Number: 72X, Cotton Gin

References:

1. Intellectual Property Today: Volume 8, No. 5, May 2001, [www.iptoday.com].
2. Using the Internet for non-patent prior art searches, Derwent IP Matters, July 2000.
3. www.ipmatters.net/features/000707_gibbs.html.

SYSTEM SPECIALIZATION

ELECTIVE – MANAGEMENT INFORMATION SYSTEM

Objective: To help students understand the value of information and how proper management of the same can create value.

Outcome: By the end of the course students will be able to manage information there by maximizing organizational productivity.

L	T	P	C
3	0	0	3

Unit – I: Introduction

9

Understanding Information Systems – The Changing face of Business Environment – Emerging trends in Information Technology – Managing E-Transformation – Evolution of Business process, organizational structure, and IT Architecture.

Unit – II: Information Systems for Decision Making **9**

Information systems – Types of Information systems – Transaction processing Systems – Management Information Systems – Intelligent support systems – Office Automation Systems – Categories of MIS – MIS and organization structure – characteristics of MIS – Classification of MIS – MIS and Levels of Management – Implementation of MIS.

Unit – III: Functional Management Systems **9**

Marketing Information systems – Finance Information systems – Accounting Information system – Personnel Information Systems – Production Information Systems – Inter relationship of functional management Information Systems.

Unit – IV: Enterprise Information Systems **9**

Introduction – Evolution of Enterprise Information Systems – ERP- the Enterprise solutions – ERP market – Introduction to E-business, E-CRM Systems – Sales force Automation – Customer service and support Automation – Enterprise marketing automation (EMA) – Comparative Analysis of E-CRM software vendors and products – Evaluating an E-CRM product.

Unit – V: Information System for Business effectiveness **9**

The Role of CIO-Challenges of a CIO – The Impact of Information Systems on organizational performance – Importance of Evaluating the Impact of Information Systems on Business effectiveness – Business Effectiveness as a Function of cost, value, performance, and competitive positioning- valuation process of Information systems Applications.

Total Hours **45**

Text Books:

1. Mahadeo Jaiswal, Monika Mital, Management Information systems – Oxford University Press, New Delhi.
2. Kenneth C.Laudon and Jane Price Laudon, Management Information Systems-Managing the Digital firm, Pearson Education, Asia-2002.
3. James AO'Brein. Management Information Systems. Tata Mc Graw Hill, New Delhi-1999.

Reference Books:

1. Gordon B.Davis, Management Information System: Conceptual Foundations, Structure and Development, McGraw Hill, 1974.
2. Joyce J Elam, Case series for Management Information Systems, Simon and Schuster Custom Publishing-1996.
3. Steven Alter Information Systems-A Management Perspective-Addison-Wesley 1999.
4. Turban, McLean and Wether be. Information Technology for Management-Making connections for strategic advantage John Wiley-1999.

SYSTEM SPECIALIZATION

ELECTIVE – ENTERPRISE RESOURCE PLANNING

Objective: To understand the business process of an enterprise and to grasp the activities of ERP project management cycle

Outcome: Knowledge of ERP implementation cycle and get awareness of core and extended modules of ERP

L	T	P	C
3	0	0	3
		8	

UNIT- I: INTRODUCTION

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology – Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT- II: ERP SOLUTIONS AND FUNCTIONAL MODULES **10**

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

UNIT- III: ERP IMPLEMENTATION **10**

Planning Evaluation and selection of ERP systems - Implementation life cycle – ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

UNIT – IV: POST IMPLEMENTATION 8

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT- V: EMERGING TRENDS ON ERP 9

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP Systems-web enabled, Wireless technologies, cloud computing.

TOTAL: 45 Hours

TEXTBOOK

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.

REFERENCES

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
6. Summer, ERP, Pearson Education,

SYSTEM SPECIALIZATION

ELECTIVE – KNOWLEDGE MANAGEMENT

Objective: To help students understand importance of knowledge and how the same needs to be managed.

Outcome: By the end of the course students will be able appreciate the importance of proper management of knowledge and practice the same.

L	T	P	C
3	0	0	3
			9

UNIT I INTRODUCTION

KM Myths – KM Life Cycle – Understanding Knowledge – Knowledge, intelligence – Experience – Common Sense – Cognition and KM – Types of Knowledge – Expert Knowledge – Human Thinking and Learning.

UNIT II KNOWLEDGE MANAGEMENT SYSTEM LIFE CYCLE

Challenges in Building KM Systems – Conventional Vrs KM System Life Cycle (KMSLS)– Knowledge Creation and Knowledge Architecture – Nonaka’s Model of Knowledge Creation and Transformation. Knowledge Architecture.

UNIT III CAPTURING KNOWLEDGE

Evaluating the Expert – Developing a Relationship with Experts – Fuzzy Reasoning and the Quality of Knowledge – Knowledge Capturing Techniques, Brain Storming – Protocol Analysis – Consensus Decision Making – Repertory Grid- Concept Mapping –Blackboarding.

UNIT IV KNOWLEDGE CODIFICATION

Modes of Knowledge Conversion – Codification Tools and Procedures – Knowledge Developer’s Skill Sets – System Testing and Deployment – Knowledge Testing –Approaches to Logical Testing, User Acceptance Testing – KM System Deployment Issues – User Training – Post implementation.

UNIT V KNOWLEDGE TRANSFER AND SHARING

Transfer Methods – Role of the Internet – Knowledge Transfer in e-world – KM System Tools – Neural Network – Association Rules – Classification Trees – Data Mining and Business Intelligence – Decision Making Architecture – Data Management – Knowledge Management Protocols – Managing Knowledge Workers.

Total Hours **45**

TEXT BOOK

1. Elias.M. Award & Hassan M. Ghaziri – “Knowledge Management” Pearson Education 2001

REFERENCES

1. Guus Schreiber, Hans Akkermans, AnjoAnjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga, “Knowledge Engineering and Management”, Universities Press, 2001.
2. C.W. Holsapple, “Handbooks on Knowledge Management”, International Handbooks on Information Systems, Vol 1 and 2, 2003.

SYSTEM SPECIALIZATION

ELECTIVE – SYSTEMS MANAGEMENT

Objective: To educate the students about the application of Information systems to various functional areas of management and ethical issues involved in IT related transactions.

Outcome: By the end of the course students will be able to use the systems knowledge in functional domain of management.

L	T	P	C
3	0	0	3

UNIT - I 9

Doing business in the digital economy, Information system Definitions and Examples, Information technology and trends, How IT supports various types of organizational activities, Cisco’s case.

UNIT - II 9

Security and Ethical issues in Information Technology, MTV Networks and First Citizens Bank: Case study on Hacking and virus attack, Porter’s competitive forces model and strategies, Ford, Dow chemical, and IBM: Success and failure with six sigma, Aeronautical cavil’s case.

UNIT - III 9

Enron Corp and others: Lessons in the strategic Business use of IT, Delta technology and First Health group: Evaluating the ROI of strategic IT, Managing production/operations and Logistics, e-Commerce & payment processes, Managing Marketing and sales systems, GE Power systems: A Case Study

UNIT - IV 9

Managing the Accounting and Finance Systems, Busy-An Accounting Software-Case study, Managing Human Resources system, Comparison of Traditional HR to E-HR, Customer Relationship Management, Benefits and challenges of CRM, CRM Failures, Trends in CRM, Implementing CRM in Mitsubishi Motors-Case Study

UNIT - V

9

IT Planning, Corning Inc: IT planning in challenging times-Case study, Cincinnati Bell: Change Management challenges of business convergence-Case study, Managing Global IT, Merrill Lynch &co: The business case for global IT consolidation

Total: 30 Hours

Reference Books

1. Information technology for Management-By TURBAN, Mclean-Wiley India-4th Edition
2. Managing Information Systems- By James O Brien McGraw-Hill publication, 7th Edition

SYSTEM SPECIALIZATION

ELECTIVE – INFORMATION SECURITY

Objective: To help students understand risk of information misuse and the importance of developing proper security system.

Outcome: By the end of the course students can create solutions that would prevent misuse of information thereby ensuring information security.

L T P C

	3	0	0	3
UNIT I			9	
An Overview of Computer Security, Access Control Matrix, Policy-Security policies, Confidentiality policies, Integrity policies and Hybrid policies.				
UNIT II			9	
Cryptography- Key management – Session and Interchange keys, Key exchange and generation, Cryptographic Key Infrastructure, Storing and Revoking Keys, Digital Signatures, Cipher Techniques				
UNIT III			9	
Systems: Design Principles, Representing Identity, Access Control Mechanisms, Information Flow and Confinement Problem.				
UNIT IV			9	
Malicious Logic, Vulnerability Analysis, Auditing and Intrusion Detection				
UNIT V			9	
Network Security, System Security, User Security and Program Security				
				Total Hours: 45

TEXT BOOK:

1. Matt Bishop ,“Computer Security art and science ”, Second Edition, Pearson Education

REFERENCES:

1. Mark Merkow, James Breithaupt “ Information Security : Principles and Practices” First Edition, Pearson Education,
2. Whitman, “Principles of Information Security”, Second Edition, Pearson Education
3. William Stallings, “Cryptography and Network Security: Principles and Practices”, Third Edition, Pearson Education.

SYSTEM SPECIALIZATION

ELECTIVE – DATA BASE MANAGEMENT SYSTEM

Objective: To make students understand how data needs to be arranged and managed.

Outcome: By the end of the course students can manage data effectively.

	L	T	P	C
	3	0	0	3
Unit-I			9	
Data base- Introduction, characteristics, objectives				
Database Management system-Introduction, objective, components functions, advantages				
Unit-II			9	
Data models: Hierarchical and network, functions of data base management system, object oriented data base management system				
Unit-III			9	
Data Independence: Logical and physical, data base administration, relational data model, normalization, concurrency, deadlock, Codd rules, backup & recovery.				
Unit-IV			9	

Distributed data base system: Introduction, options for distributing a database, objectives, problems of distributed system. Distributed data base system and internet

Unit-V **9**

Emerging Data base Technologies: Internet Databases, Digital Libraries, Multimedia Databases, Mobile Databases

Total Hours **45**

Text Book:

1. Kroenke, **Database Processing**, Pearson Education
2. Garcia, Ullman, **Data Base Implementation**, Pearson Education

Reference:

1. Garcia, Ullman, **Data Base The Complete Book**, Pearson Education
2. Kahate, **Introduction to Database Management System**, Garcia, Ullman, **Data Base Implementation**, Pearson Education
3. Rob, **Database System**, Thomson Learning.
4. Singh S. K., **Database Systems**, Pearson Education

SYSTEM SPECIALIZATION

ELECTIVE – E-COMMERCE TECHNOLOGY AND MANAGEMENT

Objective: To make students understand how e-commerce can help in better management.

Outcome: By the end of the course students can manage effectively by deploying e-commerce technology in business.

L	T	P	C
3	0	0	3

UNIT-I **9**

Introduction to Electronic Commerce: origin and need; Framework, application, network infrastructure (including internet), internet commercialization; factors affecting e-commerce, business and technological dimensions of e-commerce.

UNIT-II **9**

Electronic payment system, inter-organizational commerce & intra-organizational commerce, EDI, value-added network; digital library; smart card, credit card and emerging financial instruments.

UNIT-III **9**

B2B e-commerce; e-procurement, supply-chain coordination; on-line research; organizing for online marketing, Internet retailing; multi channel retailing; channel design; selling through online

intermediaries. Mobile commerce: Introduction to mobile commerce; benefits of mobile commerce; mobile commerce framework; Internet advertising.

UNIT-IV

9

Security; advertising & marketing in the internet, introduction to marketing & CRM, consumer search & resource discovery,

UNIT – V

9

Computer based education & training, digital copyrights. Search engines & directory services; Agents in electronic commerce.

Lab: Internet Surfing of E-Commerce Sites.

Total Hours

45

Text book

1. Didar Singh, E Commerce for Manager, Vikas Publishing House, New Delhi.
2. Whitely David, Electronic Commerce, TMH, Delhi.

Reference:

1. Schneider P. Gary, Perry T. James, E-Commerce, Thomson Learning, Bombay.
2. Hanson & Kalyanam, Internet marketing & e-commerce, Thomson Learning, Bombay.
3. Bharat Bhasker, Electronic Commerce, TMH, New Delhi.

SYSTEM SPECIALIZATION

ELECTIVE – COMPUTER NETWORKS

Objective: To understand the basic concepts of Computer Networks and understand the various issues related to the security aspects of computer networks.

Outcome: By the end of the course students can acquire systematic knowledge about computer networks and security issues in work places.

L	T	P	C
3	0	0	3

UNIT – I

9

Introduction of data communication - Fundamentals of Data Communication – Basic Terminology – digital Vs Analog signal – Types of communication modes Transmission media – Bounded media Vs unbounded media – satellite Communication

UNIT – II

9

Networking Fundamentals - LAN – WAN – MAN - Types of switching techniques – Network Topology – Baseband Vs Broadband – Repeaters – Bridges - Routers – Switches – Virtual LAN

UNIT – III

9

OSI Model & TCP/IP Suite – seven layer protocol suite - UDP Vs TCP - Data Transmission Networks – ISDN - ATM

UNIT – IV

9

Wireless Mobile Communication - Basic Concept of GSM Networks - Fiber optics Communications -Types of Optical Transmission modes

UNIT – V

9

Security – Firewalls - Intrusion Detection Systems (IDS) - Virtual Private Network (VPN), Disasters Prevention - Recovery Security - Internet Architecture – ARPAnet – Ethernet –Telnet – SMTP - FTP

Total: 45 Hours

Reference Books:

1. Rajneesh Agrawal & Bharat Bhushan Tiwari "Data Communication & Computer Networks", Vikas Publishing House Pvt Ltd, 2007 Edition
2. Kuldee[singh Kohar “ Network Security”, Vayu Educational of India, First Edition (2009)
3. Dieter Gollmann," Computer Security", Willey India, Second Edition (2008)
4. Michael E. Whitman and Herbert J. Mattoro, "Principles of Information Security", Thomson Course technology, second edition (2007)
5. Andrew Tanenbaum “Computer Networks” , Prentice Hall Professional, 2003
6. Kurose “Computer Networking: A Top-Down Approach Featuring the
7. Internet, 3/e”, Pearson education India, 2005
8. Williams Stallings “Data and computer communications” - Pearson Education, India, 2007
9. Kenneth c. Mansfield, james L. Antonakos “Computer networking from LANs to WANs: hardware, software and security” - Cengage Learning, 2009
10. Diane Barrett, Todd King “Computer Networking illuminated” - Jones & Bartlett Learning, 2005

SYSTEM SPECIALIZATION

ELECTIVE – COMPUTER APPLICATIONS IN MANAGEMENT

Objective: To make students learn the use of computer and technology in business.

Outcome: By the end of the course students can manage business effectively with use of computer and technology.

L	T	P	C
3	0	0	3

Unit: 1 Computer Fundamentals**9**

Computer-meaning, definition, characteristics, types of computer, 2classification of computer, basic components, basic computer operations, memory system, and practical data processing applications in business, computer Applications in various areas of business, Components of computer-Computer memories, primary storage, secondary storage, Introduction to input /output Device

Unit: 2 Introduction to software**9**

Software types, system software, classification of Operating system, Application software, Introduction to programming language, types of programming language, Algorithm, flowcharts,Types of flowcharts ,Program development

Unit: 3 Database Management system concepts**9**

Data processing-Introduction, cycle, operations, types, objective, methods, role of data processing applications in business, Data base- Introduction, characteristics, objectives Database Management system-Introduction, objective, components functions, advantages

Unit: 4 Computer Communications**9**

Introduction, data communication, Computer network, Advantages of networking, Types of network, Telecommunication –Introduction, Media, Channel, Software, types of data transmission, modems and multiplexers

Unit: 5 Introductions to Internet, Operating System, Computer viruses**9**

Internet-Introduction, history, features, Internet software, Applications of internet and WWW, Extranet and E-mail, Introduction to web Browsers, Intranet, internet, extranet, Operating system- Introduction, functions types of Operating system Computer viruses-Introduction, computer security, Major antivirus software companies, security methods

Total Hours**45****Text book**

1. Computer Applications for management-Vishal Soni- Himalaya Publishing House
2. Fundamentals of Computers, V. Rajaraman,Prentice-Hall

Reference

1. Computer Application in business-S. Sudalaimuthu, S. Anthony Raj-Himalaya Publishing House
2. Fundamentals of Computers-C.S.V. Murthy- Himalaya Publishing House

SYSTEM SPECIALIZATION

ELECTIVE – E – CRM

Objective: To make students understand how CRM and technology can be integrated.

Outcome: By the end of the course students can manage effectively with the use of e-crm.

L	T	P	C
3	0	0	3

UNIT I: **9**

CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships.
CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT II: **9**

CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

UNIT III: **9**

Sales Force Automation – Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

UNIT IV: **9**

Analytical CRM: Managing and sharing customer data – Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering.

UNIT V:

9

CRM Implementation: Defining success factors, preparing a business plan –requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches. Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

Total Hours

45

TEXT BOOKS

1. Stanley A. Brown, CUSTOMER RELATIONSHIP MANAGEMENT, John Wiley & Sons, Canada, Ltd.
2. Paul Greenberg:, CRM AT THE SPEED OF LIGHT: CAPTURING AND KEEPING CUSTOMERS IN INTERNET REAL TIME.

REFERENCES:

1. Jill Dyché: THE CRM HANDBOOK: A BUSINESS GUIDE TO CUSTOMER RELATIONSHIP MANAGEMENT, Addison Wesley Information technology Series.
2. Patrica B. Ramaswamy, et al: HARVARD BUSINESS REVIEW ON CUSTOMER RELATIONSHIP MANAGEMENT
3. Kristin L. Anderson & Carol J Kerr, CUSTOMER RELATIONSHIP MANAGEMENT
4. Bernd H Schmitt, CUSTOMER EXPERIENCE MANAGEMENT: A REVOLUTIONARY APPROACH TO CONNECTING WITH YOUR CUSTOMERS.
5. Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT

SYSTEM SPECIALIZATION

ELECTIVE – BUSINESS INTELLIGENCE & PROBLEM SOLVING

L	T	P	C
3	0	0	3

Objectives: To impart the students to understand the concept of Business Intelligence and problem solving to be able to apply in various business contexts and through hands-on exercises with leading examples.

Outcome: After completing the course, the student can be able to understand the Business Intelligence & Problem Solving with various parameters in Industry.

Unit – I: Basics of Business Intelligence **9 Hours**

Business Intelligence – Definition – Components – Process - Scope – uses – Applications – Roles and Responsibilities – Tools and professionals – Exercises

Unit – II: Data Integration **9 Hours**

Data Integration – Data warehouse – goals – Approaches to integration – Technologies – Quality – Profiling – Enterprise Reporting – Measures , Matrices and performance Management - Standardization and presentation practices – Balanced score card – Dash Board - BI and Mobility – Cloud Computing – ERP System - Exercise.

Unit – III: Introduction to Problem Solving **9**

Hours

Problem Solving– Definition – causes of poor problem solving – Key approaches to problem solving – Problem solving process – Essentials of effective problem solving – problem solving tools

Unit – IV: Concepts of Cyber Security **9**

Hours

Network and security concepts – basic cryptography – symmetric encryption – Public key Encryption – DNS – Firewalls – Virtualization – Radio Frequency Identification – Microsoft Windows security principles.

Unit – V: Security Investigation **9 Hours**

Need for Security- Business Needs, Threats, Attacks, Legal, Ethical and Professional Issues

Total Hours: 45

Text Books:

3. RN Prasad & Seema Acharya, Fundamentals of Business Analytics, WILEY-INDIA
4. James Graham, Richard Howard and Ryan Olson, “Cyber Security Essential”, CRC Press, Taylor & Francis Group, 2011

References:

5. Michael E Whitman and Herbert J Mattord, “Principles of Information Security” Vikas Publishing House, New Delhi,2003
6. By Dan Shoemaker, Ph.D., William Arthur Conklin, Wm Arthur Conklin, “Cybersecurity: The Essential Body of Knowledge’, Cengage Learning 2012

7. Micki Krause, Harold F.Tipton “Handbook of Information Security Management” CRC Press LLC, 2004.

LOGISTICS SPECIALIZATION

ELECTIVE - LOGISTICS MANAGEMENT

UNIT – I

9

Logistics Role in Economy/Organisation -Definitions of Logistics, objectives of logistics, functions of logistics, logistics solution, future of logistics.

Logistics and Customer service - Elements of customer services, phases in customer services, customer retention

Procurement and Outsourcing - Making of sourcing decision, logistics out sourcing, benefits, critical issues.

UNIT – II

10

Inventory Role & Importance of Inventory - Introduction, role of inventory, importance of inventory, functions of inventory, inventory cost, need of inventory control.

Inventory Management - Characteristics of logistics of inventory, needs &control of inventory, types, inventory Control, types of inventory control, inventory planning model.

Materials Management - Objectives of material management, material planning, stores management, material handling &storage system, types of material handling, material storage system.

Transportation - Purpose, participants in transportation, modes of transportation, documents in transportation, transportation management.

UNIT – III

8

Warehousing & Distribution - Functions of Warehousing, benefits of Warehousing, types of Warehousing, nature of Warehousing cost, planning of Warehousing , Warehousing space design, factors of Warehousing , Warehousing management system.

Packaging & material handling - Functions of Packaging & material handling , Packaging & material handling cost, types of Packaging & material handling , containerization, benefits of containerization, conclusion.

Global logistics - Activities of global logistics, global supply chain, objective of global logistics, strategic issue in global logistics, barriers of global logistics, conclusion

UNIT – IV

9

Logistics Strategy - Features of logistics strategy, components, framework of logistics strategy, conclusion

Logistics Information System - Functions of logistics information system, flow of logistics information system, communication, bar coding, RFID, principles of logistics information system, conclusion.

Organisation for Effective Logistics Performance - Concept of effective logistics performance, functional aggregation in effective logistics performance, conclusion

UNIT – V

9

Financial Issues in Logistics Performance - Factors, steps of financial issues in logistics performance, SCOR model, ABC costing.

Integrated Logistics - Logistics management, activity of integrated logistics.- Role of 3PL & 4 PL - Different between various logistics services.

LOGISTICS SPECIALIZATION

ELECTIVE - WAREHOUSING & INVENTORY MANAGEMENT

UNIT – I

9

Warehousing Concept Decisions and Operations - Introduction, needs of warehousing, facility of warehousing, types of warehousing, functions of warehouse, palletized storage system.

Introduction to Inventory Management - Introduction, role in the supply chain, role of inventory control.

UNIT – II

9

Functions of Inventory - Function, types of inventory, inventory cost, need to hold inventory, levels of stock, methods of controlling stock.

Warehousing Management System - Introduction, benefits, location of warehouse, automated material handling system.

Independent Demand System - Introduction, material management system.

UNIT – III

9

Depended Demand System - Introduction, parties within the system, MRP department, activities, DRP.

ABC Inventory Control - Introduction, managing by ABC, use of ABC analyses.

Multi-Echelon Inventory System - Introduction, managing inventory in multi-echelon system, approach, distribution approach planning, elements of multi-echelon, conclusion.

UNIT – IV

9

Introduction, types of power truck for material handling.

Automated Storage & Retrieval System (ASRS) - Introduction, application of automated storage.

Principals of Material Handling System - Introduction, functions of material handling system, characteristic.

UNIT – V

9

The fundamental of material handling equipment. Introduction, components of bar coding, advantages of bar coding, benefits of bar coding. Introduction, principle of RFID, RFID challenges, benefits of RFID, components of RFID, RFID in warehouse.

LOGISTICS SPECIALIZATION

ELECTIVE - SHIPPING AGENCY MANAGEMENT

UNIT - I

Reasons for sea transport - Introduction, why ship, theory of trade, different ship market.

The ship - Introduction, tonnage, classification of ship, Ship sale and purchase, ship management, total management.

Supply of ship - Introduction, history, ship registration, IMO, port state control, ship classification.

Dry cargo chartering market - Introduction, types of charter, chartering and internet.

Practitioners in shipping business - Introduction, ship management, ISM code, the merchant, the chartering market. Port agents, the agent's fees, documentation,

UNIT - II

Maritime geography - Introduction, ocean & seas, longitude, wind & weather, geography of trade.

The tanker chartering market - Introduction, devt. Of tanker market, types of tanker, negotiating the charter.

Liner - Introduction, history, containerisation, freight tariffs, liner documents,.

Accounts - Introduction, components, types of companies,. Business entity - types of business entity, company organisation and management.

UNIT - III

Business ethics - Introduction, ethics in shipping business, our word our bond

Geography of trade - Introduction, seaborne trade, structure of ports, weather and navigation

UNIT – IV

Law of carriage - Introduction, English law, civil court structure, contract, remedies of contract, the Hague-Visby rules, the Hamburg rules, Warranty authority.

Inter national trade and finance: international terms of sale - Introduction, the basic contract, INCOTERMS, types of INCOTERMS, breach of contract,

Finance sale in inter national trade - Introduction, methods of payment, documents, foreign currency options, types of policies of cargo

UNIT - V

International shipping organisations - Ship owner organisations, BIMCO, broker's and agent's organisation, FONASBA, FIATA, classification society

Communication in shipping business - Principles of business communication, mode of communication, charts.

LOGISTICS SPECIALIZATION

ELECTIVE - LOGISTICS & MULTIMODE TRANSPORTATION

UNIT - I

Role of distribution in the supply chain - Introduction, transportation management, inventory control, warehousing.

Designing distribution channel - Introduction, customer service level, cost structure of distribution network, advantages of the distribution channel.

Distribution network planning - Channel map, factors of distribution network planning.

Network design & optimization approach and techniques - Introduction, planning, cost performance, issues of network design.

UNIT - II

Role of transportation in the supply chain - Introduction, distribution channel, factors of transportation in the supply chain, factor.

Transportation principles and participant - Introduction, transportation participant, agent/broker/transportation. Transportation modes, performance characteristics and selection - transportation performance, costs and value measures - Factors, cost structure, carrier pricing strategies.

Transportation routing decisions - Introduction, heuristic approach, transportation administration, uses of IT applications, ITMS, AVL system.

Transit operation system - Computer-aided system, benefits of transit operation system, geography information system.

UNIT - III

Advanced fleet management system - Functions of advanced fleet management system, benefits to user, benefits to fleet owner.

Intermodal freight technology - Introduction, future direction, transportation security initiatives and role of technology - Common technology application

Definitions of liner trades overview - Introduction, history, containerisation, unitisation & intermodalism documentation, evolution & development, concepts, liner routes today, major ports.

Ship type - Ship size & tonnage, cargo measurement, types of ship, shipboard handling equipment.

Liner shipping operations - Introduction, acquisition of vessels, agency company, role of agent, marketing, documentation.

UNIT - IV

Cargoes and cargo handling - IMO, cargo handling, types of equipment, port management, stowage factor.

Tariffs and freight rates - Introduction, the freight rates, modern freight tariffs, physical pricing factors.

Bill of lading and other documentation - Introduction, the bill of lading, functions of bill of lading, others forms of bill of lading, other liner document, international conventions relating to bill of lading.

UNIT – V

Financial aspects of the import export business - Introduction, methods of payment, consignees and endorsees.

Legal aspects of the liner trades - Introduction, insurance, legal aspects of the bill of lading, security

Growth of world trade, container dimensions, types of container, types of leases, FCLs LCLs & ICDs. - conferences, consortia, alliances & independent conference system - structure of conferences, conferences freight tariffs.

LOGISTICS SPECIALIZATION

ELECTIVE - CUSTOMS PROCEDURES & DOCUMENTATION

UNIT - I

Dry cargo ships - Introduction, types of ships, Dry cargo ship tonnages, load lines, dimensions and cargoes - Introduction, concept of tonnage and load lines, ship tonnage based on volume, cargoes, cargoes measurement.

Freight market and market practice - Introduction, market practitioners, methods of ship employment, offering and countering, charter parties,

Chartering contracts - Introduction, functions of charter parties, list of voyage charter parties, condition of vessels, list of time charter parties, bareboat charter parties

UNIT - II

Financial elements of charter parties - Introduction, voyage chartering, time chartering.

Lay time - Introduction, stages of lay time, calculation of lay time, lay time definitions

Voyage estimating - Introduction, computerisation, itinerary.

UNIT – III

Bills of lading and cargo claims - The mate's receipt, the bills of lading, types of bill of lading, insurance, rights and immunities.

World trades - Introduction, requirements of world trade, ships for cargoes, navigational restrictions.

Disputes and professional indemnity - Introduction, English court, P&I clubs, office organisation.

UNIT - IV

Customs Act - Preliminary, Officer of the customs, Appointment of customs port, airport, warehousing station, station, ect. Prohibitions on importation and exportation of goods, Detection of illegally imported goods and prevention of the disposal thereof, Prevention or detection of illegal export of goods, Power to exempt from the provisions of chapter 4A and 4B, Levy of, and exemption from, customs duties, Indicating amount of duty in price of goods, etc., for purpose of refund, advance ruling provisions relating to conveyances carrying imported or exported goods, clearance of imported goods and export goods, goods in transit

UNIT - V

Warehousing , drawback, special provisions regarding baggage, goods imported or exported by post, and stores, provisions relating to costal goods and vessels carrying costal goods, searches, seizure and arrest, confiscation of goods and conveyances and imposition of penalties, settlement of cases appeals and revision, offences and prosecutions, miscellaneous.

LOGISTICS SPECIALIZATION **ELECTIVE - FREIGHT FORWARDING, STEVEDORING & PORT OPERATIONS**

UNIT - I

Basic concept of cargo work - Bale & grain capacity, stowage factor, cargo documents.

Care of cargo - Precaution before loading, Precaution when carrying cargo, sweat & ventilation, tonnage, separation, cargo related duties.

Lifting gear - Test certificate of lifting gear, components.

Code of safe practice for solid bulk cargo - Aim of code, definitions, structural hazards, safety precautions, concentrates.

UNIT - II

Some common cargoes - Coal, sulphur, cotton, rice, cement. The international maritime dangerous goods (IMDG) CODE - Aim, application, classification, packing, marketing, document, types of segregation, precaution for loading dangerous goods. Unit load and containers - Pollicisation, containers, types of container.

Refrigerated and deck cargoes - Types, refrigeration system, cargo operation, deck cargoes. Tanker operations - Definitions, methods of gas-freeing tanks, operation system, types of cargo pipeline system, safety procedures, gas detection instruments.

UNIT – III

More cargoes - Sugar, salt, rubber, paper roles, pulp, iron & steel cargoes. Cargo plane - Principle of stowing cargo, properties of some cargoes. Dock labourers act,1934 - Inspectors, power of inspector, obligations of dock workers, machinery & gear, handling of cargo, electrical equipment.

UNIT - IV

Port Agency - Introduction - registration and classification, Registration, flag of convenience, port state control.

Safety certificate and surveys - Types of certificates, TTOP, other survey and inspections

Charter parties - Introduction, brief description of the vessel, terminology and abbreviation

Time counting - Introduction, importance of time, demurrage and despatch

Operations - Introduction, the cargo, ports of loading and discharge, common requirement of ship

UNIT - V

Cargo documentation - Introduction, types of document, bills of lading
Geography of trade - Introduction, major canals, the environmental issues
Port agents and the law - Introduction, P&I associations, general average
Relationship and principals - Introduction, Statement of actual events, agency appointment, division of costs, office organisation

HOSPITAL ADMINISTRATION SPECIALIZATION **ELECTIVE -HOSPITAL SERVICES & MEDICAL TOURISM**

UNIT I: CLINICAL SERVICES

Introduction- scope of patient care services – significance of patient care — classification of Hospitals. Service aspect includes, Clinical - Outpatient – Inpatient – Accident and Emergency – Billing – Laboratory -Blood bank – Radiology and Imaging – Telemedicine -Rehabilitation – Nursing, services in Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Ward management.-

UNIT II: SUPPORT SERVICES

Nutrition and Dietary – Pharmacy – Medical Records - 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 Systems – Need and scope of Biomedical engineering - Laundry & House keeping services – CSSD-Energy conservation methods – AMC.- Ambulance & Mortuary services – Security services.- Fire & Engineering Hazards – Radiological hazards.-Outsourcing of Support services –few case studies.

Unit III: BASICS OF MEDICAL TOURISM AND ISSUES

Introduction - History – Scope - Medical Tourism Process - International healthcare accreditation – Pros & Cons. - Dental Tourism - Fertility Tourism - Subset of medical tourism - reproductive tourism - reproductive outsourcing, - in-vitro fertilization, - surrogate pregnancy and assisted reproductive technology - treatments including freezing embryos for retro-production Issues in Medical Tourism - Risks in Medical Tourism - Legal issues related to Medical Tourism - Ethical issues related to Medical Tourism – Case Study

UNIT IV: MEDICAL TOURISM SERVICES IN DEVELOPED COUNTRIES

Services included in Medical Tourism – Emerging services - Bone Marrow Transplant - Brain Surgery - Cancer Procedures (Oncology) - Cardiac Care - Cosmetic Surgery - Dialysis and Kidney Transplant - Drug Rehabilitation - Gynecology & Obstetrics - Health Checkups - Internal/Digestive Procedures - Joint Replacement Surgery - Nuclear Medicine - Neurosurgery & Trauma Surgery - Preventive Health Care - Refractive Surgery - Osteoporosis - Spine Related - Urology - Vascular Surgery – and other services – service

in India - **Medical Tourism in Developed Countries and Destinations** - Employer-sponsored health care in the US and in Developed Countries - Destinations - Africa and Middle East - The Americas - Asia/Pacific Europe

UNIT V: HOLIDAY PACKAGES IN MEDICAL TOURISM

Locations for Rich glories of the past, the culture, traditions and values relative to geographic location - Beaches in India - Hill Stations and Retreats - Royal Retreats - Holiday destinations covered - Agra - Rajasthan - Kerala - Goa - Delhi - Mumbai (Bombay) - Karnataka – Tamil Nadu and More

REFERENCE BOOKS:

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. The Complete Medical Tourist by David Hancock , John Blake Publishing Ltd; illustrated edition Mar 2006), ISBN-10: 1844542017
8. The Medical Tourism Travel Guide: Your Complete Reference to Top-Quality, Low-Cost Dental, Cosmetic, Medical Care & Surgery Overseas by Paul Gahlinger, Sunrise River Press, 2008. ISBN-10: 1934716006
9. Medical Tourism in Developing Countries by Milica Zarkovic Bookman , and Karla R. Bookman, Palgrave MacMillan, 2007. ISBN-10: 0230600069

HOSPITAL ADMINISTRATION SPECIALIZATION **ELECTIVE - HEALTH CARE MANAGEMENT AND POLICY**

Unit – I

Demography Trends: World population trends – Indian population trends – Demographic structure and health implications.

Unit – II

Health policy: Meaning – need - National health policy – Features- National health programmes in India – health planning – Planning less than Five Years plans – plan outlays. Insurance schemes for Needy People.

Unit – III

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, and Corporate Hospitals.

Unit – IV

Determinants of Health : Life style – Socio-economic conditions – Heredity – Environment – Health and family welfare services – other factors. Concepts of disease – Natural history of disease – concepts of prevention – Mode of intervention – Changing pattern of diseases.

Unit – V

Organisations for Health: Voluntary health agencies in India – Indian Red Cross Society – Indian council for child welfare – Tuberculosis Association of India – PAI – Rockefeller Foundation – Ford Foundation – CARE – International Organisations – WHO – UNICEF – UNDP.

Reference Books:

1. Park. K, “*Text book on Hygiene and preventive Medicine*”, Banarsidas, Bhanoy
2. Park. K, “*Preventive and Social Medicine*”, Banarsidas, Bhanoy

HOSPITAL ADMINISTRATION SPECIALIZATION **ELECTIVE -HOSPITAL DOCUMENTATION & HOSPITAL INFORMATION SYSTEM**

Unit- I: Records Management

Registers, forms: Meaning and importance – Principles of records keeping – Merits and limitations – Latest trends in record maintenance – Electronic forms of records maintenance. - Meaning – Functions – Importance of medical records to Patients, Doctors, Hospitals, Public health, LIC, Police – Court of Law, Education and Research. Hospital Records types – Outpatient record, in-patient record, causality, emergency, surgery, obstetrics, gynecology, pediatrics, investigation and diagnosis.

Unit – II: Records Organization and Management

Classification of Records – Bases For Classification – Indexing and Filing of Records – Problems Associated with Medical Records. - Meaning – Types – Purpose – Advantages – Principles Of Designing Records – Registers In Various Departments – Common Issues. - Meaning – Types and

Significance – Principles of designing –Statutory registers and reports to be maintained specimens.
Applications of Digital Equipments.

Unit: III

The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary. The world of Informatics -**The right information:** The process of decision making – Literature databases – Searching the literature – Example of unit-based literature – Standards of information seeking – Future consideration – Summary. The Electronic health record: Functions of the health record – Changing functions of the patients record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation – The future – Summary.

Unit: IV

Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why some projects fails? – Summary. **Electronic Communications:** A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies – Summary.

Unit: V

Telehealth and Future of Informatics: Terms related to Telehealth – Historical perspective on telehealth – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary-The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation – Summary.

REFERENCE BOOKS:

1. Informatics for Healthcare professional - Kathleen M,
2. Management Information system - James O'Brien, Tate McGraw Hill
3. Introduction to Computer - Peter Norton, Tate Mc

4. Rajendra Pal & Koralahalli JS, “*Essentials of Business Communication*”, Sultan Chand & Sons, New Delhi, 1999.
5. Prasantha Ghosh. K, “*Office Management*”, Sultan Chand & Sons, New Delhi, 1995.
6. Francis CM & Mario C de. Souza, “*Hospital Administration*”, 3rd ed, Jaypee Brothers, New Delhi
7. George, MA, “*The Hospital Administrator*”, Jaypee Brothers, New Delhi’

HOSPITAL ADMINISTRATION SPECIALIZATION

ELECTIVE -HOSPITAL HAZARDS & DISASTER MANAGEMENT

Unit – I Hospital Hazards and Impacts

Meaning – Types – Physical – Biological – Mechanical – Psychological – Its impact on employees – Preventive Measures. **Hospital Hazards Management:** Meaning – Need – Principles – Purpose. **Control of Hospital Acquired Infection:** Types of infection – Common Nosocomial infections and their causative agents – Prevention of hospital acquired infection – Role of the central sterile supply department – Infection control committee- Monitoring and control of cross infection – staff health.

Unit – II Biomedical Waste Management:

Meaning – Categories of biomedical wastes – Disposal of biomedical waste products – Incineration and its importance – Indian Medical Association – TNPCB Rules and Schedules – Standards for waste autoclaving, microwaving and deep burial – segregation, packaging – Transportation and storage. Human Waste Disposal and Sewage Disposal: Diseases carried from excreta – Sanitation barrier – Methods of excreta disposal – Sewage Wastes: Meaning – Composition – Aims of sewage disposal – Decomposition of organic matter – Modern sewage treatment – Drawbacks of improper disposal of wastes – Solid and liquid.

Unit – III Medical Insurance

Medical Insurance: National Insurance companies – Paramount health care services – Third party Insurance – Payment terms and conditions – Limitations of liability and indemnity.

Unit – IV Disaster Management

Meaning - Types – Man made – Natural – Need for disaster Management of Natural Disaster: Flood, Earthquake, Drought, Cyclone, Tsunami, - Epidemics: Cholera, Plague, Typhoid, Jaundice – Management of epidemics. Management of Man – made Disaster – Accidents: Road, Train, Fire – Management of food poisoning – Alcoholic and drug addiction.

Unit – V Events Management

Events Management: Festival, Melas, Bull fight, sports, Races – Organization of medical camps. Management of disaster Management – Prevention – Method – Precautions – Ambulance Management. Role of Hospitals, Community, Voluntary agencies and Government in disaster Management.

Reference Books:

1. Park. K, “*Text book on Hygiene and preventive Medicine*”, Banarsidas, Bhanoy
2. Park. K, “*Preventive and Social Medicine*”, Banarsidas, Bhanoy
3. Shahunth and Panekar.V, “*First Aid*”, Vora Publication.
4. “*First Aid Manual: Accident & Emergency*”, Vora Medical Pub.

HOSPITAL ADMINISTRATION SPECIALIZATION
ELECTIVE - HOSPITAL COUNSELING

Unit – I

Counselling: Meaning – Need – Types – Approaches – Counselling process – Counselling techniques – Qualities of counselors.

Unit – II

Approaches to Counselling: Types – Patient centred – Counsellor centred – patient and counselor centred – The Egan Model of counseling: Stages – Problems exploration and clarification – Integrative understanding, dynamic self understanding – Facilitating action – Developing and new perspective – preferred scenario.

Unit - III

The Counsellor: Personal growth and effectiveness – Concerns of self, attitude, values, beliefs, relationships, self –esteem and openness to other – Accepting personal responsibility – Realistic levels of aspiration - self- actualization.

Unit – IV

Counselling the patients: Drug addiction and Alcoholism counseling – Counselling of HIV and Aids.

Unit - V

Counseling the Patients: Critically ill – Prevention of suicide. Management of counseling – Counselling and guidance – Types – Physical – Mental – Nutrition.

Reference Books

1. Narayana Rao. S, Counselling and Guidance.

2. Insider's Guide to Graduate Programs in Clinical and Counselling Psychology 2000/2001 by Tracy J. Mayne, Michael A. Sayette, and John C. Norcross, Guilford Publications 2000. **ISBN-10:** 1572304952 **ISBN-13:** 978-1572304956
3. How to Become a Clinical Psychologist: Getting a Foot in the Door by Graham Turpin (Foreword), Alice Knight Publisher: Routledge; 1 edition 2002. ISBN-10: 1583912428, ISBN-13: 978-1583912423

HOSPITAL ADMINISTRATION SPECIALIZATION **ELECTIVE - ENTERPRISE RESOURCE PLANNING**

UNIT – I: INTRODUCTION

Enterprise Resource Planning – Meaning - Evolution - Growth of ERP - Reasons for the growth of ERP Need of ERP - Scenario and Justification of ERP in India – Advantage of ERP – Case studies.

UNIT – II: ERP AND RELATED TECHNOLOGIES

Business process Reengineering (BPR) - Management Information System (MIS) - Decision Support Systems (DSS) - Executive Support Systems (ESS) - Data Warehousing, Data Mining - Online Analytical Processing (OLTP) - Supply Chain Management (SCM) - Customer Relationship Management (CRM) - Integrated Management Information, Business Modeling, ERP for Small Business, ERP for make to order companies, Business Process Mapping for ERP Module Design, Hardware Environment and its Selection for ERP Implementation – case studies.

UNIT - III: PRE – IMPLEMENTATION STAGE

Need Analysis – Competitive Environment Analysis – Gap Analysis – Cost Elements – Feasibility Analysis – ERP Modules – ERP Industries verticals – ERP Architecture –ERP Software – SAP - Baan – IFS – Oracle – people Soft Comparison of ERP Software – ERP Package Evaluation Criteria – Package Life Cycle – Request for Information – Functional Requirement Specification – Request for Proposal – Vendor Selection – ERP Consultants – Case Studies.

UNIT V: PROJECT MANAGEMENT

Project Management – Project Team – Steering Committee – Project Manager – Functional Team – IS Team – Security Specialists. Project Deliverables – Change Management – System integration – Systems Integration standards – Middleware Development – Forward and Reverse Engineering – ERP Infrastructure Planning – System Architecture – case studies.

UNIT IV: IMPLEMENTATION & POST IMPLEMENTATION

Business Process Reengineering Concepts – Reengineering and Process Improvement – BPR Steps – AS-IS and TO – BE Analysis – Modeling Business Process – Successful BPR – Reengineering – Organisational Readiness – Implementation Approaches - Organisational Transformational Model of ES Success – Cross

Functional, Organisational and Industrial Impacts. Measuring Business Benefits – Balanced Score card Method – ABCD Checklist Framework – Capability Maturity Framework – case study.

References:

1. Mahadeo Jaiswal and Ganesh Vanapalli, Text Book of Enterprise Resource Planning, Macmillan India Ltd., Chennai 2005.
2. Alexis Leon, Enterprise Resource Planning Demystified, TMH., New Delhi, 2004.
3. Vinod Kumar Grag and N.K. Venkitakrishnan, Enterprise Resource Planning – Concepts and Practice, Prentice Hall of India, New Delhi, 1998.
4. Enterprise Resource Planning by S Sadagopan – PHI

AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION
ELECTIVE - AIRLINE AND AIRPORT MANAGEMENT

Unit - I

Introduction – History of Aviation – Organisation, Global, Social and ethical environment – History of Indian Airline industry – Major Players in Airline Industry – SWOT analysis in Airline industry – Market Potential of Indian airline Industry – Current Challenges in Airline Industry – case studies.

Unit - II

Airport Planning – Terminal planning, design, and operation – Airport Operations – Air Traffic Control – communication and Navigation systems – Know your System of operations at Airports – Airport Functions – Organization Structure of Airline sectors – Airport Authorities – Global and Indian Scenario of Airport Management – case studies.

Unit - III

World Aviation & Indian Scenario – Joint Venture Partnerships [JVP's] – Environmental regulations – Regulatory Issues – Meteorological Services for Aviation – Airport fees, rates, and charges – Institutional Framework: Safety Regulation – Economic Regulation – Management of Bilateral – case studies.

Unit – IV

Airlines & Airport Services Management – Airline organization structure – functions, duties and responsibilities – Sales, Marketing, Forecasting, Constraints and Restrictions – Total Ground

Handling Activities – arrival, departure (Domestic and International) –services – facilities – passenger and baggage regulations – Inter-departmental Coordination – Briefing, debriefing and training Programmes –case studies.

Unit – V

Flight operation – in-flight services – Traffic Services–Customer service and passenger complaints – Documents for carriage for domestic flight departure–International flight departure–Load and Trim– Passenger manifest – Cargo manifest – GD (General Declaration) – Carriage of pets in the aircraft – Documents and significance (Operations documents, travel documents, log book and other statutory documents) – External service Agencies – Case Studies.

References

1. Graham. A. Managing Airports: An International Perspective Butterworth- Heinemann, Oxford 2001.
2. Wells. A. Airport Planning and Management, 4th Edition, McGraw-Hill, London 2000
3. Doganis. R The Airport Business Routledge, London 1992
4. Alexander T. Wells, Seth Young Principles of Airport Management, McGraw Hill 2003
5. P S Senguttuvan Fundamentals of Air Transport Management Excel Books 2007
6. P S Senguttuvan Principles of Airport Economics Excel Books 2007
7. Richard de Neufville Airport Systems: Planning, Design, and Management McGraw-Hill, London 2007
8. PAT (Passenger Air Tariff General Rules)
9. Airline Airport Handling Manual

AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION **ELECTIVE -AIRLINE OPERATIONS & ROUTE PLANNING** **MANAGEMENT**

Unit – I:

Aviation Economic Development – International Air Transportation – Logistics Management basics (Cargo – Domestic & International) – Newton’s Law of Motion – Concepts and Types of Aviation –

Aviation Technology Transformation (1930 – 2003) – Scope of Aviation – Aircraft Manufacturers – Airbus Industries, Introduction and evolution of aircrafts types – commercial aviation – New Generation Aircraft: Emerging trends – Benefits of Air Transports – case studies

Unit - II

Airline Structure & Management – Introduction – Operational Management – Open Skies Policies – Overview of Airline Industry – International and Domestic Air Traffic – Financial Performance of Airlines – New Economic Model for Airline Business – Outlook Muted for Legacy Carriers – Infrastructure Management – Airport Planning Management in perspective of Airline – Airport Infrastructure Industry – Airport Performance – Modern Aviation Infrastructure Business Trend – case studies

Unit - III

International Civil Aviation Organization (ICAO) – Introduction – Objectives – Strategic Planning – Annexes – International Air Transport Association (IATA) – Aims – Two Tier Systems – Growth and Development – World Trade Organization – World Tourism Organization – Director General of Civil Aviation (DGCA) – Airport Authority of India – Functions & Duties and responsibilities – Airspace Management – Airports and Airspace Congestion Issues – Regulatory Management – case studies

Unit- IV

Concepts of Bilateral, Multilateral and Plurilateral in Air Trade Agreements – Major Factors that Converge Private Sector Initiatives – Modern Airline Trends – Privatization in Indian Civil Aviation Industry – Airport Internalization – Basic Principle behind Privatization – Airport Privatization – Forms of Airport Privatization – Airport Privatization in India – Road Map for the Civil Aviation Sector – case studies.

Unit – V: Airline Route Planning

Introduction – Route planning – Basic function – An example of a worked route analysis Flight documentation (general) – General limitations – Airfield performance – Flight planning – Aerodrome operating minima – Emergency procedures - Route monitoring – Route licensing – Aircraft evaluation – Route proving – Sundry considerations – case studies.

Text Books:

1. P.S. Senguttuvan, “Fundamentals of Air Transport Management”, Excel Books, First Edition 2006

2. Airline Operations manual

AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION
ELECTIVE -AVIATION LEGAL SYSTEMS

Unit - I

Introduction to Aircraft Rules 1937 – Basic Definitions and Interpretation – General Conditions of Flying – General Safety Conditions – Registration and Marking of Aircraft – Personnel of Aircraft – Warsaw Convention - Hague Protocol – IATA – ICAO - Bilateral agreement – Case studies.

Unit - II

Airworthiness – Radio Telegraph Apparatus – Aeronautical Beacons, Ground Lights and False Lights – Log Books – Investigation of Accidents – Investigation of Incidents – Aerodromes – Engineering, Inspection and Normal Requirements for Organizations – Regularity Provisions – Shop Act and Labour Law–Security and Security Regulations

[BCAS] – Local Security Acts (Includes updates amendments) – Communication Law – Case studies.

Unit - III

Indian Aircraft Rules 1920 – Aircraft Arriving or Departing – Aircraft Rules 1954 for Public Health – Aircraft Rules 1994 for Demolition of Obstructions caused by Buildings and Trees – Aircraft Rules 2003 for Carriage of Dangerous Goods – Air Corporations Act 1953 – Constitution and Functions – Finance, Accounts and Audits – Acquisition of Undertakings of Existing Air Companies – Air Corporations Act and Ordinance 1994 for Transfer of Undertakings and Repeal – case studies.

Unit -IV

International Airports Authority Act 1971 – Basics – Property and Contracts – Functions – Finance, Accounts and Audits – Miscellaneous – National Airports Authority Act 1985 – Basics – Property and Contracts – Functions – Finance, Accounts and Audits – Miscellaneous – Airports Authority Act 1994 – Basics – Property and Contracts – Functions – Finance, Accounts and Audits –Miscellaneous – Case studies.

Unit - V

Carriage by Air Act 1972 – Anti Hijacking Act 1982 – Basics – High Jacking and Connected Offences – Miscellaneous – Suppression of Unlawful Acts Against Safety of Civil Aviation Act 1982 – Basics – Offences – Miscellaneous – case studies.

Text Books:

“Aircraft Manual – Volume 1 and Volume 2”, Sterling Book House.

AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION
ELECTIVE - AVIATION OPERATIONS & MANAGEMENT

Unit - I

Introduction – Aviation Management – Aviation – Aviation Sector in India – Civil Aviation – Airport – Air Traffic Control – Airline – International Civil Aviation Organization – Aircraft Engineering Management – Aviation Management Consulting Group – Association and Trade Unions – Case Studies.

Unit - II

Aircraft Regulations and Guidance – Convention on International Civil Aviation – Inter Agency Committee for Aviation Policy – Active Level of Services Reviews – Aircraft Engineers International Affiliation – Aircraft Characteristics – Airport Capacity Management – Terminal Management – Apron Management – Size of Airport Infrastructure – Airports and their Economics in National Economic Growth and Development – Overview of Indian Air Travel – Case Studies.

Unit - III

Aviation Safety Management – The regulatory Framework – Air Safety – Measuring air transportation safety – The nature of accidents – Human factors in aviation safety – Air traffic system technologies – The FAA and similar flight standards as well as rule-making – Airline safety – Managing Human error – Security and safety – Aircraft Management Interagency – Committee for Aviation Policy Safety Standards – Aircraft Management Safety Standards – Bird menaces – accident investigations – ATF and companies – IOC, BPL, Reliance – Tankering and fueling, refueling and defueling systems - Case studies and reference information.

Unit - IV

Airline Industry and Profitability – Present State of the Air Transport Industry – Global Aviation Industry – Indian Aviation - International Air Transport Association (IATA) – Fact Sheet – Financial Services – IATA at the Air Transport Industry - IATA Industrial Priorities – IATA Partners – IATA Corporate and Corporate Governance Structure – IATA Human Capital – IATA Committee's – Case studies

Unit – V

Aviation Operations: The airport operational system – Airport peak and airline rescheduling – Airport noise control – Airport operating characteristics – Operational readiness – Ground control – Passenger & Baggage – Passenger Service At airport – terminal operations – Airport security – Cargo operations – Airport technical services – Airport aircraft emergencies – Cancellation – Delay –

Disrupted flight handling – Loading and off loading priorities– Airport access – Operational administration and performance - case studies & Reference information.

Text Books:

1. Ratandeep Singh, “Aviation Management”, Kanishka Publishers, 2008
2. Airline Ground Handling Manual

AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION
ELECTIVE - AVIATION SECURITY & CARGO

Unit – I

Airport Security – Airlines – Passenger checking – frisking, Secondary ladder Check – Body Frisking – personal Checking – passenger boarding – Anti Hijack rescue – Anti Sabotage check – Airlines engineering – local police – Bomb Squared – Bomb Threat Drill – Installation and aircraft – sky marshals – Various Threats

Unit - II

Carriage – Restricted prohibited articles – in passenger aircraft – in cargo – disposals of items – security hazard items – security procedures for passengers – flow diagrams – cargo – open check – X-Ray screening of baggage’s and cargo – knowledge about dangerous goods tabulation – baggage reconciliation activities – matching – Bar Coding – Personal identification – implementation and implications of baggage screening.

Unit - III

Usage of HMD – X-ray unit – digital imaging systems – DFMD – Sniffer Dog – Bomb detection and disposal activities. Handling drill of bomb threat – Installation – Aircraft – Specified – Unspecified – Aircraft – layout – Knowledge of Layouts in Airport and Airlines – Escort and Police protection – Carriage of prisoners – Arms and Ammunitions

Unit - IV

Cargo – Weight – Volume –Value – Dangerous goods – Restricted Article Regulation (IATA) – Types of Cargo: Newspaper / Press matters, perishable, live animal, human remain, courier bag, unaccompanied baggage – high & low density cargo, weight, liquid cargo – Floor limitations & Door-size limitations – documents – airway bill – Security declaration – Cargo manifest – cooling off period – cargo delivery and disposal – cargo liability – packing & packing marks – special instruction for package – condition of contract – Delivery disposal, damage, demerge, pilferage,

compensation – Consigner – Consignee – clearing and forwarding agency – customs & health authorities – Cargo ready for carriage – Bonded Cargo – Customs warehouse .

Unit - V

Transit cargo – local customs security & restrictions – restriction through overflying countries – Carriage of Radio Active Materials – carriage of AOG – Carriage of mail & diplomatic mails (Acceptance, delivery/disposal) – carriage human organs – carriage of cargo by pilot – special notification to pilot (NOTOC) – Cargo, Mandate, Environment, Financial, Legal, Operations, – COD (cash on delivery) – Shippers right –Cargo Arrival Notice – Case studies

Text Books:

1. Kathleen M. Sweet, “Aviation and Airport Security”, Pearson Education, 2004
2. Airline Cargo manual
3. Reference IATA Restricted Article Regulations
4. Reference IATA Live Animal Regulations

AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION **ELECTIVE -AVIATION ALLIED SERVICES & MANAGEMENT**

Unit I

House keeping – Sneak Bar – Restaurant – Trained requirement – Security (APSU) – Medical –Fire & Rescue – Central aviation activities – Infrastructure development – City transport service – Inter Terminal Transportation – Prepaid taxi system – Water supply – other suppliers and vendors – Clearing and forwarding agencies – case studies.

Unit - II

Special Handling & Services (Birth on board – Death on board – Delegate women travelling – young mother – Unaccompanied infant & minor – Stretcher and Wheel chair passenger – De Porte) – World geography – Currency regulation – case studies.

Unit - III

Engineering – Catering – Cleaning – Partial ground support handling – Transport –Man power supply (trained) – Agencies and GSS – GHA Ground handling Agents – Advertisement – Sales promotion – Call centre – Ground support – Profit Center – Bank – Post office services – Floweriest – case studies.

Unit - IV

General Definitions and abbreviations – Coding/Decoding – Taxes and surcharges –Passenger Transportation – Aviation communication system – Terminologies – CRS – Appointment of Travel agents and – GSA(General sales agents) – PSA (Passenger sales Agents) Opening an on line station – Off line stations GHA's (Ground Handling Agents)

Unit - V

Freedom of air – IATA traffic conference areas – Time Zone and elapsed Travel Times – Out Sourcing activities in aviation in India –Hotel Industry –Distress actions

Text Books:

1. Airline manuals
2. Reservations Manual / Communication Manual /Airport Handling Manual
3. International Travel and tourism manual/ International Ticketing Manual