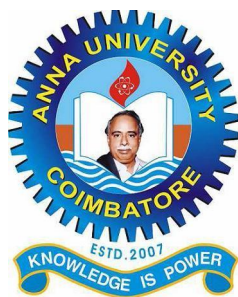


ANNA UNIVERSITY OF TECHNOLOGY, COIMBATORE



MASTER OF BUSINESS ADMINISTRATION

Curriculum and Syllabi

(with effect from the academic year 2010-11)

I SEMESTER

Code No	Course Title	L	T	P	M	Credits
108390001	Management & Organizational Behavior	3	0	0	100	3
108390002	Quantitative Methods for Management	3	1	0	100	4
108390003	Managerial Economics	3	0	0	100	3
108390004	Disaster Management	3	0	0	100	3
108390005	Accounting for Managers	3	1	0	100	4
108390006	Management Information Systems	3	0	0	100	3
108390007	Indian Ethos and Values	3	0	0	100	3
108390008	Executive Communication- Practical	0	0	4	100	2
	Total Credits					25

II SEMESTER

Code No	Course Title	L	T	P	M	Credits
108390009	Production Management	3	1	0	100	4
108390010	Financial Management	3	1	0	100	4
108390011	Marketing Management	3	0	0	100	3
108390012	Decision Models in Business	3	1	0	100	4
108390013	Human Resource Management	3	0	0	100	3
108390014	Research Methods in Business	3	0	0	100	3
108390015	International Business Management	3	0	0	100	3
108390016	Business Application Software	0	0	4	100	2
	Total Credits					26

SEMESTER –III

Course Code	Title of the Course	Hours / Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
108390017	Strategic Management	3			3	50	50	100
	Elective 1	3			3	50	50	100
	Elective 2	3			3	50	50	100
	Elective 3	3			3	50	50	100
	Elective 4	3			3	50	50	100
	Elective 5	3			3	50	50	100
	Elective 6	3			3	50	50	100
108390018	Internship Training Report				4	100		100
108390019	Managerial Skill Development			4	2	100		100

SEMESTER –IV

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
108390020	Entrepreneurship Development	3			3	50	50	100
108390021	Project Work			24	12	200	200	400

*** Note:**

⇒ As a part of dual specialization, Students are instructed to select any two functional areas as their electives from the areas given below. (Serial No.1 to 7)

⇒ Change of Specialization will not be permitted in the later stage.

L - Lecture

T - Tutorial

P - Practical

No of Credits to be earned- 93

LIST OF ELECTIVES

1. MARKETING

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
108420001	Advertising & Promotion Management	3			3	50	50	100
108420002	Rural Marketing	3			3	50	50	100
108420003	Services marketing	3			3	50	50	100
108420004	Retail Management	3			3	50	50	100
108420005	International Marketing	3			3	50	50	100

2. FINANCE

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
108400001	Security Analysis & Portfolio Management	3			3	50	50	100
108400002	Management of Financial Services & Institutions	3			3	50	50	100
108400003	International Financial Management	3			3	50	50	100
108400004	Financial Derivatives	3			3	50	50	100
108400005	Banking and Insurance	3			3	50	50	100

3. HUMAN RESOURCE

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
108410001	Organisational Change	3			3	50	50	100
108410002	Performance Management	3			3	50	50	100
108410003	Industrial Relations and Labour Legislations	3			3	50	50	100
108410004	Human Resources Development	3			3	50	50	100
108410005	International Human Resource Management	3			3	50	50	100

4. PRODUCTION

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
108500001	Supply Chain Management	3			3	50	50	100
108500002	Total Quality Management	3			3	50	50	100
108500003	Project Management	3			3	50	50	100
108500004	Technology Management	3			3	50	50	100
108500005	Business Process Reengineering and Value Engineering	3			3	50	50	100

5. SYSTEMS

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
108490001	Knowledge Management Systems	3			3	50	50	100
108490002	Software Project and Quality Management	3			3	50	50	100
108490003	Database Management Systems	3			3	50	50	100
108490004	Enterprise Resource Planning	3			3	50	50	100
108490005	E-Business	3			3	50	50	100

6. AIRLINE AND AIRPORT

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
108430001	Introduction to Aviation Industry	3			3	50	50	100
108430002	Air port Management	3			3	50	50	100
108430003	Airline Operations Management	3			3	50	50	100
108430004	Cargo, Customs and Aviation Laws	3			3	50	50	100
108430005	Ticketing and Marketing of Airlines Services	3			3	50	50	100

7. HEALTH CARE

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
108800001	Healthcare Policy	3			3	50	50	100
108800002	Marketing Management of Hospital and Health Services	3			3	50	50	100
108800003	Programme Planning, Implementation, Monitoring and Evaluation of Managed Healthcare	3			3	50	50	100
108800004	Organisation of Clinical services, Support Services and Utility Services	3			3	50	50	100
108800005	Legal and Ethical Issues in Healthcare and Quality Issues.	3			3	50	50	100

SEMESTER I

108390001 **MANAGEMENT & ORGANISATIONAL BEHAVIOUR** **L T P C**
 3 0 0 3

Unit	Topics	No of hours
1	Management : Introduction- The Evolution of Management Thought Managerial roles and styles- Decision making approach-MBO-Management and Society	9
2	Management Functions: The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises -. The Nature of Organizing- Organizational Structure: Departmentation -Line/Staff Authority and Decentralization - Co-ordination functions in Organisation - Communication - The System and Process of Controlling - Control Techniques	9
3	Organisational Behaviour: Definition, need and importance – Nature and scope– Importance of Groups and Teams- Role relationships and conflict-Group dynamics-Perception- Personality- Attitudes-Work values.	9
4	Learning, Motivation and Leadership: Learning- Introduction and theories. Motivation: Content and process theories – Leadership: Styles and Theories	9
5	Organisational Processes: Organisational culture: Elements – Deciphering culture through artifacts- Organisational climate – Factors affecting organizational climate – Organisational Commitment, Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – Change process – Resistance to change – Managing change	9
	Total	45

REFERENCE BOOKS:

1. Mullins, Management and Organisational Behaviour, Pearson,2008
2. Pierce, Gardner,Dunham, Management and Organisational Behaviour, Cengage, 2010
3. Subbarao, Management and Organisational Behaviour, Himalaya Publishing House, 2010
4. Koontz, Weihrich, Essentials of Management: An International Perspective Tata McGraw Hill 2010
5. Stoner, Principles of Management, Prentice Hall of India,2009
6. Robbins, Coulter, Management, Pearson,2009
7. Rao, Hari Krishna,Management : Text and Cases Excel Books 2009
8. Saravanan, Karuppasamy, Principles of Management, Sci Tech,2010
9. Parikh, Gupta, Organisational Behaviour, Tata McGraw Hill,2010
10. Robbins, Judge, Sanghi, Organisational Behaviour Pearson,2009
11. Luthuns, Organisational Behaviour Tata McGraw Hill 2009
12. Schemerhorn. Organisational Behaviour, Wiley India,2010
13. Sekaran, Organisational Behaviour –Text and Cases, Tata McGraw Hill 2009

108390002

QUANTITATIVE METHODS FOR MANAGEMENT

L T P C

3 1 0 4

Unit	Topics	No of hours
1	Introduction to statistics - Types of statistics- Importance of statistics in business-Describing and displaying data using Frequency Tables, Frequency distributions, diagrammatic and graphic presentations	12
2	Measures of central tendency and dispersion Measures of central tendency-Mean, median , mode, Harmonic mean, quartiles, deciles , percentiles Measures of dispersion- Range, quartile deviation, Mean deviation, standard deviation, coefficient of variation Estimation & Confidence Intervals-Types of estimates- Point estimates and confidence intervals for a mean and proportion. Central limit theorem	12
3	Testing of Hypothesis Procedure for testing of hypothesis-Hypothesis testing for large sample and small samples (using z-test, 't' test)- F-test-Analysis of variance(1-way and 2-way classification) Non-parametric tests: chi-square tests, Sign test, Mann Whitney U-Test, Kruskal-Wallis Test, Spearman's Rank correlation Test	12
4	Correlation & Regression Concepts of correlation-Types of correlation-Karl Pearson's coefficient of correlation Types of regression-Regression Coefficients-Method of least squares	12
5	Index Numbers ; Time series and forecasting Simple Index numbers-Weighted Index(Laspeyres, Paasche Price Index and Fisher's Ideal Index) and Unweighted index (Simple average & Simple aggregate index)-Special purpose Indexes(Consumer price index, Producer price index, Sensex-BSE & NSE, Nifty . Time series & Forecasting Components of a time series – Secular trend, Cyclical variation, Seasonal variation and Irregular variation- Moving averages &Weighted averages, trend analysis	12
Total		60

Reference Books:

1. Levin ,Rubin, Statistics for Management, Prentice Hall of India ,2009
2. Srivastava, Rego, Statistics for Management, Tata McGraw Hill,2009
3. Stine, Statistics for Business, Pearson,2010
4. Anderson, Staistics for Business and Economics, Cengage, 2009
5. Aczel ,Sounderpandian, Complete Business Statistics,Tata McGraw Hill, 2009
6. Dey B.R Textbook of managerial Statistics ,Macmillan, 2009
7. Ken Black, Statistics for Management, Wiley India,2009
8. Bajpai, Business Statistics, Pearson,2010
9. Beri Business Statistics Tata McGraw Hill 2010
- 10.R.S.Bhardwaj Business Statistics Excel Books 2009
- 11.Anand Sharma, Quantative Methods, Himalaya Publishing House,2010

108390003

MANAGERIAL ECONOMICS

L	T	P	C
3	0	0	3

Unit	Topics	No of hours
1	Introduction: Meaning and Scope of managerial Economics-Role and Responsibility of A managerial Economist-Fundamentals concepts - Demand & Supply:Law of Demand-Types of Demand-Elasticity of demand-Demand forecasting, Law of Supply, Elasticity of Supply	9
2	Production Function: Production function-Short Run-Law of variable proportions-Iso-quants- Long Run production Function>Returns to Scale-Cobb-Douglas production function	9
3	Cost Function: Cost concepts, short run Cost Functions Long run cost Function-Economies of Scale.	9
4	Theory of Pricing: Perfect competition and monopoly, Monopolistic competition, Duopoly and oligopoly, Pricing practices and strategies, Advanced topics in pricing theory.	9
5	National Income: National Income Accounting and Economic Indicators(GDP, GNP, WPI, CPI) – Business Cycle-Inflation,-Fiscal and Monetary Policies	9
Total		45

Reference Books:

1. Geetika, Ghosh, Choudhury, Managerial Economics, Tata McGraw Hill 2009
2. Mankar ,Business Economics Macmillan India Ltd 2009
3. Hirschey, Managerial Economics- An integrative Approach, Cengage,2009
4. Peterson ,Lewis, Managerial Economics, Pearson 2009
5. Saravanan, Karuppasamy, Economic Analysis for Business, Sci Tech,2010
6. Christopher ,Charles Managerial Economics: Concepts and Application Tata McGraw Hill 2010
7. Biswanath Ghosh Economic Environment of Business Vikas Publishing House Pvt Ltd 1996
8. Atmanand, Managerial Economics, Excel Books,2009
9. Maheswari Managerial Economics Prentice Hall of India 2009
10. Mithani, Managerial Economics, Himalaya Publishing House,2010
11. Business Line

108390004

DISASTER MANAGEMENT

L	T	P	C
3	0	0	3

Unit	Topics	No of hours
1	Introduction : Dimensions of Natural & Anthropogenic Disasters, Principles /Components of Disaster Management, Organisational Structure for Disaster Management, Disaster Management Schemes/SOPs, Natural Disasters and Mitigation Efforts, Flood Control, Drought Management, Cyclones, Avalanches, Mangroves, Land Use Planning, Inter-Linking of Rivers, Role of Union/States, Role of Armed Forces/Other Agencies in Disasters, Important Statutes/ Legal Provisions, IEDs /Bomb Threat Planning, NBC Threat and Safety Measures, Forest Fires, Oil Fires, Crisis in Power Sector, Accidents in Coal Mines, Terrorism and Emergency Management	9
2	Operations Management (OM), Risk Assessment and Disaster Response, antifriction Techniques, NGO Management, SWOT Analysis based on Design &Formulation Strategies, Insurance & Risk Management, Institution Awareness and Safety Programmes	9
3	Psychological and Social Dimensions in Disasters, Trauma and Stress, Emotional Intelligence, Electronic Warning Systems, Recent Trends in Disaster information Provider, Geo Informatics in Disaster Studies, Cyber Terrorism, Remote Sensing & GIS Technology, Laser Scanning	9
4	Applications in Disaster Management, Statistical Seismology, Quick Reconstruction Technologies, Role of Media in Disasters, Management of Epidemics, Bio-Terrorism, Forecasting / Management of Casualties	9
5	Disaster Management in India: Disaster preparedness, Disaster mitigation, Forecasting and warning of disasters, Assessing risk and vulnerability, Disaster management in India, Role of news media in Disaster management, Rehabilitation of victims.	9
Total		45

Reference Books

1. Singh, Disaster Management: Future APH Publishers, New Delhi,2008
2. Saravanakumar, Disaster Management , Himalaya Publishing House,2010
3. Goel, S. L, Encyclopedia of Disaster Management. Deep & Deep Publications Pvt Ltd,2008
4. Sahni, Disaster Mitigation : Experiences and Reflections, PHI Learning, New Delhi,2008
5. Shaw,Disaster Management, Orient Longman , New Delhi,2008
6. Sundar, Disaster Management , Sarup & Sons, New Delhi,2008
7. G.K. Ghosh ,Disaster Management A.P.H. Publishers, New Delhi,2008
8. Singh, Disaster Management, APH Publishers, New Delhi,2008
9. Ayaz Ahmad Disaster Management: Through the New Millennium Anmol Publications, New Delhi,2008
10. Gaur,Disaster Management, Authors Press, New Delhi,2008

108390005

ACCOUNTING FOR MANAGERS

L T P C
3 1 0 4

Unit	Topics	No of hours
1	Introduction to Financial, Cost and Management Accounting – Accounting Conventions and Concepts- IFRS-Preparation of financial statements: Income statements and Balance sheet – Segmental Reporting	12
2	Financial statement analysis – Ratio analysis-Preparation of Cash Flow Statement	12
3	Elements of Cost - Cost Classification - Cost Control & Cost reduction – Methods of costing - Preparation of cost sheet – Activity based costing.	12
4	Basics of Cost Volume Profit (CVP) analysis - BEP analysis- Application of marginal costing in decision making - Basic framework of budgeting-Preparation of Master, flexible and cash budgets- Zero based budgeting.	12
5	Standard costing-Setting standard costs - Analysis of variance - Significance of Computerized Accounting System	12
Total		60

Reference Books:

1. Khan,Jain,Management Accounting : Text, Problems and Cases Tata McGraw Hill 2010
2. Maheswari ,Maheswari Accounting for Management Vikas Publishing 2009
3. Anthony, Hawkins, Accounting-Text and Cases, McGraw Hill,2009
4. Wild, Financial and Managerial Accounting, McGraw Hill,2009
5. Ashok Banerjee Financial Accounting: A Managerial Emphasis Excel Books 2005
6. Vijayakumar, Accounting for Management,Tata McGraw Hill,2009
7. Bhattacharyya, Management Accounting,Pearson,2010
8. Pandikumar, Management Accounting-Theory and Practice, Excel Books 2009
9. Kuppapally, Accounting for Managers, Prentice Hall of India,2009
10. Jayapandian, Accounting for Managers, Anne Books,2009.

108390006

MANAGEMENT INFORMATION SYSTEMS**L T P C**

3 0 0 3

Unit	Topics	No of hours
1	Introduction Management Information Systems–Definition – Historical Perspective – Functions of Management Information Systems – Information Concepts – Establishing Framework – Business Model – Conceptual Model – Architecture	9
2	System Development System Concepts –Types of Systems – Modern Information Systems –System Development Life Cycle – Prototyping –Structured Methodologies –Designing Computer Based Methods –Designing Structured Programs	9
3	Information Systems Decision Making and Information Support– Functional Areas- Production, Human Resources, Finance & Marketing - Concepts of Decision Support Systems , Enterprise Information Systems, Expert Systems – Knowledge Management Systems – Enterprise Resource Planning- Managing International Information Systems	9
4	Implementation & Control Systems security and Testing — Quality Assurance in Information Systems - Audit of Information Systems – Cost Benefit Analysis – Assessing Values and Risk of Information Systems – Ethics, Intellectual Property, Copyright & Patents - Impact of Information Technology on Organizations and Society	9
5	Database Management Systems Hierarchy of Data- Data Entities, Attributes and Keys – Database Approach- Relational Database Model- Types of Database – Data Definition Language-Data Manipulation Language-Data Control Language -Popular Database Management System- Data Warehousing-Data Mining	9
Total		45

Reference Books:

1. O'Brien Management Information System Tata McGraw Hill 2009
2. Laudon , Laudon, Management Information System, Pearson Education 2010
3. Stair, George, Principles of Information Systems, Cengage Learning, 2008
4. Davis ,Olson Management Information System Tata McGraw Hill 2009
5. Goyal, Management Information Systems Macmillan India 2008
6. Tuban, Liedner, Mclean, Wetherbe, Information Technology for Management. Wiley India, 2008
7. Mcleaod, Schell, Management Information Systems, Pearson 2009
8. Jawadekar Management Information System Tata McGraw Hill 2007
9. Balasubramanian, Management Information Systems, Excel Books,2009
10. Murthy, Management Information Systems, Himalaya Publishing House,2009

108390007

INDIAN ETHOS AND VALUES

L	T	P	C
3	0	0	3

Unit	Topics	No of hours
1	INDIAN MODEL OF MANAGEMENT Indian Ethos <ul style="list-style-type: none"> • Need, purpose, relevance • Model of Management in the Indian Social political Environment • Distinctive features of Indian ethos of management. Indian Heritage in Business and Management <ul style="list-style-type: none"> • Quality • Economics of giving • Law of Karma, • The matrix of vendantic philosophy and wisdom in aid of contemporary management 	9
2	ETHICS -BUSINESS <ul style="list-style-type: none"> • Religious view • Ethics policy • Scholars view on ethics. ETHICS -TEACHING <ul style="list-style-type: none"> • Education; • Relevance of values in Management • Need for Values in Global Change - Indian perspective. 	9
3	VALUES <ul style="list-style-type: none"> • Purpose • Science and human values • Aristotle view • Application of Values • Holistic Approach for Managers in Decision Making • Trans-cultural Human Values in Management • Secular Versus Spiritual Values in Management • Stakeholder perspective 	9
4	INDIAN PERSPECTIVE ON GENERAL AND FUNCTIONS OF MANAGEMENT <ul style="list-style-type: none"> • Planning • Organizing • Leadership • Control • Communication, • Decision making- • Holistic Approach • Organization Behaviour 	9

5	<p>SELF-MANAGEMENT</p> <ul style="list-style-type: none"> • Personal growth and lessons from Ancient Indian Education System • Lack of Clarity about Role and Goal • Techniques for Time Management • Stress management and Anger management <p>EMERGING TRENDS</p> <ul style="list-style-type: none"> • Indian Ethos and Corporate Governance • Relevance of Gandhian Thought for the contemporary managers 	9
Total		45

Reference Books:

1. Nandagopal, Ajith Shanker, Indian Ethos and Values in Management , Tata McgrawHill,2010
2. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2009
3. Biswanath Ghosh, Ethics In Management and Indian Ethos,Vikas Publishing House,2009
4. Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill,2009
5. Management by Values, Oxford University Press, New Delhi, 2008
6. Rinku Sanjeev, Parul Khanna, Ethics and Values in Business Management, Ane Books Pvt. Ltd., 2009
7. Rao. A.B,Business Ethics and Professional values, Excel Books, 2000
8. Gandhi M K, The Story of My Experiment with Truth, Navjivan Publishing House,Ahmedabad, 1972

108390008

EXECUTIVE COMMUNICATION

L T P C
0 0 4 2

Unit	Topics	No of hours
1	Communication - Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication	9
2	Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters, enquiries, customers complaints, collection letters – sales promotion letters	9
3	Report writing - Structure of reports - long & short reports - formal & informal reports - writing research reports technical reports - norms for including exhibits & appendices	9
4	Non-verbal communication - personal appearance posture - body language - use of charts, diagrams & tables - visual & audio visual aids for communication – Dyadic communication:- face to face communication - telephonic conversation	9
5	Conducting Meetings: Procedure - preparing Agenda, minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion: Drafting speech	9
Total		45

Reference Books:

1. Penrose, Rasberry, Myers, Business Communicarion for Managers, Cengage, 2009
2. Lesikar,Flately, Basic Business Communication :Skills For Empowering the internet Generation , Tata McGraw Hill, 2009
3. Ramachandran K.K,et.al Business Communication Macmillan India Ltd 2009
4. Bovee, Business Communication Essentials, Pearson,2011
5. Locker, Kaczmarek, Business Communication, Tata McGraw Hill, 2008
6. Francis,Speaking and writing for Effective Business Communication Macmillan India Ltd 2007
7. Mohan Krishna Banerjee Meera Developing Communication Skills Macmillan India Ltd 2009
8. Sehgal, Khetarpal, Business Communication, Excel Books, 2009
9. Asha Kaul, Business Communication, Prentice Hall of India,2009
- 10.Urmilarai, Communication Skills, Himalaya Publishing House, 2009

SEMESTER II

108390009

PRODUCTION MANAGEMENT

L T P C
3 1 0 4

Unit	Topics	No. of hours
1	Introduction and Operations Strategy : Significance of Operations Function - Products and Services Concepts- Characteristics and Different Systems- Concept of Productivity- Evolution of Operations Management Discipline.- Operations Strategies in Global Economy-Competitive Priorities- Elements of Operations strategy Competitive Positioning of Products and Services- Strategic and Tactical Decisions of Operations Management	12
2	Product and Process Strategy: -Sources of Product Innovation-New Product Development-Designing for Ease of Production-Designing for Quality-Product Life Cycles and Strategies- Value Engineering- Group Technology- Designing Service Products.- Process Focus, Product Focus, and Repetitive Focus- Special Considerations and Approaches in Service Strategies.	12
3	Layout and Location Strategy: Types of layout- Process Layout-Product Layout – Fixed Position Layout- Advantages and Disadvantages-Cell Layouts - Line Balancing.- Factors Affecting Location Decisions- Methods of Evaluating Location Alternatives - Location Considerations in Service / Retail sectors	12
4	Materials Requirement Planning: Production Planning in Manufacturing - Aggregate Planning- Objectives of Master Production Scheduling – Developing a MPS-Objectives of MRP-Elements of MRP-MRP system-Lot-Sizing Techniques	12
5	Quality Management and Lean Manufacturing: Quality Systems – Significance of Quality Management- Dimensions of Quality- ISO 9000 and ISO 14000 Standards - Statistical Concepts in Quality Control - Control Charts for Variables – Control Charts for Attributes-Total Quality Management- PDCA cycle-7QC Tools – Quality Function Deployment- Lean Manufacturing- 5S - Non Value Adding activities-7 Wastes- Just-in-Time – Lean Manufacturing Techniques and Benefits	12
Total		60

Reference Books:

- Gaither , Frazier , Operations Management, Cengage Learning 2009
- Buffa,Sarin, Modern Production and Operations Management ,Wiley India 2009
- Heizer, Render., Jagadeesh, Rajashekhar, Operations Management, Pearson 2009
- Richard, Chase ,Jacobs, Aquilano Operations Management for Competitive Advantage,Tata McGraw- Hill 2010
- Starr, Production and Operations Management, Biztantra, 2010
- Paneer Selvam Production and Operations Management PHI 2009
- Evans, Collier , Operations Management: An Integrated goods and Services Approach Cengage Learning 2009
- Chary Productions and Operations Management Tata McGraw- Hill Publishing 2009
- Aswathappa, Bhat Production and Operations Management Himalaya Publishing House 2010
- Upendra Kachru Production and Operations Management: Text and Cases Excel Books 2009

108390010

FINANCIAL MANAGEMENT

L T P C
3 1 0 4

Unit	Topics	No. of hours
1	<p>Introduction to Financial Management: Definition – Nature & Scope-Finance Functions – Goals of Financial Management - Financial Manager's Role.</p> <p>Time value of money- Compounding & Discounting-Risk and Return</p> <p>Valuation of shares and bonds</p>	12
2	<p>Capital Budgeting: Introduction- Nature and Principles-Evaluation Criteria - Cash Flows-Discounting Cash Flow Techniques: Net present Value, Internal Rate of Return, Profitability Index- Comparison of Discounting Cash Flow Techniques-Non- Discounting Cash Flow Techniques: Pay Back and Accounting Rate of Return. Project selection under Capital Rationing, Inflation and Capital Budgeting.</p>	12
3	<p>Cost of Capital: Concept of Cost of Capital- Determining Component Cost of Capital- Specific Cost of Capital- Overall Cost of Capital</p> <p>Financial and Operating leverage: Introduction- Measures of financial leverage- Risk and return implication of financial leverage-combined effect of financial and operating leverage- Indifference point</p>	12
4	<p>Capital Structure: Theories-Designing Capital Structure-Cost of Capital</p> <p>Dividend Theory: Issues – Dividend Relevance and Irrelevance-models-Dividend Uncertainty.</p> <p>Dividend Policy: Objectives -Practical Consideration - Stability- Forms--Share splits.- Buy back of shares</p>	12
5	<p>Working Capital Management: Principles and Determinants - Operating Cycle – Receivables Management- Factoring- Inventory Management-Cash Management-Working Capital Finance</p>	12
Total		60

REFERENCE BOOKS:

- Pandey, Financial Management , Vikas Publishing House 2010
- Van Horne Fundamentals of Financial Management, PHI , 2010
- Khan Jain Financial Management Tata McGraw- Hill 2010.
- Prasanna Chandra Fundamentals of Financial Management, Tata McGraw-Hill 2010.
- Brigham, .Ehrhardt Financial Management Theory and Practice Cengage Learning 2010
- Periyaswamy, Financial Management, Tata McGraw- Hill 2009
- Shah, Financial Management Biztantra 2009
- Sudarsana Reddy, Financial Management, Himalaya Publishing House 2009
- Kapil, Financial Management, Pearson, 2010
- Bhat, Financial Management Principles and Practice Excel Books 2009

108390011

MARKETING MANAGEMENT

L	T	P	C
3	0	0	3

Unit	Topics	No. of hours
1	Introduction to Marketing- Definition -Nature and Scope – Perspectives-Philosophies- Marketing Vs Selling- Value perspective- Marketing environment- Global Marketing Interface with other Functional Areas- Marketing in a Globalised Environment.	09
2	Segmentation, Targeting and Positioning: Market segmentation-Targeting and Positioning -Marketing Mix Buying behavior- Definition-Buying Population- Buying Motives- Buying Decision-Buying Participants-Buying Process	09
3	Product Management : Introduction- Value – Product levels- Components- Types- Product Life Cycle- Product Mix and Product-line-Branding- New Product Development-Packaging Pricing Strategy : Introduction- Objectives- Methods-Factors- -Adopting Price-Responding to Competitor’s Price changes	09
4	Marketing Channels: Introduction- Levels- Functions--Channel Flows- Channel Design Decisions Distribution Management: Introduction- Concept- Objectives- Functional Areas- Value Chain - Retailing, Direct Marketing and Wholesaling.	09
5	Promotion Management: Advertising- Publicity and Public relations - Sales Promotion- Personal Selling Current Trends: On line Marketing –Web based Marketing programmes - Customer Relationship Management - Marketing of Non- business organization – Viral marketing	09
Total		45

REFERENCE BOOKS

- Kotler,Keller,Koshy, Jha Marketing Management: A South Asian perspective, Pearson Education 2010
- Ramaswamy,Namakumari, Marketing Management: Global Perspective in India Macmillan India Ltd, 2010
- Saxena, Marketing Management Tata Mcgraw Hill 2010
- Willam, Ferell, Marketing, Cengage Learning, 2009
- Kotler, Armstrong, Agnihorti, Haque, Principles of Marketing, Pearson,2010
- Pride, Ferell, Marketing : Concept and Strategies, Biztantra,2010
- Panda, Marketing Management – Text and Cases, Excel Books 2009
- Shelekar, Marketing Management , Himalaya Publishing House 2009
- Arun Kumar, Meenakshi, Marketing Management , Vikas Publishing House, 2010
- Venugopal, Marketing Management - A Decision making approach, Response,2010

108390012 DECISION MODELS IN BUSINESS

L T P C
3 1 0 4

Unit	Topics	No. of hours
1	DECISION MODELS: Introduction to Decision Models & Decision Variables- Scope- Steps involved in Developing a Model- Need for Problem Formulation- Application, Scope and Advantages of Decision Models- Decision Variables and Constraints - Methodology in Problem Solving- Model Validity.	12
2	LINEAR PROGRAMMING: Essentials of Linear Programming Model-Formulation of Linear Programming- Solving LPP using Graphical Method-Solving LPP using Simplex Method and Big M method- Sensitivity Analysis	12
3	TRANSPORTATION & ASSIGNMENT MODELS: Initial Solution- North-West Corner, Least Cost and Vogel's Approximation methods- Balanced and Un-balanced Transportation problem- Maximization and Prohibited Routes problem- Optimal Solution using Modified Distribution Method - Assignment Problems-Balanced, Un-balanced and Restricted problems- Hungarian Method of Solving Assignment Problem- Travelling-Salesman Problem	12
4	SEQUENCING & NETWORK MODELS: Processing n Jobs through Two Machines- Processing n jobs through Three Machines- Processing n Jobs through m Machines- Application of Network Models- Rules in constructing a Network Diagram- Critical Path Method –Critical Path Analysis, Project Duration- PERT Analysis and Problems-Project Crashing	12
5	REPLACEMENT THEORY & QUEUING THEORY: Types of Replacement Model- Replacement of Items that deteriorates gradually –With and without change in Money Value- Replacement of Items that fails suddenly – Individual and Group Replacement Policy- Characteristics of MM1 Queuing System – Queue Discipline-Single Server Queuing Model - Poisson and Exponential Distributions-Application and Advantages of Queuing models	12
Total		60

REFERENCE BOOKS:

- Anderson, Sweeney ,Williams, Quantitative Methods for Business, Cengage Learning, 2009
- Vohra, Quantitative Techniques in Management Tata McGraw Hill, 2010
- Taha, Operative Research –An Introduction, Pearson, 2009
- Panneerselvam, Operations Research, PHI, 2009
- Jaisankar, Operations Research: Decision Model Approach, Excel Books, 2010
- Kalavathy, Operation Research with C programs, Vikas Publishing House, 2010
- Sharma, Operations Research: Theory & Applications, Macmillan India Ltd, 2010
- Selvaraj, Management Science: Decision Models and Approach, Excel Books, 2009
- Hiller Lieberman, Operations Research-Concepts and Cases, Tata McGraw Hill, 2010
- Ravindran, Phillips, Solberg, Operations Research- Principles and practice, Wiley India, 2009

108390013 HUMAN RESOURCE MANAGEMENT

L T P C
3 0 0 3

Unit	Topics	No. of hours
1	Introduction: Nature – Scope – Functions and Objectives – Model –Evolution- HRM and Overall Organization (Business) - Human Capital Management -Human Resource Information System (HRIS)- Competitive Challenges and HRM	09
2	Human Resource Planning : Nature- Importance – Factors Process Job Analysis : Nature- Importance-Process –Job requirements- Job Design- Factors affecting Job Design- Contemporary issues in Job design Recruitment and Selection: Nature and Purpose –Sources of Recruitment – Recruitment Process- Evaluation- Nature and Process of Selection – Induction and Placement	09
3	Training and Development : Introduction- Need– Approaches- Designing Training Programme – Types of Training – Training Vs Development - Assessment of Training Effectiveness –Methods of Evaluation Training- Improving the Effectiveness of Training – Orientation and Basic Skills Training-	09
4	Performance Management and Compensation : Introduction- Objectives –Challenges- Performance Appraisal Process- Methods of Appraisal – 360 Degree Feed Back System– KRA- Managing Performance through various Compensation	09
5	Current Trends in HRM: Assessment and Development Centers – Competency Mapping – Human Resource Accounting – Quality Work Life- Knowledge Management – Learning Organization – Outsourcing of HRM Processes – Application of IT in various HRM functions –	09
Total		45

REFERENCE BOOKS:

- Dessler, Human Resource Management Pearson Education, 2010
- Decenzo, Robbins Fundamentals of Human Resource Management Wiley Publications 2010
- Aswathappa, Human Resource Management- Text and Cases, Tata Mcgraw Hill 2010
- Scott, Snell, George, Bohlander, Human Resource Management - A South Asian Perspective, Cengage Learning 2010
- T.V.Rao, Human Resource Management, Sage, 2010
- Pattanayak Human Resource Management, PHI, 2010
- Diwedi, A Text Book of Human Resource Management, Vikas Publishing House, 2010
- Subbarao, Personnel Human Resource Management, Himalaya Publishing House, 2010
- Klerman, Human Resource Management, Biztantra, 2008
- VSP Rao Human Resource Management – Text and Cases Excel Books 2010

108390014 RESEARCH METHODS IN BUSINESS

L T P C
3 0 0 3

Unit	Topics	No. of hours
1	<p>Business Research: Introduction- Definition- Nature & Scope- Concept- Importance – Process</p> <p>Ethics in Research – Ethical Behaviour of Research – Subjectivity and Objectivity in Research.</p> <p>Research Problem: Defining – Formulation- Identification and Selection of Problems in Management-Research Design and Experimental Design in Management</p>	09
2	<p>Methods of Data Collection:</p> <p>Primary : Qualitative & Observation Research-Collection techniques-Qualitative Research Techniques-Focus Groups-Depth Interviews- Projective Techniques Observation Research Techniques-Survey Techniques- Questionnaire Design and Testing</p> <p>Secondary : Role of Secondary Data in Management Research-Sources & Limitations</p>	09
3	<p>Measurement & Scaling Techniques: Measurement in Research- Basic Scaling Techniques: Nominal – Ordinal - Interval – Ratio- Measuring Attitude : Comparative Rating Scale – Non Comparative - Rating Scale- Itemized Rating Scale- Meaning & Relationship of Reliability & Validity</p> <p>Sampling: Basis of Sampling – Process –Types-Determination of Sample – Sampling Error</p>	09
4	<p>Data Analysis and Interpretation of Results: SPSS Orientation for Hypotheses Testing – Univariate, Bivariate and Multivariate Analysis(Multiple Regression, Factor Analysis, Discriminant Analysis ,Cluster Analysis)</p>	09
5	<p>Report Preparation: Research report – Different types – Contents of Report – Need of Executive Summary – Chapterization– Report Writing – Readability –Comprehension – Tone – Final Proof – Report Format – Title of the Report</p>	09
Total		45

REFERENCE BOOKS:

- Cooper ,Schindler Business Research Methods, Tata McGraw- Hill Publishing 2010
- Uma Sekaran Research Methods for Business Wiley India 2010
- Nandagopal, Arul Rajan ,Vivek Research Methods in Business Excel Books 2009
- .Zikmund, Business Research Methods Cengage Learning 2010
- Krishnaswamy, Sivakumar, Mathirajan, Management Research Methodology, Pearson, 2010
- Paneerselvam, Research Methodology, PHI,2009
- Guthrie, Basic Research Methods, Sage2010
- Trochim, Research Methods, Biztantra, 2010
- Srivastava, Rego, Business Research Methodology,Tata McGraw Hill,2010
- Krishnaswami, Ranganatham, Methodlogy of Research in Social Sciences. HPH, 2009

108390015

INTERNATIONAL BUSINESS MANAGEMENT

L	T	P	C
3	0	0	3

Unit	Topics	No. of hours
1	Introduction: Nature and Characteristics - Forms - International Trade – Exports and Imports-Organizations facilitating International Trade-WTO, IMF, etc.,	09
2	Trade Theories: Mercantilism, Absolute Advantage Theory- Comparative Cost Theory- Heckseher-Ohlin Theory- Product Life Cycle Theory- The New Trait Theory- Porter's Diamond	09
3	International Business Environment : Globalization of Business- Economic, Political, Technological, Cultural and Ecological Environment of International Business	09
4	Multinational Corporations: Features – Classification- Role of MNCs in Developing Countries-Drawbacks - Conflict – FDI and Portfolio Investment	09
5	Trade Blocks: Types of Regional Groupings-Inter-regional Trade among Regional groups Ethics in international business : Ethical Issues in International Business – Ethical Decision-making.	09
Total		45

REFERENCE BOOKS:

- Hill ,Kumar Jain International Business Tata McGraw- Hill ,2010
- Cherunilam International Business Text and Cases PHI,2010
- Daneils, Radebaugh, Sullivan, Salwan, International Business, Pearson 2009
- Pang, International Business, Cengage Learning,2010
- Aswathappa International Business Tata McGraw- Hill ,2010
- Charry, Elements of International, Business, Wiley India,2009
- Shajahan, International Business, Macmillan India,2010
- Subbarao, International Business, Himalaya Publishing House,2009
- Shukla, International Business, Excel Books 2008
- Paul, International Business PHI 2009
- Nag, International Business Strategy, Vikas Publishing House, 2010

108390016

BUSINESS APPLICATION SOFTWARE

L	T	P	C
0	0	4	2

Unit	Topics	No. of hours
1	MS Office: MS Word- Power Point-Excel-Access-Email- Introduction to HTML	12
2	Accounting Packages: Tally, Metastock	12
3	Marketing Research Packages: SPSS or MINITAB or SYSTAT.	12
4	Production Management Packages : POM & TORA	12
5	Software Development and Integration : <ul style="list-style-type: none"> • Exercises on Database Creation, Manipulation and Transactions using Query Languages. • Designing an Application and Integrating Database and Front end. 	12
Total		60

REFERENCE BOOKS:

- Sudalaimuthu, Anthonyraj, Computer Application in Business, Himalaya Publishing House,2009
- Perry,MS Office 2007, Pearson,2010
- Weverka, MS Office 2010, Wiley India,2010
- George, SPSS for windows, step by step15.0, Pearson,2009
- Whigham, Business Data Analysis Using Excel, Oxford,2010
- Carver ,Doing Data analysis with SPSS ,Cengage, 2009
- Nadhani, Nadhani Implementing Tally 9: Comprehensive guide for Tally 9 & 8.1 BPB Publications 2010
- Alexis Jeon, Introduction to computers with MS Office Tata- McGraw-Hill 2009
- Nadhani, Tally.ERP 9, BPB Publications 2010
- ISRD, Data Base Management Systems, Tata- McGraw-Hill 2009

SEMESTER III

108390017

STRATEGIC MANAGEMENT

Unit	Topics	No of hours
1	STRATEGY AND PROCESS <ul style="list-style-type: none">• Introduction- concept of strategy• Strategy making process• Strategy as an emergent process• Strategic decision making• Strategic leadership• Competitive advantage• Superior performance	9
2	NATURE OF COMPETITIVE ADVANTAGE <ul style="list-style-type: none">• External environment - porter's five forces model• Strategic groups competitive changes during industry evolution• Globalization and industry structure• National context and competitive advantage resources• Capabilities and competencies–core competencies• Building competitive advantage• Resources and capabilities durability of competitive advantage• Strategy in the global environment• Strategy and technology	9
3	STRATEGIES <ul style="list-style-type: none">• Functional level strategy- achieving superior efficiency, achieving superior quality, achieving superior innovation, achieving superior responsiveness to customer• Business level strategy- competitive positioning and the business model, competitive positioning & business level strategy• Business level strategies & the industry environment – strategies in fragmented industry, strategies in embryonic and growth industries,• Strategies in mature industries• Corporate level strategy- horizontal integration, vertical integration and strategic outsourcing,• Entering new industries- new ventures, mergers, acquisitions and joint ventures	9

4.	STRATEGY IMPLEMENTATION <ul style="list-style-type: none"> • Organizational design • Organizational structure • Organisational culture • Strategy and staffing decisions 	9
5	STRATEGY EVALUATION, CONTROL & OTHER STRATEGIC ISSUES <ul style="list-style-type: none"> • Strategy Control Systems • Balanced Scorecard Approach • ETOP, SWOT, GAP, 7-S, GE, Selection Matrix • New Business models and strategies for internet economy • Managing technology and innovation • Strategic issues for NPOs • Enterprise Valuation • Organizational life cycle and exit strategies • Cases- Business level- Domestic & Global • Cases- Corporate level Domestic & Global 	9
	TOTAL	45

References

- Hill, Jones, Strategic Management Theory, An Integrated approach 1st Edition, Cengage Learning, 2009
- Pearce, Robinson, Mital, Strategic Management: Formulation, Implementation and Control 10th Edition, Tata Mc Graw Hill 2010
- Gupta, Gollakota, Srinivasan Business Policy & Strategic Management- Concepts & Applications, PHI Learning, 2010
- Azhar Kazmi, Strategic Management and Business Policy 3rd Edition, Tata McGraw-Hill 2010
- Wheelen, Hunger, Rangarajan, Concepts in Strategic Management and Business policy, Pearson Education, 2010
- Upandra Kachru, Strategic Management, Excel Books, 2010
- Jeayrathnam, Strategic Management, Himalaya Publishing House, 2010
- David, Strategic management – Concepts and Cases 12th Edition, PHI Learning 2010
- Mathur, Text book of Strategic Management, Macmillan, 2010
- Francis Cherunilam Strategic Management Himalaya Publishing House, 2010

Unit	Topics	No of hours
1	<p>LISTENING SKILLS</p> <ul style="list-style-type: none"> • An over view of listening • Barriers for listening • Effective listening • Academic listening • E- listening <p>WRITING SKILLS</p> <ul style="list-style-type: none"> • Business letters • Report preparation • Agenda, Minutes of meeting • E- Writing 	12
2	<p>EMPLOYABILITY SKILLS</p> <ul style="list-style-type: none"> • Job application • Covering Letters • Resume preparation • Reasoning • GD and Interview <p>SOFT SKILLS</p> <ul style="list-style-type: none"> • Interpersonal skills • Intrapersonal skills • Problem solving skills • Negotiation skills 	12
3	<p>BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> • Company description • Target Market • Competitive analysis • Marketing & Sales plan • Operations Plans • Management team • Development plans • Financials 	12
4.	<p>PERSONALITY DEVELOPMENT</p> <ul style="list-style-type: none"> • Body language • Etiquette • Mannerism • Goal setting • Public speaking • Team building 	12

5	<p>PRESENTATION SKILL DEVELOPMENT</p> <ul style="list-style-type: none"> • Audience awareness • Pre-preparation of presentation • Developing a presentation • Usage of audio- visual aids <p>COPING SKILLS</p> <ul style="list-style-type: none"> • Acclimatization of Organisational climate • Adapting with new Organisational culture • Continuous learning 	12
	TOTAL	60

References

- Ramachandran, From Campus to Corporate, Macmillan,2011
- McGrath, Basic Managerial Skills for All, 9th ed, PHI Learning, 2011
- Gallaher, Skills Development for Business and Management students, Oxford University Press2010
- Lisikar, Flatley, Rentz, Pande, Business Communication, Tata McGraw Hill,2010
- Suresh, Savithri, Sreehari, Communication Skills and Soft Skills : An Integrated Approach, Pearson,Education, 2009
- Wallance, Masters, Personality Development, Cengage Learning,2009
- Abrams Business Plan in a Day, PHI Learning, 2009
- Mohan, Developing Communication Skills, Macmillan,2010
- Hurlock, Personality Development, Tata McGraw Hill,2010
- Bhatti, The Dynamics of Personality, Pearson Education , 20

SEMESTER III

LIST OF ELECTIVES

1. MARKETING

108420001 ADVERTISEMENT AND PROMOTION MANAGEMENT

Unit	Topics	No of hours
1	INTRODUCTION TO ADVERTISEMENT <ul style="list-style-type: none">• Concept, definition and objectives• Social, economic and legal implications of advertisements• Role of advertising in modern business world• Role of sales promotion• Ethics in advertising• Advertising agency• Advertising campaigns	9
2	MEDIA MANAGEMENT <ul style="list-style-type: none">• Media selection• Media plan• Reach and frequency of advertisements• Advertisement costs• Media mix• Media strategy and scheduling	9
3	DESIGN AND EXECUTION OF ADVERTISEMENTS <ul style="list-style-type: none">• Message development• Different types of advertisements• layout• Design appeal• Copy structure• Advertisement production• Print, radio. T.V. And web advertisements• Media research• Testing validity and reliability of advertisements• Measuring impact of advertisements	9
4	SALES PROMOTION <ul style="list-style-type: none">• Sales promotion techniques• Trade oriented and consumer oriented• Requirement identification• Designing of sales promotion campaign• Involvement of salesmen and dealers• Out sourcing sales promotion• Measuring the impact of sales promotion	9

5	<i>INTEGRATED MARKETING COMMUNICATION</i> <ul style="list-style-type: none"> • Integrated promotion • Online sales promotions • Direct marketing • Interactive marketing • Events and experience • Word of mouth and word of mouse • Coordination within the various promotion techniques 	9
Total		45

References

- Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 2009.
- Belch ,Michael, Advertising and Promotion, Tata McGraw Hill, 2010
- Clow. Baack, Integrated Advertisements, Promotion and Marketing communication, PHI Learning, 2010
- Shah , Dezeoo, Advertising and Promotions-An IMC perspective, Tata McGraw Hill, 2010
- Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2009
- Books, 2010
- Chunawala, Advertising Theory and Practice, Himalaya Publishing House,2010
- Batra, Myers and Aaker, Adwertising Management , PHI Learning 2009
- Oguinn, Advertising Management with Integrated Brand Promotion, Cengage Learning,2010
- Ryder, Advertising and Brand Promotion , Macmillan,2009

108420002

RURAL MARKETING

Unit	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Definition • Evolution • Size and nature of rural markets • Profile of rural consumers • Rural market structure & constitution • Rural market infrastructure • Marketing opportunities & challenges 	9
2	RURAL CONSUMER BEHAVIOUR <ul style="list-style-type: none"> • Consumer buyer behaviour models • Factors affecting consumer behaviour • Characteristics of rural consumers • Consumer buying process • Opinion leadership • Brand loyalty • Branding in rural India 	9
3	PRODUCT <ul style="list-style-type: none"> • Concepts and classifications • Rural product categories • New product development • Product life style • Product mix • Segmentation –targeting- positioning 	9
4	PRICING & DISTRIBUTION <ul style="list-style-type: none"> • Pricing – introduction & objectives • Factors influencing pricing • Pricing strategies • Distribution-introduction & evolution • Channels of distribution • Rural distribution models • Emerging models 	9
5	COMMUNICATION & INNOVATION <ul style="list-style-type: none"> • Communication –introduction • Communication process • Rural media • Media model & media innovation • Innovation- introduction & role in rural markets • ICT in rural markets 	9
Total		45

References

- Pradeep Kashyap , Siddhartha Raut, Rural Marketing -Text and Practices, Biztantra, 2010
- Dogra ,Ghuman, Rural Marketing-Concepts & Practices, Tata McGraw Hill 2010
- Krishmacharyalu, Lalitha Ramakrishnan, Rural Marketing –Text and Cases, 2nd Edition, Pearson Education,2010
- Bhatia, Advertising & Marketing in Rural India , Macmillan, 2010
- Velayudhan, Sridhar, Rural markets, Excel Books,2010
- Krishanmurthy, Introduction to Rural Marketing Himalaya Publishing House,2010
- Mathur, Rural Marketing, Excel Books,2010
- Gopalaswamy, Rural Marketing, Environment Problems and Strategies, Vikas Publishing House , 2010
- Rehman, Rural Marketing in India, .Himalaya Publishing House,2009
- Singh ,Pandey, Rural Marketing: Indian Perspective, New Age International,2009

108420003

SERVICES MARKETING

Unit	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Definition & characteristics • Evolution & growth of service sector • nature and scope of services • Classification of services • Challenges and issues in services marketing 	9
2	SERVICE MARKETING OPPORTUNITIES <ul style="list-style-type: none"> • Assessing service market potential • Marketing mix • Service marketing environment and trends • Service market segmentation, targeting and positioning. 	9
3	SERVICE DESIGN AND DEVELOPMENT <ul style="list-style-type: none"> • Service life cycle • New service development • Service blue printing • Gap's model of service quality • Measuring service quality • SERVQUAL • Service quality function development 	9
4	SERVICE DELIVERY , PRICING AND PROMOTION <ul style="list-style-type: none"> • Positioning of services • Designing service delivery system • Service channel • Pricing of services, methods • Service marketing triangle • Integrated service marketing communication 	9
5	SERVICE STRATEGIES <ul style="list-style-type: none"> • Healthcare • Hospitality • Tourism • Financial • Logistics • Education • Consultancy • Entertainment & public utility information technique services 	9
	Total	45

References

- Zeithaml, Bitner, Pandit. Gremler, Services Marketing, Tata McGraw Hill, 2009
- Lovelock, Wirtz, Services Marketing, Pearson Education, 2010
- Hoffman, Marketing of services, Cengage Learning, 2009
- Srinivasan, Services Marketing –The Indian Context, 2nd Edition, PHI Learning, 2009
- Kapoor Services Marketing Text & Cases, Tata McGraw Hill, 2009
- Shanker, Service Marketing, Excel Books, 2009
- Choudhary, Text book of Marketing of Services, Macmillan, 2008
- Clow, Services Marketing Operation Management and Strategy, Biztantra, 2009.
- Jha, Services marketing, Himalaya Publishing House 2009
- Apte, Service Marketing, Oxford University Press, 2009

Unit	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Definition & scope • An overview of retailing • Challenges and opportunities • Retail trends in India • Socio economic and technological influences • Government of India policy implications on retails 	9
2	RETAIL FORMATS <ul style="list-style-type: none"> • Organized and unorganized formats • Different organized retail formats • Characteristics of each format • Emerging trends in retail formats • MNC's role in organized retail formats. • MLM 	9
3	RETAILING DECISIONS <ul style="list-style-type: none"> • Choice of retail locations • Internal and external atmospherics • Positioning of retail shops • Building retail store image • Retail service quality management • Retail supply chain management • Retail pricing decisions 	9
4	RETAIL SHOP MANAGEMENT <ul style="list-style-type: none"> • Merchandise and category management • Space management • Retail inventory management • Retail accounting and audits • Retail store brands • Retail advertising and promotions • Retail management information systems • Online retail • Emerging trends 	9
5	RETAIL SHOPPER BEHAVIOUR <ul style="list-style-type: none"> • Understanding of retail shopper behavior • Shopper profile analysis • Shopping decision process • Factors influencing retail shopper behavior • Complaints management • Retail sales force management 	9
Total		45

References

- Pradhan Retailing Management ,Test & Cases, 3rd Edition, Tata McGraw Hill 2010
- Berman, Retail Management, Pearson Education, 2010
- Levy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, 2010
- Ogden Integrated Retail Management, Biztranza, India, 2009.
- Dunne, Lusch, Retailing, Cengage Learning,2010
- Srinivasan, Strategic Retail Management , Wiley India ,2009
- Gilbert, Retail Marketing and Management , Pearson Education 2009
- Madaan, Fundamentals of Retailing, Tata Mcgraw Hill,2010
- Suja,Retail Management , Himalaya Publishing House,2009
- Bajaj, Tow ,Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2009.

108420005

INTERNATIONAL MARKETING

Unit	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • International marketing as a global concept. • International marketing environment • International marketing strategies • Analyzing international marketing opportunities • Organizational transformation • Globalization of business 	9
2	STRATEGIES <ul style="list-style-type: none"> • Market selection process • Determinants of market selection • Market segment selection • Licensing and franchising • Entry strategies for Indian firm 	9
3	MARKET COVERAGE AND PRODUCT <ul style="list-style-type: none"> • Concentrated marketing • Market segmentation • Differentiated marketing strategy • Product decisions • Product mix,, international plc, new product development • Branding and product communication strategies 	9
4	PRICING AND DISTRIBUTION <ul style="list-style-type: none"> • Pricing and payment methods • International channel systems • Types of intermediaries • International logistics • Documentation – import & export 	9
5	PROMOTION <ul style="list-style-type: none"> • Communication mix • Export promotion • EOUs, EPZs and SEZs 	9
Total		45

References

- Philip Cateora ,Grahamand Salwan Prasanth, International Marketing 13 Edition, Tata Mcgraw Hill,2010
- Doole, International Marketing Strategy, Cengage Learning, 2010
- Keegan, Global Marketing, Pearson Education ,2010
- Lascu, International Marketing, Wiley India , 2009
- Francis Cherunilam, International Marketing, Himalaya Publishing House,2010
- Rajagopal, International Marketing, Vikas Publishing House,2010
- Onkevist, International marketing Analysis & Strategies 3rd Edition, PHI learning ,2010
- Czinkota, International Marketing, Cengage 8th ed , 2010
- Nargundkar, International Marketing, Excel Books , 2010
- Srinivasan ,International Marketing 3rd Edition, PHI Learning ,2010

2. FINANCE

108400001 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Unit	Topics	No of hours
1	INVESTMENT <ul style="list-style-type: none">• Financial and economic meaning• Characteristics and objectives• Types• Alternatives• Choice and evaluation• Risk and return concepts.	9
2	SECURITIES MARKETS <ul style="list-style-type: none">• Financial market - Segments – Types• Sources of Investment Information• Participants in financial Market• Regulatory Environment-SEBI• Primary Market• Regulation of primary market,• Stock exchanges in India – BSE, OTCEI , NSE, ISE,• Regulations of stock exchanges• Trading system in stock exchanges –SEBI	9
3	FUNDAMENTAL ANALYSIS <ul style="list-style-type: none">• Economic analysis• Economic forecasting and stock investment decisions• Forecasting techniques.• Industry analysis : industry classification, industry life cycle• Company analysis• Measuring earnings and financial soundness• Forecasting earnings• Applied valuation techniques	9
4	TECHNICAL ANALYSIS <ul style="list-style-type: none">• Fundamental analysis vs. technical analysis• Charting methods• Market indicators.• Trend – trend reversals – patterns• Moving average – exponential moving average• Oscillators• Efficient market theory-Dow theory- Random walk theory	9

5	<i>PORTFOLIO MANAGEMENT</i> <ul style="list-style-type: none"> • Portfolio analysis <ul style="list-style-type: none"> ○ Capital Asset Pricing Model • Portfolio selection <ul style="list-style-type: none"> ○ Markowitz and Sharpe index model • Portfolio revision • Portfolio evaluation <ul style="list-style-type: none"> ○ Treynor ratio ○ Sharpe ratio ○ Jenson ratio 	9
	Total	45

References

- Fischer, .Jordan, Security Analysis & Portfolio Management, Pearson,2010
- Prasanna Chandra, Investment analysis and Portfolio Management, 3rd Edition,Tata McGraw Hill, 2009
- Kevin , Securities Analysis and Portfolio Management ,PHI Learning, 2010
- Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House,2010
- Dhanesh Khatri, Security Analysis and Portfolio Management, Macmillan, 2010.
- Hirt, Block, Fundamentals of Investment Management, Tata McGraw Hill, 2010
- Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House , 2010
- Bhatt, Securities Analysis and Portfolio Management, Excel Books,2010
- Maheswari, Investment Management , PHI Learning, 2010
- Bhalla, Investment Management, S.Chand & Sons, 2010

MANAGEMENT OF FINANCIAL SERVICES & INSTITUTIONS

Unit	Topics	No of hours
1	<p>MERCHANT BANKING</p> <ul style="list-style-type: none"> • An overview of Indian financial system • Nature and functions of merchant banking. • Regulation of merchant banking. • Present state of merchant banking in India. <p>ISSUE MANAGEMENT</p> <ul style="list-style-type: none"> • Pre & Post issue activities 	9
2	<p>LEASING AND HIRE PURCHASING</p> <ul style="list-style-type: none"> • Legal aspects of hiring and leasing • Types of leasing. • Rights of hirer and hire purchase • Accounting treatment of leases • Lease vs. Hire purchasing <p>FACTORING</p> <ul style="list-style-type: none"> • Introduction • Factoring-process and types • Forfaiting- process • Advantages – evaluation • Factoring vs Forfaiting • Factoring vs bills discounting 	9
3	<p>MUTUAL FUNDS</p> <ul style="list-style-type: none"> • 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 <p>CREDIT RATING</p> <ul style="list-style-type: none"> • Credit Rating system – Growth factors • CRISIL Ratings for short term instruments • Credit rating process 	9
4	<p>VENTURE CAPITAL</p> <ul style="list-style-type: none"> • Definition- Characteristics-Evolution • Venture capital investment process • Advantages- Forms • SEBI- and Venture capital funds • Venture capital in India • Angel Finance Vs Venture capital investment. 	9

	PROJECT MANAGEMENT <ul style="list-style-type: none"> • Definition-Characteristics • Objectives- Classification • Project Life Cycle • Project Management 	
5	NON-BANKING FINANCIAL COMPANIES <ul style="list-style-type: none"> • Meaning • Types • Prudential norms FINANCIAL INSTITUTIONS <ul style="list-style-type: none"> • Role of financial Institution in financial markets. • Development Banking Institutions – National and State • Micro Finance Institutions- Concept, Models and Services • Recent trend of Microfinance institutions in India 	9
	Total	45

References

- Gomez, Financial Markets, Institutions and Financial Services, PHI Learning 2010
- Shanmugam, Financial Services, Wiley India, 2010
- Bhole, Financial Institutions and Markets, 5th Edition, Tata McGraw Hill, 2010
- Punithavathy Pandian, Management of Financial Services, Vikas Publishing House, 2010
- Gordan, Natarajan, Financial Markets and Services, Himalaya Publishing House, 2010
- Khan, Financial services, Tata McGraw Hill 2010
- Gurusamy, Merchant Banking and Financial Services, Tata McGraw Hill 2010
- Nalini Prana Tripathy, Financial Services, PHI Learning, 2008
- Pandian, Financial Services and markets, Vikas Publishing House 2010
- Microfinance – Perspectives and Operations, Indian Institute of Banking and Finance, Macmillan, 2009

Unit	Topics	No of hours
1	INTERNATIONAL FINANCE <ul style="list-style-type: none"> • Foreign Exchange • Foreign Exchange Market • Market Participants • Types of transactions • Currency Derivatives • Foreign exchange Management and Its risk • International Financial System • International Monetary System • Balance of Payments 	9
2	FOREIGN EXCHANGE RISK MANAGEMENT <ul style="list-style-type: none"> • Meaning • Types of Foreign Exchange Exposure and Risk • Management of Transaction Risk • Techniques for Hedging Transaction Risk • Cross Hedging • Internal Hedging Strategies • Management of Operating Risk • Managing Translation Exposure 	9
3	INTERNATIONAL FINANCIAL INSTRUMENTS <ul style="list-style-type: none"> • Spot • Future • Options • Swaps 	9
4	INTERNATIONAL FINANCIAL MARKETS <ul style="list-style-type: none"> • Motive • Sources • Segments • International Money Markets • International Credit Market • Foreign Exchange Market 	9
5	FOREIGN EXCHANGE REGIME IN INDIA <ul style="list-style-type: none"> • Evolution • Regulations • Indian Foreign Exchange Market • Foreign Direct Investment • Modes of Investment • Benefits • FII in India 	9
	Total	45

References

- Eun, Resnick, International Financial Management , 4th Edition ,Tata McGraw Hill, 2010
- Kevin, Fundamentals of International Financial Management, PHI Learning,2010
- Sharpio, Multinational Financial Management, Wiley India ,2010
- Jain, International Financial Management, Macmillan, 2010
- Mevin, International Money and Finance, Pearson Education,2010
- Apte, International Financial Management, 5th Edition,Tata McGraw Hill, 2009
- Clark, International Financial Management, Cengage Learning,2010
- Siddaiah, International Financial Management, Pearson Eduation,2010
- Avadhani, International Financial Management, Himalaya Publishing House,2010
- Joseph Anbarasu, Global Financial Management , Ane Books,2010

Unit	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Definition & types • Forward contracts • Futures contracts • Options • Swaps • differences between cash and future markets • Uses and advantages of derivatives • Risks in derivatives 	9
2	FUTURES CONTRACT <ul style="list-style-type: none"> • Introduction • Specifications & margin requirements • Hedging using futures • Types of futures contracts • Trading mechanism • Clearing & settlement system • Pricing of futures • Relationship between future prices, forward prices and spot prices. 	9
3	OPTIONS <ul style="list-style-type: none"> • Definition • Exchange traded options, • Specifications of options • Call and put options • American and European options • Intrinsic value and time value of options • Options pricing models • Differences between future and option contra 	9
4	SWAPS <ul style="list-style-type: none"> • Definition • Interest rate swap • Currency swap • Role of financial intermediary • Warehousing • Valuation of interest rate swaps and currency swaps bonds and FRN's • Credit risk. 	9

5	<p><i>DERIVATIVES IN INDIA</i></p> <ul style="list-style-type: none"> • 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. 	9
	Total	45

References

- John, C.Hull, Options, Futures and other Derivative Securities, Pearson Education, 2010
- Gupta, Financial Derivatives- Theory, Concepts and Practice, PHI Learning ,2010
- Verma, Derivatives and Risk Management, Tata McGraw Hill,2010
- Kolb, Futures, Options and Swaps, Wiley India, 2010
- Kumar , Financial Derivatives- Theory, Concepts and Practice, PHI Learning ,2010
- Parasuram, Fundamentals of Financial Derivatives, Wiley India,2010
- Redhead, Financial Derivatives – An Introduction to Futures, Forwards, Options and Swaps, PHI Learning ,2010
- Bhaskar, .Mahapatra”, Derivatives simplified, Response Books,2008
- Mishra, Financial Derivatives Excel Books,2008
- Indian Institute of Bankers, Commodities Derivatives, Macmillan,2010

108400005

BANKING AND INSURANCE

Unit	Topics	No of hours
1	INTRODUCTION- BANKING <ul style="list-style-type: none"> • Structure of Indian banking system • Role of RBI • Classification and Functions of banks • Banking legislations, banking sector reforms, non-performing assets. • Banker customer relationship • Negotiable instruments 	9
2	ASSESSMENT <ul style="list-style-type: none"> • Priority sector lending: <ul style="list-style-type: none"> ○ Different segments of priority sector advances. • Loans and advances: <ul style="list-style-type: none"> ○ principles of sound lending ○ methods of granting advances, secured advances, ○ Modes of creating charges. • Project and working capital finance: <ul style="list-style-type: none"> ○ Project finance ○ Project appraisal and working capital. • Risk management : <ul style="list-style-type: none"> ○ Meaning of business risks, ○ Nature, causes and types of business risks ○ Methods of handling risk. 	9
3	INTRODUCTION- INSURANCE : <ul style="list-style-type: none"> • Purpose and need • Functions, principles of insurance. • Nature of insurance contracts • Classification of insurance. • Fundamentals of insurability. • Insurance pricing: <ul style="list-style-type: none"> ○ Insurance rating methods, ○ Calculations of premium, methods of loading, ○ Classification of expenses. • Underwriting: <ul style="list-style-type: none"> ○ The underwriting process, ○ Methods of rate determination ○ Types of underwriters ○ Role of agents in underwriting. 	9

4	<p>TYPES</p> <ul style="list-style-type: none"> • Life insurance: <ul style="list-style-type: none"> ○ Essential features of life insurance, ○ Advantages of life insurance, ○ Types of life insurance plans. • Fire insurance : <ul style="list-style-type: none"> ○ underlying principles ○ Types of fire policies ○ Settlement of claims • Marine insurance : <ul style="list-style-type: none"> ○ Scope and principles of marine insurance ○ Types of marine losses ○ Important clauses of marine insurance. • Motor vehicle information : <ul style="list-style-type: none"> ○ taxonomy of motor vehicles; ○ Kinds of motor vehicle insurance policies, ○ Claim settlement under motor vehicle insurance. • Health insurance : <ul style="list-style-type: none"> ○ Types of health insurance policies • Miscellaneous insurance : <ul style="list-style-type: none"> ○ property, building, earthquake, flood, burglary, cattle, engineering, crop insurance. 	9
5	<p>CONTEMPORARY ISSUES IN BANKING</p> <ul style="list-style-type: none"> • Concept of electronic banking <ul style="list-style-type: none"> ○ EFT, ECS, Tele banking, ○ electronic cheques, ○ credit card, debit card, smart card ○ e-banking • Camel model. • Asset liability management in banks • Basel norms - capital adequacy norms. <p>CONTEMPORARY ISSUES IN INSURANCE</p> <ul style="list-style-type: none"> • Reinsurance : <ul style="list-style-type: none"> ○ Characteristics and types of reinsurance; ○ Reinsurance vs. Double insurance. • Channels of distribution : <ul style="list-style-type: none"> ○ Insurance intermediaries and their functioning; ○ Bancassurance. 	9
Total		45

References

- Jyotsna Sethi & Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning 2011
- Agarwal, Banking and Insurance, Himalaya Publishing House,2010
- Gulati, Banking and Insurance , Principles and Practice, Excel Books, 2010
- Jain ,Modern Banking and insurance , Deep and Deep Publications ,2010
- Sharma , Banking and Insurance, Rajat Publications ,2009
- Peter ,Sylvia, Bank Management & Financial Services, Tata McGraw Hill , 2010
- Paul, Management of Banking and Financial System, Pearson Education ,2010
- Arunajatesan, Viswanathan., Risk management and Insurance, Macmillan,2009.
- Harrington ,Niehaus, Risk management and insurance, Tata McGraw Hill, 2010
- Emmett,Therese, Fundamentals of Risk and Insurance, Wiley India ,2010

3. HUMAN RESOURCE

108410001

ORGANIZATIONAL CHANGE

Unit	Topics	No of hours
1	ORGANIZATIONAL CHANGE <ul style="list-style-type: none">• Overview of Organizational Change• Types and Forces of Change and its Perspectives• Models of change• Resistance to Changes• Approaches to Manage resistance• Implementation of Organizational Change• Organizational Transformations	9
2	ORGANIZATIONAL CULTURE AND CHANGE <ul style="list-style-type: none">• Organizational Culture – Importance in Change• Sub cultures and Change management• Functions of Culture and Change• Roles of Change Agents and Leadership• Power, politics and Ethics in Change Management	9
3	ORGANIZATION DEVELOPMENT (OD) <ul style="list-style-type: none">• Field of Organization Development• Historical overview of OD• Values, Assumptions & Beliefs in OD• Foundations of OD• Organization Development Process• Action research Process and Approach for OD	9
4	OD INTERVENTIONS <ul style="list-style-type: none">• Introduction to Organisation Development Interventions• Classifications of OD Interventions• Team and Inter Group Interventions• Structural and Comprehensive Interventions	9
5	ISSUES AND TRENDS IN ORGANIZATIONAL CHANGE <ul style="list-style-type: none">• Advantages & limitations of change• The Emerging Challenges• Opportunities for OD in future• Organizational Learning – A continuous process• Knowledge Management in the present context	9
	Total	45

References

- Cummings, Organisation Development and Change, Cengage Learning , 8th ed ,2010
- French, Bell,Jr, Zawackic ,Organisation Development & Transformation 6 Edition, Tata McGraw Hill 2010
- Kandakar, Organisational Effectiveness and Change Management , PHI Learning,2009
- French ,Bell,Jr, Organisation Development, Pearson Education 2009
- Kavita Singh, Organisation Change & Development, Excel Books , 2009.
- Radha Sharma ,Change Management Concepts and Applications 1 Edition, Tata McGraw Hill 2009
- Bhupen ,Srivastava, Organization Design and Development, Biztantra, 2009
- Daft, Organisation Theory & Design, Cengage Learning 2010
- Sengupta, Battscharya, Sengupta, Managing Change in Organisations, PHI learning,2009
- Jones, Organisational Theory, Design & Change, Pearson Education, 2009

Unit	Topics	No of hours
1	INTRODUCTION TO PERFORMANCE MANAGEMENT <ul style="list-style-type: none"> • An Overview of performance management systems • Dimensions of performance management • Performance management process • Organizational & individual performance and impact of Objectives 	9
2	PERFORMANCE PLANNING & ANALYSIS <ul style="list-style-type: none"> • Performance planning and its Need • Components of performance planning • KPAs • Performance analysis • Objectives of performance analysis. • Process of Performance analysis 	9
3	PERFORMANCE REVIEW DISCUSSION AND PERFORMANCE RATINGS <ul style="list-style-type: none"> • Objectives of PRD • Process of performance review discussion • Performance rating and factors • Methods & errors • Reducing rater's bias • Performance rating and administrative decisions 	9
4	IMPLEMENTING PERFORMANCE MANAGEMENT SYSTEMS AND APPRAISAL SYSTEMS <ul style="list-style-type: none"> • Implementing process • Factors affecting implementation • Pitfalls in implementation • Performance appraisal • Pros & cons of appraising • Methods of appraising • Appraisals & HR decisions 	9
5	REWARD SYSTEMS <ul style="list-style-type: none"> • Introduction to reward systems • Dimensions of reward systems • Constraints in linking rewards with performance • Implications for managers and for organizations • Monetary and non-monetary rewards 	9
	Total	45

References

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- Rao, Performance Management & Appraisal Systems, Response Books,2009
- Aguinis, Performance Management, Pearson Education , 2008.
- Bagchi, Performance management , Cengage Learning , 2010
- Costello, Effective Performance management , Tata McGraw Hill,2009
- Sarma, Performance Management System, Himalaya Publishing House,2010
- Singh, Performance Management , Excel Books,2010
- Cardy, Performance Management, PHI Learning,2009
- Sahu, Performance Management System, Excel Books, 2009..
- Michael Armstrong & Angela Baron, Performance Management, Jaico Publishing 2009

108410003

INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

Unit	Topics	No of hours
1	INDUSTRIAL RELATIONS <ul style="list-style-type: none"> • History of IR • Understanding /Appreciating IR/Employee Relations. • Approaches of IR • Theories of IR/Perspectives of IR. 	9
2	TRADE UNIONS <ul style="list-style-type: none"> • History of Trade Unions -Structure-Organisations – Problems • Trade Unions -Theories , functions, methods • Trade Unions ACT 1926 • Management of Trade Unions in India 	9
3	COLLECTIVE BARGAINING(CB) <ul style="list-style-type: none"> • The nature, advantages & disadvantages of CB • CB in India • Workers Participation in Management • Evolutions, objectives of WPM • WPM in India 	9
4	LABOUR LEGISLATION - I <ul style="list-style-type: none"> • Introduction • Rights and obligations of employees • Factories Act 1948 • Contract labour Act 1970 • Industrial Disputes act 1947 • Settlement of Disputes - Procedures • The Minimum Wages Act 1948 	9
5	LABOUR LEGISLATION-II (LIMITED TO SCOPE AND IMPLICATIONS) <ul style="list-style-type: none"> • Payment of Wages Act 1936 • Payment of Bonus Act 1965 • The Payment of Gratuity Act 1972 • ESI Act 1948 • The Employee Provident Fund Act & Miscellaneous Act1952 • The Workmen Compensation Act 1923 • The Maternity Benefit Act 1961 	9
	Total	45

References

- Mamoria,Gankar ,Dynamics of Industrial Relation, Himalaya Publishing House, 2009
- Sivarethinamohan, Industrial Relations and labour Welfare, PHI Learning ,2010.
- Manappa, Industrial Relations, Tata McGraw Hill,2009
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- Sen Industrial Relations in India, Macmillan, 2010
- Sinha, Industrial Relations, Trade Unions& Labour Legislations, Pearson Education, 2009
- Monal Arora, Industrial Relations, Excel Books, 2009
- Nirmal Kumar, Human Resource Management and Industrial Relations, Himalaya Publishing House, 2009
- B.D. Singh,Industrial Relations and Labour Laws, Excel Books , 2009
- Venkata Ratnam, Industrial Relations , Oxford University Press, 2009

108410004

HUMAN RESOURCES DEVELOPMENT

Unit	Topics	No of hours
1	INTRODUCTION TO HRD <ul style="list-style-type: none"> • Personnel Management, HRD and HRM • HRD Climate & Culture • HRD Functions • Role and competencies of HRD professional • Framework of HRD process 	9
2	ASSESSING , DESIGNING AND IMPLEMENTING EFFECTIVE HRD PROGRAMS <ul style="list-style-type: none"> • Strategic and organizational analysis • Task analysis • Person analysis • Role analysis • Designing effective HRD programs 	9
3	TRAINING AND DEVELOPMENT <ul style="list-style-type: none"> • Introduction to learning and learning principles • Individual differences in learning process • Identification of training needs • Training delivery methods • Issues in training • Influences on employee behavior 	9
4	MANAGEMENT DEVELOPMENT <ul style="list-style-type: none"> • Training Vs Development • Developing the person in the role • Career planning and Career Development • Potential appraisal • Employee Empowerment • Succession planning • Quality of Work Life balance 	9
5	STRATEGIC HRD <ul style="list-style-type: none"> • Strategic HRD • HRD in Mergers and Acquisitions • HRD and Organizational Change • HRD Scenario in Indian Organisation: its problems and prospects • Challenges and Issues 	9
	Total	45

References

- Werner , Desimone Human Resource Development, Cengage Learning 2009
- Rao, Human Resource Development, Sage Publications, 2009
- R. Krishnaveni, Human Resource Development, Excel Books , 2009
- Kandula, Strategic Human Resource Development, PHI Learning, 2009
- Lalitha Balakrishnan, Human Resource Development, Himalaya Publishing House, 2010
- Deb, Human Resource Development, Ane Books 2000
- Pareak, Designing & Managing Human Resource, Oxford University Press ,2009
- Ghosh, Human Resource Development& Management , Vikas Publishing House , 2010
- Rao, Future of HRD, Macmillan,2008
- Tirupati, Human Resource Development, Sultan Chand & Sons,, 2009

108410005 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

S.No	Topics	No of hours
1	INTRODUCTION TO IHRM <ul style="list-style-type: none"> • Meaning of IHRM, Difference between domestic and international HRM • Issues and barriers to effective global HRM • Role of HR in International firms 	9
2	INTERNATIONAL RECRUITMENT , STAFFING AND COMPENSATION <ul style="list-style-type: none"> • International Staffing, Approaches • Recruitment and selection • Role of expatriates and non expatriates • Compensation and benefits, Approaches to International compensation • Designing a compensation programme, Compensation strategy • Variables influencing compensation, Components • Compensation packages, Issues in International compensation. 	9
3	TRAINING AND PERFORMANCE MANAGEMENT <ul style="list-style-type: none"> • Training and development-Need • Cross cultural training • Expatriate training • Basis, Issues and approaches in International performance management 	9
4	INDUSTRIAL RELATIONS, EXPATRIATION <ul style="list-style-type: none"> • Industrial relations, Key issues in International Industrial Relations • Trade unions and International Industrial relations • Regional integration, EU, NAFTA • Expatriation, Expatriation adjustment model, Success in expatriate assignments • Role of non- expatriates 	9
5	CROSS CULTURE AND PEOPLE MANAGEMENT PRACTICES <ul style="list-style-type: none"> • Multi Culture in Organizations • Cross cultural communication, negotiations and organization. • IHRM trends and future challenges • Asian , Japanese, American perspectives in managing HR 	9
	Total	45

References

- Dowling, Welch, International Human Resource Management, Managing people in a Multinational context, Cengage Learning,2009
- Gupta, International Human Resource Management, Macmillan,2010
- Aswathappa, Dash, International Human Resource Management, Text and Cases , Tata McGraw Hill,2009
- Edward, Rees, International Human Resource Mangement, Pearson Education,,2010
- Subba Rao, International Human Resource Management, Himalaya Publishing House, 2010
- P.L. Rao, International Human Resource Management, Text and Cases, Excel 2009
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- Sengupta, Bhattacharya, International Human Resource Management, Excel Books, 2009
- Harzing , International Human Resource management, Sage Publications ,2009
- Tayeb, International Human Resource Management, Oxford University Press, 2009

4. PRODUCTION

108500001

SUPPLY CHAIN MANAGEMENT

Unit	Topics	No. of hours
1	OVERVIEW OF SUPPLY CHAIN MANAGEMENT <ul style="list-style-type: none">• Introduction – nature and concepts• Understanding the supply chain• Link between supply chain management and other management functions• Supply chain management basics• Achieving strategic fit - issues• Efficient and responsive supply chains• Importance of supply chain decisions.	9
2	SUPPLY CHAIN DRIVERS <ul style="list-style-type: none">• Drivers of supply chain performance• Framework for structuring drivers• Obstacles to achieving strategic fit SUPPLY CHAIN DESIGN <ul style="list-style-type: none">• Supply chain and the value chain• Factors influencing distribution• Network design• Design options for a distribution network	9
3	SUPPLY CHAIN CO-ORDINATION <ul style="list-style-type: none">• Supply chain co-ordination and bullwhip effect• Effect of lack of co-ordination• Obstacles to co-ordination• Managerial levers to achieve co-ordination VENDOR DEVELOPMENT <ul style="list-style-type: none">• Purchasing and supply chain management• Vendor selection, rating and development	9
4	LOGISTICS MANAGEMENT <ul style="list-style-type: none">• Elements of logistics management• Distribution management• Strategies for distribution PRICING AND REVENUE MANAGEMENT IN SUPPLY CHAIN <ul style="list-style-type: none">• The role of pricing in supply chain,• Pricing and revenue management for multiple customer segments, perishable goods, seasonal demand goods a bulk & spot contracts	9

5	<p>WAREHOUSING MANAGEMENT</p> <ul style="list-style-type: none"> • Concepts and types of warehouse • Functions of warehouses • Warehousing strategy • Elements of warehousing costs • Warehouse design principles <p>GREEN SUPPLY CHAIN MANAGEMENT</p> <ul style="list-style-type: none"> • Introduction and Importance 	9
	Total	45

References

- Rahul V. Altekar, Supply chain Management – Concepts and cases , PHI Learning , 2010
- Wisner , Principles of supply chain management, Cengage Learning 1st ,2010
- Agrawal, Supply chain Management – Strategy, cases and best practices, Macmillan,2010
- Chopra, Meindal, Kalra, Supply chain Management – Strategy, planning and Operation , PearsonEducation, 2010
- Shah, Supply Chain Management, Pearson Education, 2010
- Bhat, Supply chain Management, Himalaya Publishing House,2010
- Mohanty,,Deshmukh, Supply Chain Management- Theories and practices, Biztantra, 2009
- Sahay, Supply Chain Management, Macmillan, 2009
- Rangaraj, Supply chain management, Tata McGrawhill,2010
- Upandra Kachru, Supply chain management, Excel Books,2010

Unit	Topics	No. of hours
1	TOTAL QUALITY MANAGEMENT <ul style="list-style-type: none"> • Definition- basic approach • Evolution- framework- characteristics • Elements, pillars, barriers and benefits • Contributions of quality gurus • Models and frame work for TQM 	9
2	QUALITY CERTIFICATIONS <ul style="list-style-type: none"> • Benefits of ISO registration • ISO 9000 series • ISO 14000 series • QS 9000 certification • Quality auditing • Quality awards • Quality council CONTINUOUS PROCESS IMPROVEMENT <ul style="list-style-type: none"> • Meaning of process • The Juran Trilogy • Improvement strategies • The PDSA cycle • Kaizen 	9
3	TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT <ul style="list-style-type: none"> • Quality Function Deployment (QFD) • Failure Mode and Effect Analysis • Taguchi's Approach • Histogram, Pareto analysis • Cause and effect diagram • Affinity diagram, Relationship diagram, Tree diagram, PDPC, Arrow diagram, Matrix data analysis diagram • Benchmarking, 5S • Poka Yoke 	9
4	STATISTICAL PROCESS CONTROL <ul style="list-style-type: none"> • Meaning and significance • Acceptance sampling • Control charts – X bar, R, p, np, c and u charts , PROCESS CAPABILITY <ul style="list-style-type: none"> • Control limits and specification limits, • Definition and purpose of process capability and capability index • Measures of process capability and capability index • Six Sigma Concept 	9

5	PRODUCT RELIABILITY <ul style="list-style-type: none"> • Definition and concepts of reliability • Failure rate analysis • Mean failure rate, MTTF, MTBF • Reliability in series and parallel 	9
	Total	45

References

- Besterfield, et al, Total Quality Management, Pearson Education ,2010
- Suganthi, Anand A Samuel, Total Quality Management, PHI Learning 2009
- Rajaram, Sivakumar, Total Quality Management, Biztantra, 2009
- Evans, Total Quality Management,CengageLearningf,2009
- Subbaraj, , Total Quality Management, Tata McGraw Hill, 2010
- Charantimath, , Total Quality Management, Pearson Education,2010
- Bhat, Total Quality Management , Himalaya Publishing House, 2010
- Arasu, Total Quality Management , Sci Tech Publications, 2009
- Mandal,Total Quality Management , Vikas Publishing House, 2010
- Nigam,Total Quality Management, Excel Books. 2009

Unit	Topics	No. of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Benefits of project management • Project organizational Structure PROJECT MANAGEMENT LIFE CYCLE <ul style="list-style-type: none"> • Project initiation • project planning • Project execution • Project closure & Withdrawal • Project Manager –roles, responsibilities • Selection - The project team 	9
2	BUDGETING THE PROJECT <ul style="list-style-type: none"> • Methods of budget • Cost estimation • Improving cost estimates PROJECT SCHEDULING <ul style="list-style-type: none"> • Project network construction • CPM – PERT • Crashing of project network 	9
3	CONTRACT MANAGEMENT <ul style="list-style-type: none"> • Principles of project contracts • Project contracting process • Project communication • Legal aspects of project management • Global tendering, Insurance for projects RESOURCE MANAGEMENT <ul style="list-style-type: none"> • Basics of resource constraints • Resource loading • Resource leveling VENDOR EVALUATION <ul style="list-style-type: none"> • Methods 	9
4	PROJECT RISK MANAGEMENT <ul style="list-style-type: none"> • Four stage process • Integrated approach to risk management MONITORING AND CONTROLLING THE PROJECT <ul style="list-style-type: none"> • The plan-monitor-control cycle • Earned value • Purpose of control • Design of control system PROJECT AUDITING <ul style="list-style-type: none"> • Objectives of project audit • The audit process • The audit report • Project auditor's role 	9

5	<p>ROLE OF FINANCIAL INSTITUTIONS</p> <ul style="list-style-type: none"> • Appraisal processes • Concepts and techniques • Specialized financial Institutions • Venture capital <p>APPLICATION OF IT IN PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> • Project Management Software • Microsoft Project 	9
	Total	45

References

- Gray , Larson, Desai Project management The managerial process, Tata McGraw-Hill ,2010
- Nichlolos, Project Management for Business & Technology, PHI Learning , 2010
- Pinto, Project Management – Achieving competitive advantage , Pearson, Education 2010
- Meredith,Mantel, Project Management – A Managerial Approach, Wiley India ,2010
- Sontakki, Project Management ,Himalaya Publishing House, 2010
- Paneerselvam , Senthilkumar, Project Management, PHI Learning , 2010
- Gopalakrishnan, Moorthy, Text Book of Project Management , Macmillan, 2008
- Samuel J Mantel Jr , Project Management , Wiley India, 2009
- Patel,Project Management , Vikas Publishing House, 2010
- Chandra, Projects, Tata McGraw Hill , 2009

108500004

TECHNOLOGY MANAGEMENT

Unit	Topics	No. of hours
1	TECHNOLOGY MANAGEMENT&MANAGEMENT STRATEGY <ul style="list-style-type: none"> • Review of Technology Management • Technological Innovation and Business Competitiveness • Technology Strategy and Leadership 	9
2	DEVELOPMENT OF TECHNOLOGICAL CAPABILITIES <ul style="list-style-type: none"> • Developing Technology Based Capabilities • Technology Based Developments • Technology Transfer • Diffusion and Adaptation of Technology • Need for Technology Analysis 	9
3	MANAGEMENT ISSUES & BUSINESS COMPETITIVENESS <ul style="list-style-type: none"> • People and Organization Issues • Characteristics of Innovative Firms • Technology Interface with Markets • Customers and Suppliers, Operational System Strategies • Business Competitiveness Interface • Market Integration with Technology • Accountability with Share Holders 	9
4	MANAGEMENT OF TECHNOLOGY <ul style="list-style-type: none"> • Factors Influencing Effective Integration in Technical Organization • Barrier to Implementation of Structure for Managing Technology • Need for Inter-Disciplinary Endeavour and Improved Functional Relation 	9
5	IMPLEMENTATION OF PERFORMANCE <ul style="list-style-type: none"> • Decisions for Implementing • Performance & Impact of New Technology • International E Business Management • IPR Related Issues 	9
	Total	45

References

- Murthy, Technology Management , Himalaya Publishing House ,2010
- Khalil, Technology Management , Tata McGraw Hill, 2010
- Szakony, Handbook of Technology management , Viva books ,2010
- Dhillion , Technology management, Global India, 2009
- Ray Gehani, Management of Technology & Operations, Wiley India 2009
- Krihanamacharyulu, Lalitha, Management of Technology, Himalaya Publishing House 2010
- Neelakandan, Management Technology, Excel Books,2010

108500005 BUSINESS PROCESS REENGINEERING AND VALUE ENGINEERING

Unit	Topics	No. of hours
1	<p>INTRODUCTION</p> <ul style="list-style-type: none"> • Business Process: Definition Dimensions • History of BPR, Definition, Basics • Benefits of BPR • Role of leader and manager • Guiding principles of BPR • Key targets of BPR 	9
2	<p>BPR IN MANUFACTURING INDUSTRY</p> <ul style="list-style-type: none"> • Enablers of BPR in manufacturing • Product design and development <p>BPR AND IT</p> <ul style="list-style-type: none"> • Relationship between BPR and IT • Role of IT in Reengineering • BPR tools and techniques • Criticality of IT in Business process 	9
3	<p>BPR IMPLEMENTATION METHODOLOGY</p> <ul style="list-style-type: none"> • Reasons for implementation of BPR • Necessary attributes of BPR methodologies • BPR team characteristics • Different phases of BPR • Different BPR methodologies • Steps of Process Reengineering • Performance measures of BPR. • Risks associated with BPR • Barriers to BPR implementation, Areas generating Barriers to BPR • A framework for Barrier management 	9
4	<p>VALUE ENGINEERING CONCEPTS, THEORY AND FUNDAMENTALS</p> <ul style="list-style-type: none"> • Relevance of Value engineering to Indian Scenario, • Meaning of Value • Ways to add Value • Value Engineering basics • Techniques employed in Value Engineering 	9

5	VALUE ENGINEERING JOB PLAN <ul style="list-style-type: none"> • Introduction, Selecting the project • Selecting team members • Phases of Value Engineering Job plan • General phase, Information phase, Function phase, Creation Phase, Evaluation phase, Investigation phase, Implementation phase 	9
	Total	45

References

- Radhakrishnan ,Balasubramanian, Business Process Reengineering: Text and Cases, PHI Learning, 2009
- Dey, Business Processing Re Engineering & Change Management , Biztantra 2009
- Srinivasan, Business Process Reengineering, Tata McGraw Hill, 2010
- Bhatt, Business Process Reengineering, Himalaya Publishing House ,2010
- Padhyay, Value Engineering, Sage Publications,2009
- Iyer, Value Engineering: A How to Manual, New Age International, 2009
- Jaganathan, Getting more at low cost: The value Engineering way, Tata McGraw Hill, 2009
- Sethi, Organizational Transformation Through Business Process Re-engineering, Pearson, Eudcation 2009
- Kumar, Value Engineering, Narusha Publications, 2009

5. SYSTEMS

108490001 KNOWLEDGE MANAGEMENT SYSTEMS

Unit	Topics	No of hours
1	<p>INTRODUCING KNOWLEDGE MANAGEMENT</p> <ul style="list-style-type: none"> • Definition, forces driving knowledge management, • Issues in knowledge management • The five P's of strategic knowledge management <p>NATURE OF KNOWLEDGE</p> <ul style="list-style-type: none"> • Definition, different types of knowledge, • Alternative views of knowledge • Differences between data, information and knowledge 	9
2	<p>KNOWLEDGE MANAGEMENT PROCESSES</p> <ul style="list-style-type: none"> • The 10 step knowledge management roadmap • Knowledge discovery systems • Knowledge capture systems • Knowledge sharing systems • Knowledge application systems • Knowledge management infrastructure, 	8
3	<p>TECHNOLOGIES FOR KNOWLEDGE MANAGEMENT</p> <ul style="list-style-type: none"> • Artificial intelligence, knowledge based system • Introduction, definition • Advantages and disadvantages • Other artificial intelligence technologies • Automated reasoning process • Case based reasoning system, 	9
4	<p>KNOWLEDGE CODIFICATION AND IMPLEMENTATION</p> <ul style="list-style-type: none"> • Definition of knowledge codification • Reasons for codifying knowledge • Modes of knowledge conversion • Codification tools and procedures • Data mining • Data management • Knowledge portals 	9
5	<p>ORGANISATIONAL IMPACTS OF KNOWLEDGE MANAGEMENT.</p> <ul style="list-style-type: none"> • Attributes of a knowledge leader, • Enablers of knowledge culture • Ownership of knowledge: ethical and legal issues. • managing knowledge workers • Future of knowledge management • Knowledge management case studies: 	9
	Total	45

References

- Becerra,Fernandez, Knowledge management: Challenges, solutions and technologies, Pearson Education , 2010
- Debowski, Knowledge Management, Wiley India ,2010
- Barnes ,Knowledge management ,Cengage Learning ,2010
- Mirthunjaya, knowledge management, PHI Learning , 2010
- Warier, Knowledge Management, Vikas Publishing House,2010
- Awad, Ghaziri, Knowledge Management, Pearson Education, 2009
- Kamal Vijayan, Information and Knowledge Management, Macmillan India, 2009
- Jawadekar, Knowledge Management, Tata McGraw Hill,2010
- Reddy, Knowledge Management System, Himalaya Publishing House, 2010
- Raman, Knowledge Management, Excel Books, 2009

108490002 **SOFTWARE PROJECT AND QUALITY MANAGEMENT**

Unit	Topics	No of hours
1	INTRODUCTION: <ul style="list-style-type: none"> • Project management • Role of project manager • Project management profession • System view of project management • Stakeholder management, • Attributes of well engineered software. 	9
2	PROCESS MODELS <ul style="list-style-type: none"> • Prescriptive model • Waterfall model • Incremental process model • Evolutionary process model • Agile process models. • Core principles of software engineering • Planning practices, communication practices • Modeling practices, construction practices 	8
3	PROJECT INTEGRATION MANAGEMENT <ul style="list-style-type: none"> • Strategic planning and project selection, • Project management plan, • Project execution • Integrated change control- closing project PROJECT SCOPE MANAGEMENT <ul style="list-style-type: none"> • Definition, • Scope planning, scope management plan • Project scope statement • Creating work breakdown structure • Scope verification and scope control 	9
4	PROJECT TIME MANAGEMENT <ul style="list-style-type: none"> • Importance, • Activity definition, activity sequencing • Schedule development, PROJECT COST MANAGEMENT <ul style="list-style-type: none"> • Importance, basic principle • Cost estimating types, tools and techniques • Cost budgeting, cost control 	9
5	PROJECT QUALITY MANAGEMENT	9

	<ul style="list-style-type: none"> • Importance • Quality planning • Software quality assurance • Tools and techniques for qc • Modern quality management <p>SOFTWARE TESTING</p> <ul style="list-style-type: none"> • Software testing fundamentals • Unit testing, integrity testing • Validity testing, system testing • Debugging, black box and white box testing • Basis path testing 	
	Total	45

References

- Futrell , Quality Project Software Management, Pearson Education ,2010
- Hughes ,Cottrell, Software Project Management, Tata McGraw Hill, 2009
- Goyal, Software Project Management ,Macmillan,2010
- Pressman, Software Engineering - A practitioner's Approach, McGraw Hill International, 2009
- Mohapatra, software project management, Cengage Learning,2010
- Kelkar, Software project management, PHI Learning,2010
- Scwalbe, Information Technology Project Management, Cengage Learning, 2010
- Ramesh ,Battiprolu, Software Maintenance, Tata McGraw Hill, 2009
- Tian, Software Quality Engineering, Wiley Inda, 2009
- Jawadekar, Software Engineering, Tat a McGraw Hill, 2009

108490003 DATABASE MANAGEMENT SYSTEMS

Unit	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none">• Characteristics of data base approach• Advantages of using a DBMS, data models• Schemas and instances• DBMS architecture and data independence• Database system environment,• Classification of DBMS• Entity relationship model, relational models	9
2	SQL <ul style="list-style-type: none">• Basic structure, functions• Null value, nested sub queries• derived relations• Embedded SQL• Other query languages• integrity constraints: domain constraints, referential integrity, assertion, triggers, functional dependencies	9
3	RELATIONAL DATABASE DESIGN <ul style="list-style-type: none">• Decomposition, Normalization, Domain Key Normal form OBJECT ORIENTED DATABASES <ul style="list-style-type: none">• Object oriented data model• Object oriented languages,• Object relational databases• Nested relations,• Complex types and object orientation	9
4	STORAGE AND FILE STRUCTURE <ul style="list-style-type: none">• RAID, tertiary storage, storage access• File organization• Organization of records in files• Storage structure for object oriented databases INDEXING AND HASHING <ul style="list-style-type: none">• Basic concepts• Ordered indices• B + and B – Tree index files• Static hashing, Dynamic hashing	9

5	DATABASE SECURITY <ul style="list-style-type: none"> • Privileges • Database control • Cryptography • Digital signature • Statistical database Data Warehousing and Data Mining <ul style="list-style-type: none"> • Emerging Database Technologies and Applications 	9
	Total	45

References

- Leon, Database management system, Vikas Publishing House 2010
- Korth, Database system concepts, Tata McGraw-Hill ,2010
- Kahate, Introduction to Database Management system, Pearson Education, 2009
- Pratt, Database management system, Cengage Learning 2010
- Shah, Patel, Database Management System, Macmillan,2011
- Pannerselvam, .Database management System, PHI Learning 2010
- Pathak , Data Base Management Systems, Himalaya Publishing House , 2009
- Ranjan, Advances in Data Base Management, Macmillan,2010
- Narang , Database management system, PHI Learning 2010
- Ramakrishnana, Database management system, Tata McGraw-Hill ,2010

108490004

ENTERPRISE RESOURCE PLANNING

Unit	Topics	No of hours
1	OVERVIEW <ul style="list-style-type: none"> • General model for ERP • Evolution of ERP • Business Engineering: Principles, Significance, Business intelligence with IT • Blueprint of a business model • Benefits and Risks of ERP 	9
2	ERP AND TECHNOLOGY <ul style="list-style-type: none"> • Business Intelligence: Factors, Technology • Techniques for integrating business intelligence into business processes • BPR: Phases • Challenges in implementing BPR. 	8
3	BUSINESS MODULES <ul style="list-style-type: none"> • Business Modules of an ERP Package • Finance, Manufacturing, Maintenance, Materials management, • Quality management, Marketing, Sales, distribution & Service 	9
4	ERP IMPLEMENTATION <ul style="list-style-type: none"> • Implementation challenges, • Strategies for implementation, • ERP Life cycle • Implementation methodologies • Project team, vendor and contract management • Data migration, project management & monitoring, • Post implementation activities 	9
5	MARKETING OF ERP <ul style="list-style-type: none"> • Marketing strategy • Relationship marketing • Participants in the ERP buying process • Sales cycle PRODUCTS IN THE MARKET <ul style="list-style-type: none"> • SAP, Oracle, JD Edwards, Marshal • Future direction and trends in ERP 	9
	Total	45

References

- Leon, Enterprise Resource Planning, Tata McGraw Hill, 2010
- Kumar, Garg, Venkitakrishnan, Enterprise Resource Planning – Concepts and Practice, PHI Learning, 2009
- Monk, Enterprise Resource planning, Cengage Learning ,2010
- Sumner, Enterprise Resource Planning, Pearson Education, 2009
- Jaiswal, Text book of Enterprise Resource Planning, Macmillan,2009
- Singla, Enterprise Resource Planning, Cengage Learning, 2008
- Altekar, Enterprise wide Resource Planning, PHI Learning, 2009
- Murthy, Enterprise Planning, Himalaya Publishing House, 2010
- Parthasarathy, Enterprise resource planning, New age International 2010
- Ray, Enterprise Resource Planning, Tata McGraw-Hill, 2010

Unit	Topics	No of hours
1	<p>INTRODUCTION</p> <ul style="list-style-type: none"> • Characteristics of E-business • Advantages and disadvantages of E-business • Business Models for E-commerce <p>E-MARKETING</p> <ul style="list-style-type: none"> • Goals, Browsing behavior model • Online Marketing, E-Advertising 	9
2	<p>ENABLING TECHNOLOGIES OF WORLD WIDE WEB</p> <ul style="list-style-type: none"> • Internet client server application • Networks and Internets • Switching, Transmission, Routers, URLs, TCP, search Engine, ISP, Hypertext, Java script, XML 	8
3	<p>E-SECURITY</p> <ul style="list-style-type: none"> • Information system security, • Security on the internet • E-business Risk management issues • Internet security environment in India. <p>E-PAYMENT SYSTEM</p> <ul style="list-style-type: none"> • Digital payment requirements • Digital token based E- Payment system • Properties of Electronic cash • Cheque payment system on the internet • Risks in E payment system • Digital signature 	9
4	<p>E-CRM</p> <ul style="list-style-type: none"> • E-CRM Tool kits • Typical business touch points • Privacy issues • Data mining in CRM <p>E-SUPPLY CHAIN MANAGEMENT</p> <ul style="list-style-type: none"> • Inventory control, advantages, benefits, components and architecture 	9

5	<p>MOBILE COMMERCE</p> <ul style="list-style-type: none"> • Definition • Technology • WAP Model • Wireless technology • 3G Wireless communication <p>WEB DESIGN</p> <ul style="list-style-type: none"> • Need for intelligent web sites • Goals and objectives of a website • Strategies for website development • Ethical issues in Digital economy 	9
	Total	45

References

- Chaffey ,E-Business and E-commerce, Pearson Education 2010
- Reynolds, E-Business, Oxford University Press,2010
- Branmcanzer, E-Business and E-Commerce, Wiley India 2010
- Mishra, E-Commerce, Macmillan, 2011
- Rayadu, E-Commerce, E Business, Himalaya Publishing House, 2010
- Kalakota, Marcias Robinson, e-business 2.0, Pearson Education , 2010
- Bayles, E-Commerce Logistics and fulfillment, Pearson Education , 2009
- Joseph, E-Commerce – An Indian Perspective, 3rd ed, PHI Learning, 2010
- Agarwal, Business on the net, Macmillan,2009
- William J Buffam, E Business and IS solution, Pearson Education , 2009

6. AIRLINE AND AIRPORT

108430001 INTRODUCTION TO AVIATION INDUSTRY

Unit	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none">• Aviation – an overview, Importance & Features• Air transportation – regulators and associations• The general aviation industry• The airline industry- Growth• Economic characteristics on the airlines• Airline management• Forecasting methods• Air traffic management• Detailed design of passenger buildings• Emerging issues in Aviation Industry• Important documents involved	9
2	AVIATION FUNCTION <ul style="list-style-type: none">• Airline passenger marketing• Airline passenger demand and output determination• Air cargo- Major players & their strategies• Principles of airline labor relations• Airline financing• International aviation.• Flight operations & scheduling• Record keeping requirements• Maintenance of Records & Manuals.	9
3	AIR CARRIER OPERATIONS <ul style="list-style-type: none">• Definition of an air carrier• Operations, specification, development and applications• Airline organization – Operating manuals• Development of air traffic regulations• Crew member requirements• Air carrier flight and duty time limitations• Flight Manual-Need & Importance• Airplane Operations-Worthiness requirements• Instrument and equipment requirement• Dispatching and flight release rules	9

4	AIR OPERATIONS MANAGEMENT <ul style="list-style-type: none"> • Introduction – the future of airport and airline • Dynamic strategic planning • Privatization and deregulation • Multi-airport systems • Environmental impacts • Organization and financing • User charges • Airfield design- General Rules & Regulations • Airfield capacity • Airfield delay • Demand management 	9
5	AIRLINE ROUTE PLANNING MANAGEMENT <ul style="list-style-type: none"> • Route planning – a basic function • worked route analysis • Flight documentation – Airfield performance • Flight planning • Clearance formalities • Emergency procedures • Route monitoring • Route licensing • Aircraft evaluation • Route proving • Sundry considerations 	9
TOTAL		45

References

- Wells, Airport Planning and Management, Tata McGraw-Hill,2010
- Raju, Mihir Babu, Civil Aviation, Excel Books, 2010
- Karuppasamy,Saravanan, Aviation Industry: An Indian Perspective, Himalaya Publishing House,2011
- Wells, Air Transportation – A Management Perspective, Thomson ,2009
- Neufville Airport Systems: Planning, Design and Management, , Tata McGraw-Hill,2009
- Holt, Air Carrier Operations, Blackwell,2009
- Grover,Airline Route Planning, Blackwell,2009

Unit	Topics	No of hours
1	AREA <ul style="list-style-type: none"> • History • Development and operations of Air Traffic Services • The airway structure, rules of the air, radio, radio navigation, and radar facilities. • Airports in India and latest developments • Air Traffic Control • Authorities 	9
2	AIRSPACE <ul style="list-style-type: none"> • Area and Terminal Controller • Selection of the Location for Airport • Technical Support • Administrators • Air Traffic Control Assistants and Air Traffic Flow Management. 	9
3	AIRCRAFT CHARACTERISTICS <ul style="list-style-type: none"> • Aircraft operating systems • Economics of operation • Aircraft recognition procedures and techniques • Aircraft performance degradation in adverse weather conditions • Aircraft maintenance • The theory of rotary craft flight and control. 	9
4	AIRPORT MANAGEMENT <ul style="list-style-type: none"> • Air transport system • Growth of Airports in India • Functional departments • master planning process • operational and management services of both large and small airports • Flight handling and Flight operations • Environment parameters. 	9

5	NAVIGATION AND NAVIGATION AIDS <ul style="list-style-type: none"> • Air navigation methods, equipment, procedures • Air Navigation Systems • Visual techniques Electronic-Markings/Warnings/Lighting signals • Based aids • Design of instrument procedures • non- precision VOR • NDB and GPS approaches • Cross-country flight using GPS Waypoints for advanced flight lab. 	9
	TOTAL	45

References

- Allvine, Sheth, Uslay, Dixit, Deregulation and Competition: Lessons from the Airline Industry Sage Publications 2007.
- Karuppasamy, Saravanan, A Practical Approach to Airport Management, Himalaya Publishing House,2011
- Senguttuvan, Fundamentals of Air Transport Management , Excel,Books, 2010
- Rigas The Airline Business in the Twenty-First Century, Doganis Paperback, Routledge,2001

108430003 AIRLINES OPERATIONS MANAGEMENT

Unit	Topics	No of hours
1	GROUND HANDLING <ul style="list-style-type: none">• Duties and organization of aircraft ramp service• Definitions, Importance• Weight and aviation fuel terminology• Trim sheet compilation for short and medium• Haul flight patterns• Manpower requirements for ground handling• Calculation of the Allowed Traffic Load and Estimate Zero Fuel Mass.	9
2	AIRCRAFT LOADING FUNDAMENTALS <ul style="list-style-type: none">• Loading schedule risks• Proper compilation• Regulations for load composition• Special loads, Restrictions• Dangerous Goods Regulations• General safety regulations, Precautionary measures• Re-fuelling with passengers• Ramp Safety• Flight service documents• Operational Flight Plan• Weather and Trip File.	9
3	INTRODUCTION TO AIR FREIGHT <ul style="list-style-type: none">• Fleet overview and loading equipment• Specific Commodity Rates (SCR), Class, Air freight safety and security measures• Air freight documentation Export• Mandatory documents to be maintained• General pre-requisites for acceptance of a consignment , Security scanning• National regulations• Options of payment	9
4	AIR FREIGHT CALCULATION <ul style="list-style-type: none">• Calculation of freightage• General-Rate system and application• General Cargo Rates (GCR)• Liability and air cargo insurance• Ground handling at Air Cargo.	9

5	SAFETY <ul style="list-style-type: none"> • General & Specific safety measures • Presentation of fundamentals and principles of European aviation safety in connection with the Commission Directives 2004/36/CE and 2008/49/EC-Explanation of the special inspection program (SAFA) • Introduction to the topic Ramp Checks / Spot Checks in connection with evaluations and subsequent measures and the practical demonstration at the Aircraft • Inspection- Periodicity, Documents • Presentation on inspections and the inspection results. 	9
	TOTAL	45

References

- Andrew R. Thomas Aviation Security Management, Hardcover, Praeger Security Intl 2008
- Karuppasamy, Saravanan, Aviation Industry: An Indian Perspective, Himalaya Publishing House,2011
- Senguttuvan, Principles of Air Port Economics, Excel Books 2010

108430004 CARGO, CUSTOMS AND AVIATION LAWS

Unit	Topics	No of hours
1	CARGO <ul style="list-style-type: none">• Economics of air cargo , Importance & Growth of Cargo• The roles of freight forwarder and the airlines• Terminal facilities , Security and acceptance• Movement of goods into and out of India in international airport Free Trade Agreement	9
2	CUSTOMS <ul style="list-style-type: none">• Introduction to air freight,• Fleet overview and loading equipment,• Specific Commodity Rates (SCR) , Class Rates• Customs proceedings, Documents to support the consignment & its verification• Acceptance of a consignment Export• Clearance from Airport godown, National regulations	9
3	CARGO <ul style="list-style-type: none">• Special loads• Options of payment and Calculation of freightage• General Rate system and application• General Cargo Rates (GCR)• Liability and air cargo insurance• General insurance regulations.	9
4	EXCISE LAWS <ul style="list-style-type: none">• Indian customs act 1962• Custom duty act, Central board of excise and customs• Baggage clearance and Service tax• Customs airport and EXIM Policy• DGFT Customs excise and RBI-Service tax drawbacks	9
5	TRAVEL LAWS <ul style="list-style-type: none">• Introduction to passenger handling• General fundamentals• Terminal layout and Prohibited items• Encrypting and decrypting• Letter-Codes and Retrieving flight schedule• Availabilities and information• Reading tickets and travel documents (passport, visa, etc.)• Check-In and Check-in Variations, Amending passenger data.	9
	TOTAL	45

References

- The International Air Cargo Association <http://www.tiaca.org>.
- Karuppasamy, Saravanan, Aviation Industry: An Indian Perspective, Himalaya Publishing House, 2011

108430005 TICKETING AND MARKETING OF AIRLINES SERVICES

Unit	Topics	No of hours
1	<p>FUNDAMENTALS OF PASSAGE AND MANUAL FARE CALCULATION</p> <ul style="list-style-type: none"> • Airport layout • The service triangle in air traffic • Service chain and individual services • Reservation and ticketing Service before the flight • The passenger's stay at the airport • Check-in and boarding In flight-Service • Service after the flight, IATA and passage formalities • Manual fare calculation • Customer handling at Airport 	9
2	<p>RESERVATION AND TICKETING</p> <ul style="list-style-type: none"> • Introduction to computer reservation systems (CRS) (AMADEUS) Passport requirements and immigration and visa regulations (Timatic) • Flight reservation and Cancellation • Structure and change of passenger names Record (PNR) • PNR structure • Fare calculation via CRS • Ticket selling / terms of payment 	9
3	<p>REGULATIONS</p> <ul style="list-style-type: none"> • Special requests • Ticket storing • Refunding • Miscellaneous Charges Order (MCO) • Baggage regulations & Restrictions • Special baggage • Customer loyalty programs • Rules for calculating fares (HIP,CTM) • Regular tariffs • Special offers • Ticket structure 	9
3	<p>STRUCTUE AND CONTENT OF FARE CALCULATION</p> <ul style="list-style-type: none"> • Fare Calculation • Locating Fare Construction Points (Fare Break Points) • Determining directional fare rule and types of tariff • Identifying type of journey • Routing versus mileage system • Checking HIP (Higher Intermediate Point) • Checking CTM (Circle Trip Minimum) 	9

4.	DATABASE TIMATIC <ul style="list-style-type: none"> • Structure and contents of the database Timatic • Query variants • Accessing, reading and interpreting data • Immigration regulations (Passport and visa regulations) • Health regulations, Safety measures • Customs regulations • Special cases- residence P for passengers health. • Permit for Another country (Alien Residents), • Travelling with pets • Entry requirements • Inoculation regulations 	9
	TOTAL	45

References

- Christopher Holloway Marketing for Tourism , Pearson, Education 2009
- Mishra, Sadual, Basics of Tourism Management , Excel Books, 2010
- Sinha ,Tourism: Transport & Travel Management, Anmol Publications, 2010
- Karuppasamy,Saravanan, A Practical Approach to Airport Management, Himalaya Publishing House,2011
- Ryan, Tourism Management, School of Management, University of Waikato, Hamilton, New Zealand

7. HEALTH CARE

108800001

HEALTH CARE POLICY

Unit	Topics	No of hours
1	MANAGEMENT CONCEPTS, FUNCTIONS AND THEORIES <ul style="list-style-type: none">• Management and organizations-management role• Levels of managers and management skills- services• Classification of service organizations, characteristics, challenges• History of medicine• Healthcare revolution	9
2	HEALTH PARAMETERS <ul style="list-style-type: none">• Indicators of health types of healthcare organizations composition of health sector• Types of care• Pyramidal structure of health services• Hospitals	9
3	HOSPITAL MANAGEMENT <ul style="list-style-type: none">• Levels and roles-governing board• Executive board and advisory board• CEO• Medical administration• Nursing administration and hospital administration	9
4.	CURRENT ISSUES -I <ul style="list-style-type: none">• Current issues in healthcare• Accreditation• Telehealth• Health tourism-health insurance and managed care• Disaster management• Hospital wastes management	9
5	CURRENT ISSUES-II <ul style="list-style-type: none">• Health• Dimensions of health• Types of hospitals and role of hospital in healthcare• Complexity of hospital organization• Middle level managers in hospital and their responsibilities structuring hospital organization	9
	TOTAL	45

References

- Robbins, Coulter, Management, PHI Learning, 2008
- Park and Park, Textbook of Preventive and Social Medicine, Banarsidas Bhanot, Publication,2008
- Elaine La Monica, Management in Health Care ,Macmillan Press Ltd, London,2009
- Sakharkar, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers. New Delhi,2008
- Francis and et al., Hospital Administration, Jaypee Brothers Medical Publishers New Delhi,2008
- Srinivasan (ed.), Management Process in Health Care ,Voluntary Health Association of India, New Delhi,2008

108800002

**MARKETING MANAGEMENT OF HOSPITAL
AND HEALTH SERVICES**

Unit	Topics	No of hours
1	APPLICATION OF MARKETING IN HEALTHCARE <ul style="list-style-type: none"> • Marketing concept of healthcare-importance of healthcare organizations • Challenges in practicing marketing in healthcare industry marketing intelligence • Marketing organization: chart • Fulltime staff and hiring consultants 	9
2	MARKETING <ul style="list-style-type: none"> • Product (service) decisions • Nature and characteristics of services • Marketing approaches to new services development • Service mix decision • Service item decision • Service life cycle decision • Demand generation • Pricing decisions 	9
3	MARKETING MIX DECISIONS <ul style="list-style-type: none"> • Pricing objectives in healthcare • Pricing strategy • Present and future situation • Place decisions • Major distribution decisions • Strengthening referral systems • Promotion decisions • Sales force in healthcare organizations 	9
4	COMPETITIVE POSITIONING <ul style="list-style-type: none"> • Advertising in healthcare industry • Sales promotion practices in healthcare organizations • Publicity practices • Marketing strategies • Service portfolio strategy • Market expansion strategy etc • Social marketing • Steps in social marketing- cognitive, action, behavior and value changes 	9

5	PUBLIC RELATIONS <ul style="list-style-type: none"> • Introduction, meaning, classification of public from healthcare marketing perspective • Evolution of public relations • Identifying the relevant publics • Measuring images and attitude of the relevant public • Developing cost effective public relations strategies • Community opinion surveys to assess the image of an organization • Public relations tools • Health service public relations officer • Changing role and responsibilities of health service PRO . 	9
	TOTAL	45

References

- Kotler Clarke, Marketing for Healthcare Organizations, PHI Learning., 2009
- Silver, Health Service Public Relations.Radcliffe Medical Press Ltd., Oxford,2009
- Malley, Healthcare Marketing Sales and Services: An Executive Companion, Health Administration Press,2009
- G.D. Kunder, How to Market Your Hospital without Selling Your Philosophy, Prism Books Pvt. Ltd., Bangalore, 2000.

**108800003 PROGRAMME PLANNING, IMPLEMENTATION, MONITORING
AND EVALUATION OF MANAGED HEALTHCARE**

Unit	Topics	No of hours
1	HOSPITAL PLANNING <ul style="list-style-type: none"> • Concepts and guiding principles • Facilities and services • Steps in hospital planning • Planning team and stages of project estimation • Selection of site and decision on land, space, and utilities 	9
2	OUT PATIENT SERVICES <ul style="list-style-type: none"> • Objectives – functions - location • Design and layout-policy and procedures • Organization- staffing- equipment and facilities • Key result areas and performance / quality indicators-specialty • Sub-specialty and super specialty clinics- diagnosis • Physiotherapy and occupational therapy • Emerging concepts: day care, reservation • Appointment by phone • Medico-social works / patient counseling- other facilities. 	9
3	TRAUMA CARE <ul style="list-style-type: none"> • Emergency and casualty services- objectives-functions- location design and layout • Policy and procedures- organization- staffing • Equipment and facilities • Life saving drugs • Ambulance and paramedic services • Medico-legal procedures • Forms and registers to be maintained • Communication system 	9
4.	INPATIENT SERVICES <ul style="list-style-type: none"> • Objectives- functions- location • Design and layout • Policy and procedures • Admission, transfer, billing and discharge procedures • Managing deaths • Intensive care units • Types of ICUs • Operation theatre 	9

5	HOSPITAL SERVICES <ul style="list-style-type: none"> • Equipment and facilities • Determinants of number of operating rooms • Zoning and aseptic / sterile techniques • Clinical protocols- sub-stores, CSSD • Immediate postoperative recovery rooms-safety issues 	9
	TOTAL	45

References

- Goodwin, Managing Health Care, Tata McGraw Hill,2009
- NHS, Guide to Good Practices in Hospital Administration, Department of Health and Social Security: National Health Services, London,2008
- Walsh, Health Care Management , Tata McGraw Hill,2009
- Marie Carney, Health Service Management, PHI Learning, 2007
- Llewelyn Davies and HMC Macaulay, Hospital Planning and Administration, Jaypee Brothers Medical Publishers P. Ltd., New Delhi,2009
- Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice , Oxford University Press,2009
- Sakharkar, Principles of Hospital Administration and Planning ,Jaypee Brothers Medical Publishers New Delhi,2009
- Alan M. Zuckerman, Healthcare Strategic Planning, 2nd ed, PHI Learning, 2006
- Francis and et al., Hospital Administration, Jaypee Brothers Medical Publishers New Delhi,2009
- Kunders, Designing for Total Quality in Health Care,Prism Books Pvt. Ltd., Bangalore,2009

108800004 ORGANISATION OF CLINICAL SERVICES, SUPPORT SERVICES AND UTILITY SERVICES

Unit	Topics	No of hours
1	<p>FRONT OFFICE</p> <ul style="list-style-type: none"> • Front office and medical records- objectives and functions- location • Staffing- information and communication • Medical records-objectives and functions-- characteristics- types of forms 	9
2	<p>CLINICAL SERVICES</p> <ul style="list-style-type: none"> • Retention policy; records and statistics- hospital beds, bed compliment, bed days, average length of stay (los), bed occupancy rate, daily ward census, bed turnover rate, gross / net / postoperative, death rate • Admission and discharge-location, design and layout-staffing • Medical records committee-technology • Advancements: EMR, microfilming and smart cards 	9
3	<p>DIAGNOSTIC SERVICES</p> <ul style="list-style-type: none"> • Radiology services • Laboratory services • Other supportive services- CSSD- objectives and functions • Advantages of centralized system • Distribution system- location, design and layout-staffing • Duties of CSSD in-charge- linen and laundry • Automation- housekeeping- security services 	9
4.	<p>SALES OUTLETS</p> <ul style="list-style-type: none"> • Pharmacy • Therapeutic committee • Hospital formulary • Medicines, dugs, dietary services • Equipment and physical facilities- purchases • Stores and issues- pricing and control measures 	9

5	MAINTENANCE MANAGEMENT AND INSURANCE <ul style="list-style-type: none"> • Maintenance policy and procedures • Equipments types and characteristics • Purchase, inspection and installation, records, responsibilities • Levels of maintenance • Service contracts and disposition • Designing benefit package: introduction- issues • Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury • Level of health services, estimating maximum demand • Costing the benefit package 	9
	TOTAL	45

References

- NHS, Guide to Good Practices in Hospital Administration ,Department of Health and Social Security: National Health Services, London
- Francis and et al., Hospital Administration ,Jaypee Brothers Medical Publisher New Delhi,2009
- Kundurs, Hospitals: Planning, Design and Management, Prism Books , Bangalore,2009
- Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice, Oxford University Press , 2009
- Sakharkar, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers ,New Delhi,2009

108800005

**LEGAL, ETHICAL AND QUALITY ISSUES
IN HEALTHCARE**

Unit	Topics	No of hours
1	HEALTHCARE LAWS <ul style="list-style-type: none"> • Medical council of India • Medical licensure law • Doctors patient relationship • Medical malpractice • Quality and standard of medical care • Negligence- medical consent • Emergency care • The consumer protection act • Patients rights and responsibilities • Medical ethics 	9
2	LEGAL COMMITMENTS -I <ul style="list-style-type: none"> • Medico legal commitments • Mental illness • Tuberculosis- drugs addicts and alcoholics • Legal issue in death cases • Legal testimony in medico-legal cases- narcotic laws • The drugs and cosmetic act-drug control policy • Clinical investigation 	9
3	LEGAL COMMITMENTS –II <ul style="list-style-type: none"> • Blood transfusion • The medical termination of pregnancy act • The prenatal diagnostic techniques act • Dying declaration • Medical jurisprudence • The human organ transplantation act • Toxicology 	9
4	HEALTH CARE QUALITY <ul style="list-style-type: none"> • Measuring quality • Setting objectives and agreeing upon standards- quality audit and review techniques • Quality / customer service • Core service & delivery of service • Caring service • Individual behavior: stress, communication and interpersonal relationship • Patient satisfaction • Rights and responsibilities of patients 	9

	<ul style="list-style-type: none"> • Quality indicators of patient satisfaction • Clinical quality- complication and infection rate • Admission, follow up and continuity of care 	
5	<p>ORGANISATION AND ROLES IN QUALITY</p> <ul style="list-style-type: none"> • Quality Policy: Commitment to Patients and Staff • Code of Conduct for Health Professionals • Job Description of Quality Manager • Quality Steering Committee • Quality Council • Quality Circle • Obstacles to practice quality • Recent trends- ISO Certification • BS Mark, Accreditation • JCI, Quality awards scheme. 	9
	TOTAL	45

References

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- Kapoor, Elements of Mercantile Law, Sultan Chand, New Delhi, 2009
- Kogh, Total Quality Management in Health Care, Longman Publication, 2009
- Ellis, Whittington, Quality Assurance in Health Care – A Hand Book, Edward Arnold, London, 2009
- Chaube, Consumer Protection and the Medical Profession with Legal Remedies, Jaypee Brothers, New Delhi, 2009
- Anand, Sidhartha Satpathy, Hospital Waste Management: A Holistic Approach Jaypee Brothers, New Delhi 2009
- Deming, Out of the Crisis, Cambridge University Press, 2009
- Smith (ed.), Audit in Action, British Medical Journal, London
- Nankemp, Richardson, Quality Assurance in Nursing Practice, Butterworth Heinemann Ltd., London, 2009

SEMESTER IV

108390020 ENTREPRENEURSHIP DEVELOPMENT

Unit	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none">• Entrepreneur: meaning• Characteristics and types of entrepreneur• Entrepreneur vs Intrapreneur• Entrepreneurship and economic development• Entrepreneurship development institutions	9
2	BUSINESS IDEA TO PLAN <ul style="list-style-type: none">• Search of business idea• Business models and business plan• Components of business plan• Financial plan	9
3	FEASIBILITY ANALYSIS <ul style="list-style-type: none">• Techno- economic analysis• Location analysis- factors• Cost- benefit analysis• Break- even analysis• Financial feasibility analysis	9
4.	LAUNCHING OF SMALL BUSINESS <ul style="list-style-type: none">• Project report• Finance mobilization - institutional finance to• Entrepreneurs- central and state level institutions.• Steps in starting SSI.	9
5	MANAGEMENT OF SMALL BUSINESS <ul style="list-style-type: none">• Monitoring and evaluation of business• Preventing sickness and rehabilitation of• Business units• Problems in small business management- case studies	9
	TOTAL	45

References

- Hisrich, Peters and Shepherd, Entrepreneurship 6th Edition, Tata McGraw-Hill 2009
- Vasant Desai ,Dynamics of Entrepreneurial Development and Management Himalaya Publishing House, 2010
- Charantimath, Entrepreneurship Development-Small Business Enterprise, Pearson Education, 2010
- Kuratko, Entrepreneurship-Principles and practices 1st ed , Cengage Learning, 2010
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- Ramachandran, Entrepreneurship Development, Tata McGraw Hill, 2010
- Hattangadi, Entrepreneurship, Himalaya Publishing House,2010
- Madhurima Lal, Entrepreneurship Development, Excel Books,2010
- Manimala.Entrepreneurship Theory at the Cross Roads Paradigms, Wiley2010
- Rhonda Abrams Business Plan in a Day, PHI Learning, 2009