

NOORUL ISLAM CENTRE FOR HIGHER EDUCATION
NOORUL ISLAM UNIVERSITY, KUMARACOIL
MASTER OF BUSINESS ADMINISTRATION (MBA)
CURRICULAM & SYLLABUS
SEMESTER – I

Sl.No	Code No	Course Title	L	T	P	C
THEORY						
1	MA1506	Quantitative Techniques	3	1	0	4
2	MS1501	Management Concepts	3	0	0	3
3	MS1502	Economics for Management	3	0	0	3
4	MS1503	Organizational Behaviour	3	0	0	3
5	MS1504	Accounting for Managers	3	0	0	3
6	MS1505	Business Law	3	0	0	3
7	MS1506	Executive Communication	3	0	0	3
8	MS1507	Entrepreneurship, Creativity & Innovation	3	0	0	3
TOTAL			24	1	0	25

AIM:

The probabilistic models are applicable in all areas of Management studies. This course provides necessary mathematical support to solve real life problems.

OBJECTIVE:

To equip the students with different statistical techniques to summarize, analyse the interpret data, which are essential for decision making. Also the students should familiarize to solve statistical problems using computer packages like SPSS.

UNIT I MATRIX ALGEBRA AND PROBABILITY 9

Matrix: Concept of matrix, Diagonal matrix, Scalar matrix, Identity matrix and Symmetric matrix: Addition, subtraction and multiplication of matrices- Determinants- Inverse of matrix- Solving homogeneous and non homogeneous linear equations (Gauss - Jordan method). Probability: Concept of random experiment- sample space, events, disjoint events- Definition of probability (frequency and axiomatic)-Addition and Multiplication theorem, Conditional probability - simple problems.

UNIT II DESCRIPTIVE STATISTICS AND DISTRIBUTIONS 9

Introduction to Statistics – Classification, Frequency distribution: Discrete and continuous frequency distribution. – Diagrammatic and Graphic representation: Bar diagram, Rectangle diagram and Pie diagram – Histograms- Frequency polygon, Advantages and limitations. Measures of Central Tendency - Dispersion – Standard deviation, Variance, Co-efficient of variation. - Applications of Binomial and Normal distributions. (Problems only)

UNIT III CORRELATION AND TIME SERIES ANALYSIS 9

Correlation Analysis- Karl Pearson's correlation coefficient- Rank correlation- Regression lines. Components of time series: Graphical Method, Method of Semi-Average, Method of Moving Average, Curve fitting by method of Least Square.

UNIT IV TESTING OF HYPOTHESIS 9

Definition-Type I and Type II errors - One tailed and two tailed tests- Large sample tests. Tests for mean and equality of means. Small sample tests: t -test for mean, equality of means. F test and Chi-square test.

UNIT V STATISTICAL QUALITY CONTROL 9

Quality Control –Chance causes and Assignable causes - Control charts for variables – Control chart for Mean (\bar{X}) and Range (R). Control charts for Attributes, Proportion of defective (p chart), Number of defectives per unit (c chart).

L: 45 + T: 15, TOTAL: 60 PERIODS

REFERENCES:

1. Gupta.S.P “ Statistical Methods” Sultan Chand & Sons 38th Edition 2004
2. Srivastava, S.C. “Fundamentals of Statistics”, Sangya Srivastava Anmol Publications Private Limited, New Delhi, 2006.
3. Bruce L. Bowman, Richard T.O. Connell and Michael L. Hand, “Business Statistics in Practice”, 2nd Edition, McGraw – Hill, 2001.

4. Richard I. Levin and David S “Statistics for Management”, Prentice Hall of India, 2002.
5. Grewal B.S., “Higher Engineering Mathematics”- 40th Edition , Khanna Publishers, Delhi 2007.

MS1501

MANAGEMENT CONCEPTS

3 0 0 3

COURSE OBJECTIVES:

- ★ To understand the basic concepts and processes of management Science.
- ★ To acquire the capability to use them in business decision making.

UNIT I INTRODUCTION 9

Management: Definition – Nature – Scope and Functions – Management Science or Art – Management thoughts – History and Evolution – Contribution of F.W. Taylor – Scientific Management – Contribution by Fayol – Peter F. Drucker – Gilbreth – Mary Follet – Barnard – Herbert Simon contributions – Approaches to Management – Management Science approach – Human Behaviour approach – Systems approach – Contingency approach – Empirical approach – Managerial Roles approach – Decision theory approach – Re-Engineering approach.

UNIT II PLANNING AND ORGANISING 9

Planning – Nature, Importance and Planning Process – Planning premises – Components of planning – MBO – Decision making – Meaning – Types – Process – Decision Making under Uncertainty – Forms of Organisation – Structure – Departmentation – Span of control – Authority and Responsibility – Centralisation and Decentralisation – Delegation of Authority

UNIT III STAFFING, DIRECTING & CONTROLLING 9

General Principles, importance and techniques – Man power planning – Selection – Training and Development – Needs – Methods – Performance Appraisal – Methods – Job Analysis – Motivation – Leadership – Communication – Controlling – Objectives and Process of control – Devices of control – Integrated control – Special control techniques – Management Audit – Requirement for effective system – Budgetary control.

UNIT IV KNOWLEDGE MANAGEMENT 9

Theories – concepts – methodologies - Implementing KM in Organizations - KM Systems Acceptance - KM Communication - Knowledge Representation - Knowledge Sharing - KM Success Models- Knowledge Ontology - Operational KM – KM Technology and Organisational Culture – Foundation for a successful KM system.

UNIT V 9

Current industrialization trends and industrial policy - environment for the SME sector- infrastructure development and policy - public sector reforms and performance - public-private partnership - intellectual property regime and the R&D environment - trends in service sector growth- banking reforms and challenges- business opportunities in the rural sector.

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. ‘Principles and practices of Management’- Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011.
2. ‘Essentials of Management’ – Koontz, Tata Mc Graw-Hill, 2010.

3. 'Fundamentals of Management' – Stephen P. Robbins and David A. Decenzo, Pearson Education.
4. 'Management Concepts and Strategies' – J.S. Chandan, Vikas Publishing House, New Delhi.
5. 'Knowledge Management' – Murrey E. Jennex, Pearson Education, 2011.
6. 'Principles and Practice of Management' – Saksena, S.C., Sahitya Bhavan.
7. 'Principles and Practice of Management' – L.M. Prasad, Sulthan Chand, New Delhi.
8. 'Business Ethics and Corporate Governance, - Ghosh. B.N., Tata Mc Graw Hill-2012.

MS1502

ECONOMICS FOR MANAGEMENT

3 0 0 3

COURSE OBJECTIVES:

- ★ To understand the concepts, tools and techniques of micro and macro economics.
- ★ To develop the skills for applying the tools and techniques in corporate and other organizational decision making.

UNIT I INTRODUCTION 9

Definition, Scope of Managerial Economics - Uses of Managerial Economics – Role and Responsibilities of Economist – Factors of Production – Division of Labour – Production Possibility Curves – Money – Functions of Money – Characteristics.

UNIT II DEMAND THEORY AND ANALYSIS 9

Utility and Demand – Cardinal and Ordinal Utility Analysis – Consumers Equilibrium – Elasticities – Demand Function – Individual and Market Demand – Indifference Curves and Maps – Utility Maximization – Demand Forecasting –Determinant of Aggregate Demand – Determinants of aggregate supply - Market Equilibrium – Social cost – Private goods and public goods – Merit and demerit goods – Consumer and producer supply.

UNIT III INTERNATIONAL TRADE 9

Principles of absolute and comparative advantage – Opportunity cost concept allied to trade – Argument for and against Free Trade – Motives for Protection – Types of Protection and their effects – Economic Integration – Free Trade Area – Customs Union – Economic union – Monetary union – Terms of Trade – Components of the balance of payment.

UNIT IV MARKET STRUCTURE 9

Price and Output Decisions in Different Market – Perfect Competition – Monopoly – Monopolistic Competition – Price Discrimination – Oligopoly – Cournots Model of Duopoly – Kinked Demand Curve.

UNIT V MACRO ECONOMIC ANALYSIS FOR BUSINESS DECISION MAKING 9

National Income – GDP – NDP – Money Policy – Role of RBI in Economic Policy – Inflation – Consequences of inflation – Degrees of Inflation – Types of Inflation – Causes of Inflation – Deflation – Fluctuation in Foreign Exchange rate – Determinants of Foreign exchange rates – Forex market.

TOTAL: 45 PERIODS

One case study to be discussed – per unit – in the class.

BOOKS FOR REFERENCE:

1. 'Managerial Economics' – D.N. Dwivedi, Vikas Publishing House Private Limited, New Delhi, 2012
2. 'Managerial Economics' – Dean Joel, 2009
3. 'Managerial Economics' - Varshney R.L. & Mageswari, P.L. Mehta, Sultan Chand, 2012
4. 'Economics' – Paul A. Samuelson, Mc Graw Hill, 2011
5. 'Managerial Economics' – Peterson & Lewis, PH1.

MS1503

ORGANIZATIONAL BEHAVIOUR

2103

PREREQUISITE: NONE

COURSE OBJECTIVES:

- ★ To equip the students on behavioural dynamics of organizations with necessary models, tools and techniques at work situations.
- ★ To develop the basic human relations skills and to study how people can be motivated to work as a team.

UNIT I INTRODUCTION

9

Definition, need and importance of Organizational Behaviour – Historical Development of Organizational Behaviour – Fundamental Concepts – Hawthorne Experiments and their Significance in Industry – A Conceptual Model of Organizational Behaviour – Process of Organisational Behaviour.

UNIT II INDIVIDUAL BEHAVIOUR

9

Foundations of Individual Behaviour – Values – Attitudes – Personality – Perception – Learning – Learning Theories - Motivation – Motivational Theories – Habits of Highly Effective People- Morale.

UNIT III GROUP BEHAVIOUR

9

Organizational Structure and theories – Decision process – Groups in Organization – Formal Vs Informal Groups – Group Dynamics – Employee Participation – Transactional Analysis – Team Building – Conflict - Organisational Conflict – Management of Conflict – Negotiation – Importance- Common Negotiation Mistakes- Ethics of Corporate Negotiation – International Negotiation – Tools of Powerful Negotiations.

UNIT IV LEADERSHIP AND COMMUNICATION

9

Power and authority Sources of Power. Leadership – Definition – Importance – Leadership Style – Managerial Grid – Communication – Need and Process – Types – Barriers Effective Organizational Communication – Quality Work Life (QWL)

UNIT V ORGANIZATIONAL DYNAMICS

9

Organizational Culture and Climate – Organizational Change – Resistance to Change – Change Management - Creativity and Innovation - Organizational Development - Organizational Efficiency and Effectiveness.

TOTAL: 45 PERIODS

One case study to be discussed – per unit – in the class.

BOOKS FOR REFERENCE:

1. 'Organizational Behaviour' – Stephen P. Robins, PHI, 9th Edition, 2011.
2. 'Organizational Behaviour' – Fred Luthans, Mcgraw Hill Book co, 2009.
3. 'Organizational Behaviour' – New Storm and Davis, Mcgraw Hill Book co., 2012
4. 'Organizational Behaviour' – Hellriegel, Slocum and woodman, Thompson Learning, 9th Edition, 2011
5. 'Organizational Behaviour' – Uma Seakaran, Tata Mcgraw Hill, 2nd Edition, 2008
6. 'Organizational Behaviour' – Khanga S.S, S. Chand & Co Ltd., 2011
7. 'Management and Organizational Behaviour' – Subba Rao. P, Himalaya Publishing House, 2006

MS1504

ACCOUNTING FOR MANAGERS

2 1 0 3

PREREQUISITE: None

COURSE OBJECTIVES:

- ★ To understand the concepts and conventions of accounting.
- ★ To gain practical knowledge and skill in preparing final accounts of organizations.

UNIT I INTRODUCTION

9

Accounting System – Meaning, definition – Book Keeping – Rules of double entry – Basis of Accounting – Sources of financial information Financial Accounting; concepts and conventions; Financial accounting and Management Accounting - Accounting principles- Accounting Standards - Accounting Procedure; International accounting Standards; Regulatory framework of financial reporting in India.

UNIT II PREPARATION OF BOOKS OF ACCOUNTS

9

Journals – Subsidiary Books – Three Column Cash Book – Ledger – Trial Balance – (Problems only on three column cash book)

UNIT III ANALYSIS OF FINANCIAL STATEMENTS

9

Final Accounts – Trading Account – Profit & Loss Account – Balance Sheet – Comparative Statement – Common Size Statement – Trend Analysis.

UNIT IV COST ACCOUNTING

9

Cost Accounting – Cost Accounts: Accounting for manufacturing operations, classification of manufacturing costs – Cost Sheet - Job order costing – Marginal Costing – Break Even Analysis – PV ratio – Margin of Safety

UNIT V MANAGEMENT ACCOUNTING

9

Management Accounting: Relevant Cost for decision making, Incremental analysis, Special order decision, Production constraint decisions, Make or buy decisions, sell, scrap or rebuild decisions, Joint product decision – Classification and Types of Budget – Financial Budget – Operational Budget – Flexible budget.

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. 'Management Accounting' – Khan M.Y & Jain P.K, Tata McGraw Hill Publishing Company Ltd., 2004.
2. 'Management Accounting' – Pillai R.S.N & Bagavathi, S.Chand & Co Ltd., New Delhi, 2002.
3. 'Accounting for Management' – Maheswari S.N & Maheswari S.K, Vikas Publishing House, 2006.
4. 'Management Accounting' – Maheswari S.N, Sultan Chand, New Delhi, 1995.
5. 'Management Accounting' (Principles & Practice): – Sahaf M.A, Vikas Publishing House Pvt. Ltd., New Delhi, 2004.
6. Financial Accounting – A managerial perspective - Narayanaswamy R, Prentice Hall India Pvt., Ltd., New Delhi.

MS1505

BUSINESS LAW

2103

Prerequisite: NONE

COURSE OBJECTIVES:

- ★ To understand the important terms such as the Indian Contract Act 1872, sale of goods Act 1930, Company Law and Industrial Law.
- ★ To give an exposure to the Cyber laws and intellectual property – Rights.

UNIT I THE INDIAN CONTRACT ACT 1872 9

Essential of a valid Contract, void agreement, Formation of a Contract, Performance of Contracts, Breach of Contracts and its remedies – Quasi Contracts, Law of Agency – How Created – Classification of Agents: Relations of Principal and Agent: Delegation of Authority – Personal Liability of Agent - termination of agency.

UNIT II SPECIAL CONTRACTS 9

Sales of Goods Act 1930

Formation of Sales Contract – transfer of title, Performance of Sales Contract, Conditions and Warranties – Rights of an Unpaid Seller.

The Negotiable Instrument Act 1881

Nature and types – Negotiation and Assignment – Holder in Due Course, Special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT III COMPANY LAW 9

Nature and types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus, Power, Duties and liabilities of Directors, Winding up of company, Corporate Governance.

UNIT IV INDUSTRIAL LAW 9

An overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Minimum Wages Act, Industrial Dispute Act.

UNIT V IMPORTANT TAX LAWS

9

Overview of corporate tax planning – computation of total income and tax planning under various heads for corporate assessee – overview of central sales tax – Value Added tax (VAT) – concepts and general principles – service tax – concepts and general principles – charge of service tax – registration – valuation of taxable services – Payment of service tax – Furnishing of Returns of Service tax - customs duty – excise duty – Concepts of GST – Maritime Laws.

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. 'Elements of Mercantile Law' – N.D. Kapoor, Sulthanchand and Company, New Delhi.
2. 'Commercial and Industrial Law' - Sen and Mitra, the World Press Private Ltd., Calcutta, 1996.
3. 'Legal Aspects of Business' – Pathak, Akhileshwar, Mc Graw Hill Companies, Noida, U.P.
4. 'Business Law' – P.C. Tulsian, Mc Graw Hill Companies.
5. 'Mercantile Law' – P.P.S. Gogna, Sulthanchand and Company, New Delhi.
6. Direct Taxes Planning and Management- Dr. Vinoth K. Singhanian
7. 'Corporate Tax Planning and Managrment" Dr.Girish Ahuja.Dr.Ravi Gupta
8. Respective Bar Acts.

MS1506

EXECUTIVE COMMUNICATION

2023

Prerequisite: NONE

COURSE OBJECTIVES:

- ★ To develop verbal, nonverbal communication, presentation and report writing skills.
- ★ To give practical orientation to the communication process in the context of global business environment.

UNIT I Business Communication

9

Role of Communication-Purpose of Communication-Process and Elements of Communication - Forms of Business Communication-Factors facilitating Communication. Interpersonal communication – Intra- personal communication, Barriers to communication, Process of effective communication

UNIT II Oral Communication

9

Language as a tool of Communication-Need for oral Communication-Active and Passive listening-Types of Listening, traits of good listener, Implication of effective listening, objectives of oral Communication-principles of oral Communication-Effectiveness of oral Communication – Public Speaking and Oral Reporting.

UNIT III Written Communication

9

Report-Difference between Report and other forms of writing-purpose of a report-Kinds of report- Technical Reports – Project Reports – Project Proposal – Appraisal Reports - Business Letters and personal Letters, job applications, Appointments, Promotion and confirmation Letters, , Enquiry and Reply letters, orders and replies, complaints and claims, adjustment letters, sales letters, credit and status enquiry letters, collection letters, meeting notices, agenda and resolution.

Objectives of Reports-Basic and Subsidiary parts of Reports-Revising. Editing and Proofreading.

UNIT IV Presentation**9**

Presentation Strategies-visual Communication – Power Point Presentation Interviews-group discussion-Conversation in meetings-negotiations through Conversation control-Non-Verbal communication, Teleconferences , Video conferencing, Kinesics, Proxemics, Paralanguage, advantages of developing Non-Verbal Communication skills.

UNIT V Communication Lab**9****TOTAL: 45 PERIODS**

One case study be discussed – per unit – in the class.

BOOKS FOR REFERENCE:

1. 'Basic Communication' – Raymond V.lesikar, John d.pettit and Mary E.flatley Lesikars, Tata McGraw Hill, 2011
2. 'Effective Technical Communication' – Rizvi, M.Ashraf, Tata McGraw Hill,2012
3. 'Effective Letters in business' – Robert L.Shurter, 3rd Edition,2010
4. 'Technical Communication Principles and Practice' – Meenakshi Raman and Sangeeta Sharma, Oxford University press.
5. 'Effective Business communication' – Kaul, Asha, Prentice Hall of India.
6. 'Technical Report writing Today' – Stevel E.Pauley, Daniel E.Riordan, AITBS publishing and Distributors.

MS1507 ENTREPRENEURSHIP, CREATIVITY & INNOVATION 3 0 0 3**Prerequisite: NONE****COURSE OBJECTIVES:**

- ★ To develop motivation and to reinforce entrepreneurial traits, and the spirit of enterprises among student.
- ★ To facilitate promotion of successful profitable enterprises.

UNIT I ENTREPRENEUR**9**

Concept - Characteristics - Functions - Types - Intrapreneur - Entrepreneurship - Women Entrepreneurship - Rural Entrepreneurship - Factors Affecting Entrepreneurial Growth - Entrepreneurial Motivation - Entrepreneurial Competencies - Entrepreneurial Mobility - Entrepreneurship Development Programmes (EDPs)

UNIT II START-UP**9**

Small Enterprises - An Introduction Framework - Project Identification And Selection (PIS) - Project Formulation - Project Appraisal - Methods of Project Appraisal - Financing of Enterprise - Sources of Finance - Capital Structure - Term-loans Sources of Short-Term Finance - Capitalisation - Export Finance - Ownership Structures - Proprietorship - Partnership - Company - Co-operative - Selection of an Appropriate Form of Ownership Structure - Ownership Pattern in Small-Scale Enterprises in India.

UNIT III SUPPORT**9**

Commercial Banks - Other Financial Institutions - Lease Financing and Hire-purchase - Institutional Support to Entrepreneurs - Need for Institutional Support - Institutional Support to Small Entrepreneurs - National Small Industries Corporation Ltd. (NSIC) - Small Industries Development Organisation (SIDO) - Small Scale Industries Board (SSIB) - State

Small Industries Development Corporations (SSICS) - Small Industries Service Institutes (SISI) - District Industries Centres (DICs) - Industrial Estates - Specialised Institutions - Technical Consultancy Organisations (TCOs) - Taxation Benefits to small-scale Industry - Government Policy for Small-scale Enterprises.

UNIT IV MANAGEMENT

9

The Business - Its Nature and scope - Fundamentals of Management - Working Capital Management - Invention Management - Production and operation Management - Marketing Management - Human Resource Management - Total Quality Management (TQM) for small enterprises .

UNIT V DEVELOPMENT

9

Growth strategies in small business - Sickness in Small Business - Small Enterprises in International Business - Export Documents and Procedure for small enterprises - Type of Documents - Commercial Documents - Regulatory Documents - Export Assistance Documents - Documents required by Importing Countries - Processing of an Export Order - Electronic commerce and small enterprises - Franchising.

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. 'Entrepreneurial Development' -S.S.Khanka,S.Chand &Company Ltd
2. 'Entrepreneurship' – Robert D. Hisrich, Micheal P. Peters, New Delhi, Tata McGraw Hill, 5th Edition.
3. 'Entrepreneurship & Small Business Management' – Bhata, B.S. and G.S. Batra, New Delhi, Deep & Deep Publication, 2004.
4. 'Business and Government' – Cherunilam and Francis, Mumbai, Himalaya Publications 8th ed., 1995.
5. 'Entrepreneurship in the New Millennium: Challenges and Prospects' – Kondaian and Chukka, Tata McGraw Hill, New Delhi, 2002.
6. 'Entrepreneurial Development in India' – Sharma, D.D. and S.K. Dharmyia, Abhishek Publications, Chandigarh, 2002.
7. 'Entrepreneurship' – Holt, PHI, New Delhi.
8. 'Entrepreneurship and Small Scale Industries: New Potentials' – Batra, G.S., and R.C. Danwal, Deep & Deep Publication, New Delhi, 2003.
9. 'Entrepreneurship and small Business Management' – Bhatia, B.S. and G.S. Batra, Deep & Deep Publication, New Delhi, 2003.
10. 'Entrepreneurial Opportunities in Modernizing Economy' – Radhore, B.S., Saini J.S & Gurjor B.P., Abhishek Publications, Chandigarh, 2002.

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MASTERS IN BUSINESS ADMINISTRATION (MBA)
CURRICULAM & SYLLABUS
SEMESTER – II

SL. NO	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1	MA1507	Operations Research for Management	3	1	0	4
2	MS1508	Operations Management	3	0	0	3
3	MS1509	Marketing Management	3	0	0	3
4	MS1510	Financial Management	3	0	0	3
5	MS1511	Human Resource Management	3	0	0	3
6	MS1512	Management Information Systems	3	0	0	3
7	MS1513	Research Methodology	3	0	0	3
PRACTICAL						
8	MS1571	Business Application Software	1	0	4	3
TOTAL			22	1	4	25

AIM:

The probabilistic models are applicable in all areas of Management studies. This course provides necessary mathematical support to solve real life problem

OBJECTIVE:

To develop mathematical skill to analyse various complex problems in the business environment and to study applications of operations research in functional areas of management.

UNIT I LINEAR PROGRAMMING TECHNIQUES 9

Linear Programming – Formulation, Graphical Solution - Simplex methods – Artificial variable technique: Big M method, Construction of dual problems.

UNIT II APPLICATION OF LINEAR PROGRAMMING 9

Transportation problem – North West Corner rule Least Cost method and Vogel's approximation method – MODI method – Degeneracy, Unbalanced problem. Assignment problem – Hungarian method – Traveling salesman problem.

UNIT III PROJECT MANAGEMENT 9

Network- Construction – Critical Path Method – Project Evaluation and Review Technique.

UNIT IV QUEUEING THEORY AND SIMULATION 9

Introduction – characteristics- queue discipline - Kendall notation- (M /M/1:∞) Queue-simple problems. Simulation: Introduction to Simulation – Applications to Queueing problems

UNIT V GAME THEORY AND DECISION THEORY 9

Two person zero sum games – Saddle point – Dominance rule - Graphical solution.

Decision Theory: Concepts of decision making; Decision environments; Decision under uncertainty and under risk .

L: 45 + T: 15, TOTAL: 60 PERIODS

REFERENCES:

1. Gupta P.K., Man Mohan, "Problems in Operations Research" (Methods and Solutions), Sultan Chand and Sons, Ninth Edition, 2003.
2. Hamdy A Taha," Introduction to Operations Research", Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
3. J.K.Sharma," Operations Research" (Theory and Applications),Macmillan India Ltd, Second Edition, 2003

Prerequisite: NONE

COURSE OBJECTIVES:

- ★ To understand the different benefits of production and Operations Research.
- ★ To familiarize with the tools and techniques that managers use for decision-making.

UNIT I Introduction to Operation Management 9

Production and Operations Management (POM) – Definition – Scope – Objectives – Importance – Role – Historical evolution. Systems view of production and operations management. Production systems (CAD, CIM, FMS) - Differences between manufacturing and Service Operations (Product Vs Services) – Case studies

UNIT II Location and Layout 9

Plant location - Selection of Location – Different models - Layout – Types – Advantages – Methodologies – Shop floor – Scheduling - Routing- Case studies

UNIT III Planning and Control 9

Operations Planning – Strategic, Tactical, Operational, Aggregate and Capacity Planning. Development of MPS, MRP 1, MRP II and introduction to ERP – Time Study – method Time measurement – work sampling – time standards - Project management- Planning and control techniques - Planning Product design and development – Expert systems, Standardization, Research and development - Case studies.

UNIT IV Material and Supply Chain Management 9

Material Management (MM) – Definition – Objectives – Importance – Functions – Handling Technology (Robots, Automated storage and retrieval systems (ASRS) - Technology Management – Innovative technology development - Inventory Management – Spare parts management - Concept of EOQ, EBQ Models in Procurement and Production – Inventory Control (JIT and ABC) - Supply Chain Management – Definition – Scope – Importance – Applications – Make or Buy Decisions – Purchasing Strategies – Vendor Selection and Sales – Food Supply Chain Management, delivering the Logistic Management - Case Studies

UNIT V Total Quality Management 9

TQM – Definition – Benefits – Obstacles – Frame work – Six Sigma Concepts of Process Capability – Quality Circles KAIZEN, JAPAN 5’S. Conceptual framework of ISO 9000 standards and ISO 14000 Standards – Case studies

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. ‘Production and Operations Management’ – R. Paneer Selvam, Prentice Hall of India, 2002.
2. ‘Total Quality Management’ – Dale H. Besterfield et al, Third edition, Pearson Education (First Indian Reprints 2004).
3. Operations Management (Strategy and analysis) – Lec J. Krajewski and Lorry P. Ritzman, Peason Education 5th edition.
4. ‘Production and operations management’ – Thomas E Morton, Vikas Publishing House, First Indian reprint 2003.
5. ‘Computer Aided Production Management’ – Mahapatra P B, Prentice Hall of India, 2001.

6. 'Production Management' – Martand T Telsang, S Chand and Company, First edition 2005.

MS1509

MARKETING MANAGEMENT

3 0 0 3

Prerequisite: NONE

COURSE OBJECTIVES:

- ★ To understand marketing environment and consumer behaviour
- ★ To study the principles of marketing and emerging trends in marketing.

UNIT I Understanding Marketing Management 9

The Concepts of Marketing – Marketing Environment – Marketing's Relationship with other Functional Areas – Role of Marketing with Special Reference of India.

UNIT II Customer and Marketing Mix 9

Identifying customer - Market Segmentation, Targeting and Positioning.

Marketing Mix: Product-Planning-New Product Development-Branding-Brand Vs Product-Pricing Decisions- Place —Channel and distribution-Supply chain-Promotion –Advertising - Sales Promotions- Personal Selling.

UNIT III Consumer Behaviour 9

Consumer Behaviour –Factors influence on Consumer Behaviour-procurement process-decision making process - models of decision making and theories – Organizational Buyers – Marketing of Services.

UNIT IV Marketing Research 9

Types of Marketing Research – Market Research Process – Tools and Techniques – Applications of Marketing Research in Product Launching – Demand Estimation – Advertising and Brand Preference Studies – Customer Satisfaction – Customer Perception – Customer Distribution – CRM – Competitor Analysis – Preparation of Market Research Reports.

UNIT V Emerging Trends in Marketing 9

Marketing in a Globalized Environment – Online Marketing – Internet marketing – Digital marketing – Social media marketing - b2b marketing- relationship marketing – green marketing – rural marketing – Future of marketing – Customer Based Business Strategy.

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. Marketing Management' – Philip Kotler, PHI, 12th Edition – 2002.
2. 'Marketing Management' – By Philip Kotler, Kevin Keller, Published by Prentice Hall, Copyright © 2012
3. 'Marketing Management' – Ramasamy and Namakumari, Planning Implementation and Control, Macmillan, 3rd Edition, 2002.
4. 'Marketing Management' – Zikmand 'd' Amico, Thompson Learning, 2000.
5. 'Marketing Management' – Douglas, J. Darymple, John Wiley & Sons, 2000.
6. 'Marketing Management' – Boyd walker, Mcgraw Hill, 2002.
7. 'Marketing Management' – Rajan Saxena, Tata Mcgraw Hill, 3rd Edition, 2006.

Prerequisite: NONE

COURSE OBJECTIVES:

- ★ To familiarize the concepts and practices of financial management.
- ★ To study the tools and techniques to be used for financial decision-making.

UNIT I Financial Management Overview 9

Basic Concepts and Definitions - Nature, scope and objectives of financial management - finance functions - objectives of firm - financial analysis and control concepts and relevance of Time Value of money - Risk return relationship - Valuation of Securities - Concepts of Valuation - Valuation of Equity Shares - preference shares and Bond.

UNIT II Sources of Capital Finance 9

Source and Cost of finance – Different Sources of Capital - short term and long term Capital – Equity – preference - bonds, international Sources of finance – GDR – ADR - ADS. Money Market - money market instruments for corporate firms – Leasing – factoring - Hire Purchase – Installment - commercial paper - Venture Capital - Cost of Capital - Measurement of cost of Capital – Weighted average cost of Capital.

UNIT III Working Capital Management 9

Principles of working capital: Concepts Determinants - issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance - Trade credit - Bank finance and Commercial paper – Case Studies.

UNIT IV Dividend Policy 9

Financial and operating leverage - capital structure - Cost of capital and revaluation - designing capital structure. Dividend policy: Aspects of dividend policy - practical consideration - forms of dividend policy - practical considerations - forms of dividends - share splits – Case Studies.

UNIT V Capital Budgeting 9

Principles and techniques, - definition – Basic Concepts Nature of capital budgeting, Identifying relevant cash flows - Evaluation Techniques – Payback - Accounting rate of return - Net Present Value - Internal Rate of Return - Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting.

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. 'Financial Management' – Chandra Prasanna, Tata McGraw Hill, New Delhi, 2005.
2. 'Financial Management' – Pandey I.M., Vikas Publishing House, New Delhi, 2005.
3. 'Financial Management' – Khan M.Y& Jain P.K, Tata McGraw Hill, New Delhi, 2005.
4. 'Corporate Finance Theory and practice' – Aswat Damodaran, John Wiley & Sons, 2000.
5. 'Working capital management' – Hrishikes Bhattacharya, strategies and techniques, Prentice Hall of India Pvt. Ltd., New Delhi 2001.
6. 'Financial Management and policy' – James C. Vanhorne, Pearson Education Asia (low priced edition), (latest edition)

Prerequisite: NONE

COURSE OBJECTIVES:

- ★ To understand the nature and importance HRM in an organization.
- ★ To study the process of selecting, motivating and retaining the human resources in an organization.

UNIT I Nature of Scope of HRM 9

Meaning, Nature and Scope of HRM. Importance of HRM – Functions of HRM, Classification of HRM, Trends in HRM – Organization of HR Departments Qualities and Qualifications of HR Managers, Role of HR managers – Computer Applications in HRM.

UNIT II Recruitment and Selection Procedure 9

Human Resource Planning – Need, Importance, Objectives, Problem. Recruitment Policy – Organization for Recruitment – Recruitment Practices in India. Selection – Selection Policy – Steps in Selection – Techniques in Selection – Interviews – Types – Guidelines for Effective Interviews.

UNIT III Job Designing and Evaluation 9

Job Analysis – Purpose, Steps – Techniques – Job Description – Purpose – Guidelines – Job Specifications Job Evaluation – Meaning – Purpose, Methods – Job Design – Techniques, Job Enlargement – Job Rotation – Job Enrichment.

UNIT IV Training and Compensation Programme 9

Types of Training – Purpose – Benefits – Evaluation – Management Development Programmes – Essentials Training and Development – Techniques – Knowledge Management – Compensation Packages – Cost of Living Index – Financial and Non Financial Incentives – Productivity Linked Bonus – Career Management.

UNIT V Recent Developments in HRM 9

Performance Appraisal – Meaning – Importance – Techniques, errors in appraisal, potential appraisal. Quality of work, Measuring Quality of Work Life – Quality Circles, Time Management – Safety Programmes – Stress Management Programmes – Maintenance of Personnel Records, Balance Score Card, HRM practices in BPO and IT Industries – IR-Reason Trends.

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. 'Human Resource Management' – Pattnayek, Prentice Hall.
2. 'Personnel Management' – Flippo E.E, Mc Graw Hill.
3. 'Personnel Management' –Memoria C.B., Himalaya Publishers.
4. 'Human Resource and Personnel Management' – Ashwathappa K, Tata Mc Graw Hill, New Delhi.
5. 'Managing Human Resources' – Straus and Sales, Prentice Hall.
6. 'Management of Organisational Behaviour' – Hersey and Blanchard.

Prerequisite: NONE

COURESE OBJECTIVES:

- ★ To understand the information systems and its components.
- ★ To study the application of information systems in business decision-making.

UNIT I Introduction 9

Introduction to MIS – Data vs Information – Structure of MIS – Evolution of information system – subsystems in MIS – Technology requirements for MIS – Contemporary approaches to information systems.

UNIT II Information System 9

Types of information system (OAS, TPS, MIS, DSS, EIS, ES, KBS, GDSS, ESS, GIS) – Functional information system (manufacturing and production, accounting and finance, sales and marketing, human resources management) – Enterprise applications (SCM, CRM, KMS, Intranets and Extranets, E-business, Ecommerce and E-government).

UNIT III System Development 9

Overview of systems development – SDLC – System analysis – System design – System development process – Structured Methodologies – System building approaches – Traditional systems lifecycle – prototyping – End user development – Application software packages and outsourcing – Rapid application Development.

UNIT IV Implementation and Control 9

Implementing new systems – evaluating hardware, software and services – Implementation activities – Testing – Data conversion – Documentation – Training – Conversion methods – IS maintenance – System audit – software quality assurance – software specifications – software metrics – threats (virus, hacking, phishing, spyware, spam) – physical threats (fire, flood, earthquake, vandalism) – Concepts of security measures firewall, encryption.

UNIT V Electronic Commerce Systems 9

Introduction to e-commerce – Scope of e-commerce – Essential e-commerce processes – Electronic payment process – E-commerce business models – E-commerce application trends.

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. 'Management Information System' – Kenneth C Laudon and Jane Price Laudon, Managing the digital firm pearson education Asia.
2. 'Management Information System' – James AN O'Brein, George M Marakas ,Ramesh Brhl Tata Mc Graw Hill, New Delhi,Ninth edition, 2010.
3. 'Management Information System' – W.S. Jawadekar, Tata Mc Graw Hill.
4. 'Analysis and Design of Information Systems' – V. Rajaraman, Prentice Hall.

Prerequisite: NONE

COURSE OBJECTIVES:

- ★ To understand the importance research methodology in management.
- ★ To study the tools and techniques that are used in research methodology.

UNIT I Introduction to Research 9

Research – Meaning – Types – Process – Hall Marks of scientific research – Building Blocks of science in research – Research problem – Identification, Selection, and formulation.

UNIT II Research Design 9

Meaning – Factors affecting research design – checking internal and external validity – Measurement of variables – Development Scales – rating scales – Hypothesis – Meaning – source – Types of Hypothesis – Formulation – Process in Hypothesis Testing.

UNIT III Sampling Design and Data Collection 9

Selection of a Sample – Methods of sampling – Factors affecting size of the sample – Steps in Sampling Design – Types of Sample Designs – Sampling and non sampling errors – Sources of Data – Primary – Secondary – Data collection Methods – Interview – Questionnaire – Schedules.

UNIT IV Processing and analysis of Data 9

Importance – Process of Data Analysis – Editing – Coding – Tabulation – Use of SPSS and other statistical software – Analysis of data – Advanced Techniques – ANOVA – Discriminant Analysis – Factor Analysis – Conjoint Analysis – Multidimensional scaling – Cluster icky method.

UNIT V RESEARCH REPORT 9

Reserach Proposal - Report - Essentials of a good report - Oral Presentation - Written Report - Types of written report - - significance of report writing - Steps involved in writing reports - contents of a reserach report - Referencing - Criteria for evaluating research reports.

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. 'Business Research Methods' – Donald R. Cooper and Ramcis S Schindler, Tata Mc Craw Hill Publishing Company Ltd., New Delhi.
2. 'Research Methodology' – C. R. Kothari, Wishva Prakashan, New Delhi.
3. 'Research Methods for Business' – Uma Sekaran, John Wiley and Sons Inc., New York.
4. 'Research Methods' – Donald H. Mc. Burney, Thomson Asia Pvt. Ltd., Singapore.
5. 'Methodology of Research in social science' – Krishnaswamy, O.R. and M. Ranganathan, Himalaya Publishing House, Mumbai.
6. 'Methodology and Techniques of social research' – Bhandarkar Wilkinson Laldas, Himalaya Publishing House, Mumbai.
7. 'Business Statistics' – Beri G.C., Tata Mc Graw Hill, New Delhi.

Prerequisite: NONE

COURSE OBJECTIVES:

- ★ To familiarize the software MS Office, and Database packages.
- ★ To understand the software packages in practical areas of management such as: SAPB1, TALLY, SPSS.

INTRODUCTION TO LINUX AND WINDOWS:

I. MS OFFICE:

- ★ MS Word - Editing – Mail merge – table – Design
- ★ MS Excel - Functions – Pivot table – Pivot chart
- ★ MS Access - Reports – Screen Design
- ★ MS PowerPoint - Presentation

II. DATABASE MANAGEMENT PACKAGES:

- ★ Oracle (Back end tool) - Table creation
- Built in functions. - Join operation
- ★ Visual Basic (Front end too) - Design
- Data control.

III. PACKAGES IN FUNCTIONAL AREAS OF MANAGEMENT:

- ★ SAP B1 - ERP Package
- ★ TALLY - Accounting Package
- ★ SPSS - Statistical Package
- ★ PROWESS - Company Database

REFERENCE BOOKS:

1. 'Office 2000' The complete reference – Stephen Nelson, Tata Mc Graw Hill Publishing Company Ltd., New Delhi.
2. 'Oracle 8i' A beginners guide – Michael Abbey, Michael J Corey, Ian Abramson, Tata Mc Graw Hill Publishing Company Ltd., New Delhi.
3. 'Visual Basic 2005' A self teaching guide – Jeff Kent, Tata Mc Graw Hill Publishing Company Ltd., New Delhi.
4. 'A Short Course on Tally' – Rita Bhargava, published by Gowtham Rawat for Cyber Tech Publications, New Delhi-2002.

NOORUL ISLAM CENTRE FOR HIGHER EDUCATION
NOORUL ISLAM UNIVERSITY, KUMARACOIL
MASTER OF BUSINESS ADMINISTRATION (MBA)
CURRICULUM & SYLLABUS
SEMESTER – III

Sl. No	Code No	Title of the Course	L	T	P	C
1	MS1514	Project Management	3	0	0	3
2	MS1515	Strategic Management	3	0	0	3
3	XxxE1	Elective 1	3	0	0	3
4	XxxE2	Elective 2	3	0	0	3
5	XxxE3	Elective 3	3	0	0	3
6	XxxE4	Elective 4	3	0	0	3
7	XxxE5	Elective 5	3	0	0	3
8	XxxE6	Elective 6	3	0	0	3
9	MS15P1	Summer Internship Project Work (4 weeks)	0	0	8	4
TOTAL			24	0	8	28

Course Intent

The major intent of the course is to provide students with the basic tools and techniques of project management, and to demonstrate the importance of project management knowledge for future career decision-making. The course also guides students in terms of continual re-evaluation and realignment of projects in a dynamic way.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Describe the role of project analysis in determining resource allocation, and consider how costs and benefits can be identified and quantified
- Identify and explain the project management cycle and various considerations for a successful project
- Demonstrate an in-depth knowledge on planning and scheduling while initiating a project
- Describe the process and steps in detailed project development, planning, execution and administration
- Identify and analyse major issues in project management in a developing countries, with special reference to India

COURSE CONTENTS:

UNIT I	Project Management - Introduction	8
	Project – Meaning – Nature – Nature and scope of project management–Project management as a profession – Role of project manager – Types of project and project life cycle.	
UNIT II	Project Identification and Formulation	8
	Project environment – Identification of investment opportunities – Project screening – Project selection – Project formulation – Stages in project formulation – Approaches of privatization projects: BOOM, BOT, BOO, BOOT, Project report preparation.	
UNIT III	Project Planning and Scheduling	9
	Project Planning - Objectives – Project designing and project scheduling and time estimation – Scheduling to match availability of man power and release of funds – Project control techniques-PERT, CPM.	
UNIT IV	Project Appraisal	10
	Meaning - essentials of a project methodology – Market appraisal – Technical appraisal – Financial appraisal – Socio-economic appraisal – Managerial appraisal – Analysis of project risk – Firm risk and market risk.	
UNIT V	Project Execution and Administration	10
	Project organization – Firms or organisation – Project direction – Project communication – Project coordination – Factors influencing effective project management – Project time monitoring and cost monitoring- Goal programming model – Project over runs.	

TOTAL: 45 PERIODS

BOOKS FOR REFERENCE:

1. Prasanna, Chandra. *Projects Planning, Analysis, Selection, Implementation and Review*. Tata mcgraw-hill publishing company limited, 2008
2. Gopalakrishnan P & Ramamoorthy *Textbook of Project Management*. Macmillian, 2005.
3. Kerzner, Harold R. *Project Management case studies*. John wiley & sons, 2012
4. Dennis Hock. *Project Management Handbook* –John wiley & sons, 2012
5. Choudhry S. *Project Management*
6. Goel B.B *Project Management: A Development Perspective*

MS1515

STRATEGIC MANAGEMENT

3 0 0 3

Course Intent

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition. Strategic Management is an integrative and interdisciplinary course.

Student Learning Outcomes

Upon successful completion of the course, the , students should be able to:

- Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness.
- Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
- Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.

COURSE CONTENTS:

UNIT I Introduction

9

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

UNIT II Approaches to Strategic Management

9

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

UNIT III Strategy Formulation 9

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice. Core competency, Competitive Advantage.

UNIT IV Strategy Implementation and Evaluation 9

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

UNIT V Strategic Issues 9

Corporate Governance and Social Responsibility. Managing Technology and Innovation in Entrepreneurial Ventures and Small Business Enterprises – Strategic Issues for non Profit Organizations.

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)
3. Wheelen Thomas L., Hunger J. David and Rangaragjan Krish - Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.) 2013
4. 'Strategic Management Theory' – Charles W.L. Hill & Gareth R. Jones.
5. 'Business Policy' - Azhar Kazmi, Tata Mcgraw Hill Publish Co - 2011
6. 'Strategic Management' - Thomas L. Wheelen, J. David Hunger –Addison Wesley Lonyman, Singapore - 2000.
7. 'Business Environment and Policy' - Frances Cherunilam, Himalaya Publishing House 2nd Edition - 2000.
8. Harvard Business Review – Business Policy – Part I & II Harvard Business School.
9. Hamel G and C.K. Prabad, Competing for the Future, Harvard Business School Press, Borton - 1994.

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SEMESTER IV

Sl.No.	Code No	Title of the Course	L	T	P	C
1.	MS1516	Business Analytics	3	0	0	3
2.	XxxE7	Elective – 7	3	0	0	3
3	XxxE8	Elective – 8	3	0	0	3
4.	MS15P5	Final Internship Project Work (8 Weeks)	0	0	16	8
	TOTAL		9	0	16	17

Course Intent

Business Analytics is growing in strategic importance across industry sectors, because Business analytics techniques can enable organizations to anticipate and initiate market change by uncovering unexpected patterns in data. As a result, Business analytics is helping diverse organizations leverage a wealth of new information to create competitive advantage.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Describe the conceptual and methodological foundations of analytical methods and techniques for business analytics, as referenced from disciplines such as computing, engineering, science, mathematics, statistics, business and economics
- Demonstrate current business analytics problems in the industry worldwide and be able to identify and resolve practically relevant business analytics questions and issues
- Apply appropriate analytic tools and techniques to resolve complex business analytics problems in various industry sectors and domains

COURSE CONTENTS:**UNIT I Business Enterprise Organization 9**

Business Enterprise Organization - its functions and core business processes. Key purpose of using IT in Business-Characteristics of Internet- Ready IT applications. Enterprise applications (ERP/CRM etc) and Bespoke applications. Information users and their requirements. Structured, Digital Data-Structured, Unstructured and Semi structured data, Relational Database Management Systems (RDBMS).

UNIT II OLTP and OLAP 9

OLTP and OLAP, Different OLAP Architectures, Data models for OLTP and OLAP. Role of OLAP tools in BI. Leveraging ERP Data using Analytics, Business Intelligence(BI)—Definition, Evolution of BI and Role of DSS, EIS, MIS and digital dashboards, ERP and BI .BI Past, Present and Future, BI value chain, BI Component Framework, Users of BI, BI applications, roles and responsibilities BI and Cloud Computing, Introduction to Business Analytics.

UNIT III Data Warehousing 9

Data Warehousing – Definition, Need, Data Mart, Goals of Data base, Operational Data Store (ODS), Extract, Transform and Load (ETL). Data Integration Approaches to Data Integration, Need and advantages of Data Integration, Data Quality, Data Profiling. Data modeling, Types of data Model, Data modeling Techniques. Dimensional modeling, Fact Table, Multy Dimensional modeling, ER modeling, Dimensional Table. Typical Dimensional Models, Dimensional modeling Life Cycle.

UNIT IV Measures and Performance 9

Measures and Performance-Measurement System Terminology. KPI usage in companies. Role of Metrics and Metrics Supply Chain, Fact based decision making and KPIs Measures to business decisions and beyond.

UNIT V Reporting

9

Enterprise Reporting-Reporting Perspectives, Report Standardization and Reporting Practices- Enterprise Reporting Characteristics in OLAP World. Balanced Score Board, Dash Boards –Concepts and Types, Creating dash Boards, Score Board Vs Dash Board, Analysis –Different Types.

TOTAL: 45 HOURS

REFERENCE BOOKS

1. Fundamentals of Business Analytics By R.N. Prasad and Seema Acharya, Wiley India Pvt Ltd, New Delhi, 2011.
2. Business Intelligence by David Loshin
3. Business Intelligence for the enterprise by Mike Biere
4. Business Intelligence roadmap by Larissa Terpeluk Moss, ShakuAtre
5. Successful Business Intelligence: Secrets to making Killer BI Applications by CindiHowson

MS15P5

FINAL INTERNSHIP PROJECT

1. The student shall do a final project in business /corporate/ Government / private organizations during their final semester of MBA Degree Programme under a faculty guide, preferably in their area of specialization and a guide from the organization.
2. The qualification of guide is the same as that fixed for the summer placement project.
3. The duration of final project is eight weeks.
4. This project work is to be done individually by the students, no group project is allowed.
5. The student shall prepare and submit a project report, printed and bound (preferably spiral bound) with a minimum of 100 A4 pages of text (12 font size, 1.5 spacing, with top margin 1”, bottom margin 1”, left margin 1.25”, right margin 1”.) to the Head of the Department before the last working day of the final semester.
6. The student shall prepare at least four copies of the report; two copies for submission to the Department and one copy for the student which he/she has to bring with him/her at the time of viva voce, and one copy for the organization where he / she does the project.
7. The Head of the Department shall send the projects of all the students together (after internal evaluation) to the Controller of Examination on or before the stipulated date.
8. Projects received late shall be forwarded to the Controller of Examinations along with the student’s request for late submission supported by prescribed fee for late submission as decided by the University.
9. However, such late submission shall be done within 10 days of after the last date fixed for submission of the final semester major project report.
10. All other regulations for MBA minor project are applicable to major project also.

Evaluation of Major Project Report

The major project report submitted by the students shall be evaluated in two stages – external and internal.

1. Internal assessment by the faculty guide is for a maximum of 40% of the total marks for the project.
2. External evaluation is for a maximum of 60% marks for the major project.
3. The criteria for internal evaluation is same as that of major project.
4. Head of the Department shall send all the project reports of final semester students to the Controller of Examinations after internal evaluation.
5. External evaluation is conducted by the viva-voce board.
6. Sum of the marks awarded, to each student in the Internal evaluation maximum (40%) marks and the external evaluation maximum (60%) marks, shall be the total marks.

Viva Voce

1. At the end of fourth semester, each student shall attend a comprehensive viva-voce examination.
2. The Viva Board shall have three members: the Chairman of Board of Examiners, one external and one internal.
3. The University shall appoint the external examiner.
4. The viva voce will cover all the courses of the four-semester program and major project report.
5. The student should get 50% marks in the viva voce for a pass in viva voce.

Structure of the report

Title page

Declaration the candidate

Certificate, in original, from the organization (for having done the project work and its satisfactory completion)

Certificate from faculty guide

Acknowledgements

Contents

Chapter I : Introduction (Organization profile, Research problem, scope of study, objectives of the study, Research methodology etc.)

Chapter II : Review of Literature

Chapters III and IV : Data organization and Analysis

Chapter V : Findings, Recommendations and Summary

Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)

Bibliography (books, journal articles etc. used or referred for the project work).

MASTER OF BUSINESS ADMINISTRATION (MBA)

ELECTIVE SYLLABUS

A. MARKETING

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15A1	Services Marketing	3	0	0	3
2.	MS15A2	Consumer Behavior	3	0	0	3
3.	MS15A3	Digital Marketing	3	0	0	3
4.	MS15A4	Sales & Distribution Management	3	0	0	3
5.	MS15A5	Rural Marketing	3	0	0	3

Course Intent

Most developed countries have a services, rather than manufacturing or agriculture, based economy. Innovators continually launch new ways to satisfy our existing needs and to meet needs that we did not even know we had. The same is true of services directed at corporate users. Although many new service ventures fail, a few succeed. Services Marketing explores the process and the unique challenges of marketing intangible services.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Describe the types of services marketed by organizations.
- Recognize the major changes occurring in the service sector.
- Trace the characteristics that make services different from marketing goods.
- Demonstrate why service businesses need to integrate the marketing, operations and human resource functions

COURSE CONTENTS:**UNIT 1 : UNDERSTANDING SERVICES SECTOR 9**

Services in the modern economy – The evolving environment of services – Marketing services versus Physical goods – An integrated approach to service management – How do services differ from one another – Services as a process – Different process pose distinctive management challenges - Services marketing environment in India – SERVQUAL Dimensions- **Case Study**

UNIT 2 : CUSTOMER BEHAVIOUR IN SERVICE SETTINGS 9

Customer and the service operation -The customer as co – producer – Understanding customer needs and expectation – How customers evaluate service performance – The purchase process of service- Targeting right customer – Selecting the appropriate customer portfolio – Abusive customers and how to deal with them –Creating and maintaining valued relationship-**Case Study**

UNIT 3 : SEVEN P'S OF THE SERVICES MARKETING 9

Introduction to the seven P's – Service Product – Service life cycle – Place – Transcending physical constraints of location – Promotion – Timing the promotion – Price – Demand variation – Capacity constraints – Segmentation – People – The move toward value added job – Physical evidence – Services capes – Process –customer point of view – Blueprinting - **Case Study**

UNIT 4 : ORGANISING SERVICE LEADERSHIP 9

Service leadership – Inter functional conflict – How technology changes organizations and control systems – Human resource management in multicultural context – Service jobs as relationship –Setting communication objectives – Marketing communication mix – Impact of new technology on marketing communication- **Case Study**

UNIT 5 : STRATEGIC ISSUES IN SERVICE MARKETING

9

Service product as experiences – Core product and supplementary services – Classifying supplementary services – Planning and branding service products – Moving from domestic to transnational marketing – Forces for internationalization of services businesses – Elements of global transnational strategy- **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Service Marketing' – Christopher Lovelock, Fifth Edition, Pearson Education, 2011.
2. 'Services Marketing ,Texts and Cases – Rajendra Nargundkar, McGraw Hill., New Delhi.
3. 'Services Marketing: Valarie A Zeithaml, Mary Jo Binter' – McGraw Hill., New Delhi.
4. 'Essentials of Services Marketing' – Hoffman and Bateason. Thomson Asia, Singapore.
5. 'Marketing Management ' – Ramasawmy and Namakumari, Macmillan India 2009.

MS15A2

CONSUMER BEHAVIOUR

3 0 0 3

Course Intent

This course introduces students to the influence that consumer behaviour has on marketing activities. Students will be able to integrate consumer behaviour with theoretical concepts in marketing strategies and decision making. The role of consumer as the key building blocks in marketing is stressed

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Describe the key terms, definitions, and concepts used in the study of consumer behaviour.
- Critically evaluate the effectiveness of various advertisement and promotions and their impact to influence the behaviours of individuals.
- Complete a field project that demonstrates students working knowledge and analytical skills in assessing the consumer decision-making process.
- Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.

COURSE CONTENTS:

UNIT I Foundations of Consumer Behaviour

9

Nature and scope of Consumer Behaviour – Key foundations of consumer behavior - Perception and marketing strategy - Perceptual process and buying behaviour - Perception – Elements, application of Consumer Behaviour - knowledge in marketing decisions – approaches to the study of Consumer Behaviour- **Case Study**

UNIT II Consumer as an Individual

9

Motivation – Nature, motivational strategies, theories and their relevance, marketing strategies based on motivational conflict - Personality – Psycho-analytical neo-Freudian and social approaches to personality understanding consumer diversity, Brand

personality, Self and self image – Attitude formation and change – Life style analysis.-
Case Study

UNIT III Social and Cultural Influences on Consumer Behaviour 8

Groups – types, Celebrities, Family, Socialization of family members, Function of family, Family decision-making and consumption – related roles, Family life cycle – Social Class & Social Stratification – Cultural and sub cultural aspects – Cross cultural Consumer Behaviour.- **Case Study**

UNIT IV Consumer Decision Process and Post Purchase Behaviour 9

Consumer Decision making process – Nicosia – Howard Sheth and Engel Kollat Blackwell model of Consumer Decision Making – Post purchase behaviour – Consumer Expectation and Satisfaction – Information Gathering & Evaluation: Perceptual Mapping & Positioning – **Case Study**

UNIT V Emerging Trends in Consumer Behaviour 9

Consumer Research - Various methods and techniques of consumer research, reliability and validity, Innovations, Characteristics, Consumerism and ethics – Roots of consumerism- Diffusion of innovation, Adoption process – Consumerism – Consume Protection – Online Consumer Behaviour – Organization and Industrial buyer behaviour - New Developments in the field of Consumer Research - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
2. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2013.
3. Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
4. Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
5. Leon G. Schiffman, Leslie Lazer Kanuk, S.Ramesh Kumar, Consumer Behaviour Pearson, Tenth edition, 2011.
6. Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, Excel Books, Second Edition, 2011.

MS15A3

DIGITAL MARKETING

3 0 0 3

Course Intent

This course aims to impart an in-depth perspective into digital Marketing, and prepare students for its fast-paced world. The approach of the course is to place it in the context of fundamental marketing concepts, and to delve in detail into the specifics of what constitutes marketing on the Internet. The course will be of value to all marketing professionals, and especially to those who may wish to work in or start a primarily digital based business.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Describe the current state of e-business and the possible advantages and Disadvantages of an internet marketing strategy.
- Analyse the development of managerial e-business tactics and objectives for the organization's supply chain management functions.

- Explore and explain the legal and international implications of conducting e-Business and digital & internet marketing
- Analyse and evaluate how the Internet, e-business technologies, and e-business concepts can assist organization in realizing its goals and objectives.

COURSE CONTENTS:

UNIT 1 Introduction 9

The Digital Marketing Landscape: Role of digital marketing (scope & context), Emerging trends, Technology shifts, the online ecosystem. Role of digital marketing in B2B, B2C marketing. The digital consumer - Online consumer definition & types, Audience segmentation and profiling, Consumer online usage and behavior, Emerging trends and patterns in digital consumption, Consumer engagement – meaning and implication- **Case Study**

UNIT II Digital Strategy & Planning 9

Digital Strategy & Planning - Key elements in digital planning, planning process (acquisition, development & retention), Competitive online mapping, Key metrics across different stages of the consumers' online journey, Key digital channel selection, online lead generation vs. retention. Online Advertising – Content & Format - Display advertising, Inventory management , Online Video – trends, adoption & consumption – monetization, In Game advertising, Content distribution and delivery, Ad serving, tagging, analyzing and reporting.- **Case Study**

UNIT III Mobile Marketing 9

Mobile Marketing - The 3rd screen, Landscape & trends, Mobile advertising – WAP & mobile search, Mobile applications and consumer usage behavior, Role of the service provider, publisher & consumer, The Next level of mobile interaction
Email Marketing - Principles and best practice, In-house, rental, vendors and 3rd party, Email platforms, Dynamic campaign management tools, Testing & Optimization, Trigger marketing, Contact strategy- **Case Study**

UNIT IV Social and Business Networking 9

Social and Business Networking - Product Opinion Sites. Forums - – Affiliate Marketing and Syndication on the Internet – knowledge tone applications & enterprise applications Integration –Traditional Offline Businesses in the Online World - common reasons for e-business failure - E-HR.- **Case Study**

UNIT V Latest Trends 9

Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing - Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology. Social Media & e-PR - Online reputation management, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph- **Case Study**

TOTAL: 45 HOURS

Unit III Sales Management 9

Managing the Channel support Members, Channel Power and Conflict, Channel Evaluation Sales Management Module, Territory Allocation. Managing Accounts, Effective Selling, Salesman Recruitment, Compensation and Motivation of Sales Force, Supervisory Styles, Sales Organization, Evaluation and Control of Sales Personnel. Vertical Marketing System, Horizontal Marketing System.- **Case Study**

Unit IV Distribution management 9

Distribution management- Design of Distribution Channel- Channel Conflict- Cooperation- Competition- Designing Customer Oriented Marketing Channels- Order Processing – Transportation – Warehousing – Market logistics decision – SCM & Emerging Trends.- **Case Study**

Unit V Sales and Distribution Methodology 9

Reporting & data collection methods (Use of DMS software & PDA"s), Management of outbound supply chain, Damages & expiries. Concept selling in services industry, after sales services, customer retention methodology, alternate channels, industry wise channel classifications & functioning, Key decisions in global sales and Distribution.- **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Marketing & Sales Management' – Kapoor. D.C., S. Chand & Company Ltd, New Delhi, 2004.
2. Donaldson B - Sales Management : Theory and Practice (Palgrave)
3. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
4. 'Sales & Distribution Management' – Nair, N.G. and Latha Nair, Himalaya Publishing House, Mumbai, 2003.
5. 'Salesmanship and Sales Management' – Sahu, PK. And K.C. Raul, Vikas Publishing house, New Delhi, 2005.
6. 'Basics of Distribution Management' – Kapoor Satish and Kansal Purva, Logistic Approach, Prentice Hall of India, New Delhi, 2005.
7. 'Management of a Sales Force' – Spiro, Stanton and Rich, Tata McGraw Hill, New Delhi, 2003.
8. 'Sales Management in Indian Perspective' – Gupta Vaswas Das, Prentice Hall of India, New Delhi, 2005.

MS15A5

RURAL MARKETING

3 0 0 3

Course Intent

The importance of rural markets for all kinds of products and services has been growing in the last few decades. The rural marketers are attracted by the growth and development in rural sector. The rural marketing is highly challengeable. The marketers have developed and implemented marketing strategies to meet the challenges to gain profitability. The service companies are also actively working to establish their business in rural market. The major intent of this course is to equip the students' knowledge in rural market, characteristics and rural consumer behavior.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Justify the importance of rural marketing and rural marketing strategies
- Demonstrate research capabilities in analyzing innovative rural marketing strategies.
- Differentiate between the rural and urban consumer behavior.
- Identify the role of service marketing in rural sector.

COURSE CONTENTS:

Unit I Rural Market 9

Rural Marketing: nature, definition, scope & importance. Size and structure of rural markets. global rural market environment, Indian rural market scenario, problems and prospects of rural market, rural market Vs Urban market, development in rural market for last five decades, factors contributing to change in the rural market, government rural development initiatives.- **Case Study**

Unit II Rural Marketing 9

Rural marketing - concept, importance, scope, evolution, rural marketing Vs Agricultural marketing, challenges of rural marketing – 4As'(Awareness, Affordability, Affordability and Acceptability, impact of culture in rural marketing, current trends of rural marketing. Marketing of FMCG & durables- **Case Study**

Unit III Rural consumer behaviour and segmentation 9

Rural consumer – definition, types, characteristics, rural consumer behaviour- definition, buying decision model, factors influencing, motivation, segmentation- concept, criteria of rural segmentation, difficulties in rural segmentation, targeting.- **Case Study**

Unit IV Rural marketing strategies 9

Product strategies – product mix decisions- product adaptive and innovation strategies. Pricing strategies – pricing methods- innovative pricing methods for rural markets, difficulties of pricing for rural market. Promotion – types of advertisement – modes of media- challenges of rural communication-sales promotion technique. Distribution strategies – logistics management in rural market – selection of appropriate channel.- **Case Study**

Unit V Service industries and Rural Marketing 9

Impact of information technology in rural marketing, role of cooperative marketing, banking industry, institutions in rural marketing, telecommunication, healthcare industry, social network and online marketing, rural retailing. - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Rural Marketing' – Krishnamacharyalu & Lalitha, Pearson Education, 2012.
2. 'New Perspectives on Rural Marketing' – Ramkishen, Jaico Books, 2011.
3. 'Rural Marketing' – Gopaldaswamy, wheeler, Publications, 1999.
4. 'Marketing Management' – R.L. Varshney & SoL.Gupta, Sultan Chand, 2009.
5. 'Marketing Management' – V.S. Ramasamy & Namakumari, Mcmillan, 1999.
6. 'The Rural Marketing' – Pradeeo Kashyap and Siddhartha raut, Biztantra, New Delhi, 2012.

MASTER OF BUSINESS ADMINISTRATION (MBA)

ELECTIVE SYLLABUS

B. FINANCE

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15B1	Indian Capital Market	3	0	0	3
2.	MS15B2	Management of Financial Services & Institutions	3	0	0	3
3.	MS15B3	International Financial Management	3	0	0	3
4.	MS15B4	Strategic Financial Management	3	0	0	3
5.	MS15B5	Security Analysis and Portfolio Management	3	0	0	3
6.	MS15B6	Risk management and Insurance	3	0	0	3

Course Intent

The capital market plays a very important role in promoting economic growth through the mobilization of long-term savings and the savings get invested in the economy for productive purpose. The major intent of the course is to develop in the students' knowledge about the various investments involved in Indian capital market which regulates the growth of an economy and provides lot of employment opportunities.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Discuss the evolution and establishment of SEBI
- Differentiate the different types of capital markets and the role of intermediaries in Indian Capital market.
- Explain and Illustrate with examples the SEBI Regulations in stock trading.
- Describe the functions of various stock exchanges.

COURSE CONTENTS:

UNIT I	Capital Market –Introduction	9
	Capital Market – Evolution – need for regulatory mechanism – establishment of SEBI – SEBI Act / Rules and Regulations – Role of Intermediaries in the Capital Market - Case Study	
UNIT II	Primary / Secondary markets	10
	Primary / Secondary markets: Bond Market – Money Market – Capital Market- Foreign Exchange Market – Stock Exchanges: National Stock Exchange — Bombay Stock Exchange – Stock Indices- Project Appraisal and Financial Structuring - Case Study	
UNIT III	Capital Issues	8
	Capital Issues – equity and debt instruments – pricing – credit rating of debt instruments – insider trading – Management of pre-issue and post issue activities including issue of prospectus / offer documents – Rights issue – bonus issue – private placements - Case Study	
UNIT IV	Derivatives Market	8
	Evolution of Derivatives Market in India – Regulations – Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives- Case Study	
UNIT V	Trading Strategies	10
	Trading Strategies – Interest Rate Derivatives – Interest Rate Futures – Forward Rate Agreements – Hedging strategies – Options markets – Options pricing principles, Binominal Models – Black – schools Model – Option Strategies. SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs - Case Study	

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. Bharat's Compendium on SEBI, Capital Issues and Listing.
2. Nabhi's Manual for Capital Issues, SEBI and Mutual Funds, Nabhi Publications.
3. 'Capital Market Management' – V.A. Avadhani. Himalaya Publishing House, New Delhi.
4. "Futures and Other Derivative Securities", John Hull, Publisher: Pearson US
5. "Capital Markets in India" Rajesh Chakrabarti, Sage Publications
6. "Derivatives and Risk Management", Sundaram Janakiraman, Pearson Education India
7. Indian capital Market- Uma and Arumugam- Tata Mcgraw Hill- New Delhi
8. Indian capital Market Trends and Reforms –Aringdom Banerjee ICFAF University press

MS15B2 MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS

3 0 0 3

Course Intent

Financial services refers to services provided by the financial institutions in a financial system. The finance industry encompasses a broad range of organizations that deal with the management of money. The major intent of the course is to develop in the students' knowledge about the various financial services and offering institutions which mainly includes fund raising, funds deployment which helps in decision making regarding financing mix, rendering specialised services like credit rating, underwriting, merchant banking, depository, mutual fund, book building *etc.*, which provides for the speeding up of the process of economic growth and development.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Identify the organizational framework and the functions of corporate financial services.
- Justify the importance of financial services and institutions
- Differentiate the various retail financial services and its functions.
- Explain the role of various credit rating institutions and its functions.
- Demonstrate the knowledge of the procedures involved in merchant banking.

COURSE CONTENTS:

UNIT I Financial Services – Introduction 9

Introduction to financial Services – characteristics of services – Corporate financial services – organizational frame work – functions regulatory and supervisory guidelines and procedures – credit rating services – venture capital services – leasing – factoring and forfeiting, depository – securitization – Banking services – underwriting – corporate Insurance. - **Case Study**

UNIT II Retail financial services 9

Retail financial services – credit cards – Debit cards – smart cards – automated Teller Machines – Electronic fund Transfer – Electronic clearing – Portfolio management services – Broking services – Consumer credit – Hire purchase finance – housing finance –

personal tax counseling – Internet Banking – Virtual Banking – Core Banking. - **Case Study**

UNIT III Regulatory frame work of Financial Institutions 9

Regulatory and supervisory frame work – Role of RBI, SEBI, DFHI, SHCI and Ministry of Finance, Govt. of India – finance Bill and financial services –Stock Exchanges: Role and organization of BSE and NSE – OTCEI. Credit Rating Institutions: CRISIL, ICRA, CARE – International credit rating institutions, Depository institutions: CDSL, NDSL – Role of LIC as investment institution – Merchant banks.- **Case Study**

UNIT IV Role of Merchant Banking 9

Role of Merchant Banking in Appraisal of projects, Designing Capital Structures and Instruments – Issue Pricing – Pricing – Preparation of prospectus selection of bankers, Advertising Consultants etc. – Role of Registrars – Underwriting Arrangements. Dealing with bankers to the Issue, Underwriters, Registrars, and Brokers. – Offer for sale – Book Building – Green Shoe Option – E- IPO Private Placement – Bought out Deals – Placement with Fls, MFs, Flls, etc. off – Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities. - **Case Study**

UNIT V Consumer Credits 9

Consumer Credit – Credit Cards – Real Estate Financing – Bills discounting – Recent Developments in Factoring and Forfeiting – Venture Capital – Denomination of commercial paper – Period – Issue and discount – Procedure – Stand-by facility - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCES:

1. 'Financial Services' –Khan M.Y, Tata McGraw Hill, New Delhi, 2004.
2. 'Marketing of Financial Services' – Avadhani V.A, Himalaya Publishing House, New Delhi.
3. 'Marketing of Financial Services' – Pezzulion, Macmillan, India Ltd., New Delhi.
4. 'Financial Markets and Services' – Gordon and Natarajan, Himalaya Publishing House, New Delhi.
5. 'Manual of Merchant Banking' – Dr. J.C. Verma.
6. Management of Financial Services – Batra A S, Deep & Deep Publications - New Delhi
7. Management of Organizing Financial Services Croft et al., AITPS New Delhi – 2002

MS15B3 INTERNATIONAL FINANCIAL MANAGEMENT 3 0 0 3

Course Intent

The major intent of this course is to introduce students to major topics in international finance and provide a simple analytical framework for addressing issues in international Financial Management. The tools developed in the earlier courses will be used to study the implications of different policies such as fixed vs. floating exchange rates and devaluations. The topics like interest rates, interest rate parity, relations between interest rate, exchange rate and money supply, purchasing power parity, inter-bank transactions, International Financial Fund, balance of payment accounting, fixed vs.

floating exchange rates, exchange rate models, and IT buying and selling mechanism are covered in this course.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Examine the markets and draft International Trade Documents
- Demonstrate basic knowledge of the determination of exchange rates and how to assess financial markets.
- Explain the role of international bodies controlling the Global financial markets
- Illustrate an understanding of Exchange rates and International Banking Activities both in a closed and Open Economy.

COURSE CONTENTS:

UNIT I International Finance - Introduction 9

International Finance: Meaning, importance – emerging challenges – recent changes in global financial markets – foreign exchange markets – exchange rate definitions: spot and forward rates – alternative exchange rate regimes. International trade finance – International trade risks – documentation in international trade - Letter of Credit, Draft and Bill of Lading. - **Case Study**

UNIT II Exchange rate Theories 9

Exchange rate determination: theories and models of exchange rate –purchasing power parity theory – asset market model – current account monetary model –capital account monetary model, portfolio balancing model – exchange rate of rupee – recent trends – convertibility of Indian rupee.- **Case Study**

UNIT III International monetary system 9

International monetary system: brief history: – features – present exchange rate system – reforms of international monetary system – European monetary system – a note on international debt – ADB, IBRD and IMF: functions – special schemes of lending – conditionality's of IMF lending – IMF role in International liquidity – SDRs – International financial markets and instruments. - **Case Study**

UNIT IV Factors Affecting Exchange Rates 9

Balance of payments: meaning – accounting principles – valuation and timing – components – deficit and surplus – macro economic factors affecting exchange rate – some open economy identities – open economy multipliers. SWIFT and Inter-bank clearing among banks in different countries. -**Case Study**

UNIT V Currency Derivatives 9

Financing a global firm, Overview of FEMA – Global cost and availability of capital – Role of international portfolio investors – Sourcing equity globally – Foreign equity issuance and listing. Currency derivatives: – futures, options and swaps – currency futures

and currency forwards – swap market – currency swap – interest swaps – swap agreement. Exchange rate risks and risk management tools: Hedging – forward deals. - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'International Finance' – Apte, P.G., Tata McGraw Hill, New Delhi, 2004.
2. 'International Finance' – Arthur Stonehill et.al.: Pearson Education, Dehli.
3. 'International Financial Management' – Apte, P.G., Tata McGraw Hill, New Delhi, 2004.
4. 'Multinational Financial Management' – Alan C. Shapiro, Prentice Hall of India, New Delhi.
5. 'Multinational Finance' – Eiterman, David K, et el: Pearson Education, New Delhi, 2004.
6. 'International Finance' – Keith Pilbeam:, Palgrave, New York.
7. 'International Finance' – Maurice D Levi: Tata McGraw Hill, New Delhi.
8. 'International Economics' – Soderston B.O.: Macmillan, London.
9. 'Bare Act of FEMA' – Latest Edition.

MS15B4

STRATEGIC FINANCIAL MANAGEMENT

3 0 0 3

Course Intent

This course will provide an opportunity to the students to learn the basic tools and concepts of corporate financial management and their applications.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Construct financial forecasting for a simulated venture
- Asses any given organization based on various inputs received and determine the level of profitability in a business.
- Explain the various aspects of risk and the steps to ensure and follow to minimize/ avert them
- Discuss how decisions that may help the business considering both internal and external factors of the business.
- Explain the nature of borrowing in terms of lease and mortgaging, by being aware of the risks and managing business in a safer manner

COURSE CONTENTS:

UNIT 1 Financial Planning

9

Financial planning and forecasting – Project Investment Management vs. project management – introduction to selection of profitable projects. Evaluation of investment opportunities, basic issues, replacement decisions, traditional methods of appraisal and discounted cash flow techniques, equivalence of NPV and IRR, The case of intangible benefits and costs. Profitability Index and Excess present value Index. - **Case Study**

UNIT II Financial decisions under conditions of uncertainty 9

Discussion on risk and uncertainty; Risk Analysis in Investment Decisions; Risk adjusted rate of return, certainty equivalents; probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Case study of companies under financial Uncertainty- **Case Study**

UNIT III Types of Investments and disinvestments 9

Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Techroin, Robichek and Mordalbasso (TRM) solution in dealing with pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.- **Case Study**

UNIT IV Critical analysis of appraisal techniques 9

Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.- **Case Study**

UNIT V Strategic financing Analysis of selected investment decisions 9

Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Mergers and acquisitions in Capital Budgeting, cash vs. equity for financial mergers. International Capital Structure. Modigliani Miller Model: Hamada Model of Market Risk: The Miller Model: The Trade-Off Models and Agency Costs: Capital Structure Theory -the Signaling Model - Financial Distress Consequences, Issues, bankruptcy, settlements, reorganization and Liquidation in Bankruptcy. Case study on companies at the verge of Bankruptcy and the protection they get both thought the govt. and other organizations.- **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Financial Management' - Prasanna Chandra, 5/e, Tata McGraw-Hill, 2003
2. 'Projects: Planning, Analysis, Financing Implementation and Review' - Prasanna Chandra, 5/e TMH, New Delhi, 2003
3. 'Warcus: Investments' - Bodie, Kane, Tata McGraw-Hill, New Delhi, 2002,
4. 'Financial Management' - Brigham E.F & Houston J.F Thomson Publications, 2003.
5. 'Financial Management and policy' - V.K. Bhalla, Anmol Publications Pvt. Ltd.,
6. 'Financial Management' - I.M. Pandey, Vikas Publishing House, 2003.
7. 'Financial Management: Text and Problems' - MY Khan and PK Jain, Tata McGraw-Hill Publishing Co, 2003.
8. 'Operations Research' - V. K. Kapoor, Sultan Chand & Sons, New Delhi, 2003.

MS15B5 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 3 0 0 3

Course Intent

This course offers valuable insights into the world of investment with extensive coverage of the topics like fundamental analysis and technical analysis for security analysis framework. It also presents core of the modern portfolio practices and financial models at a length covering CAPM model, index model, and arbitrage pricing theory, portfolio theory, and portfolio management in international setting. It also helps students to develop the skills for developing the portfolio constructions, revision, reconstruction and investment advisory.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Analyze and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behavior.
- Construct optimal portfolios and illustrate the theory and empirical applications of asset-pricing models.
- Explain macro and industry analysis, equity valuation, financial statement analysis and technical analysis.
- Analyze bond prices and yields and fixed-income portfolios. 5. Explain what options and futures are and their use as hedging instruments.
- Classify the implications of the market efficiency evidence on active portfolio management.

COURSE CONTENTS:

UNIT I: Investment Environment

10

Introduction to Securities – Investment process – Investment alternatives – Sources of investment information- Operations of Indian Stock Market and Bond Markets: Over view of capital market, Institutional Structure in Capital Market – New issue market – Secondary market – Debt market – Money market – Derivatives market - Listing requirement of shares – Securities Exchange Board of India - Case Study

UNIT II: Security Analysis

7

Risk & Return Analysis: Concepts, measures and computation of risk and return of individual security and portfolio. Valuation Analysis: Share valuation – Bond valuation – price earnings analysis – valuation of options and futures. - Case Study

UNIT III: Approaches to Security Analysis

9

Fundamental Analysis: Economic Analysis – Economic forecasting – Stock investment decisions – Techniques of economic forecasting. Industry Analysis: Classification of Industries – Industry life cycle – Key issues in an Industry analysis. Company Analysis – Structure of a Balance sheet – Financial ratios and their significance – valuation multiples – Estimation of Intrinsic value of shares - Case Study

UNIT IV: Technical Analysis and the Efficient Market Theory **9**

Technical Analysis: Assumptions – Tools for Technical Analysis – Dow Theory – Moving averages Analysis – Relative strength analysis – Rate of change – Oscillators.
Charting Techniques: Meaning of Charts – Methods of preparing charts – Uses and limitations of “P” and “F” Charts (Chart Points and Figures)- pattern of charts and their uses. Efficient market theory – Random walk theory - Case Study

UNIT V: Portfolio Management **10**

Portfolio Construction and Choice: Diversification – Markowitz Model – The sharp index model – Portfolio return and risk – Portfolio selection – single and two factorial models – ‘n’ security portfolio - Capital Asset Pricing Model: Assumptions and application – Capital market line and Security market line - Portfolio and Mutual funds Performance: Sharp’s, Treynor’s and Jensen’s measures - Case Study

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. ‘Security Analysis and Portfolio Management’ – Donald E.Fischer & Ronald J.Jordan, Prentice Hall of India Private Ltd., New Delhi, 2002.
2. ‘Securities Analysis and Portfolio Management’ – V.A. Avadhani, Himalaya Publishing House, 1997.
3. ‘Investment Management’ – V.K. Bhalla, S.Chand & Company Ltd., Seventh Edition, 2002.
4. ‘Security Analysis and Portfolio Management’ – Punithavathy Pandian, Vikas Publishing House Pvt., Ltd., Second edition 2013.
5. ‘Investment Analysis and Portfolio Management’ – Prasanna Chandra, Latest Edition.
6. ‘Security Analysis and Portfolio Management’ – Dr. Kevin, Publishers Prentice-Hall of India

MS15B6 **RISK MANAGEMENT AND INSURANCE** **3 0 0 3**

Course Intent

The course is intended to provide an overall view of the risk and risk management process. It further elaborates on property and liability risk management, Life, Health and income exposures. It explains the state of affairs of insurance industry in India.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Identify the various risks and their evaluation techniques
- Describe the Property and Liability Risk Management techniques
- Analyse the risk management techniques of Life, Health and Income exposures.
- Evaluate the functions of Insurance Industry in India.

COURSE CONTENTS:

Unit – I **Introduction to Risk** **9**

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

Unit – II Risk Management 9

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

Unit - III Personal Risk Management 9

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

Unit – IV Health Insurance 9

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

Unit – V General Insurance 9

General insurance industry in India – IRDA Act- Investment norms – Protection of policy holders Interest- Importance of General insurance – Role of Regulatory authorities – Challenges in General Insurance.- **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

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

MASTER OF BUSINESS ADMINISTRATION (MBA)

ELECTIVE SYLLABUS

C. HUMAN RESOURCE MANAGEMENT

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15C1	International Human Resource Management	3	0	0	3
2.	MS15C2	HR: Emerging Practices	3	0	0	3
3.	MS15C3	Industrial Relations and Employee Welfare	3	0	0	3
4.	MS15C4	Organization Development and Change	3	0	0	3
5.	MS15C5	Performance Management	3	0	0	3
6.	MS15C6	Strategic Human Resource Development	3	0	0	3
7.	MS15C7	Strategic Human Resource Management	3	0	0	3
8.	MS15C8	Training and Development	3	0	0	3

MS15C1 INTERNATIONAL HUMAN RESOURCE MANAGEMENT 3 0 0 3

Course Intent

This course explores the critical human resource issues that multinational organisations face in dealing with global imperatives and conditions. The topics covered enable the students to identify and describe a number of integrating and differentiating strategies employed by organisations in different sectors as they develop and use human resource policies and practices across national borders. This course will explore both successful approaches and potential pitfalls. While the focus of this course is on IHRM, it should be remembered that many of the topics can apply equally to a domestic environment, especially where multicultural factors are part of the work context.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Critically analyse the impact of contemporary issues and global imperatives on Human Resource, concepts, policies and practices in multinational organisations
- Compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organisations
- Apply concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees on international assignments
- Define ‘expatriate failure’ and evaluate the factors contributing to success and failure in expatriate assignments
- Critically evaluate the effects of different Human Resource and International Industrial Relations strategies adopted by multinational international organisations operating in various regions of the world

COURSE CONTENTS:

UNIT I- The Context of IHRM

9

Introduction to IHRM ,The Context for International HRM, Strategic International HRM , Cultural influences on IHRM , Ethical influences on IHRM , Regulatory influences on IHRM - **Case Study**

UNIT II- Comparative IHR

9

Comparative IHR Being Locally Responsive: IHR International ER, Labor Law and Ethics M & Culture- Building Human Capital: Workforce Planning , Universalism Vs Contextualism, Convergence vs. Divergence. -**Case Study**

UNIT III – IHRM Practices

9

Practicing IHRM Staffing multinational operations Talent management and development Managing Global Talent: Recruitment, Selection and Retention Managing Global Talent: Recruitment, Pay and Performance- **Case Study**

UNIT IV – IHRM Perspectives

9

Developing Global Leaders & Managers HR Issues in Cross-Border Mergers & Acquisitions, HRM in Diversity: Women in Management Gender and Work Gender discrimination in Workforce HRM in Diversity: Human Rights in HRM Human Rights in Organization Politics and Conflict in Organizations- **Case Study**

UNIT V – HRM in Developing Countries**9**

HRM in Developed Countries and South Asian Perspectives, HRM in Developing Countries: HRM Practices in India and China Future Trends Influencing the Global Human Resource Role, Global employee Relation Theories- **Case Study**

TOTAL: 45 HOURS**BOOKS FOR REFERENCE**

1. Adler, N J. 2008, International dimensions of organizational behaviour 5th edn, Thomson South Western, Mason, OH.
2. Black, I, Gregersen, HB, Mendenhall, ME & Stroh, LK, 1999, Globalizing people through international assignments, Addison Wesley.
3. Briscoe, DR , Shculer, R & Tarique, I 2012 International human resource management, 4th edn, Prentice Hall, Englewood Cliffs.
4. Deresky, H. 2006 International management: managing across borders and cultures, 5th edn, Harper Collins, New York.
5. Dessler, G & Huat, TC 2006, Human resource management. An Asian Perspective, Prentice Hall, Singapore

MS15C2**HR: EMERGING PRACTICES****3 0 0 3****Course Intent**

The emerging role of HRM as a strategic partner in business and the best HR policies and practices in organizations have made it imperative that HR professionals gain contemporary knowledge and skills in managing people right. Students aspiring to build a career in HR should continuously build their familiarity with the explosion of knowledge in management and business. The major intent of this course, therefore, is to develop among the students knowledge about the latest initiatives in HR and recent trends in policies and practices in modern organizations to meet the challenges of increased competition and customer expectation.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of human resource management.
- Identify and analyse problems in the field of HRM and be able to provide innovative solutions.
- Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.
- Develop an ability to undertake qualitative and quantitative research and apply this knowledge in the context of an independently constructed piece of work

COURSE CONTENTS:**UNIT I: People Capability Maturity Model (PCMM)****9**

Role and scope of P-CCM in contemporary organizations, P-CMM's five-level capability architecture, prospects and challenges- **Case Study**

UNIT II: HR competency and Competency Mapping :**9**

Competency approach to job, Approach to competency Mapping, Steps in Competency Mapping, Tools in Competency Mapping (Assessment Centre, Critical

Incidents Technique Interview Techniques Competency Mapping, Questionnaires, Psychometric Tests)- **Case Study**

UNIT III: Emotional Intelligence (EI): **9**

What is EI as distinct from IQ, Significance of EI at workplace and individual behavior and performance, Dimensions of Emotional intelligence: Perceiving Emotions, Reasoning With Emotions, Understanding Emotions, Managing Emotions Measuring EI and Action Planning- **Case Study**

UNIT IV: HR and Team Building : **9**

Role of Teams in contemporary organizations, Concept of Synergy in team functioning, Stages in Team Building and Development .Essentials of an effective team , Team Values, Receiving and Giving Feedback, Role Clarification, Problem Solving/Decision Making, Team Member Relationships - **Case Study**

UNIT V: Employee Engagement: **9**

Introduction to employee engagement, The business case for employee engagement, Creating and maintaining a culture of engagement, Leadership and employee engagement, Benefits to employees, Measuring employee engagement, Future trends - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. People Capability Maturity Model: Guidelines for Improving the Workforce, published by Addison-Wesley William Curtis, William E. Hefley, Sally A. Miller, Amazon.com
2. The Handbook of Competency Mapping ,Understanding, Designing and Implementing Competency Models in Organizations, Seema Sanghi
3. Principles of Team Building, Team FME, www.free-management-ebooks.com 2013
4. Emotional Intelligence, Travis Bradberry, 2003
5. EI : Why it can Matter More Than IQ? Daniel Goleman, 1995
6. Employee Engagement, Susan Walker, ABC, Kogan Page Ltd, 2014

MS15C3 INDUSTRY RELATIONS AND EMPLOYEE WELFARE 3 0 0 3

Course Intent

The major intent is to provide an overall knowledge and insight into the three main areas of labour law (trade union law, industrial relations law and employment law) and the corresponding legislation and judicial decisions that underpin them. A second aim is to furnish an understanding and appreciation of key areas of importance in the everyday application of labour law in the workplace. Thirdly to equip students with a strong foundation in labour law so as to assist them in the crucial business of maintaining full legal compliance in the Indian workplace.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Critically analyze the role of IRs at national and international levels and the infrastructure to guide and direct IRs in India.
- Identify and explain the principal federal and state laws that provide the framework for labor relations

- Explain the reasons employees join unions and describe the process by which unions organize employees and gain recognition as their bargaining agent.
- Discuss how labor and management approach labor negotiations.

COURSE CONTENTS:

UNIT I Introduction to Industrial Relations 7

Industrial Relations – The changing concepts of Industrial Relations- Factors affecting Employee stability- Application of Psychology to Industrial Relations– IR at national and international levels – Infrastructure that guide and direct industrial relations – trends in India.- **Case Study**

UNIT II Nature of Union Management Relationship 7

Trade Unionism – Role of trade unions- Trade Union and their growth – Economic, Social , Political Conditions leading to the Development of Trade Unionism – Theories of Trade Unionism - Indian trade union movement and limitations.- **Case Study**

UNIT III Resolving Conflict and Developing Co operation 9

Employee discipline -Industrial dispute – impacts - causes – handling and settling disputes – employee grievances – steps in grievance handling – strikes – prevention – Industrial peace – Conciliation – Arbitration – Adjudication.- **Case Study**

UNIT IV Welfare Measures 12

Welfare Concepts – Objectives – Scope – Need – Voluntary Welfare measures – Statutory Welfare Measures – Labour Welfare Funds – Education and Training Schemes. Welfare of Special Categories of labour- BPO and KPO labour – Social Assistance – Social Security – Implications- **Case Study**

UNIT V Labour Legislations 10

Issues over Rights and Work Conditions , Technological Change, Job Security, Training, Work Restructuring, Safety and Health, Pay and Benefits , Privacy Factories Act 1948 – Workman Compensation act, 1923 – Employees Provident Funds and Miscellaneous provisions act, 1952, the Payment of Wages Act, 1936 – the Minimum Wages Act, 1948 – Industrial Disputes Act 1947 – Maternity benefit Act, 1961 - Trade Union Act, 1926 and latest legislations. Labour Relations in the Public and Private Sectors, Labour Relations in Multi-national Enterprises - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Dynamics of Industrial Relations' –Dr.Sathish Memoria S.V.Gankar, 17th edition,Himalaya Publishers, Mumbai.
2. 'Industrial Relations and Labour Laws' – S.C.Sreivastava, Vikas Publishing House, 6th edition, 2012.
3. 'Personnel management & Industrial relation' – P.C. Tripathi, S.Chand Publications, New Delhi, 2010.
4. 'Mercantile Law' – N.D. Kapoor, 33nd Edition, S.Chand Publications, New Delhi, 2013.
5. 'Essential of Human Resource Management and Industrial relations' – P. Subbarao,5nd edition, Himalaya Publishers,Mumbai,2012.

Course Intent

Organization Development (OD) is a conscious, planned process of developing an organization's capabilities so that it can attain and sustain an optimum level of performance as measured by efficiency, effectiveness and health. Through the process of OD, we attempt to bring about successful change efforts in individual employees, groups and teams, inter-groups, and organization as well. The intent of the course is to introduce to the students the concept and basics of OD, its history and the theoretical models of change upon which the OD process is based.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Define the process of organization development as a strategic means to affect change to an organization's culture
- Apply various interventions to construct a plan that will support a new organizational vision.
- Apply organizational theories, principles, and trends to real life organizations

COURSE CONTENTS:**Unit I Introduction to Organization Development 9**

Introduction to Organization Development, The nature of planned change, theories of change and models of planned change, evaluating and institutionalizing change - **Case Study**

Unit II Process of Organization Development 9

The process of organization development: entering and contracting, diagnosing organizations, groups and jobs, collecting and analyzing diagnostic data, feeding back diagnostic data and indicators, - **Case Study**

Unit III Interventions 9

Designing OD interventions, effectiveness of interventions, Overview of Interventions, leading and managing change, overview of change activities, creating conditions for change and motivating change, managing resistance to change, evaluating and institutionalizing OD interventions- **Case Study**

Unit IV Approaches in OD 9

OD interventions: Human Process Interventions: Interpersonal and group process approaches, organization process approaches, Techno-structural interventions: Organization Restructuring, employee involvement, work re-design - **Case Study**

UNIT V Trends in OD 9

Human Resource Management Interventions in OD: Performance Management, Career Planning and Development, workforce diversity and employee wellness programmes, Strategic Interventions: Organization and Environment Relationships, Organization Transformation, OD applications in non- business entities, future directions in OD - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. Cummings & Worley. , (2005), Organization Development & Change (7th edition). Thomson, South Western, Singapore
2. Dianne M Waddell,Thomas G Cummings,Christopher G Worley.,(2011),Organisation change development and transformation (4th edition),Cengage Learning
3. Dale E Zand .,(2009) Organizational Development and change:A reflection on where we came from.
4. Louis carter,David Ulrich,Marshall Goldsmith(2007) ,Best practices in leadership development and organization change:How the best companies ensure meaningful change and sustainable leadership,Pfeiffer publications
5. Donald L Anderson ,Organisational Development:The process of leading organizational change

MS15C5

PERFORMANCE MANAGEMENT

3 0 0 3

Course Intent

Organizations that capture, harness, and develop their human capital will flourish and succeed over the long term. An organization's success is determined by the performance of its people. The major intent of the course is develop in the students knowledge about the tools, strategies, and best practices to effectively manage the most important resource in an organization- its people.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Define talent and performance management and Identify what drives the need for talent management in organizations today.
- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- Justify the importance of performance management for both organization and employee success.
- Outline the typical cycle of performance management; including roles and responsibilities, as well as planning, reviewing and appraising practices.

COURSE CONTENTS:

UNIT 1 The Architecture of Performance Management

7

An introduction to performance management- Goal and objectives- Importance of performance management- Linkage to Organizational mission, strategy and goals- Creating a performance management culture through HR programs and practices- Role of supportive HR policies and practices- Job descriptions- Effective supervision- Comprehensive employee orientation and training- A positive and supportive work environment- Essentials of an effective PM system- Talent management- new directions -

Case Study

UNIT II Performance Management Process

10

Performance Counselling – Performance Planning – Methodologies- Performance management Information System – Barriers - Performance appraisal – Methods – Common

rating errors - Performance monitoring. Link between Performance Management and Performance Appraisal - **Case Study**

UNIT III Implementation and Evaluation of Performance Management 9

Indicators of performance for different levels of management; Criteria for evaluating performance of managers; Tracking performance; Feedback management for performance improvement – Evaluation – Methods. Performance Management for Teams, Performance management in Practice – Analyzing Performance Problem- Non financial Performance indicators - **Case Study**

UNIT IV Role of HR Professionals in Performance Management 11

Role of HR professionals in performance management system – Competencies Strategic roles for HR professionals- Balance Score card Approach- Performance Pyramid- Work of Fitzgerald and moon in Building blocks for dimension, Standards and rewards- Activity based management– future roles in the knowledge Millennium. - **Case Study**

UNIT V Ethics in Performance Management 8

Definition – Principles – objectives – Ethical issues and dilemmas – ethical strategies – developing code of ethics – performance management in multinational corporations – future implications. - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Performance Management' – T.V. Rao, Response Books, Sage publications, 2004.
2. 'Performance Management' – Prem Chadha, Macmillan, India Ltd., New Delhi.
3. 'Performance Management: Concepts, Skills and Exercise' – Robert L. Cardy, Prentice Hall of India, 2004.
4. 'Performance Management: Strategies and Interventions' – Srinivas R. Kandula, Prentice Hall of India, 2006.
5. 'Performance Management' – A.S. Kohli. T. Deb, Oxford University Press, New Delhi, 2008.

MS15C6 STRATEGIC HUMAN RESOURCE DEVELOPMENT 3 0 0 3

Course Intent

One way to ensure that organization members have the competencies to meet current and future job demands is through a set of systematic and planned activities known as Human Resource Development (HRD). The major intent (goal) of this course to provide students with the knowledge and experience of how to design, deliver, and evaluate HRD programmes and to do this in the context of strategic Human Resource Management.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Identify and evaluate current and emerging strategic themes in the field of HRD
- Make informed choices about the content and methods used in delivering learning and developmental experience.

COURSE CONTENTS:

- UNIT I: HRD Model 9**
HRD Model- Strength-based Philosophy- Individual differences that impact adult learning, the Profession of HRD, HR, HRD and OD - **Case Study**
- UNIT II: Strategizing and Designing a HRD Programme 9**
Strategizing and Designing a HRD Programme- Tactical and Strategic Role of HRD, Observing and Assessing HRD Needs, Defining Objectives and Creating a Learning Plan- **Case Study**
- UNIT III: HRD Programme Implementation and Action: 9**
HRD Programme Implementation and Action: Approaches and method used to deliver HRD Programmes -**Case Study**
- UNIT IV: Quality: Reviewing and Evaluating HRD: 9**
Quality: Reviewing and Evaluating HRD: Kilpatrick's 4 levels of evaluation, factors affecting programme results, Basic research design of HRD programmes, HRD Audit - **Case Study**
- UNIT V: Exploration of various HRD applications: 9**
Exploration of various HRD applications: Socialization, Technical Skill Training, Personal Development HRD Providers and Partners, E-learning, Mentoring, Looking ahead: the future of HRD
Case Study

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. Walton, John. 'Strategic Human Resource Development'. Pearson Education Ltd
2. Werner, Jon.M., DeSimone.Randy L. ' Human Resource Development', 4th Edition, Thompson South-Western
3. Pareek, Udai., Rao,T.V., ' Designing and Managing Human Resource Systems', Third edition,2003, Oxford &IBH Publishing Co. Pvt Ltd, New Delhi, 2003

MS15C7 STRATEGIC HUMAN RESOURCE MANAGEMENT 3 0 0 3

Course Intent

Over the years, Human Resource Management as a discipline has evolved without appropriate integration across different functions such as Recruitment and Selection, Training and Development, Performance Management, Compensation Management and Employee Engagement. The intent of this course is to present to the learners an approach to HRM as a strategic function by highlighting the issues with vertical integration of HR strategy with Business Strategy as well as the horizontal integration of various HR functions.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Identify Non-Strategic HR practices which are derived from institutional forces within the firm as well as outside the firm and the negative impact of such practices on organizational performance.
- Trace and establish the linkage between firm's strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive Advantage.
- Analyse and identify the need for different HRM practices in alignment with different business strategies.
- Analyse a main perspectives on SHRM and org.performance
- Examine the factors that determine the fit between HRM and org.strategy.

COURSE CONTENTS:

UNIT I An investment perspective of Human Resources Management 9

Human resource investment considerations - investment in training and development//HRD -Investment practices for improved retention – Investments in Job secure work forces – Ethical implications of employment practices - Non traditional investment approaches.- **Case Study**

UNIT II Human Resource Environment 9

Technology and organizational structure – Worker values and attitudinal trends – Management trends – Demographic trends – Trends in the utilization of human resources. - **Case Study**

UNIT III Strategy Formulation 9

Non- Strategic HRM, Importance of Human resources to strategy – Theoretical foundations – International strategy –Human Resource contributions to strategy – Strategy – Driven role behaviors and practices- Strategy human resource activity typology classifying human resource types Network organization and strategy organizational learning –Integration and aligning business of strategy and human resource Management. - **Case Study**

UNIT IV Strategy Implementation and performance Impact of HR practice, Reward and Development Systems 9

- a) Strategically oriented performance measurement systems
- b) Strategically oriented compensation systems
- c) Employee development
- d) Individual high performance practices Limitations of individual practices Evaluation of practices
- e) Systems of High – Performance Human Resource Practices

Individual best practices vs systems of Practices –Universal Practices vs contingency perspectives **Case Study**

UNIT V Human Resource Evaluation

9

- a) Overview of Evaluation
- b) Approaches to Evaluation
- c) Prevalence of Evaluation
- d) Evaluating strategic contributions of traditional areas.
- e) Evaluating strategic contributions in emerging areas.

Case Study

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. Charles R Greer Strategic Human Resource Management, Second Edition, Pearson Education Company.
2. Peter J. Dowling, Denise E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western.
3. International Management, 3rd edition, McGraw Hill., Richard M. Hodgetts and Jhon H. Bernardin & Joyse E.A. Russell.
4. Strategic Human Resource Development, Prentice Hall, Eastern Economic edition, Srinivas R. Kandula.

MS15C8

TRAINING AND DEVELOPMENT

3 0 0 3

Course Intent

In the context of global competition, Organisations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development (T&D).

Student Learning Outcomes

Upon successful completion of this course students will be able to

- understand the concepts, principles and process of training and development
- develop an understanding of how to assess training needs and design training programmes in an Organisational setting
- familiarize with the levels, tools and techniques involved in evaluation of training effectiveness
- develop an understanding on various non-training solutions to improve employee performance

COURSE CONTENTS:

Unit 1 Introduction

9

Introduction To Training Concept: Definition, Meaning, Need For Training, Importance of Training, Objectives of Training, Concepts of Education, Training And Development, Overview of Training Functions, Types of Training - **Case Study**

Unit 2 Planning Process **9**

Process of Training: Steps In Training, Identification of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods And Process of Needs Assessment. - **Case Study**

Unit 3 Design of Training **9**

Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. -**Case Study**

Unit 4 Evaluation Process **9**

Evaluation of Training Program: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training. - **Case Study**

Unit 5 Trends in Training **9**

Learning: Principles of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance to Training.
Technology in Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning- **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. Employee Training And Development - Raymond Noe
2. Every Trainers Handbook- Devendra Agochia
3. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
4. Training And Development- S.K. Bhatia
5. HRM-Biswajeet Pattanayak

MASTER OF BUSINESS ADMINISTRATION (MBA)

ELECTIVE SYLLABUS

D. OPERATIONS MANAGEMENT

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15D1	Supply Chain Management	3	0	0	3
2.	MS15D2	Production Planning and Control	3	0	0	3
3.	MS15D3	Total Quality Management	3	0	0	3
4.	MS15D4	Materials Management	3	0	0	3

Course Intent:

The intent of the course is to present the learners an integrated Supply chain management (SCM) which includes all the activities that must take place to get the right products and services into the right customer's hands in the right quantity at the right time from raw material extraction to consumer purchase. The second aim is to provide the students a depth and breadth of issues that it encompasses, industries that use SCM tools and approaches include: transportation, government organizations, construction, processing, social services, electronics, facility design, manufacturing, and warehousing.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Describe the process of supply management and its frameworks.
- List and explain the fundamental principles in balancing demand and supply in the supply chain
- Illustrate by combing various physical supply and distribution function in business management including transportation and inventories
- Categorize the applications of information technology in both manufacturing and service industry to develop a strong supply chain.

COURSE CONTENTS:**UNIT I Supply Chain - Introduction 11**

Supply Chain – definition, objectives, Decision phases, process view, types, importance of supply chain – Strategic Fit – Competitive and supply chain strategies, Achieving strategic fit, expanding strategic scope – Supply chain drivers – Framework, inventory, transportation, Facilities, Information, Obstacles.- **Case Study**

UNIT II Planning Demand and Supply in a Supply Chain 8

Demand Forecasting in a supply chain – role of forecasting – components, methods, measures of forecasts error. Aggregate planning in a supply chain – Role, problem, Strategies, Excel, implementations. Planning – predictable variability, managing supply, managing demand, implementations.- **Case Study**

UNIT III Managing Inventories and Transportation 11

The role of cycle inventory in a supply chain – Estimating cycle inventory (Related costs) Role of safety inventory – determining appropriate level safety inventory, impact of supply uncertainty. Transportation – role, factors affecting, modes, design options, trade-offs, Tailored, routing and scheduling. - **Case Study**

UNIT IV Information Technology in a Supply Chain 7

Information technology – Role, need, importance, use, information enabler, Application E-business – role, impact, value of E-business in different industries, types, technologies, setting up E-business in practice. - **Case Study**

UNIT V Coordinating and Performance Measurement in a Supply Chain 8

Lack of supply chain coordination and the Bullwhip Effect – Effect of Lack of coordination on performance – obstacles to coordination – managerial levels to achieve coordination – building strategic partnerships and trust within a supply chain- **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCES:

1. 'Supply Chain Management' – Sunil Chopra & Peter Meindl; Pearson Education Asia (2001).
2. 'Supply Chain Management' – G. Raghuram, N. Rangaraj; Mc Millan (2001).
3. 'Supply Chain Management' – Sarika Kulkarni, Tata McGraw Hill Publishing Company, New Delhi.
4. 'Logistics Engineering & Management' – Blanchard; Pearson Education Asia.
5. 'Logistics & Supply Chain Management' – Christopher, Pearson Education Asia.
6. 'Strategic Purchasing & Supply Chain Management' – Malcolm saunders; Pitman Publishing.

MS15D2 PRODUCTION PLANNING AND CONTROL 3 0 0 3

Course Intent:

Production Planning and control is an area of management concerned with overseeing, designing, and controlling the process of production and redesigning business operations in the production of goods or services. The intent of the course is to present the learners an integrated approach of various operational functions like proper planning, controlling and integration of various functionalities like location, inventory, material and quality.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Describe an understanding of Production planning and control views and frameworks.
- Apply aggregate planning models using optimization techniques for an operation in manufacturing or service.
- Explain techniques and methodologies for managing inventory effectively in an organization to improve productive
- Use analytical skills for investigating and analysing safety and quality issues in the industry and suggest implement able solutions to those.

COURSE CONTENTS:

UNIT I Production Planning - Introduction 7

Objectives and benefits of planning and control-Functions of production control- Concepts & functions of PPC for various types of production system – Applications of Production Planning Techniques- Long and Short-term demand forecasting methods – Estimation of trend, cycle, and seasonality components- and computer control of forecasting systems. - **Case Study**

UNIT II Capacity Planning 10

Capacity planning Capacity planning- Capacity requirement planning (CPP)- Inputs to CPP-CRP output, Benefits and Drawbacks of CRP. Short-range forecasting techniques- Independent demand Inventory Management, Aggregate planning, Material requirement planning procedure and documentation in PPC, Distribution Requirement Planning- Basic concept in flow line design. - **Case Study**

UNIT III Production Scheduling 10

Types of Manufacturing Scheduling- Single machine sequencing- Inputs-Output control-Forward and backward scheduling- Techniques for sequencing -Master Production Scheduling-Scheduling rules-Gantt charts- Basic scheduling problems - Line of balance - Flow production scheduling-Batch production scheduling-Product sequencing - Design of production planning and control systems - kanban .- **Case Study**

UNIT IV Inventory Control 9

Inventory control-Purpose- Effect of demand on inventories, Purchasing Strategies – Vendor Selection and Sales, Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size, ABC analysis-Recorder procedure-Inventory system – Integrated planning and physical distribution- JUST IN TIME SYSTEMS, Spare parts management, Dispatching rules.-Progress reporting and expediting.- **Case Study**

UNIT V Quality and Safety Management 9

Quality characteristics- Quality Assurance-Quality and Reliability- Quality improvement- Management of Quality - Statistical process control -Operations performance evaluation and reporting, design and expediting. Safety management- Concept of Safety, Applicable areas, unsafe actions &Conditions. Responsibility of Safety. - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Modern Production Management' – Buffa, E.S., McGraw Hill, New York, 2002.
2. 'Production and Operations Management' – Chary, S.N., McGraw Hill, New Delhi, 2002.
3. 'Production Planning and Inventory Control' – Narasimhan, Mc Leavey & Billington, Prentice Hall of India, 2003.
4. 'Production and Operations Management'- Adam, E.E. & Ebert, R.J., Prentice Hall of India, New Delhi, 2000.
5. 'Operations Management: Design, Planning and Control for Manufacturing & Services' – Dilworth and James B., McGraw Hill, Singapore, 2000.
6. 'Production Planning and Inventory Control' – Narasimhan Sim, et.al, Printice Hall 2nd Ed., New Jersey, 1995.
7. 'Group Technology Production methods in Manufacture' – Knight, W.A. & Gdlagher, C.C., 1996.

8. 'Introduction to Management Science' – Thomas M. Cook & Robert A. Russell, Prentice Hall 3rd Edition.

MS15D3

TOTAL QUALITY MANAGEMENT

3 0 0 3

Course Intent

Managing quality is crucial in the competitive environment. Quality products help to maintain customer satisfaction and loyalty and reduce the risk and cost of replacing faulty goods. The intent of the course include: strategic quality planning, organizational structure for quality, quality in design and processes, statistical techniques, teamwork and reward systems, and quality standards. Students who complete this course will be able to critically appraise management techniques, choose appropriate statistical techniques for improving processes and write reports to management describing processes and recommending ways to improve them.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Illustrate an understanding of quality management philosophies and frameworks
- Categorize the applications of control tools and techniques in both manufacturing and service industry.
- Apply analytical skills for investigating and analysing quality management issues in the industry and suggest implement able solutions to those.
- Demonstrate research skills that will allow them to keep abreast of changes in the field of Total Quality Management

COURSE CONTENTS:

UNIT I Basic Concepts and Origin of TQM 9

Definition of quality, Dimensions of quality, Quality planning, Quality council, vision, mission, policy statement, Quality costs – Definition, Categories and Elements. TQM – definition, benefits – historical review, principles, Framework, TQM Culture, Barriers to TQM implementation. - **Case Study**

UNIT II TQM Principles 9

Customer satisfaction – Teboul model – customer perception of quality, customer complaints, service quality, customer retention. Continuous process improvement – Deming Philosophy, Contribution of Crosby, Walker Shewhart, Ishikawa, Juran Trilogy, PDSA cycle, JAPAN 5S, 8D Methodology, KAIZEN, POKA YOKE, Quality Circle, Information Technology –Computers and the quality functions – the internet and other electronic communication – Information quality issues. - **Case Study**

UNIT III Statistical Tools 9

The seven tools of quality, New seven management tools, Statistical fundamentals – Measures of central tendency, measures of dispersion, control charts – Run chart, variable

control chart, process capability. Concept of Six Sigma, Taguchi quality loss function – definition, Nominal-the-best, Average loss, Signal-to-Noise (S/N) Ratio. - **Case Study**

UNIT IV TQM Tools 9

Benchmarking – definition, Reasons to benchmark, process. Quality function deployment (QFD) – Benefits of QFD, House of quality, building house of quality, QFD process. Total productive maintenance (TPM) – concept, the plan, training, Improvement needs, FMEA – Failure rate, Documentation, Stages, Terotechnology, Business Process Re-engineering (BPR) – Principles, application, process, benefit, limitation.- **Case Study**

UNIT V Quality Management Systems 9

Benefits of ISO registration, ISO 9000 series of standards, ISO 9001-requirements, implementation, documentation, internal audits, registration. ISO 14000 series – concept of ISO 14001 – Requirements, Benefits of EMS. - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. '100 Methods for Total Quality Management' - Gopal K. Kanji and Mike Asher, New Delhi, Sage Publication, 1996.
2. 'Total Quality Management' – Dale H. Bester field, Pearson Education.
3. Grant, Ev. Gene L. and Leavenworth, Richards, Statistical Quality Control, New York McGraw Hill, 1991.
4. 'Total Quality Management' – Shridhara Bhat, K., Himalaya Publishing House, Mumbai, 2004.
5. 'TQM in Action' – Pike, John and Barnes, Richard, London, Chapman & Hill, 1990.
6. 'TQ Manager' - Schmidt, Warren, H. and Finnigan. Jerome P., San Francisco, Jossey Bass, 1993.
7. 'World Class Performance through TQ' – Spenley Paul, London, Chapman & Hall, 1992.
8. Suresh Dalela & Saurabh, ISO 9000 New Delhi, S. Chand & Company Ltd., 2004.
9. Ansari, A. and Modares, B., JIT Purchasing, New York, Free Press, 1990.
10. Grant, Ev. Gene L. and Leavenworth, Richards, Statistical Quality Control, New York McGraw Hill, 1991.

MS615D4

MATERIALS MANAGEMENT

3 0 0 3

Course Intent

In many manufacturing organizations, the cost of materials alone happens to range from 40 % to 60 % of the total expenditure. Obviously, a better management of material is expected to ensure reduction in overall cost of operation and smoothness in supply of inputs. Therefore, efficient management of input materials is of paramount importance in a business organization for maximizing materials productivity, which ultimately adds to the profitability of the organization. Therefore the intent of the course is to provide students with basic knowledge of the functional areas. Second, to show how these ideas can serve as practical tools for the analysis and management of organizational situations.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Demonstrate an understanding of aggregate planning models using optimization techniques for an effective material management.
- Categorize the role of purchase in determining resource allocation, and consider how costs and benefits can be identified and quantified
- Demonstrate research skills that will allow them to keep abreast of changes in the field of material Management

COURSE CONTENTS:

UNIT I Material Management - Introduction 9

Materials Management - Evolution, Importance, Scope and Objectives- Interface with other functions. Concept of Logistics- Objectives, Components, Significance – evolution to 4PL – Role of material manager.- **Case Study**

UNIT II Material Requirement Planning 9

Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II. Concept of ERP. Distribution requirements planning (DRP); Pull systems- **Case Study**

UNIT III Purchasing Management 9

Responsibilities of Purchase Department - Purchase Cycle– Negotiation & Bargaining – Vendor Rating and Source Location- Purchasing Methods - Global sourcing- 5Rs of Purchasing and Related issues- Stores – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation.- **Case Study**

UNIT IV Inventory Management 9

Need of Inventory - Costs associated with Inventory - Types of Inventory- Classification of material - Make or Buy decisions-ABC Analysis -VED, HML, FSN, GOLF, SOS- Warehouse Location; Transportation; Receiving, Issuing -Inventory turns ratios Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process- **Case Study**

UNIT V Materials Handling 9

Principles of Materials Handling system – Latest Materials Handling Equipment – Inspection and Handling, Storage Procedures, - Just In Time- Lean Manufacturing - Contracts Management- Outsourcing Management -Safety issues - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:-

1. Purchasing and Supply Management - Dobler and Burt
2. Materials Management - Dutta
3. Purchasing and Materials Management - K S Menon
4. Handbook of Materials Management - Gopalkrishnan
5. Materials & Logistics Management - L.C.Jhamb
6. Introduction to Materials Management – Arnold
7. Logistics & Supply Chain Management – Martin Christopher

MASTER OF BUSINESS ADMINISTRATION (MBA)

ELECTIVE SYLLABUS

E. SYSTEM

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15E1	Decision Support System	L	T	P	C
2.	MS15E2	Data Warehousing and Data Mining	3	0	0	3
3.	MS15E3	Software Engineering and Applications	3	0	0	3
4.	MS15E4	Database Management System	3	0	0	3
5.	MS15E5	Software Project & Quality Management	3	0	0	3
6.	MS15E6	E-Commerce Management	3	0	0	3
7.	MS15E7	Enterprise Resource Planning	3	0	0	3

Course Intent

The decision support systems option educates the student in the design, implementation and use of computerized systems that support business managers in the decision-making process. A DSS differs from a traditional information system (IS) or management information system (MIS) in that it not only provides the user with information, databases or reports, as does an IS or MIS, but it also provides answers to user queries, i.e., decisions, through its modeling component. In essence a DSS is a computer system that helps managers make decisions.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Identify the business relevance and technical basics of business intelligence (BI), knowledge management (KM), and decision support.
- List the role of analytics in decision making.
- Explain the concepts, methodologies, and technologies behind decision support systems.
- Elaborate the practical uses of BI and KM systems such as Artificial Intelligence and Expert Systems.

COURSE CONTENTS:**UNIT I Introduction 11**

Managers & Decision making – Managerial decision making and information systems – managers & computerized support – framework for decision support – concept of decisions support systems – group support systems – Executive information support systems – introduction to Expert systems & Intelligent agents – knowledge management systems – supporting ERP & SCM. - **Case Study**

UNIT II Decision making 10

Introduction & Definitions – systems – models – preview of modeling process – Decision making phases: intelligence, design, choice – evaluation – implementation phase – alternative models. Introduction to DSS – Characteristics and capabilities of DSS & DSS components – Classifications of DSS. - **Case Study**

UNIT III Group decision support systems 8

Decision-making in groups, its characteristics and challenges, the technology of GDSS, the GDSS meeting process, creativity and idea generation – GSS & collaborative computing issues and research. - **Case Study**

UNIT IV Enterprise decision support systems 7

Concepts & Definitions – Evolution – Executive's roles and their information needs – characteristics and capabilities of ESS – comparison of EIS & DSS – supply & value chains and decision support – problems & solutions. - **Case Study**

UNIT V Introduction to knowledge management**9**

knowledge – organizational learning & organizational memory – knowledge management – knowledge management development – methods – technologies & tools – Knowledge management & AI – electronic document management. - **Case Study**

TOTAL: 45 HOURS**BOOKS FOR REFERENCE:**

1. 'Decision Support Systems and Intelligent Systems' – Efrain Turban, Jay E.Aronson, 6th Edition, Pearson Education, 2001.
2. 'Decision Support System' – George M. Marakas, Prentice Hall, India, 2003.
3. 'Decision Support Systems' – Janakiraman V.S. and Sarukesi. K, Prentice Hall of India, 1999.
4. 'Decision Support System and Management' – Lofti, McGraw Hill Inc., International Edition, New Delhi, 1996.

MS15E2**DATA WAREHOUSING AND DATA MINING****3 0 0 3****Course Intent**

The course equips students with the knowledge and skills necessary to design, implement a data warehouse/ a data mining algorithm using Oracle or any other appropriate programming language. Students are expected to become familiar with the common data mining tasks and techniques, principles of dimensional data modeling, techniques for extraction of data from source systems, data transformation methods, data staging, data warehouse architecture and infrastructure. Issues such as preprocessing the data, discretization, rule pruning, cross validation, inductive bias, and prediction are included. Students will design and develop a simple data mining prototype using Oracle data mining package or any appropriate tools.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- List different issues related to data warehousing and data mining.
- Classify the main characteristics of different data warehousing and data mining techniques through observation of their operations.
- Evaluate perform a critical assessment of current data warehousing and data mining techniques.
- Understand different data mining tasks and their common real world applications.

COURSE CONTENTS:**UNIT I Data Mining and Warehousing - Introduction****7**

Introduction to data mining, data Warehousing, Introduction to KDD process, Classifications and algorithms, Data mining tasks, Machine Learning. - **Case Study**

UNIT II Data Warehousing Architecture**8**

Basic-Concept, Data Warehousing Architecture, Data modeling. Data marts & OLAP: Data Mart Designing, data mart builder, Data Mart Discovery, On-line analytical processing, OLTP VS. DW Environment. - **Case Study**

UNIT III Application of Data Mining and warehousing**9**

Relationship of data mining and data warehousing: Application of Data Mining, Application of Data Warehousing, Relation between Data Mining and Data Warehousing according to need of business. - **Case Study**

UNIT IV Statistical analysis of Data mining**11**

Statistical analysis and cluster analysis: Difference between statistics and data mining, Histograms, Statistic for predictions, clustering for clarity, Hierarchical and Non-Hierarchical clusters, choosing classics. - **Case Study**

UNIT V Data mining Techniques**10**

Next generation of informatics mining & knowledge discovery: Business Intelligence and Information Mining. Text mining, Knowledge Management, Benefits and Product of Text Mining, Customer Relationship Management in the e-Business World. Case Studies : Data Mining Techniques for optimizing inventories for Electronic Commerce. - **Case Study**

TOTAL: 45 HOURS**BOOKS FOR REFERENCE:**

1. 'Data Mining – Concepts & Techniques' – Jiawei Han & Micheline Kamber, 2001.
2. 'Data Mining Technology for Marketing, Sales and Customer Support' – Michel Berry.
3. 'Data Warehousing & Data Mining for Telecommunication' – Rob Maltison.
4. 'Distributed Data Warehousing using Web Technology' - R.A. Moeller.
5. 'Building Data Mining Application for CRM' – Alex Berson.

MS15E3 SOFTWARE ENGINEERING AND APPLICATIONS**3 0 0 3****Course Intent:**

The primary intent of this course is to give students a team experience that comes as close as possible to the environments in which they will find themselves after graduation. The course is intended to integrate the knowledge that students have acquired in their other CS courses.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Identify and solve software engineering problems, including the specification, design, implementation, and testing of software systems
- List software requirements through a productive working relationship with various stakeholders of the project.
- Elaborate technical material through oral presentation and interaction with an audience.
- To evaluate the impact of potential solutions to software engineering problems in a global society, using their knowledge of contemporary issues and emerging software engineering trends, models, tools, and techniques.

COURSE CONTENTS:

- UNIT I INTRODUCTION 9**
A Generic View of Process – Process Models-The Waterfall Model-Incremental Model-Evolutionary Model-Specialized Model-The Unified Process–Agile Process – Agile Models – Software Cost Estimation – Planning – Risk Analysis – Software Project Scheduling. - **Case Study**
- UNIT II REQUIREMENT ANALYSIS 9**
System Engineering Hierarchy – System Modeling – Requirements Engineering: Tasks- Initiating The Process-Eliciting Requirements-Developing Use Cases-Negotiating Requirements-Validating Requirements – Building the Analysis Models: Concepts - **Case Study**
- UNIT III SOFTWARE DESIGN 9**
Design Concepts – Design Models – Pattern Based Design – Architectural Design – Component Level Design – Component – Class Based And Conventional Components Design – User Interface – Analysis And Design - **Case Study**
- UNIT IV SOFTWARE TESTING 9**
Software Testing – Strategies: Conventional - Object Oriented – Validation Testing – Criteria – Alpha – Beta Testing- System Testing – Recovery – Security – Stress – Performance - Testing Tactics – Testing Fundamentals-Black Box – White Box – Basis Path-Control Structure - **Case Study**
- UNIT V SCM AND QUALITY ASSURANCE 9**
Software Configuration And Management-Features-SCM Process-Software Quality Concepts – Quality Assurance – Software Review–Technical Reviews – Formal Approach To Software Quality Assurance – Reliability – Quality Standards – Software Quality Assurance Plan- Case study: Hospital management System, Library Management System - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. Roger Pressman.S., “Software Engineering: A Practitioner’s Approach”, 6th Edition, Mcgraw Hill, 2005.
2. P. Fleeger, “Software Engineering”, Prentice Hall, 1999.
3. Carlo Ghezzi, Mehdi Jazayari, Dino Mandrioli, “Fundamentals Of Software Engineering”, Prentice Hall Of India 1991.
4. Sommerville, “Software Engineering” , 5th Edition: Addison Wesley, 1996.

Course Intent:

This course is intended to provide the student with an understanding of the current theory and practice of database management systems. To help you more fully appreciate their nature, the course provides a solid technical overview of database management systems, using a current database product as a case study. In addition to technical concerns, more general issues are emphasized. These include data independence, integrity, security, recovery, performance and database design principles.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Describe fundamental elements of a relational database management system
- Elaborate entity-relationship diagrams to represent simple database application scenarios
- Convert entity-relationship diagrams into relational tables, populate a relational database and formulate SQL queries on the data
- Implement the following for a simple prescribed business problem:

COURSE CONTENTS:

UNIT I	Database System-Introduction	9
	Database system - Advantages – Database architecture – Entity Relationship Model- ER Diagram- data models: Relational-Hierarchical-Network - Case Study	
UNIT II	Storage Structure and Relational Data Structure	9
	Sequential organization – indexed sequential – Direct Organization – indexing – Hashing – Relations – Domains – First, Second, Third normal forms – Boyce Codd Normal Form – Fourth and Fifth Normal forms - Case Study	
UNIT III	Database Implementation and Transaction control	9
	Query languages – SQL for data creation, retrieval and manipulation, Nested Queries, view creation – PL SQL –Concurrency control - Automatic recovery – Backup Techniques - Case Study	
UNIT IV	Distributed Database and RAID Technology	9
	Publish Subscribe model – replication – interfaces file –Routes and connections- Primary copy model-stored procedures – Roll up model – Subscriptions – Distributed transactions and its properties – RAID - Case Study	
UNIT V	Architecture and comparison of different data models	9
	Hierarchical DBMS – Architecture – data structure – sequence – view – IMS – HISAM – DBTG system – data structure – types of entity – Network data model – external level of DBTG – Comparison between different data models- Case studies : Super Market Maintenance System, Banking System - Case Study	

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Database Management Systems' – Rajesh Narang, Eastern Economy Edition, PHI learning Private Ltd, 2010.
2. 'Modern Database Management' - Jeffrey A. Hoffer et al, 8th Edition, Pearson Education, 2000.
3. 'Data Modeling and Database Design' – Narayan S. Umanath and Richard W. Scamell, Thomson Course Technology, 2008.
4. 'Introduction Database Management' – Mark L. Gillenson & el, Wiley India Pvt., Ltd., 2008.
5. 'Database Systems – Design, Implementation and Management' – Peter Rob and Carlos Coronel, Thomson Course Technology, 2008.
6. 'Database Systems – The complete book' – Hector Garcia-Molica et al, Pearson Education, 2008.

MS15E5 SOFTWARE PROJECT AND QUALITY MANAGEMENT 3 0 0 3

Course Intent

Learn how to plan a software project and how to plan quality assurance activities in the project, different leadership styles and personal traits, how to create product roadmaps and related aspects, how to effectively and efficiently plan, execute, and evaluate quality assurance activities and how these activities interplay with the technical development. How to use modern tools (e.g. Rational Clear Quest or Rational Quality Manager) and different defect inflow models.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Evaluate and select the most desirable projects.
- Explain familiarity and a working knowledge of the principles and practice of quality management, quality control and assurance.
- List terminology, methods and tools which are essential for the quality practitioner, planner, and decision-maker.

COURSE CONTENTS:

UNIT I Introduction to Software Projects 12

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

UNIT II Activity Planning 10

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

UNIT III Resource Allocation**9**

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

UNIT IV Software Configuration Management**7**

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

UNIT V Software Maintenance and Configuration Management**7**

Maintenance characteristics – Management tasks – Maintenance side effects – Maintenance issues – Configuration Management – Source code metrics – Case study – PRINCE project management. - **Case Study**

TOTAL: 45 HOURS**BOOKS FOR REFERENCE:**

1. 'Software project management' - Mike Cotterell, Bob Hughes, Inclination / Thomas Computer press, 1995.
2. 'Introduction to software project management and Quality Assurance' - Darrel Ince, H. Sharp and M. Woodman, Tata McGraw Hill, 1995.
3. 'Software Project Management' – A unified Framework – Walker Royce, Pearson Education Asia, New Delhi, 2000.
4. 'Software Quality – Theory & Management' – Alan Gillies, Thomson Learning, 2003.
5. 'Software Engineering – A Practitioners Approach' – Roger S Pressman, McGraw Hill International Edition, New Delhi, 2001.
6. 'Software Quality Metrics and Models' – Stephen Kan, Pearson Education, Asia.

MS15E6**E- COMMERCE MANAGEMENT****3 0 0 3****Course Intent:**

Electronic commerce may be thought of as a revolution in progress. If organizations are going to take advantage of the new Internet technologies, they must first address them as an integral part of their strategic perspective. Businesses are recognizing the Internet's role in the decision process that organizations go through in analyzing and purchasing goods and services. Electronic commerce is the use of computer networks to improve organizational performance. Increasing profitability, gaining market share, improving customer service, and delivering products faster, cheaper, better are some of the organizational performance gains possible with e-commerce. E-commerce is more than ordering goods from an online catalog. It involves all aspects of an organization's electronic interactions with its stakeholders, the people who determine the future of the organization.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Demonstrate the critical building blocks of E-Commerce and different types of prevailing business models employed by leading industrial leaders;

- Appraise the opportunities and potential to apply and synthesize a variety of E-Commerce concepts and solutions to create business value for organizations, customers, and business partners;
- Formulate E-Commerce strategies that lever firms' core competencies, facilitate organizational transformation, and foster innovation; undertake planning, organizing, and implementing of E-Commerce initiatives to effectively respond to of dynamic market environments.

COURSE CONTENTS:

UNIT I Telecommunication Networks

12

Introduction – LAN – WAN – Internet – What is Electronic Commerce – Brief history of Electronic Commerce – Advantages and Limitations of Electronic Commerce – Types of Electronic commerce – Integrating Electronic Commerce – Key questions for Management. - **Case Study**

UNIT II Internet and the World Wide Web

9

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

UNIT III Electronic Payment Systems

7

Overview of the Electronic payment Technology – Requirements for Internet Based payments – Electronic payment Medias – Electronic commerce and banking. - **Case Study**

UNIT IV E-security

10

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

UNIT V Web based Business

7

Business-to-Business Electronic Commerce – Intranets and Extranets – Intranets and Supply Chain Management – Legal and Ethical issues - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

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

COURSE CONTENTS

Enterprise Resource Planning (ERP), one of the fastest growing segments in Information Technology today, enables organizations to respond quickly to the ever increasing customer needs and to capitalize on market opportunities. ERP system is software that runs all business areas of an organization including accounting and finance, HR, sales and distribution, production, purchasing and inventory. It is cross-functional, process - centered, real time, and based on industry best practices, from service to manufacturing to not for profit. It is important that business and systems engineers obtain working knowledge of these systems as in their careers they will be ERP users, auditors, consultants, and/or developers.

Student Learning Outcomes

Upon successful completion of this course students will be able to:

- Explain the concepts and applications of enterprise resource management (ERM) and enterprise resource planning (ERP) systems.
- Demonstrate the business processes that underlie a business management information system, and how ERP fits into the business model.
- Apply working skills in planning and managing enterprise resources including aggregate planning, master demand scheduling, materials requirements planning, capacity management, and short-term scheduling.
- Demonstrate modern software including Oracle ERP system to plan and manage resources in organizations.

COURSE CONTENTS:**UNIT I Evolution of ERP****9**

Evolution of ERP-MRP and MRP II; Need for system integration; Early ERP packages; ERP products and markets. - **Case Study**

UNIT II ERP selection and Process**9**

Identifying benefits from ERP implementation; Consultant intervention; Selection of ERP; Process of ERP implementation; - **Case Study**

UNIT III Integration of ERP**9**

Managing changes in IT organization; Preparing IT infrastructure; Measuring benefits of ERP; Integrating with other systems; - **Case Study**

UNIT IV ERP Package**9**

Business modules of Popular ERP Packages; and their functionalities. ERP for SMEs. - **Case Study**

UNIT V ERP Implementation**9**

ERP implementation. Project planning, package selection, Gap analysis, Customising and configuration; Implementation control. Case studies in ERP implementation. - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Enterprise Resources Planning' – Leon, Alexis, Tata McGraw Hill, New Delhi, 2000.
2. 'Enterprise Resources Planning' – Ptak, Carol and Eli Schragenheim, st Lucie Press, New York, 2000.
3. 'Enterprise Resource Planning' – Mahadeo Jaiswal and Ganesh Vanapalli, Macmillan India Ltd., Chennai, 2005.
4. 'Enterprise Resource Planning- Concepts and Practice' – Vinod Kumar Grag and N.K. Venkitakrishnan, Prentice Hall of India, New Delhi, 1998.

MASTER OF BUSINESS ADMINISTRATION (MBA)
ELECTIVE SYLLABUS
F. AVIATION

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15F1	International Aviation	3	0	0	3
2.	MS15F2	Aviation Regulations	3	0	0	3
3.	MS15F3	Air Operations	3	0	0	3
4.	MS15F4	Commercial Aviation Safety and Security	3	0	0	3
5.	MS15F5	Strategic Aviation Management	3	0	0	3
6.	MS15F6	Aviation Management	3	0	0	3
7.	MS15F7	Airline Management	3	0	0	3
8.	MS15F8	Project Management in Aviation	3	0	0	3
9.	MS15F9	Corporate Aviation Management	3	0	0	3

Course Intent

International Aviation Law is one of the major areas of laws developed in the twentieth century consequent to the rapid developments in air technology. Ever since the Wright Brothers successfully carried out their first engine powered flight in 1903, the aviation law has been a matter of international concern and debate. Civil Aviation Authorities (CAAs) are responsible for the oversight and regulation of civil aviation with a focus on air safety, security, airspace policy, economic regulation, efficiency, sustainability, consumer protection and respect for the environment.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Explain the Civil Aviation Organization.
- Describe the election process and functions of council and committees
- Demonstrate the procedure for Air Navigation Services

COURSE CONTENTS:**UNIT I History of Civil Aviation 9**

Birth of Aviation - Formation of earlier days airlines - Trans Pacific flights operated by Sea Planes - Major roles played by Transport and Fighter airplanes in World War 1 and World War II - Formation and Operation of Global Body of organizations, such as International Civil Aviation Organization (ICAO) and International Air Transport Association (IATA), to establish and execute rules and regulations for the safe operations of civil aircraft.

UNIT II International Civil Aviation Organization 10

Formation of International Civil Aviation Organization: objectives of International Civil Aviation Organization: various bureaus and its civil activities. ICAO Annexes (1-18)

ICAO: Responsible for setting up safety standards for member airlines.

UNIT III Structure and Control of International Civil Aviation Organization 8

Chain of command in International Civil Aviation Organization: Responsibilities of the General Assembly: Election process for the Council: Functioning and tasks of the council and its committees.

UNIT IV Other Regulatory Agencies 9

IATA: Aims – Growth and development – Responsibilities - Functions. Facilitating the use of Revenue Accounting and IATA Clearing House for member airlines. Federal Aviation Administration (FAA): Roles and Functions, Civil Aviation Authority (CAA): Role and Functions, World Tourism Organization

UNIT V Standards and Recommended Practices Procedure for Air Navigation Services 9

Meaning of Standards and Recommended Practices: Procedure for Air Navigation Services: describe the contents of Annex: Explain the purpose of Procedure for Air Navigation Services: State how they come into effect.

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'International Civil Aviation Organization' - An Introduction by Ludwig Weber (Author) ISBN: 978-90-411-2622-1, published by Kluge Law International, The Netherlands.
2. 'Fundamentals of Air Transport Management'- P.S. Senguttuvan, Excel Books, First edition 2006

MS15F2**AVIATION REGULATIONS****3 0 0 3****Course Intent**

The course will outline the overall regulatory framework of civil aviation and basic knowledge of the organization and management of a scheduled or charter flight in compliance with the international and EU regulations.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Explain aviation operations in terms of aviation safety and human factors
- Demonstrate the basic knowledge of the Aircraft Act
- Elaborate the Act related to National Legislation
- Interpret the outcomes from the Chicago Convention and in particular the purpose, outcomes and requirements of Annexes 6, 16 and 17.

COURSE CONTENTS:**UNIT I****7**

DGCA-Introduction to Directorate General of Civil Aviation-DGCA functions-DGCA Organization-DGCA as Regulatory Authority

UNIT II**8**

Aircraft Act 1934- The Aircraft Rules 1937

UNIT III NATIONAL LEGISLATION**10**

The Air corporations Act, 1953 (27 of 1953)

The Air Corporations (Transfer of Undertakings and Repeal) Ordinance, 1994(4 of 1994)

The Air Corporations (Transfer of Undertakings and Repeal) Act, 1994 (13 of 1994)

The International Airports Authority of India act, 1971 (43 of 1971)

The National Airports Authority of India, 1985 (64 of 1985)

The Airports Authority of India Act 1994 (55 of 1994)

The Carriage by Air Act, 1972 (69 of 1972)

The Tokyo Convention Act, 1975 (20 of 1975)

The Anti-hijacking Act, 1982 (65 of 1975)

The suppression of unlawful acts against safety of Civil Aviation Act, 1982 (66 of 1982)

UNIT IV CIVIL AVIATION REQUIREMENTS (CAR)**10**

Section 1-General

Section 2-Airworthiness

Section 3-Air Transport
Section 4-Aerodrome standards and Air Traffic Services
Section 5-Air Safety
Section 6-Design standards and type certification
Section 7-Flight crew standards, training and licensing
Section 8-Aircraft operations

UNIT V INTERNATIONAL CONVENTIONS 10

The Chicago conventions, 1944
The International Air Services Transit Agreement, 1944
The International Air Transport Agreement, 1944
The Warsaw Conventions, 1920
The Geneva Convention, 1948
The Rome Convention, 1952
The Tokyo Convention, 1963

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Civil Aviation Regulations' - DGCA: India
2. 'Aircraft manual (India) volume' – Latest Edition, The English Book Store, New Delhi.

MS15F3 AIR OPERATIONS 3 0 0 3

Course Intent

Air Operators is the study of various safety, technical, legal and operational issues relating to certification and airworthiness of aircraft, certification and regulation of airports and aviation organisations, flight operations, and operational control. Historically these topics have complex technical, legal and facilitation issues that were made more difficult by the management standards imposed by different states. In recent times with the harmonisation of regulatory standards, significant progress has been made with some logical alignment of technical and legal issues to support the overall globalisation of the Air Transportation industry.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Design the operations of airports, airspace, and the air traffic control system
- Elaborate the fundamental issues related to flight simulation, Extended Operations (ETOPS), Aviation Fuel, Aircraft Evaluation and Selection, and Security.
- Demonstrate the knowledge of current certificate of air worthiness
- Identify the process of the aircraft documentation and Crew standards

COURSE CONTENTS:

UNIT I Various Types of Air Operations 10

Airline Domestic – Airline International - Regional Airline – Shuttle Airline – Low Cost Airline – Commuter Airline – Corporate Flights – Freighters – Flights using Combi aircraft – Flights using narrow body aircraft – Flights using wide body aircraft – Long range flights – Ultra long range flights – Extended Operations (ETOPS).

UNIT II Non Schedule Airline Operation 8
Crop Dusting Flights – Sea Planes – Amphibians – Ski Planes – Air Training flights – Ferry flights – Ferry flight with a dead engine – Flights operated with an extra non operational positioning engine.

UNIT III Civil Airports 10
Functions of Airport - Rules and regulations governing civil aerodrome / airports - Airports controlled by Air Traffic Controller (Tower) - Runways certified for CAT 1, CAT 2 and CAT 3 landings.Length and width of Runway (s) – Taxiways – Lightings – Obstructions – Parking Bays – Terminal facilities – Security – Ground Power Unit / Air Start – Fire engines.

UNIT IV Aircraft Documents and Crew Licenses 7
Flight Crew Standards – Training and Licensing – Valid documents required for operating an Aircraft - Maintaining current licenses - Renewals.

UNIT V Flight operations 10
Current Certificate of Airworthiness - Valid and current licenses required by all flight crew – Minimum rest periods – Maximum Take off Weight – Load Sheet and Weight and Balance – Flight Despatch – Weather, minimum fuel required, crew flight/duty hour limitations – Waivers – Minimum Equipment List (MEL).

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. USA Federal Aviation Administration Manuel, Part 121, 141 etc.,
2. DGCA India Air Law.

MS15F4 COMMERCIAL AVIATION SAFETY AND SECURITY 3 0 0 3

Course Intent

To provide students fundamental knowledge of aviation safety and to develop students' understanding of methods and techniques used in evaluating the reliability and safety of aviation systems.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Identify aviation regulatory framework in terms of aviation safety and human factors
- Assess contemporary issues and problem area in rule making
- Demonstrate the air traffic navigations
- Describe the accidents and causes of accidents and the current accident statistics

COURSE CONTENTS:

UNIT I Regulatory Framework and Safety Data Analysis 9

Early Safety Legislation- Airline Deregulation- Commercial Aviation Defined- The Commuter Safety Initiative- The National Airspace System - Safety Factors - Measurement data - Nonaccident safety data - Incidents - Accident Causes and Types: Primary safety factors - Secondary and tertiary safety factors - Manufacturers' analysis of the causes.

UNIT II Measuring Air Transportation Safety 9

Accident Investigation – Incidents: Characteristics of incident reporting - Incident Reporting Systems - Mandatory incident reporting systems - Voluntary incident reporting systems - Reporting Systems in the United States - Automatic Recording Systems - International Exchange of Safety Data - ICAO ADREP system - Other ICAO safety information.

UNIT III Nature of Accidents and Human Factors in Aviation Safety 9

Historical Sketch of the 5-M Factors: Man, Machine, Medium, Mission, Management - Risk Management - Human Factors: Human Performance - Pilot selection and training - Cockpit Automation - Air traffic control automation - Air-to-ground communication - Federal Responsibilities in Human Factors : FAA, NTSB, NASA - Airline Industry Responsibilities in Human Factors

UNIT IV Air Traffic System Technologies 9

The National Airspace System Plan - NAS Modernization: Communications, Navigation, Advantages of satellite-based navigation, Surveillance, Aviation weather, Avionics, Operational planning, Airport surface operations, Departures and arrivals, En-route/oceanic, Free Flight Phase 1, Implementation schedule - Funding the NAS modernization plan.

UNIT V FAA, Flight Standards and Rulemaking 9

Flight Standards Service: Air Carrier Responsibilities for Safety - FAA Safety Inspection Program: Inspector workload, Air Transportation Oversight System, Centralized analysis of data, Reexamination of air carriers, Public complaints - Aging Aircraft - FAA Rulemaking: Rulemaking process, Problem areas

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Commercial Aviation Safety' – Alexander T.Wells, McGraw-Hill Companies.
2. 'Commercial Aviation Safety' - Clarence Rodrigues, Stephen Cusick, McGraw Hill Professional, 5th edition.

MS15F5 STRATEGIC AVIATION MANAGEMENT 3 0 0 3

Course Intent

Strategic Aviation Management is an application based understanding of the key management skills necessary for formulating and implementing effective strategic planning.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Identify and analyse the value chain problems
- Apply knowledge of business sustainability to aviation issues
- Define the concept of strategy and setting strategy

COURSE CONTENTS:

UNIT I The Essence of Strategy 9

Strategic Management - The Meaning of Competitive Strategies - The Difference between operational Effectiveness and Strategy - The Strategic Management Process - Designing a Corporate Vision - Designing a Mission Statement - Setting organizational objectives - The Generic Strategies - Low-Cost Leadership Position - Differentiation Strategies - Niche Strategy - Best-Cost Producer Strategy - The Miles and Snow Typology - A Fresh Perspective on Competitive Strategies.

UNIT II The External Environment 10

The Macro External Environment - The Micro External Environment - Michael Porter's Five Competitive Forces - Industry Characteristics - Understanding opportunities and Threats in the Industry - Understanding the Competition - Key Success Factors - The Process of Environmental Analysis - Using Experts to Help in Environmental Assessment - Tools to Address Environmental Uncertainty.

UNIT III The Internal Environment 10

Value Chain Analysis - How Does one use the value Chain? - What are the Problems with value Chain? - Strategic Cost Analysis - Resource-Based view - Strategy in the Twenty-first Century: Benchmarking: Learning from Others, Focusing on the Customer, Outsourcing, Strategy and the Internet, Knowledge Management

UNIT IV Setting Corporate Direction 8

Corporate Strategies - Growth Strategies: Intensive Growth Strategies, Integrative Growth Strategies, Concentration Growth Strategies, Diversification Growth Strategies - No Growth Strategies: Retrenchment and Turnaround, Liquidation, Divestiture - International Strategies: Strategies Tailored to Specific Situations - Strategies for Fragmented Industries - Strategies for Declining Markets - Strategies for Emerging Industries: First-Mover Advantages.

UNIT V Aviation Strategy Implementation 8

Strategic Leadership: A Key to Successful Implementation: Preparation, Leadership, Change, Partnership - Knowing When to Hold it and When to outsource - Putting Together the Right Staff - Matching the Right organizational Structure to a Strategy: The Simple Structure, The Functional Structure, Multidivisional Structure, Strategic Business Units - The Matrix organizational Structure

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Designing and Executing Strategy in Aviation Management' by Triant G. Flouris & Sharon L. Oswald Ashgate publishers co. ISBN: 978-0-7546-3618-2
2. 'Strategic Management in the Aviation Industry' - by Delfmann, Werner, Baum, Herbert, Auerbach, Stefan, Albers, Sascha(EDT) Ashgate publishers co. ISBN: 0754645673

Course Intent

The Aviation Management examines the fast moving aviation industry, which has witnessed enormous growth in a relatively short period of time. The fast transit times offered by air transportation, coupled with the ever increasing number of routes, has resulted in a huge demand from both leisure and business passengers. At the same time, there has been an increasing requirement for airfreight services as a result of globalisation, shorter product life cycles and higher customer expectations.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Conceptualize operations of airports, airspace, and the air traffic control system
- Apply knowledge of aircraft management and safety standards
- Elaborate the importance and structure of IATA in Aviation Management
- Explain about Aviation Policy and Global Aviation

COURSE CONTENTS:**UNIT I Introduction****9**

Introduction to Aviation Management – Aviation – Aviation Sector in India - Civil Aviation – Airport – Air Traffic Control – Flight Data Recorder – Airlines – Case Study

UNIT II Civil Aviation**10**

International Civil Aviation Organization – Aeropol Aviation Services Corporation - Aviation Management Consulting Group - AOPA – International Association of Airport Executives – Federal Aviation Interactive Reporting Systems - Case Study

UNIT III Regulations**10**

Aircraft Regulations and Guidance – Convention on International Civil Aviation – Inter Agency Committee for Aviation Policy – Active Level of Services Reviews – Aircraft Engineers International Affiliation – AVSEC Rules and Regulations – Overview of Indian Air Travel.

UNIT IV Air Safety**9**

Air Safety – FAA Aviation Safety Draft Documents – Aircraft Management Interagency Committee for Aviation Policy Safety Standards – Aircraft Management Safety Standards Guidelines for Federal Flight Programmes – National Transportation Safety Board – Airline Water Supplies – JFIM -Overview of Contemporary Global Industry – Airline Industry Profitability – Present State of the Air Transport Industry – Aviation Industry – Global Aviation Industry – Indian Aviation

UNIT V IATA**7**

International Air Transport Association (IATA) – Fact Sheet – Financial Services – IATA at the Air Transport Industry - IATA Industrial Priorities – IATA Partners – IATA Corporate and Corporate Governance Structure – IATA Human Capital – IATA Committee's – Cargo, Mandate, Environment, Financial, Legal, Operations, Industry Affairs – Rules and Regulations of the Industry Committee

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Aviation Management' - by Ratandeep Singh, Kanishka Publishers, 2008.
2. 'Essentials of Aviation Management' - by J F Rodwel ISBN: 0787297623, 9780787297626 Kendall/Hunt publishers co.

MS15F7

AIRLINE MANAGEMENT

3 0 0 3

Course Intent

Airline management and emerge with the skills to anticipate, respond, and adapt to the demands and challenges of a changing industry. Air transportation is one of the most important services to offer both significant social and economic benefits. Air transportation is essential for the fast movement of people and cargo shipments around the world. Finally, air transportation improves the quality of people's lives by broadening their leisure and cultural experiences.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Apply pertinent knowledge in scheduling of resources
- Use the techniques, skills, and modern technology necessary for professional practice
- Elaborate knowledge in effective decision making
- Explain the revenue management in airline industry.

COURSE CONTENTS:

UNIT I	Airline Management and Organization	10
Introduction – Management – The New corporate structure – Airline Organization Chart -Challenges of airline management- Staff Department – Line Department- Airline Planning and operations- Network Structure - Sales and Distribution- Irregular Operations Management		
UNIT II	Demand Modeling and Forecasting	8
Modeling the choice of travel options- Passenger demand Modeling and Forecasting		
UNIT III	Fleet Planning: The Aircraft Selection Process	9
Factors in Fleet Planning – Design and Development: The Manufacturers view point – The Fleet Planning Process – The decision to upgrade or replace.		
UNIT IV	Scheduling of Resources	9
Fleet Assignment - Aircraft routing - Crew planning - Gate Assignment - Baggage handling - Flight planning and Fuel Management		
UNIT V	Revenue management & Irregular operations Management	9
Demand Forecasting for revenue Management - No-show Rate and Overbooking - Seat inventory control for Flight-based revenue management - Seat Inventory Control for Network-based Revenue management - Ticket Distribution - sales contracts - code-share		

Agreements - ground delay programs and collaborative decision making - impact of disruptions on Air carrier schedule

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Modeling Applications in the Airline Industry' – Ahmed Abdelghany & Khaled Abdelghany, Ashgate, April 2010, ISBN: 978-0-7546-7874-8
2. 'Air transportation' – a Management perspective 5th edition, John Wensveen, A.T Wells.

MS15F8

PROJECT MANAGEMENT IN AVIATION

3 0 0 3

Course Intent

Project Management in Aviation course is providing a broad understanding of project management, from definition to planning, monitoring and control and managing the changes in the projects.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Develop a project management plan, define scope and determine project requirements
- Explain the concepts of Monitor schedule, cost and quality performance during project execution
- Review the end to end procurement management process

COURSE CONTENTS:

UNIT I Introduction to Aviation Project Management

8

Different types of projects- Project life cycles and life histories- Project life cycles and life histories- Factors for assessing project success or failure- Relationship between the three primary objectives- Perceptions of project success or failure beyond the three primary objectives- Benefits realization- Case example: a satellite navigation project

UNIT II Planning the Aviation Project Timescale

10

Introduction to project planning: Bar charts: Critical path networks: Two different network notation systems: critical path networks using arrow diagrams: Precedence diagrams: Planning the L-F Controls aircraft component project by critical path network: Level of detail in network diagrams: Milestones: Is the predicted timescale too long? : Early consideration of resource constraints. Case Example: General Aviation Hanger Renovation

UNIT III Managing Purchasing, the Supply Chain, and Aviation Project

Materials

10

An introduction to aviation project purchasing: An outline of aviation project purchasing organization and procedures: Purchase specifications: defining what has to be bought: Supplier selection: Purchase requisitions and orders: Purchase order delivery times: Expediting: Purchase order amendments: Logistics: a more detailed description of the

external supply chain Goods receipt: Notes on storage: Vendors' documents. Case Example: a supply chain logistics problem solved by a freight forwarder

UNIT IV Managing Changes 10

The impact of changes in relation to the project life cycle: Origin and classification of changes: Authorization arrangements: General administration of changes: Estimating the true cost of a change: forms and procedures: Version control for modified drawings and specifications: Emergency modifications: Version control, build schedules, and traceability in aerospace projects. Case Example: a version control problem and its novel solution

UNIT V Project Closure and Post-Project Activities 7

Reasons for closing a project-Formal project closure announcement-Post project services to the customer-Final project cost records-Disposal of surplus material stocks-As-built condition of a project that is interrupted before completion-Managing files and archives-Recording the project management experiences.

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. "A Systems Approach to Planning, Scheduling and controlling "9th" edition by Van Nostrand Reinhold.
2. 'Aviation Project Management' - by Triant Flouris and Dennis Lock. Ashgate Publishers company ISBN- 13: 9780754673958

MS15F9 CORPORATE AVIATION MANAGEMENT 3 0 0 3

Course Intent

Corporate aviation requires a sizable financial investment in corporate aircraft, facilities and operations. Managers responsible for these resources are often challenged to show a return on invested capital, operating flexibly and efficiency. They must manage small teams with a diversity of responsibilities. Corporate Aviation Management emphasizes on the management skills vital to executives and managers responsible for the corporate aircraft function.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- List the corporate Aviation technology and its progress
- Explain the knowledge of Aircraft policy and future policy

COURSE CONTENTS:

UNIT I An Introduction to Corporate Aviation Management 9

Corporate Aviation description – Evolution of corporate Aviation Technology and Progress of corporate Aviation – Functions and Development of the corporate aviation manager - Principles to follow in Corporate Aviation Management – Aviation department structure within the corporation.

UNIT II Determining the Need 10

Air transport needs – why individuals and companies use on-demand air transportation, determining the requirement, Air transportation analysis – travel history – the future – solutions, what users want in on-demand air transportation.

UNIT III Getting Started

10

First things – aircraft use policy – charge books – oversights, staying informed, Owner / employee flown operations, aircraft charter, fractional ownership, in house aircraft, Management Company, joint ownership.

UNIT IV Running the Business

7

Organizations, Scheduling – Personnel Policy – Procedure, Administration, Finance and accounting, Planning.

UNIT V Flight Department Management

9

The flight department manager as a business executive, training the boss, preparing the next generation, corporate stages of development, operations – overview – risk v/s reward – various operations department – Professionalism.

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Business in Corporate Aviation Management on Demand Air Travel' – by John Sheehan ISBN: 0-07-141227-1 (Mc Graw-Hill Company)
2. 'Corporate Aviation Management' (Southern Illinois University Press Series in Aviation Management) – by Raoul Castro (Author) Torch Lewis (Forward) ISBN: 080931911X.

MASTER OF BUSINESS ADMINISTRATION (MBA)

ELECTIVE SYLLABUS

G. JOURNALISM

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15G1	Introduction to Journalism	3	0	0	3
2.	MS15G2	Mass Media Communication and Management	3	0	0	3
3.	MS15G3	Audio-Visual Media Communication	3	0	0	3
4.	MS15G4	Business of Media	3	0	0	3
5.	MS15G5	Advertisement and Marketing	3	0	0	3
6.	MS15G6	Corporate Communication	3	0	0	3

Course Intent

The course provides an overview of the role and function of a journalist including the organisation, collection and processing of information, defining your audience and working to time constraints.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Elaborate the History of Indian journalism
- Explain the techniques of journalism and editorial investigation
- Apply the knowledge of editing and modern techniques of modern design
- Compile the knowledge of global trend in web journalism.

COURSE CONTENTS:**UNIT I****8**

History of world journalism, History of Indian journalism, Indian constitution and the press, media's new social responsibility, cultivating sources, Reporter and police, judiciary, media and society media activism.

UNIT II**9**

News, definition, news value, interview techniques, specialized reporting, photojournalism, art, health, fashion, cinema, science, technology, sports, lead writing, columns, editorial, investigative reporting, sports reporting, Journalist and libel & safeguards.

UNIT III**8**

Indian media trend in 25 years, criticism of modern media, media role in reporting terror and war, future course of media, Reporter's rights and responsibilities in new media set up, changing face of new journalism.

UNIT IV**10**

Editing Principles of editing, roles of various editorial desks, stylebook, good English, handling quarkXpress, news flow management, copy write, headline making, various segments of newspaper and TV, modern design and page making, photo shop.

UNIT V**10**

Cyber journalism – scope and challenges, reporting & editing for web, why Net, tools of web journalism, browser behaviour, interface journalism and web, blogging news, content designing, boons and banes of Net, Indian and global trend in web journalism.

TOTAL: 45 HOURS**BOOKS FOR REFERENCE:**

1. 'Fundamentals of Journalism' - by Spencer Crump.
2. 'Journalism theory and practice' - by Kevin Williams.
3. 'Basic News Writing' - by Melvin Mencher.
4. 'Journalism theory and practice' - by B.N. Ahuja.
5. 'Breaking News' - by Sunil Saxena.
6. NEW MEDIA: Techniques and Trends by Ashwin Razdan.
7. 'Mass communication in India' - by Keval J. Kumar (Bookshop of India).

Course Intent

Mass communication is the process that begins when someone observes what is happening, analyzes and interprets that information and transmits it to an audience through a variety of media. The mass media industry may be roughly divided into six basic areas of endeavor; advertising, public relations, journalism, information, entertainment, and research.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Build a knowledge base in all areas of mass media writing
- Develop interviewing skills
- Gain knowledge insight into the industry

COURSE CONTENTS:

UNIT I	11
Communication skill and personality, techniques of persuasive communication, improving oral and written language skill, methods of effective presentation of ideas and facts, different campaigns, poll surveys and promotional surveys.	
UNIT II	9
Communication skill in print, broadcast and web, different parameters of communication skills in traditional and modern media, communication and technology.	
UNIT III	9
Media management – set up in print, electronic media. Occupational specifications in different media, HR, market & research, internet media management.	
UNIT IV	8
Social behaviour and media, young consumers and media, advertising for kids, corporate sector and media, developing communication for target groups.	
UNIT V	8
Company news, public company and media, writing for masses, seminars, debates, addressing global audience, local ethos and media communication.	

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. Text Book of Mass Communication & Management.
2. 'Media management in the age of giants' - by Dennis F. Herrik.
3. 'Journalism Theory and Practice' - by B. N. Ahuja.
4. 'Basic News Writing' - by Melvin Mencher.
5. 'Media Relations: Issues and Strategies' - by Jane Johnston.

Course Intent

The global impact that new communication and information technologies have had on society has spiked the demand for experts capable of making the most of new platforms and creating new and innovative content. We find ourselves in a steadily progressing technological culture in which sound and image grow more relevant and useful every day, and we need new, creative minds that are ready, willing and able to fill new media with high-quality information, narratives and entertainment, and add new dimensions to them.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Demonstrate the knowledge and competencies in visual communication and in communication technologies that are essential to success in the global marketplace of ideas, commerce, and culture.
- Apply competencies in TRP and creating short messages.
- Identify the effects of advertisement in product and services

COURSE CONTENTS:**UNIT I****9**

Radio-art and science of audio communication, writing for the ear, producing radio programmes, community radio-its scope and limits.

UNIT II**8**

Television-dynamics of visual communication, camera, lights and sound, skill in audio-visual production, appealing to various age-groups.

UNIT III**8**

Dynamics of entertainment media, films and its reach, short-films, and film production, SMS and message writing.

UNIT IV**10**

Space selling, TRP (Target Rating Point), creating short messages, placing and positioning advertisement in print media, spacing and timing in audio-visual media.

UNIT V**10**

Advertisement effects in each media, communication skill and creating marketing niche for products and services, studying consumer behaviour, creating data bank on customer/consumer desires, examining flop products.

TOTAL: 45 HOURS**BOOKS FOR REFERENCE:**

1. 'Writing for Radio and Television in India' - by Krishnan K. Kedia (flipkart)
2. 'Corporate Communication' - Paul A. Argenti: (Amazon)

Course Intent

Business of Media is designed to provide students with an appreciation of how various forms of media function as a business

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Identify and explain the diversity of current media-related business models.
- Identify appropriate approaches for distributing commercial and non-commercial media.
- Explain the business in various media-how they differ
- Effectively communicate ideas about the business of media in a professional context

COURSE CONTENTS:**UNIT I****10**

Business journalism in print, characteristics of business journalism, sellers and buyers, stocks and real estate, creating demand-principles, business journalism in audio-visual and web media.

UNIT II**9**

Administrative set up in Radio, Television :meaning, Evolution of Television- Role of Television in Business Media, Web: Meaning-Scope – Importance of Web- Advertising in Web, study of world famous webs.

UNIT III**9**

Introduction to Space selling dynamics, scope & methods of market surveys, examining audio-visual audience, surveys on radio – TV audience.

UNIT IV**9**

Comparative study of business in various media-how Medias differ from another, what are the scope each offers to beginners, ABC and TRP.

UNIT V**8**

Introduction to New Media trends and direction in different media-global and Indian, media business during the time of recession, media in boom period.

TOTAL: 45 HOURS**BOOKS FOR REFERENCE:**

1. 'Writing for Radio and Television in India' - by Krishnan K. Kedia (flipkart)
2. 'Corporate Communication' - Paul A. Argenti: (Amazon)

MS15G5

ADVERTISEMENT AND MARKETING

3 0 0 3

Course Intent

Advertising majors explore branding, consumer engagement, creative thinking and the rapidly evolving digital landscape. Advertisement and Marketing is designed to give a thorough working knowledge of Advertising and Marketing communication and how they inter-relate.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Demonstrate an understanding of the concepts of historical perspective of advertising
- Illustrate the mass psychology and theories on advertising.
- Apply knowledge and skills in creating cartooning for media

COURSE CONTENTS:

UNIT I

7

Introduction to advertisement-why advertise-historical perspective, definition, nature and scope, types of advertising, Advertising and Society.

UNIT II

9

Introduction to marketing principles, advertorial, ads and feedback, principles of outdoor advertisements, ads in magazine, ads in newspaper, ad in Radio, TV, web.

UNIT III

10

Mass psychology, individual psychology, new theories on advertising, case studies, cartooning and caricature effect in media advertisement, parody and paradoxes in modern ad content creation.

UNIT IV

11

Research methodology for ad in media, planning, theory, design-sampling, surveys, experiments, focus groups, content analysis and participant observation, qualitative and statistical analysis.

UNIT V

8

Brand making, positioning, creativity in ads, ads and response, controversial ads, ads and law and ethics, ads effect on different age-groups.

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Reflections-marketing and advertising' - by Ramesh Narayan.

MS15G6

CORPORATE COMMUNICATION

3 0 0 3

Course Intent

Corporate communication is a set of activities involved in managing and orchestrating all internal and external communications aimed at creating favourable point of view among stakeholders on which the company depends

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Identify the design of a corporate communication strategic model.
- Recognize and identify special communication functions such as consumer, investor, government, media, etc.
- Explain the importance of PR role in an organization.
- Appreciate the value of communicating effectively for planning purposes.

COURSE CONTENTS:

UNIT I

12

Concept, Definition, Nature, Scope-Functions of PR-Role of PR as an effective means of organizational and social communication, Difference between Corporate Communication and Publicity, Propaganda, Advertising and Lobbying.

UNIT II

8

Corporate Communication Process; Four stages of Corporate Communication-Corporate Communication Consultancy and Counseling, PR as brand ambassador.

UNIT III

9

Tools of corporate communication; house Journals, press release, press conference, brochures, posters, Exhibitions, audio-visual aid, TV, Film, Radio, Video and Demonstrations.

UNIT IV

9

Corporate communication and management, PR's role in different industries, financial relations, consumer relations, media relations, corporate communication in crisis management, employee relations.

UNIT V

7

Business presentations, managing meetings, theories of writing and spoken skills, event management-process and techniques.

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

'Corporate Communications' – A guide to theory and practice by Joep Cornelissen (googlebook)

MASTER OF BUSINESS ADMINISTRATION (MBA)
ELECTIVE SYLLABUS
H. SHIPPING AND LOGISTICS

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15H1	Shipping and Port Management	3	0	0	3
2.	MS15H2	Warehousing and Supply Chain Management	3	0	0	3
3.	MS15H3	Logistics Management	3	0	0	3
4.	MS15H4	Inventory Management	3	0	0	3
5.	MS15H5	Legal Aspects of Shipping	3	0	0	3

Course Intent

Various types of ships and organizational structure of the shipping company will be dealt in detail and the main management systems like ship sale and purchase and ship demolition system is given the added coverage.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- compare the national and international developments in shipping
- Describe various types of ships in the world.
- Recognize the role of every stakeholder in the ship organization.
- Demonstrate how to sale or purchase of ship in India including ship demolition
- Illustrate the major ports in India and their services

COURSE CONTENTS:**UNIT I Development of Shipping****9**

Development of Shipping during the last 5 decades – Global Trade and role of shipping – Liner trade & Tramping – Coastal and international shipping. - **Case Study**

UNIT II Type of ships**9**

General cargo vessels- Multipurpose vessels- Bulk Carriers- Refrigerated cargo vessels- Crude Carriers (Tankers)- product carriers- Chemical Carriers- Gas Carriers- Container ships- Car Carriers- Ro-Ro vessels- Passenger ships- Dredgers- Tugs- Offshore supply vessels etc. - **Case Study**

UNIT III Organizational structure of shipping company**9**

Major Shipping Companies – Organizational structure – Responsibilities of Technical & Operation Departments - HRM in Shipping Companies – Floating staff & Shore staff. Chartering of ships – Charter party – Voyage Charter, Time Charter, Bareboat Charter,-The dry cargo chartering market- chartering negotiations - **Case Study**

UNIT IV ship purchase and demolition**9**

New ship building Contracts - Indian Shipyards and infrastructure- Sale & Purchase of second hand tonnage - Factors governing this market - Ship demolition /Scraping of old tonnage - Relation between Freight market and demolition – Place of India in Ship demolition market- Bill of lading – different types of B/L and its stake holders – Maritime geography- Ocean and seas- Ports Geography of trade. - **Case Study**

UNIT V Shipping Derivatives**9**

Accounts- Introduction- Capital- Credit- Management Accounting- Cash flow costs-Exchange rates- Company account law of carriage- Fundamentals of English law- Arbitration- The Contract- Remedies for breach of contract-TORT- Contracts relating to the carriage of goods by sea- The Haguensby Rules- Hamburg rules - **Case Study**

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Elements of Port Operation And Management' - A. E. Branch, Chapman & Hall, ISBN: 0412252600, ISBN-13: 9780412252600, 978-0412252600, Date: 2000.
2. Shipping in logistics and port management/ Ramachandran 2012 Rest Publishers, India
3. 'Shipping Derivatives and Risk Management' - Amir Alizadeh, Nikos Nomikos, Palgrave Macmillan, ISBN: 0230215912, ISBN-13: 9780230215917, 978-0230215917, Jun 2009.
4. 'Shipping Management: Cases and Concepts' – Raghuram, Macmillan Publishers India, ISBN: 0333930959, ISBN-13: 9780333930953, 978-0333930953, Date: 1998.
5. 'Economics of Shipping Practice And Management - Second Edition' - A. E. Branch, Chapman & Hall, ISBN: 0412310309, ISBN-13: 9780412310300, 978-0412310300, Date: 1988.

MS15H2 WAREHOUSING AND SUPPLY CHAIN MANAGEMENT 3 0 0 3

Course Intent

The course will focus on the need for proper warehousing, various types of warehousing and importance of supply chain management system in the shipping industry

Student Learning Outcomes

Upon successful completion of this course students will be able to

- compare the various warehousing methodologies in shipping
Describe the importance of inventory and maintenance of inventory records.
- Recognize the importance of supply chain management systems.
- Recognize the role of manager in the supply chain systems
- Demonstrate how the business strategy is aligned with supply chain

COURSE CONTENTS:

UNIT I Warehousing 9

Definition of Warehouse-Need for Warehousing -Selection of Warehouse-Sequence of Warehousing Decisions-Types of Warehouses.

Warehouse Management System-Need of Warehouse Management System-Master Production Scheduling-Material Requirement Planning- Distribution Requirement Planning-Comparison between independent and Dependant Demand Systems - **Case Study**

UNIT II Inventory Records 9

ABC Inventory Control-Fundamentals of various types of material handling Equipment-Types of Conveyors. Bar Code -Benefits of Bar Coding-Tracking-Inventory Management-Validation-RFID Principle of RFID-Benefits of RFID-Antenna-Potential Benefits of RFID. - **Case Study**

UNIT III Supply Chain Management 9

Introduction and Development- Nature and Concept - Importance of Supply Chain - Value Chain - Components of Supply Chain - The Need for Supply Chain - Understanding the Supply Chain Management - Participants in Supply Chain – Global Applications Integrated logistics and supply chain management –Infrastructure required - Data acquisition and planning- Managing supply and demand effectively - **Case Study**

Unit IV Supply Chain Performance**9**

Role of a Manager in Supply Chain - Supply Chain Performance Drivers - Key Enablers in Supply Chain Improvement - Inter-relation between Enablers and Levels of Supply Chain Improvement-Systems and Values of Supply Chain - **Case Study**

Unit V Supply Chain with Business Strategy**9**

Aligning the Supply Chain with Business Strategy- SCOR Model –Outsourcing and 3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies – Certifications - **Case Study**

TOTAL: 45 HOURS**BOOKS FOR REFERENCE:**

1. 'Plunkett's Transportation, Supply Chain & Logistics Industry Almanac: ISBN: 159392108X, ISBN-13: 9781593921088, 978-1593921088, Date: Mar 2008.
2. 'Advances in Computational Intelligence in Transport, Logistics, and Supply Chain Management' - Andreas Fink, Franz Rothlauf, Springer Publisher, ISBN: 3540690247, ISBN-13: 9783540690245, 978-3540690245, Date: Apr 2009.
3. 'Global Logistics and Supply Chain Management' - John Mangan, Chandra Lalwani, Tim Butcher, Wiley Publisher, ISBN-10: 0470066342, ISBN-13: 978-0470066348, Date: June 10, 2008.
4. Shipping in logistics and port management/ Ramachandran 2012 Rest Publishers, India
5. 'Global Supply Chain Management and International Logistics' - Alan E. Branch, Routledge Publisher, ISBN-10: 0415398452, ISBN-13: 978-0415398459, Date: December 19, 2008.

MS15H3**LOGISTICS MANAGEMENT****3 0 0 3****Course Intent**

The course will deal with the role of logistics in the economy or organizations, the need for logistics and various financial aspects of logistics Material management systems and various logistics issues are also covered.

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Illustrate the role of logistics in the economy
- Compare the various global logistics methodologies.
- Recognize the various modes of transportation and their issues
- Demonstrate the various financial issues in logistics

COURSE CONTENTS:**UNIT I Logistics****9**

Origin and Definition – Types of Logistics – Logistics Role in the Economy/Organization - Definition of Logistics-Objectives of Logistics-Functions of Logistics, Logistics and Customer Service - Definition of Customer Service-Elements of Customer Service- Phases in Customer Service-Customer Retention. - **Case Study**

UNIT II Logistics Management**9**

Logistics Management – Ware House Management – Automation and Outsourcing - Customer Service and Logistics Management – A Perspective - Concepts in Logistics and Physical Distribution - Distribution and Inventory- Need for Logistics and supply chain management– Role of shipping in this - Economics of scale in supply chain - Productivity and cost control that can be achieved Packing and Materials Handling - Functions of Packaging-Communication-Packaging Cost-Types of Packaging Material-Unitization-Containerization-Designing a Package-Factors affecting choice of Packaging Materials. - **Case Study**

UNIT-III Global Logistics**9**

Global Supply Chain-Organizing for Global Logistics Strategic Issues in Global Logistics-Forces driving Globalization-Modes of Transportation in Global Logistics-Barriers to Global Logistics-Markets and Competition. Logistics Strategy - Requirements for an Effective Logistics Strategy-Strategic Logistics Planning- Implementation of Strategy. - **Case Study**

UNIT-IV Materials Management**9**

Objectives of materials management-Materials Planning- Purchasing-Basic Materials of Material Handling-Types of Material Handling Equipments-Transportation - Participants in Transportation Decisions-Modes of Transportation-Factors Influencing Transport Economics-Documents in Transport Decision Making Warehousing/ Distribution - **Case Study**

UNIT V Financial Issues in Logistics Performance**9**

Logistics Information Systems - Functions of Logistics Information System (LIS)- LIS Flow-RFID Principles of Logistics Information Organization for Effective Logistics Performance – Centralized and Decentralized Structures-Stages of Functional Aggregation in Organization-Steps in ABC Costing-Financial Gap Analysis. Integrated Logistics - Need for Integration-Activity Centers in Integrated Logistics. Role of 3PL&4PL - Principles of LIS. - **Case Study**

TOTAL: 45 HOURS**REFERENCE BOOKS:**

1. Gopal Krishnan, Material Management Review, 2002 Pearson Education, New Delhi.
2. G. Raghuram I.I.M.A., Logics and Supply Chain Management, Macmillan Publishers, 2000.
3. Shipping in logistics and port management/ Ramachandran 2012 Rest Publishers, India
4. Logistics of facility location and allocation / Dileep R. Sule (Marcel Dekker)
5. Logistics & supply chain management / Martin Christopher (Prentice Hall Financial Times)

Course Intent

The course coverage includes problems faced in inventory systems and their rectifications, and various inventory control systems. The importance of the inventory and material requirements planning systems is also illustrated in detail

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Compare the various inventory levels
Describe the types of inventory control systems.
- Demonstrate the materials requirements planning.
- Recognize the purpose of inventory control systems for supply chain
- Demonstrate the various make or buy decisions

COURSE CONTENTS:**Unit I Inventory****9**

Inventory Management- Inventory Control- Inventory Levels-Need for Inventory Control - Importance & Scope of Inventory Control - Types of Inventory - Costs Associated with Inventory – Organizational set up for inventory management- Importance of Inventory Management in Supply Chain

Case Study**Unit II Types of Inventory Control****9**

Demand Forecasting - Warehousing and Stores Management – Routing - Transportation Management - Some Commercial Aspects in Distribution Management – Codification - Distribution Channel Management - Distribution Resource Planning (DRP) - Logistics in 21st Century

Case Study**Unit III Selective Inventory Control****9**

Inventory-Functions of Inventory-Costs for holding Inventory-Reasons for Carrying Inventories-Economic Order Quantity - Safety Stocks - Inventory Management Systems - Forecasting Techniques - Material Requirement Planning and execution – Ratio Analysis on Inventory-Profit Margin

Case Study**Unit IV Manufacturing Planning (MRP-II)****9**

Just in Time (JIT) - Work in Process Inventories - Make or Buy Decisions: Concept of outsourcing, Factors influencing Make or Buy Decisions - Trends in Make or Buy Decisions in context of core competency -Inventory Planning Models-Improvement Inventory Management.

Case Study**Unit V Purpose of Inventory****9**

Goods – Types of Goods - Finished Goods Inventories - General Management of Inventory – Stocks – Types of Stocks –Tracking the Paper Life. Spare Parts Inventories - Use of Computers in Inventory Management - Evaluation of Performance of Materials Function - Criteria and methodology of evaluation

Case Study

TOTAL: 45 HOURS

References Books:

1. Inventory Management: By Bose & D Chandra, 1st edition.
2. Sridhara Bhat, Inventory Management, 2nd edition.
3. Shipping in logistics and port management/ Ramachandran 2012 Rest Publishers, India
4. Zipkin, Foundations of Inventory Management, McGraw Hill 1st edition.
5. Seetharama L Narasimhan, Dennis W McLeavy, Peter J Billington, Production Planning and Inventory Control, Prentice Hall of India
6. J.R.Tony Arnold, Stephen N Chapman, Introduction to materials management, Prentice Hall of India 3er edition.

MS15H5

LEGAL ASPECTS OF SHIPPING

3 0 0 3

Course Intent

The course will provide various conventions and annexes made by the Indian merchant shipping act and the role of ship agents and regulatory bodies Indian registry of shipping services and ISPS code are also covered in the curriculum

Student Learning Outcomes

Upon successful completion of this course students will be able to

- Illustrate the merchant shipping act conventions and regulations
Describe the importance of regulatory bodies for ship and port management.
- Compare the various classification societies and their services.
- Recognize the role of ISPS code in the ship and port security systems
- Demonstrate the various marine insurance claims

COURSE CONTENTS:

UNIT I Merchant shipping act

9

Introduction to Indian Merchant Shipping Act- Procedure for registration of ships in India- Statutory Certificates issued to ships - Role of Flag State - Port State Control- Role of Ship's Agents. agents of Charterers , Stevedores , Custom House Agents- Clearing & Forwarding Agents and Brokers - Procedure for ship's entry to a port and departure from a port. - Port Charges payable by ships - **Case Study**

UNIT II Regulatory bodies

9

Regulatory /Advisory Role of IMO in International Shipping – How Conventions such as SOLAS, MARPOL came into effect – Organizational Structure of International Maritime Organization- Commercial expenses during a voyage - Voyage planning - Dry Cargo Freight Market - Baltic Index, World Scale for Tankers - **Case Study**

UNIT III Classification societies

9

How Classification Societies were formed – Role of Classification Societies in the Safety of Shipping- Activities of IRS (Indian Registry of Shipping) - International Association of Classification Societies – Class Certificates and periodical surveys - **Case Study**

UNIT IV ship security and assessment**9**

ISPS Code- Port facility Security Plan and Security assessment - Verification and Certification for ships – Responsibilities of Contracting Governments – Responsibilities of Shipping Companies. Ships and potential oil/air pollution from ships – International conventions/Regulations against pollution applicable to ships – Civil Liability Convention - Fines for causing pollution - Detention of ships by Port State Control - Situations for arrest of ships by Admiralty Courts. - **Case Study**

UNIT V Marine Insurance**9**

Hull & Machinery Insurance for ships –Perils covered - Cargo Insurance Policies: ICC-A, B or C- Partial loss, Constructive Total Loss or Total Loss- Protection and Indemnity Insurance – General Average – GA Guarantee, GA adjustment - GA contribution – Liability Insurance – P & I Clubs - **Case Study**

TOTAL: 45 HOURS**BOOKS FOR REFERENCE:**

1. 'Commercial and Legal Aspects of Shipping Documents' - Dr. K. V Hariharan, Sterling Book House Publisher, ISBN: 8175980893, ISBN-13: 9788175980891, 978-8175980891, Date: 2008.
2. 'Legal Aspects of Business' - Akhileshwar Pathak, Tata Mcgraw Hill Publisher, ISBN: 0070656134, ISBN-13: 9780070656130, 978-0070656130, Date: May-07.
3. 'Legal and Regulatory Aspects of Insurance' - National Insurance Academy, National Insurance Academy (Author), ISBN: 8131507548, ISBN-13: 9788131507544, 978-8131507544, Date: 2009.
4. Shipping in logistics and port management/ Ramachandran 2012 Rest Publishers, India

MASTER OF BUSINESS ADMINISTRATION (MBA)

ELECTIVE SYLLABUS

I. TECHNOLOGY

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15I1	Strategic Technology Planning	3	0	0	3
2.	MS15I2	Managing Technology Change	3	0	0	3
3.	MS15I3	Technology Commercialization	3	0	0	3
4.	MS15I4	Technology Transfer	3	0	0	3
5.	MS15I5	Emerging Trends in Technology Management	3	0	0	3
6.	MS15I6	Knowledge Management System	3	0	0	3

Course Intent

Strategic planning is an understanding of the relationships between strategy, planning and execution, and learn how to develop a strategic mindset, improve your analytical skills, and apply creative planning to current challenges

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Analyze the technology its origin and strategic plan
- Solve low cost technology strategy
- Compare knowledge about Patent and HGT programmes
- Elaborate the steps in selecting the technology of choices

COURSE CONTENTS:**UNIT I Introduction****7**

Technology – Definition – Technology in Business context – Adapting the technological base – Strategic Technology Process – Critical factors – Approaches – Steps in Business Planning Process – Technology Planning – Principles – Vision – Mission and objectives.

UNIT II Technology and Industry**9**

Technology origin – Evolution – Classification of technology – Project specific requirements – Determining Re-engineering process needs – organization Redesign – process – Stages – Project management – Tools and Techniques – organizational Re-engineering – Global organization structure – Financial considerations for technology planning – Competitive Analysis – Creativity and Innovation – Technology and low cost – low price – production costs and Advanced manufacturing hardware technology – management technology.

UNIT III Forecasting Technology**11**

Technology forecasting – Need – Methodologies – Forecasts of different technologies – forecasting accuracy – Trend analysis – Trends in random data – Goodness of fit (R-squared) and trend – Analogy – Models and theories – special case of induction – Hidden deduction – Application and types of analogy – Artificial intelligence – Delphi method – History – soft system methodology – Mathematical models – classification – model evaluation – scope – types – structure – simulation - in system Dynamic – S-curve – Technology Information Forecasting and Assessment council (TIFAC), - Technology Information services - Patent Facilitating Centre (PFC) – special initiatives – HGT programmes.

UNIT IV Technology Information**9**

Introduction – objectives – Methodology – strategic planning – Technology choice and Evaluation methods – problems in small industries – policy implications – Technology Assessment (TA) – Technology Evaluation – Analysis of Alternate technologies – Implementing technology programmes – Technology analysis – corporate strategy

competitive strategy – Technological change and traditional strategic management – Strategic Analysis.

UNIT V Intellectual Property Rights 9

Intellectual capital – IPR issues – Types Emerging IP issues – controversy of IP Laws – History – Economic view – valuation of intellectual property – key forms of intellectual property – Intellectual Property Appellate Board (IPAB) – modernization of IP administration – Impact – Patent – Copyrights – Trade marks and other issues – Transfer and licensing – Trade marks – Terminology and symbols – other forms of Intellectual property.

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Management of Technology and Innovation' - Vijay Kumar Khurana, Ane books India, Chennai, 2007.
2. 'Handbook of Technology Management' - Robbert Szakonyl, Viva books private limited, 2006.

MS15I2 MANAGING TECHNOLOGY CHANGE 3 0 0 3

Course Intent

Technology change is not new. The effects of a technology change on people are not new either. History has shown that individuals can have a profound impact on the success or failure of technology implementations. This subject deals with the concept of adopting and managing the technological changes.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Define the concepts of technology roadmap
- Combine R & D strategy and strengthening the administrators
- Differentiate creativity and Innovation

COURSE CONTENTS:

UNIT I Technology Innovation 8

Innovation – Change in organizations due to innovation – Types of Innovations – Forms of technology change – Convergence of Digital Technology – Cryptography – Indian Innovations - Cases.

UNIT II Technology Venturing 8

Technology Road Maps – Types – Process - Linking Technology Pioneering and competitive Advantage – Technology and Availability – venture capital process – Technology Venturing – Angel investors – Venture capital – Corporate Venture Capital.

UNIT III Technology Cycle 9

Technology cycles – Phases – Approaches to technology Adoption – Socio Technical System (STS) Designing steps – Barriers to STS integration – Measuring change Readiness – Attitudes toward new technology – First mover Advantages and Disadvantages.

UNIT IV Creative Techniques**12**

Creativity - Techniques – Classification – Description – Methods of Intuitive Association – Methods of Intuitive confrontation – Methods of systematic variation – Sequential Morphological Analysis – Developing R & D strategy and strengthening R & D Administrators – Types of Innovation – Technology S-curves – S-curves in Technological Improvement – S-curves in Technology Diffusion – Innovators – Stages in Technology cycles – Modes of Innovation – Facilitators for innovation process.

UNIT V Technology Change**8**

Criteria for organizational change – Problems in implementing organization changes – Implication for Chain Management – Impact of Technological change on organizational productivity – Change Management Strategies – Innovation and Entrepreneurship.

TOTAL: 45 HOURS**BOOKS FOR REFERENCE:**

1. Managing Strategic Innovation and Change: A collection of Readings, edited by Michael Tushman and Philip Anderson (the second edition, 2004) Robbert Szakonyl, 2006 – ‘Handbook of Technology Management’ – viva Books private, limited.
2. Managing technology for competitive advantage: Intergrating technological and organizational development from strategy to action Twiss B & Goodridge, M.Pitman, 1989.
3. Technology Transfer: Making the most of Your Intellectual Property By, SULLIVAN N. Cambridge University Press, 1995.
4. An Innovation Management, Strategies, Implementation and Profit by Afuah Oxford University Press 2nd edition, 2003.

MS15I3**TECHNOLOGY COMMERCIALIZATION****3 0 0 3****Course Intent**

Technology commercialization describes the general technology available for commercialization and the classification of technology.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Define Technology Commercialization, Negotiation, Transfer Mechanisms, Licensing. Commercialization Process, Modernization,
- Explain knowledge in Material Transfer Agreements, Technology valuation methods, Technology Investment Practices.

COURSE CONTENTS:**UNIT I Commercialization****12**

Technology – As Assets – Invention and Innovation – Their contribution to Technological change – Waves of innovation and change – Stages of Technological Innovation – Types of Innovation – Technologies and the concept of core competence – classification of technology – Technology commercialization – process – corporate

COURSE CONTENTS:

UNIT I Introduction 10

Perspectives on Management of technology – technology search strategy – comparative advantage – value chain – Transfer Decision making – Implementing technology programmes – operational issues customer diversity and competitive pressure – structure and management of organizations - project planning and management – conflict of interests – culture stock – International Technology transfer – Models.

UNIT II Technology Flow Process 7

Technology process mapping – Technology flow channel – Rates of technology transfer – Technology transfer modes – technology upgradation – Technology modernization – Adoption of new technologies – Absorption of new technologies – Absorption process – linkages of Direct technology driven changes.

UNIT III Technology Transfer Services 11

Technology transfer services - Incubation process – commercializing innovations – Economic conceptions of innovations – Sources of innovations – Commercialization – Process – Diffusion of innovations – Technology transfer negotiations – United Nations Framework Climate Change convention (UNFCCC) – Frame work for capacity – building in developing countries – Technology transfer offices – Technology transfer Agreements – Technology Transfer Programme (TTP).

UNIT IV In-house Development Technologies 7

In-house Development – partnership with intermediaries – Barriers – Sponsored Development – Implications – Joint Development – Collaborative Development – International networks of technology Brokers.

UNIT V Implementing Technologies 10

Intellectual Property Management – IP related issues – Rights – Litigations – Royalty Audits – Actions – Public Participation in Patent examination – Technology valuation – Methods Contract Negotiation – Subcontracting – Sublicense – Technology investment practices – Arranging financial Assistance – Source option fund – Angel Investment – Finance syndication – Loan – Venture Capital and Debts – grants – incentives.

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Handbook of Technology Management' - Robert Szakonyl, Viva Books Private Limited, 2006.
2. 'Handbook of Technology Management' - Gerard H. Gaynor, McGraw Hill, 1996.
3. 'Strategic Technology Management' - Betz, Frederic, McGraw Hill, New Delhi, 1996.
4. 'Management of Technology' - Tarek M. Khalil, McGraw Hill, 2000.

MS15I5 EMERGING TRENDS IN TECHNOLOGY MANAGEMENT 3 0 0 3

Course Intent

Emerging trends in technology is a field of technology that broaches new territory in some significant way, with new technological developments.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Elaborate the basic knowledge of Technology Potentials
- Define the concepts of Human Genome project
- Integrate the science and technology

COURSE CONTENTS:

UNIT I Introduction 7

Technology Policy System – objectives – Leveraging knowledge – principles – Learning organization – People behaviour – Building world class organization – Dual use technology – Road map to technical planning.

UNIT II Factors in Technology Managing 12

Total flexibility management – change management – process and its deliverables – choice of technology – factors influencing the choice of technology by SSEs – problems hindering the effective choice of technology by SSEs – Technology sourcing – Managing uncertainty – complexity management – Chaos management - control chaos – R & D productivity – Business appraisal of Technology potentials – Design management – Innovation management – capability bridge – Ambidextrous organizations.

UNIT III Business Strategy 7

Global competitiveness – Technology planning – Technology Strategy – Technology Alliances – Joint Ventures – Technology Bridging – Corporate Venturing – Creating technology Road Map.

UNIT IV Application of Technology in Emerging Industries 10

Globalization of Industry – Measuring globalization – Effects of globalization – Managing technology – Nanotechnology & Material science – Applications – Implications – Biotechnology – History – Applications – Gene therapy – Human Genome Project – cloning – Biological Engineering – Telecommunications – Computer networks and the Internet.

UNIT V Technological Competitiveness 9

Business process reengineering – Role of information technology – Quality Management – Collaborative knowledge – Technology competitiveness in developed countries – Global competitiveness of individual industries – U.S. Trade Balance in Technology products – science and technology in India – Technology Transfer – Collaborative Intelligence.

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Handbook of Technology Management' - Robert Szakonyl, Viva Books Private Limited, 2006.
2. 'Handbook of Technology Management' - Gerard H. Gaynor, McGraw Hill, 1996.

3. 'Strategic Technology Management' - Betz, Frederic, McGraw Hill, New Delhi, 1996.
4. 'Management of Technology' - Tarek M. Khalil, McGraw Hill, 2000.

MS15I6 KNOWLEDGE MANAGEMENT SYSTEM 3 0 0 3

Course Intent

Knowledge management is the process of capturing, developing, sharing, and effectively using organizational knowledge. It refers to a multi-disciplined approach to achieving organizational objectives by making the best use of knowledge.

Student Learning Outcomes

- Brief the concept of Knowledge System
- Categorize the different types of Knowledge
- Explain what is Balance Score Card

COURSE CONTENTS:

UNIT I Introduction 10

Concept of Knowledge Management – Objectives – Motivation for knowledge management – Knowledge Management Cycle – Domains for Knowledge Management – Uses – Nature – Discipline – Evolution – Areas for research in knowledge management – Knowledge Economy – Steps in knowledge creation process – Growth of IT Industry in the knowledge economy – Implication of Knowledge economy – Technology and knowledge management – Knowledge Management Technology – Knowledge management matrix – Knowledge management strategy.

UNIT II Knowledge Acquisition and Processing 7

Perspectives on Knowledge – Knowledge Attributes – Fundamentals on Knowledge formation – Organisational knowledge – Tacit knowledge –Explicit knowledge – Models of knowledge creation – organizational knowledge creation – Knowledge sourcing – knowledge Abstraction – Knowledge conversion – Knowledge Diffusion – Knowledge Development and Refinement.

UNIT III System of Knowledge Management 12

Knowledge Management and Organisational learning – concept of Organisational learning – Benefits – Learning organization – orientation for effective knowledge dissemination – 5 learning disciplines of Peter Sense – Architecture for Organisational learning – Capturing and codification of knowledge – Knowledge Codification – Tools and Procedures - Knowledge Management Infrastructure – Repositories – Knowledge Refinery – Repository Life Cycle – Structure – Knowledge Management Applications – Collaborative Platforms – Tools – Collaborative Knowledge Application – Case Studies.

UNIT IV Development of Knowledge Culture in Organisations 7

Organisational cultures – Knowledge cultures – Principles – Knowledge culture Enablers – Implementing knowledge culture enhancement programmes – Maintaining the knowledge culture – Communities of practice in organizations – Developing and nurturing communities of practice – Developing organizational memory.

UNIT V Knowledge Management in Future 9

Knowledge management tools and techniques – Knowledge sharing and dissemination tools – Knowledge Acquisition and Application tools – Strategic implication of knowledge management tools and techniques – Knowledge Measurement – Techniques – Intellectual Capital (IC) Rating - Balanced Scorecard – Organizational BSC Design – Implementation Barriers – Knowledge Audit – Outcomes - Components - Process Mapping – Knowledge Careers – Organizational Knowledge role classification – Classification of Knowledge Management Careers – Case Studies.

TOTAL: 45 HOURS

BOOKS FOR REFERENCE:

1. 'Key issues in the New Knowledge Management' – Joseph M. Firestone and Mark W. McElroy, Butterworth – Hienemann.
2. 'Knowledge Management' – Classic and contemporary works Edited by Daryl Morey & others Universities Press India Private Limited.
3. 'Knowledge Management' – Shelda Debowski, John Wiley & Sons.
4. 'Knowledge Management' - Sudhir Warier, Vikas Publishing House Private Limited.
5. 'Knowledge Management System Theory and practice' Edited by Stewart Barnes Thomson Learning.
6. 'Handbook on knowledge management' Edited by CW. Hol Sapple Springer

MASTER OF BUSINESS ADMINISTRATION (MBA)
ELECTIVE SYLLABUS
J. HOSPITAL ADMINISTRATION

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15J1	Health Care Management	3	0	0	3
2.	MS15J2	Hospital Facilities Planning and Management	3	0	0	3
3.	MS15J3	Hospital Supportive Services	3	0	0	3
4.	MS15J4	Hospital Materials Management	3	0	0	3
5.	MS15J5	Strategic Management in Healthcare	3	0	0	3
6.	MS15J6	Quality Management in Healthcare	3	0	0	3

Course Intent

Health Care Management major builds on the established strength of the management core to provide expertise in the unique elements and issues of the health care industry.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Explore the skills and knowledge needed to be successful in a diverse healthcare environment.
- Acquire knowledge in current issues in Healthcare and Management

COURSE CONTENTS:**UNIT I: HOSPITAL MANAGEMENT: LEVELS AND ROLES 9**

Governing Board, Executive Board and Advisory Board – CEO, Medical Administration, Nursing Administration and Hospital Administration-Middle Level Managers in Hospital and their Responsibilities-Structuring Hospital Organisation

UNIT II: HEALTH AND SERVICES ORGANISATION 9

Services, Classification of Service Organisations, Characteristics, Challenges – History of Medicine, Healthcare Revolution, Health, Dimensions of Health, Indicators of Health – Types of Healthcare Organisations, Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services, Hospitals, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organisation.

UNIT III: BASICS OF HUMAN ANATOMY AND PHYSIOLOGY 9

Digestive System –Respiratory System – Circulatory System – Central Nervous System – Muscular Skeletal System – Reproductive System – Excretory – Endocrine Glands – Special Senses

UNIT IV: ILLNESS AND INFECTION CONTROL 9

Defining Illness: Direct and indirect causes – Classification and description of disease – Medical asepsis, Nosocomial infection and communicable diseases – Reservoir, carrier and mode of transmission-Infection control measures-Sterilisation and aseptic techniques – Infection control committee: purpose, composition and terms of reference. Demographic Cycle-World Population Trend –Demographic Trends in India: Growth rate, Age Pyramid, Sex Ratio, Population Density, Family size, Urbanisation, Literacy, and Life Expectancy. Fertility and Fertility Related Statistics-Family Planning – Population Policy – National Demographic Goals.

UNIT V: CURRENT ISSUES IN HEALTHCARE AND PROGRAMME 9

Accreditation-Tele health-Health Tourism-Health Insurance and Managed Care-About Disaster Management – Hospital Wastes Management. National Health Programmes in India-International Health: WHO and Other United Nations Agencies

TOTAL: 45 HOURS**BOOKS FOR REFERENCE:**

1. B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)

2. C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
3. S. Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi)
4. J.E. Park and K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Elaine La Monica, Management in Health Care (Macmillan Press Ltd, London)
5. William F. Ganong, Review of Medical Physiology (McGraw Hill, Boston) ISBN 007-144040-2
6. Stedman's Medical Dictionary (Williams & Winlkins, Baltimore) ISBN 0-683-07922-0
7. John V. Basmajian and Charles E. Slonecker, Grant's Method of Anatomy: A Clinical Problem-solving Approach (BI Waverly Pvt. Ltd., New Delhi) ISBN 81-7431-033

MS15J2 HOSPITAL FACILITIES PLANNING AND MANAGEMENT 3 0 0 3

Course Intent

Hospital facilities planning and management is responsible for making decisions regarding the financing and structure of a hospital. Because health care is constantly changing and new technology is improving every day, hospital managers need to continue to evaluate procedures and health care efficiency.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Demonstrate the knowledge of hospital inpatient Management.
- Describe the knowledge in current issues in Healthcare and Management

COURSE CONTENTS:

UNIT I: HOSPITAL PLANNING

9

Concept of Planning-Guiding Principles in Planning Hospital Facilities and Services – Regional Planning and Factors to be emphasized-Steps in Hospital Planning; Planning Team and Stages of Project-Estimation, Architect Brief and Master Plan-Selection of Site and Decision on Land, Space and Utilities.

UNIT II: OUTPATIENT SERVICES

9

Objectives-Functions-Location, Design and Layout-Policy and Procedures-Organisation-Staffing-Equipment and Facilities-Key Result Areas and Performance / Quality Indicators-Daily Planning and Scheduling of Work-Managing Time: Waiting Time and Total Time Spent by a Patient-Specialty, Sub-specialty and Super Specialty Clinics-Diagnosis, Physiotherapy and Occupational Therapy-Emerging Concepts: Day Care, Reservation, Appointment by Phone-Medico-social Works / Patient Counselling-Other Facilities:Pharmacy, Gifts Shop, Prayer / Meditation Room.

UNIT III: TRAUMA CARE: EMERGENCY AND CASUALTY SERVICES

9

Objectives-Functions-Location, Design and Layout-policy and Procedures – Organisation-Staffing – Equipment and Facilities – Key Result Areas and Performance / Quality Indicators – Disaster Management: Principles and Classification-Life Saving Drugs-Ambulance and Paramedic Services-Medico-legal Procedures-Forms and Registers to be maintained-Communication System

UNIT IV: INPATIENT SERVICES**9**

Inpatient Care-Objectives-Functions-Location, Design and Layout-Policy and Procedures-Organisation-Staffing-Equipment and Facilities-Key Result Areas and Performance / Quality Indicators-Admission, Transfer, Billing and Discharge Procedures-Managing Death-Intensive Care Units-Objectives-Functions-Location, Design and Layout-Policy and Procedures-Organisation-Staffing-Equipment and Facilities-Key Result Areas and Performance / Quality Indicators- Types of ICUs.

UNIT V: OPERATION THEATRE**9**

Objectives-Functions-Location, Design and Layout-Policy and Procedures-Organisation-Staffing-Equipment and Facilities-Key Result Areas and Performance / Quality Indicators – Daily Planning and Scheduling-Determinants of number of Operating Rooms-Zoning and Aseptic / Sterile Techniques – Clinical Protocols – Sub-stores, CSSD, Immediate Postoperative Recovery Rooms-Safety Issues.

TOTAL: 45 HOURS**TEXTBOOKS**

1. NHS, Guide to Good Practices in Hospital Administration(Department of Health and Social Security: National Health Services, London)
2. R. Llewelyn Davies and HMC Macaulay, Hospital Planning and Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
3. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi)

MS15J3**HOSPITAL SUPPORTIVE SERVICES****3 0 0 3****Course Intent**

Hospital Records Support services are departments within our hospital which carry out much of the "behind the scenes" work. They help to support the work carried out by our frontline departments but are just as crucial. Without them, the hospital would simply not run.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Demonstrate the ability to maintain record maintenance and Statistics
- Apply the Knowledge of Supportive services provided in hospital
- Exhibit knowledge about Microfilming and Smart Cards

COURSE CONTENTS:**UNIT I: FRONT OFFICE AND MEDICAL RECORDS****9**

Front Office-Objectives and Functions-Location-Staffing-Information and Communication-Medical Records-Objectives and Functions-Characteristics, Main Section, and Analysis of Medical Records-Types of Forms; 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.

UNIT II: DIAGNOSTIC SERVICES**9**

Radiology Services-Objectives and Functions-Location, Design and Layout-Staffing; Duties of Radiologist and Technicians-Laboratory Services-Objectives and Functions-Location, Design and Layout-Staffing; Duties of Pathologists and Lab Technicians-Classification of Laboratory Services.

UNIT III: OTHER SUPPORTIVE SERVICES**9**

CSSD-Objectives and Functions-Advantages of Centralized System-Distribution System-Location, Design and Layout-Duties of CSSD In-charge-Linen and Laundry-Objectives and Functions-Location and Space-Staffing-Bed Linen Ratio-Automation-Housekeeping-Objectives and Functions-Staffing-Key Tasks-Systematic and Standard Procedures of Cleaning Required Materials for Cleaning-Security Services-Objectives and Functions- Water Supply and Sanitary Services-Staffing; Responsibilities of Security Guard-Gate Pass; Physical Verification,; Control Movement.

UNIT IV: PHARMACY FACILITY**9**

Pharmacy-Objectives and Functions-Location, Design and Layout-Staffing; Duties of Chief Pharmacist; Therapeutic Committee-Hospital Formulary-Dietary Services-Objectives and Functions-Staffing-Equipment and Physical Facilities-Purchases, Stores and Issues-Pricing and Control Measures-Location, Design and Layout.

UNIT V: MAINTENANCE MANAGEMENT**9**

Objectives and Functions-Civil and Biomedical-Staffing-Location and Space-Policy and Procedures-Equipment Types and Characteristics; Purchase, Inspection and Installation-Records, Responsibilities-Levels of Maintenance; Service Contracts and Disposition

TOTAL: 45 HOURS**TEXTBOOKS**

1. NHS, Guide to Good Practices in Hospital Administration(Department of Health and Social Security: National Health Services, London)
2. C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
3. G. D. Kunders, Designing for Total Quality in Health Care (Prism Books Pvt. Ltd., Bangalore)
4. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi)

MS15J4**HOSPITAL MATERIALS MANAGEMENT****3 0 0 3****Course Intent**

Materials management can deal with handling, planning and building design for the movement of materials, or with logistics that deal with the tangible components of a supply chain.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Explain Materials Cycle and Management

- Describe the elements of a purchasing System
- Demonstrate the application of scientific Materials Management

COURSE CONTENTS:

UNIT I: MATERIALS MANAGEMENT

9

Introduction-Definition and Function –Goals and Objectives of Materials Management-Materials Cycle-Functions of Materials Manager-Problems and issue in Hospitals-Information Systems for Materials Management.

UNIT II: PURCHASING

9

Objectives and Elements of Purchasing-Purchasing System-Purchase Cycle-Purchase Procedures-Legal and Ethical Aspects-Conditions of Contract-Financial Rules-Arbitration.

UNIT III: EQUIPMENT PURCHASE AND MAINTENANCE

9

Planning and Selection of Equipment-Import of Equipment-Equipment Utilisation and Operation-Equipment Repair and Maintenance-Equipment Audit.

UNIT IV: INSPECTION, STORAGE AND DISTRIBUTION OF MATERIALS

9

Planning Consideration of Stores-Inspection and Verification of Materials-Storage of Materials – Distribution of Materials-Condemnation and Disposal.

UNIT V: SCIENTIFIC INVENTORY MANAGEMENT

9

Codification and Standardization-Value Analysis-Inventory Control – Lead Time, Safety Stock and Reorder Level-Economic Order Quantity(EOQ)-Selective Controls-Case Studies on Inventory Control.

TOTAL: 45 HOURS

TEXTBOOKS

1. Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
2. WHO, Maintenance and Repair of Laboratory, Diagnostic, Imaging and Hospital Equipment (WHO, Geneva)
3. Murriel Skeet and David Fear, Care and Safe Use of Hospital Equipment(VSO, UK)
4. P. Gopalakrishnan and M. Sundaresan, Materials Management: An Integrated Approach (Prentice-Hall of India Pvt. Ltd., New Delhi)ISBN 81-203-0027-0

MS15J5 STRATEGIC MANAGEMENT IN HEALTHCARE

3 0 0 3

Course Intent

The development of an organizational strategy provides a long-term road map for a health care organization, and is vitally important in the light of current uncertain economic circumstances. The strategy statements provide the bedrock for the entire organization to create and execute tactics for viable future business, prioritize goals, and allocate and coordinate resources.

Student Learning Outcomes

Upon the successful completion of the course, students will be able to

- Demonstrate the knowledge in strategic formulation and strategic issues
- Explain hospital health policy and women and child health
- Describe how a Health programme is developed

COURSE CONTENTS:

UNIT I: INTRODUCTION

9

Meaning of Critical Areas- different Dimensions-Levels of Strategy-Characteristics of Strategic Decision making- Importance –Advantages and Disadvantage of Strategic Decision Making.

UNIT II: STRATEGIC MANAGEMENT PROCESS: COMPONENTS

9

Mission for an Organisation-Organisational Profile-External Environment-Strategic Analysis and Choice-Long term Objectives-Grand Strategy-Annual Objectives-Functional Strategies-Policies-Institutionalising the Strategy-Evaluation and Control

UNIT III: SITUATIONAL ANALYSIS

9

Need – Environmental Issues, Vision, Mission, Objectives, Values, Directional Strategies, Adaptive Strategies, Market Entry Strategies, Positioning Strategies and Operational Strategies-External Environment Analysis-Need-Goals-Limitations-Description-General Environment, Healthcare Environment and Information-Process: Scan, Monitor, Forecast and Assess-Tools and Techniques-Responsibility: 3 Administrative Models-Internal Environment Analysis-Objectives-Culture, Management Subsystem and Information Subsystem-Audit Checklist of Strengths and Weaknesses.

UNIT IV: STRATEGY FORMULATION

9

Strategy Formulation: Definition of strategy Formulation - Developing Strategic Alternatives in Healthcare Sector-Evaluation of Alternatives and Strategic Choice made by the Health Industries.

UNIT V: APPLICATION IN NATIONAL AND INTERNATIONAL LEVEL

9

Strategic Management Practices in National Health Care Programs- Strategies Adopted in Long Term Health Policy with special reference to Women and Child Health, AIDS Control. Malaria Eradication - Strategic Planning in Family Planning and Welfare Programme-Strategic Management Practices in International Healthcare- Strategies adopted by International Agencies: WHO, World Bank- Strategic Approach in Health Programmes of few Developed Countries and or Neighbouring Countries.

TOTAL: 45 HOURS

TEXTBOOKS

1. W. Jack Duncan, Peter M Ginter and Linda E Swayne, Strategic Management of Health Care Organizations(Blackwell Publishers, Massachusetts, USA)ISBN 1-55786-534-5
2. K Park, Text Book of Preventive and Social Medicine (M/s Banarsidas Bhanot, Jabalpur)
3. John a Pearce II and Richard B Robison Jr., Strategic Management: Strategy Formulation and Implementation(AITBS Publishers and Distributors, Delhi)

TOTAL: 45 HOURS

TEXTBOOKS

1. Wilson CRM, Hospitals Wide Quality Assurance (Saunders, Ontario)
2. Hugh C H. Kogh, Total Quality Management in Health Care (Longman Publication) ISBN 0582 04696
3. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book (Edward Arnold, London) ISBN 0-340-55273-5
4. Edward W Deming, Out of the Crisis (Cambridge University Press, Cambridge)
5. Richard Smith (ed.), Audit in Action (British Medical Journal, London) ISBN 0-7279-0317-9
6. Nankemp and Eileen Richardson, Quality Assurance in Nursing Practice (Butterworth Heinemann Ltd., Second Edition) ISBN 0-7506-2326-8
7. Helga Drummond, The TQM Movement-What Total Quality Management is Really All About (UBSPD, New Delhi)

MASTER OF BUSINESS ADMINISTRATION (MBA)
ELECTIVE SYLLABUS
K. DISASTER MANAGEMENT

SL. No	CODE	COURSE TITLE	L	T	P	C
1.	MS15K1	Disaster Preparedness and Decision Making	3	0	0	3
2.	MS15K2	Natural and Manmade Disaster	3	0	0	3
3.	MS15K3	Crisis and Risk Management	3	0	0	3
4.	MS15K4	Reconstruction and Rehabilitation	3	0	0	3
5.	MS15K5	Disaster Mitigation	3	0	0	3
6.	MS15K6	Agencies in Disaster Management	3	0	0	3

MS15K1 DISASTER PREPAREDNESS AND DECISION MAKING 3 0 0 3

COURSE CONTENTS

The course is intended to develop knowledge and skills among students in Disaster Preparedness and Decision Making develop with collaborators in the midst of a disaster.

Learning Outcomes

Upon the successful completion of the course, students will be able to

- Identify the issues in Emergency Management
- Explain the Environmental disasters and Role of Emergency Managers
- State and describe the process of handling the disaster situations

COURSE CONTENTS:

UNIT-I

9

Global Disaster: Science and Policy, Institutional framework for disaster preparedness and mitigation- Global and Indian scenario, Managing natural and anthropogenic disasters , risk assessment and analysis, Principles and Practice of disaster response operations and management , Disaster Planning , Public Administration/Policy and Emergency Management, Incident Command Centre, Training Need Analysis

UNIT-II

9

Hazard monitoring, tracking and modeling, Early warning systems, warning protocols, India Disaster Resource Network, Environmental Hazards, public health aspects of disaster management and emergency services systems, urban hazards and disasters: an introduction to disaster planning, fire services preparedness , Emergency Sanitation/Shelter environments.

UNIT-III

9

Conceptual and Applied Issues in Emergency Management: Operational decision making, Introduction to Emergency Management and planning, organization and structure for Emergency Management , Emergency Management research - Methods/Analysis , Public Information for Emergency Management, Principles and Practice of Disaster Relief and Recovery , Logistic support system, Computer Applications in Emergency Management .

UNIT-IV

9

Principles of natural hazard reduction, Toxicology and Biohazards in Emergency Management , Terrorism Preparedness: Critical Infrastructure and Emergency Management ,Emergency Preparedness, Response, and Planning for Hazardous Materials, Terrorism, WMD, and other contemporary Issues, Incident Management Systems and Emergency Operations Center ,Contingency Planning.

UNIT –V

9

Human Resource Development Plan, corporate/public agency coordination, the human element in preparedness planning, current trends in disaster preparedness. Community Emergency Response Team, Community Relations for Environmental and Emergency Managers, Contingency Planning for Business and Industry, International Disasters.

TOTAL: 45 HOURS

REFERENCES:

1. Collins Larry R. and Schneid Thomas D., Disaster Management and Preparedness Taylor and Francis 2000
2. Goel S.L. and Kumar Ram, Disaster Management, Deep and Deep Publications, 2001
3. Living With Risk: A global Review Of Disaster Reduction Initiatives 2004 Vision, United Nations, 2004.
4. Parasuraman S., India Disasters Report: Towards a Policy Initiatives, Oxford University Press, 2004.
5. Arnold, Margaret and Kreimer, Alcira (eds.), "Managing Disaster Risk in Emerging Economies", Disaster Risk Management Series No. 2, World Bank, Washington, D.C., 2000.

MS15K2

NATURAL AND MANMADE DISASTER

3 0 0 3

COURSE CONTENTS

Human-Instigated disasters are the consequence of technological hazards. Examples include stampedes, fires, transport accidents, industrial accidents, oil spills and nuclear explosions/radiation. War and deliberate attacks may also be put in this category.

Learning Outcomes

Upon the successful completion of the course, students will be able to

- Demonstrate the knowledge of floods and the need for environmental planning
- Identify and describe the types of natural and non-natural disasters and the implications of disasters on your region and environment;
- Describe the causes of man made disaster and how to overcome them

COURSE CONTENTS:

UNIT – I

9

Earthquakes: Introduction, general characteristics, mechanism, causes and effects, prediction, seismic zones, seismic waves, vulnerability, damage potential - magnitude and intensity, geological and geographical analysis, epicenter, characteristics of general motion & attenuation. Landslide and Land Degradation: Causes, tectonic conditions, erosion, avalanches, rockfall, damage assessment.

Unit II

9

Floods: General characteristics, causes, geomorphology and floods, flood forecasting, river and coastal floods, flash floods, lake outburst, risks, environmental planning, flood control and management.

Fire : Urban area fire : building construction and structural fire protection, electric hazard shock and protection; Aircraft fire : action required for rescue and fire fighting in aircraft and airports; forest fire, explosives, fire hazard and protection in special risk areas, coal fire.

UNIT – III

9

Cyclones and Tsunamis: Structure and nature of cyclones & tsunamis, characteristics, hazard donation, factors, hazard potential, impact assessment.Coastal and Marine Environment Pollution and Control : Marine environment, environment

degradation, landuse changes in coastal zone, waves, tidal storms, erosion, habitat pollution, sediment discharge and control. Water and Air Pollution: Air quality, urban air pollution, pollutants, sources, ground water pollution sources & hazards of pollution. Oil Spills in Water : Sources and hazards.

UNIT – IV

9

Droughts : Droughts, causes, vulnerability, types, famines, deserts and desertification. Biodiversity Extinction and Deforestation : Biodiversity, species at risks, loss of biodiversity, management of species diversity, deforestation its causes & adverse effects. Green House Effects and Global Climate Changes : Green house gases, effects, global warming & its effects, ozone depletion, changes in carbon-di-oxide; impact on ecosystem. Mining : Mining and environment, land & environment degradation and management, mined land reclamation.

UNIT – V

9

Industrial Disasters : Manmade hazards, toxic chemicals, noise pollution, environment and ground water pollution and management, solid waste management. Epidemics : Health risks, chemicals, diseases, future diseases, medical aid, vulnerability analysis, preparedness, rehabilitation. War and Chemicals : Hazardous wastes, reactivity, toxicity, nuclear war, biological weapons, armed conflicts, land mines etc.

TOTAL: 45 HOURS

REFERENCES

1. World Institution Building Programme Centre for Institutional Material preparation and Development (2004), Masters of Disaster Mitigation, Papers 1-16.
2. Disaster Prevention and Mitigation 1984 : UNDRO Publications, Geneva.
3. World Disaster Report 1993, International Federation of Red Cross.
4. Alexander, D. 1993, Natural Disaster, UCL Press Ltd., London.
5. Collins Larry Disaster Management and Preparedness. Taylor and Francis,

MS15K3

CRISIS AND RISK MANAGEMENT

3 0 0 3

COURSE CONTENTS

Crises and Risk Management is associated with the issues related with the risk and management of recovery policies.

Learning Outcomes

Upon the successful completion of the course, students will be able to

- Develop and write an emergency operations plan
- Define and describe disaster management, hazard, emergency, disaster, vulnerability, and risk

COURSE CONTENTS:

UNIT-I

9

Disasters Issues and Crisis Management: Definitions and Overview of risks and dangers, Impact of globalization on crisis and mass disasters. Identifying Potential Crisis Situations: Discuss selected case studies to analyze the potential impact of disasters, Prepare a foundation of a sound crisis management plan.

UNIT-II**9**

Crisis Management Preparedness: Preparing the plan, Training and Testing, Crisis communication, Stress management, Crisis operation guidelines. The Disaster Recovery Planning: Emergency management teams, National and International disaster recovery policies, Managing the economy and essential services in emergencies, Managing the media and popular conscience.

UNIT-III**9**

Definition of risk and fundamentals of risk analysis, environmental hazards, exposure and risk assessment, risk evaluation and management, Basic methodology in risk assessment, hazard identification, dose response assessment, exposure assessment, and risk characterization.

UNIT-IV**9**

The assessment for different disaster types, the extreme event analysis, hazard ecology, chemical load and environmental health risk, carcinogenic materials and environment, impact on immune, reproduction and nervous system, risk adjustment, choice and loss acceptance; spectacular deaths and carcinogens.

UNIT-V**9**

The collection of data and information, Quantified risk assessment for industrial accidents; release of toxics products, Dispersion analysis, and HAZOP study. Risk assessment applications for disaster mitigation and management problems. Design of Risk management program, methodology of stocktaking, concept of vulnerability and analysis, exposure, preparedness, prevention and response analysis.

TOTAL: 45 HOURS**REFERENCES:**

1. Mutchopadhyaya, A.K. , 2005, Crisis and disaster management tubulance and aftermath", Newage International Publications, New Delhi.
2. Freeman, H. M. (ed.), 1989, Standard Handbook of Hazardous Waste treatment and Disposal, McGraw H, New York.
3. William, P. L.; and J. L. Burson, 1985, Industrial Toxicology, Safety and Health Applications in the work place, Van Nostrand Reinhold, New York.
4. Willson , R; and E. A. C.Crouch, 1987, Risk assessment and comparisons: An Introduction, Science 17, 1987, pp 267-270.
5. Petak, W. J. and Atkisson, A, A. Natural Hazard Risk Assessment and Public Policy: Anticipating and Unexpected, Springer; New York. 1982

COURSE CONTENTS

The reconstruction and rehabilitation phase starts after the immediate threat to human life has subsided. The immediate goal of the recovery phase is to bring the affected area back to normalcy as quickly as possible. During reconstruction it is recommended to consider the location or construction material of the property.

Learning Outcomes

Upon the successful completion of the course, students will be able to

- State and explain the importance of the Community-Based Approach to education and public awareness
- Describe how a community-based action plan for disaster management can be actively implemented
- Identify and list the most vulnerable groups in disaster and post-disaster times

COURSE CONTENTS:**UNIT-I****9**

Recovery and reconstruction: Introduction, medium term and long term recovery aspects, community participation in defining objectives and their priorities,

UNIT-II**9**

Rehabilitation: Physical and social infrastructure: Relocation and reconstruction of housing, public buildings, roads, bridges, dams, archives and monuments, services such as water supply, electricity, waste management, communication, capacity building for self help construction,

UNIT-III**9**

Social and economic rehabilitation: Capacity building for reconstruction and rehabilitation, Skill enhancement for livelihood development, training and awareness programs, medical aid therapy and counseling, agricultural aids

UNIT-IV**9**

Repair and retrofitting: Superficial repair, structural repair, structural strengthening of habitable spaces, public buildings, roads, bridges, dams, culverts etc.

UNIT V**9**

Local Administration and Disaster Risk Reduction: Municipalities Legislations with Reference to DMC Act 1957, Power and Functions of Local Administration with Reference to Following Matters and Case Studies, Building Byelaws, Fire Safety Norms, Uphar Cinema and Tamilnadu School Fire Tragedies , Municipal Services, Plague in Surat, Crowd Management , Satara Stampede , NOC for Industrial Undertakings, Bhopal Gas Tragedy.

TOTAL: 45 HOURS**REFERENCES:**

1. Sharma, Vinod K. Disaster management, NCDM, IIPA, New Delhi, 1994
2. Mathur, G.C. Housing in Disaster prone areas, National Building Organization and U.N. Regional Centre. ESCAP, New Delhi, 1986

3. Mishra, P.K. Transforming adversity into opportunity: experiences from Gujarat earthquake reconstruction program World congress on Natural disaster mitigation proceedings, February 2004

MS15K5

DISASTER MITIGATION

3 0 0 3

COURSE CONTENTS

Disaster mitigation is a key to national preparedness. Individuals and families train to avoid unnecessary risks. This includes an assessment of possible risks to personal/family health and to personal property, and steps taken to minimize the effects of a disaster, or take procure insurance to protect them against effects of a disaster.

Learning Outcomes

Upon the successful completion of the course, students will be able to

- Explain the importance of disaster mitigation and disaster preparedness
- Describe how a community-based action plan for disaster management can be actively implemented

COURSE CONTENTS:

UNIT – 1

9

Disaster Mitigation through Development: Disaster Mitigation: Basic Concepts, Structured and Non Structured Mitigation, Relationship between Disaster and Development, Sustainable Development for Disaster Mitigation.

UNIT – II

9

Inter-development Corporation for Disaster Mitigation: Coordination, Planning and Networking, Coordination with Civil Authorities including Community and NGOs representations NCC, NSS and Civil Defence, Armed and Para Military Forces, Concept of Trigger Mechanism, Prerequisites for Trigger Mechanism, Trigger Mechanism as a tool in Disaster Mitigation.

UNIT – III

9

Information and Communication in Disaster Mitigation: Information Technology and Disaster Mitigation, Role of database in Disaster Mitigation, GIS and GPS applications.

UNIT – IV

9

Forestry for Disaster Mitigation: Existing Forest Scenario, Pressure on Forest & Forest Degradation, Deforestation, Environmental Degradation and Disasters, Insurance in Disaster Mitigation, Life Insurance, Structure Damage insurance, Crop/Cattle Insurance, Re-insurance.

UNIT V

9

Disaster Management in India: 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.

TOTAL: 45 HOURS

REFERENCES:

1. Carter, W.N. Disaster Management: A Disaster Manager's Handbook, Asian Development Bank, Manila, 1992.
2. UNDRO, Managing Natural Disasters - A Manual for Policy Makers and Planners, New York, 1991.
3. Sharma, V.K. (ed): Disaster Management, Indian Institute of Public Administration, New Delhi, 1995.
4. Report of the High Powered Committee (HPC) on Disaster management, NCDM, New Delhi, 2001.
5. National Disaster Response Plan, NCDM, New Delhi, 2001.

MS15K6

AGENCIES IN DISASTER MANAGEMENT

3 0 0 3

COURSE CONTENTS

Disaster management is a complex process involving international, national and local organisations each with a distinct role to play. To respond to disaster situations a coordinated effort is required.

Learning outcomes

Upon the successful completion of the course, students will be able to

- Describe the lives of vulnerable people by mobilizing the power of humanity.
- Explain the role of various government and non government agencies in managing the disaster
- Create new cases related with the agencies and their role in Disaster Management

COURSE CONTENTSS:

UNIT-I

9

International Agencies: United Nations and its specialized agencies like UNDP, FAO, WHO AEC (Atomic Energy Commission), United Nations Disaster Management Cell, New Delhi. International Federation of Red Cross and Red Crescent Societies (IFRC) and National Red Cross/Red Crescent Societies.

UNIT-II

9

National Agencies: National Disaster Management Authority (NDMA), National Institute of Disaster Management,(NIDM),

UNIT-III

9

Indian Red Cross Society, Planning Commission, National Civil Defense Organization, Bharat Scouts and Guides. Military and Para-Military Forces; Corporate Bodies etc.

UNIT-IV

9

State and District Level Agencies: Disaster Management cells at state level and District level, District Magistrate office, Role and Responsibilities of DM in prevention, preparedness, mitigation, relief and rehabilitation; local bodies and role of different functionaries-

UNIT-V**9**

Civil Society Agencies: NGOs, Religious and Cultural Organizations, Community based organizations, political parties and their affiliates, Philanthropic organizations, Recent case studies on the role played by various civil society organizations during disasters.

TOTAL: 45 HOURS**REFERENCE:**

1. Disaster Management in India - A Status Report. National Disaster Management Division, Ministry of Home Affairs, Govt. of India, 2004.
2. Mathur, G.C. Housing in Disaster prone areas, National Building Organization and U.N. Regional Centre. ESCAP, New Delhi,