

Course : MBA (Banking and Finance) / Education Mgt./Hospital Management/International Business/Project Management/Tourism/Human Resource Management/Retail Management/Logistics Management /Technology Management/Corporate Management/Marketing Management/Financial Management/System Management / Production and Operations Management/Corporate Secretaryship

Pattern : Semester System
 Mode : Distance Education
 Duration : Two years
 Eligibility : Any degree from a recognized University
 Medium : English

COURSE OF STUDY & SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
I SEMESTER		
1.1	Management – Principles and Practices	100
1.2	Organizational Behaviour	100
1.3	Managerial Economics	100
1.4	Quantitative Techniques	100
1.5	Financial and Management Accounting	100
II SEMESTER		
2.1	Research Methods	100
2.2	Business Environment	100
2.3	Business Laws	100
2.4	Management Information System	100
2.5	Human Resource Management	100
III SEMESTER		
3.1	Marketing Management	100
3.2	Financial Management	100

Note : The above mentioned papers are common to all MBA programmes

1.1: MANAGEMENT – PRINCIPLES AND PRACTICES

UNIT 1

Management: Definition – Nature – Scope and Functions – Evolution of Management thought – Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker- Universality of Management - Relevance of management to different types of organization.

UNIT 2

Planning and Decision Making: Nature, importance and planning process – Planning premises – Components of planning as Vision, Mission, Objectives, Goals, Policies, Strategies, Procedures, Methods, Rules, Projects and Budgets – Decision-making – Meaning – Types – Decision-making Process under Conditions of Certainty and Uncertainty.

UNIT 3

Organizing: Nature, purpose and kinds of organization – Structure – Principles and theories of organization – Departmentalization – Span of control – Line and staff functions – Authority and responsibility – Centralization and decentralization – Delegation of authority – Committees – Informal organization.

UNIT 4

Staffing and Directing: General Principles of Staffing- Importance and techniques of Directing- Motivation – Meaning – Importance – Theories: Maslow, Herzberg, McGregor (X&Y), Ouchi (Z), Vroom, Porter-Lawler, McClelland and Adam- – Communication: Meaning – Types – Process – Barriers; Leadership: Significance, Types Styles and Theories- Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid.

UNIT 5

Coordination and Controlling: Coordination: Concept, Need and techniques; Controlling: Objectives and Process of control – Devices of control – Integrated control – Special control techniques.

UNIT 6

New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

REFERENCES

1. Stoner, et-al, *Management*, Prentice Hall, 1989.
2. Koontz and O'Donnell, *Management: A Systems Approach*, McGraw Hill, 1990
3. Wehrich and Koontz, *Management: A Global Perspective*, McGraw Hill, 1988
4. Peter F. Drucker, *Management*, 2008.
5. Gene Burton and Manab Thakur, *Management Today: Principles and Practice*, Tata McGraw Hill.
6. [Ricky W. Griffin](#), *Management*, South-Western College Publications, 2010
7. Stephen P. Robbins and Mary Coulter, *Management*, 9th Edition, 2006.
8. Kaplan [and Norton](#), *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*, HBP, 2000.

1.2: ORGANISATIONAL BEHAVIOUR

UNIT 1

Organizational Behaviour: Meaning – Elements – Need – Approaches – Models – Global scenario; Individual Behaviour: Personality & Attitudes- Development of personality - Nature and dimensions of attitude - Organizational Commitment – Learning – Attitudes – Perception – Motivation – Ability – Their relevance to organizational behavior.

UNIT 2

Group Behaviour: Theories of Group Formation - Formal Organization and Informal Groups and their interaction- Importance of teams - Formation of teams - Team Work- Group dynamics – Group norms – Group cohesiveness – Their relevance to organizational behavior.

UNIT 3

Organizational Power and Politics: Organizational Power: Definition, Types of powers, Sources and Characteristics – Effective use of power- Organizational Politics: Factors and Impact.

UNIT 4

Organizational Stress and Conflict Management: Stress Management: Meaning – Types – Sources – Consequences – Management of stress- Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

UNIT 5

Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Organizational Culture – Meaning, significance – Organizational Climate – Implications on organizational behavior.

UNIT 6

Organizational Change and Development: Organizational Change: Meaning, Nature and Causes of organizational change – Resistance to change – Management of change- Organizational Development: Meaning, Nature and scope of OD – OD Interventions- Challenges to OD- Learning Organizations.

REFERENCES

1. Fred Luthans, *Organizational Behaviour*, McGraw-Hill/Irwin, 2006.
2. Stephen P. Robbins, *Organizational Behaviour*, Prentice Hall; 2010
3. Keith Davis, *Organizational Behavior: Human Behavior at Work*, McGraw Hill, 2010
4. Griffin and Moorhead, *Organizational Behavior: Managing People and Organizations*, 2006.
5. Judith R. Gordon, *Organizational Behavior: A Diagnostic*, Prentice Hall, 2001.
6. K.Aswathappa, *Organizational Behaviour*, Himalaya Publishing, Mumbai, 2010
7. Judith R. Gordon, *A Diagnostic Approach to Organisational Behaviour*, Allyn & Bacon, 1993.

1.3: MANAGERIAL ECONOMICS

UNIT 1

Economics & Business Decisions: Meaning, nature and scope of Managerial Economics– Relationship between Economic theory and Managerial Economics –Role of Managerial Economics in Business Decisions.

UNIT 2

Demand and Supply Analysis: Meaning, types and determinants of demand- Elasticity of Demand: Types, Measures and Role in Business Decisions- Determinants of supply- Elasticity of Supply- Measures.

UNIT 3

Cost, Return and Production Function: Cost function and cost output relationship – Economics and Diseconomies of scale – Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Cobb-Douglas and other Production Functions.

UNIT 4

Pricing Functions: - Pricing and output decisions under different competitive conditions – New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing – Price discrimination – Price discount and differentials.

UNIT 5

Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting – Profit maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

UNIT 6

Macro-economic Factors: Business cycle –Phases and Business Decision-Factors causing Inflation and Deflation- Control measures – Balance of payment Trend and its implications in managerial decision- National Income: Measures and Sectoral and Population distribution- Utility for Business Decision making.

REFERENCES

1. Dominick Salvatore, *Managerial Economics in a Global Economy*, Oxford University Press, 2011.
2. Ivan Png and Dale Lehman, *Managerial Economics*, Wiley-Blackwell, 2007.
3. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
4. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
5. Mehta P L, *Managerial Economics*, Sultan Chand and Sons.
6. Joel Dean, *Managerial Economics*, Prentice-Hall.
7. Rangarajan L, *Principles of Macro Economics*, Tata McGraw-Hill.

1.4: QUANTITATIVE TECHNIQUES

UNIT 1

Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development – Concept of trade off – Notion of constants – Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior –Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Marginal Cost and Marginal Revenue – Decisions on Minimizing Costs and Maximizing output/profits.

UNIT 2

Linear Programming: Introduction to the linear programming – Concepts of optimization – Formulation of different types of linear programming – Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making

UNIT 3

Special Algorithms of LPP: Transportation Algorithm: Balanced and Unbalanced Problem Formulation and solving methods – North West Corner, Vogel's Approximation- MODI method- Assignment and Travelling Executive Algorithms

UNIT 4

Probability: Introduction to the Concept of probability – Concept of events – Probability of events – Joint, conditional and marginal probabilities- Probability distributions: Binomial, Poisson and Normal – Features and Applications.

UNIT 5

Simulation & Queuing: Introduction to simulation as an aid to decision-making- Inventory, Cash, Project and Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.

UNIT 6

Decision Theory: Introduction to Decision Theory: Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – Decision Tree approach to choose optimal course of action – Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

REFERENCES

1. David R. Anderson, et al, *An Introduction to Management Science: Quantitative Approaches to Decision Making*, Cengage Learning, 2008.
2. Lucey, *Quantitative Techniques* Cengage Learning Business Press, 2002
3. Sharma, *Operations Research: Theory and Applications*.
4. Richard I Levin, & C. Atkinson Kirkpatrick, *Quantitative Approaches to Management*, McGraw-Hill.
5. K. Gupta and D.S. Hira, *Operations Research*.
6. Srivastava, Shenoy and Sharma, *Quantitative Techniques for Managerial Decision-making*, New Age International, 2006.
7. N.D. Vohra, *Quantitative Techniques in Management*, Tata McGraw-Hill Education.
8. V.K. Kapoor, *Operations Research*.
9. Dharani Venkatakrishnan, *Operations Research: Principles and Problems*.
10. Hamdy A. Taha, *Operations Research: An Introduction*, Prentice Hall, 2002.

1.5: FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT 1

Accounting: Definition – Accounting for historical function and managerial function – Scope of accounting – Financial accounting and Management accounting – Managerial uses – Differences- Financial Accounting concepts – Conventions – Principles – Accounting standards.

UNIT 2

Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books – Errors and rectification – Preparation of trial balance and final accounts- Accounting from incomplete records – Statements of affairs methods – Conversion method – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records.

UNIT 3

Financial Statement Analysis: Financial statements – Nature of financial statements – Limitations of financial statements – Analysis of interpretation – Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements; Ratio Analysis: Types – Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios – Construction of Profit and Loss Account and Balance Sheet with ratios and relevant figures.

UNIT 4

Fund and Cash Flow: Fund Flow Statements: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Managerial uses and limitation of fund flow statement- Cash Flow Statement: Need – Meaning – Preparation of cash flow statement – Managerial uses of cash flow statement – Limitations – Differences between fund flow and cash flow analysis.

UNIT 5

Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets –Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.

UNIT 6

Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

1. Arulanandam & K.S. Raman, *Advanced Accounting*, Himalaya Publishing House.
2. Gupta & Radhasamy, *Advanced Accounting*, Sultan Chand & Sons.
3. Shukla & T.S. Grewal, *Advanced Accounting*, S.Chand &Company.
4. Jain & Narang, *Advanced Cost Accounting*, Kalyani. Publications.
5. Ravi M. Kishore, *Cost Management*, Taxman Publications
6. S.N. Maheswari, *Management Accounting & Financial Accounting*, Vikas Publishers.
7. Manmohan & Goyal, *Principles of Management Accounting*, Shakithabhavan Publication.
8. N. K. Prasad, *Advanced Cost Accounting*, Book Syndicate Pvt. Ltd., Calcutta.
9. Andrew A Haried, *Advanced Accounting*, Atlantic Publishers.
10. Hoyle, *Advanced Accounting*, McGraw Hill.

2.1 RESEARCH METHODS

UNIT 1

Meaning, Types and Process of Research: Meaning – Purpose – Types of Research – Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches – Significance of research in social sciences – Process of research – Meaning – Scientific method – Induction and deduction.

UNIT 2

Planning Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business and economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design.

UNIT 3

Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – Methods of sampling – Probability and non-probability sampling methods – Sample size – Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.

UNIT 4

Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques – Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview – Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire – Schedules vis-a-vis Questionnaires – Scaling techniques: Meaning, Importance, Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.

UNIT 5

Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multivariate analyses- Test of Hypothesis: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table – Concept and Types of Non-parametric Tests- Mann Whitney Test- The process of interpretation of Test Results– Guidelines for making valid interpretation.

UNIT 6

Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.

REFERENCES

1. John W Best & James V. Kahn *Research in Education*, Allyn and Bacon, 2009
2. Anderson et-al, *Thesis and Assignment Writing*, Wiley, New Delhi, 1989.
3. William Josiah Goode and Paul K. Hatt, *Methods of Social Research*, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, *Methods and Techniques of Social Research*, 2003, HPH.
5. Earl R. BabbieRobert, *The Practice of Social Research*, Cengage Learning, 2010.
6. B. Burns & A. Burns, *Business Research Methods and Statistics Using SPSS*, Sage Publications, 2008.
7. Krishnaswami and Ranganatham, *Research Methodology in social Sciences*, HPH, Mumbai
8. Bryman & Bell: *Business Research Methods*, OUP.
9. Pauline V Young, *Scientific Social Surveys and Research*, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, *Research Methodology: Methods and Techniques*, 2009

2.2: BUSINESS ENVIRONMENT

UNIT 1

Business Environment: Dynamic factors of environment – Importance of scanning the environment – Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.

UNIT 2

Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth- Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions- Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector.

UNIT 3

Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business opportunities- Monetary System and Business capital: Quantum, Types, Risk and Cost- Role of Banks; Role of Financial Institutions- Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.

UNIT 4

Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business opportunity- Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology.

UNIT 5

Legal and Ecological Environment: Legal Environment as the all enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses- Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.

UNIT 6

New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth – Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

REFERENCES

1. Brooks, Weatherston, Wilkinson, *International Business Environment*, Pearson, 2010.
2. Steiner & Steiner, *Business, Government and Society: A Managerial Perspective*, McGraw-Hill, 2008.
3. Mohinder Kumar Sharma, *Business Environment in India*, South Asia Books.
4. Adhikary M, *Economic Environment of Business*, Sultan Chand & Sons.
5. Amarchand D, *Government and Business*, TMH.
6. Francis Cherunilam, *Business Environment and Development*, Himalaya Publishing House, 2008.
7. Maheswari & Gupta, *Government, Business and Society*.

2.3: BUSINESS LAWS

UNIT 1

Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature of contract – Performance of contract – Discharge of contract - Remedies for breach of contract – Quasi contracts.

UNIT 2

Special Contracts: Indemnity and Guarantee – Bailment and Pledge – Law of Agency.

UNIT 3

Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract – Rights of an unpaid seller.

Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007

UNIT 4

Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties– Material alteration.

Law of Insurance: Features of Contracts of Insurance – Fundamental Principles of Life Insurance, Fire Insurance and Marine Insurance.

UNIT 5

Indian Partnership Act, 1932: Meaning and test of partnership – Registration of firms – Relations of partners – Dissolution of firms.

UNIT 6

Companies Act 1956: Nature and kinds of companies – Formation of a Company – Management of companies –Meetings- Types- Requirements - Protection of minority interest- Methods of Winding-up

REFERENCES

1. M.S.Pandit and Shobha Pandit, *Business Law*, Himalaya Publishing House, Mumbai, 2010.
2. Pathak, *Legal Aspects of Business*, TMH, 2009.
3. N.D. Kapoor, *Mercantile Law*, Sultan Chand & Sons, New Delhi.
4. M.C. Shukla, *Mercantile Law*, S. Chand & Co., New Delhi.
5. Relevant *Bare Acts*.
6. Balachandran and Thothadri, *business Law*, TMH, 2010

2.4: MANAGEMENT INFORMATION SYSTEM

UNIT 1

Concept of Management Information System: Concepts of Information System and Management information systems- Information System design and development-Implementation testing and conversion- Evolution and element of MIS – Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.

UNIT 2

MIS and Decision support System (DSS): MIS Vs data processing – MIS and decision support system – MIS and information resource management – MIS and Operations Research- Executive information and decision support systems – Artificial intelligence and expert system – MIS in Indian organizations – Recent developments in information technology.

UNIT 3

Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video – Communication Channels – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS.

UNIT 4

Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.

UNIT 5

Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications – Enterprise resource planning systems

(ERP Systems) – Inter-organizational information systems – Value added networks – Networking.

UNIT 6

Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI)- Applications of internet and website management.

REFERENCES

1. James O'Brien & George Marakas, *Management Information Systems*, McGraw Hill, 2011.
2. Kenneth Laudon & Jane Laudon, *Essentials of MIS*, Prentice Hall, 2010.
3. Lisa Miller, *MIS Cases: Decision Making with Application Software*, Prentice Hall, 2008.
4. David M. Kroenke, *Experiencing MIS*, Prentice Hall, 2011.
5. Kenneth C. Laudon, *MIS: Managing the Digital Firm*, Prentice Hall, 2005.
6. Sadogopan S, *Management Information Systems*, 2001PHI.
7. Murdie and Ross, *Management Information Systems*, Prentice Hall.
8. Henri C. Lucas, *Information Systems Concepts for Management*, McGraw Hill, 1994.
9. Stephen Haag, *Management Information Systems*, 2008.

2.5: HUMAN RESOURCE MANAGEMENT

UNIT 1:

Introduction to Human Resource Management: Definition – Objectives and functions – Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management -- Approaches to Human Resource Management

UNIT 2

Human Resource Planning: Personnel Policy - Characteristics – HR Planning: Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.

UNIT 3

Recruitment and Selection Process: Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process- Placement and Induction – Training and Development: Need Assessment- Training methods for Operatives and Supervisors - Executive development: Need and Programs.

UNIT 4

Employee Compensation and Retention: Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems- Sweat Equity- Job evaluation systems –Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences- Employee Retention: Need and Programs.

UNIT 5

Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations – Trade Unions – Multiplicity of Trade Unions – Workers Participation in Management- Separation: Need and Methods.

UNIT 6

Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

REFERENCES

1. Mathis and Jackson, *Human Resource Management*, South-Western College, 2004.
2. Nkomo, Fottler and McAfee, *Human Resource Management*, South-Western College, 2007.
3. R. Wayne Mondy, *Human Resource Management*, Prentice Hall, 2011.
4. Venkataraman & Srivastava, *Personnel Management & Human Resources*
5. Arun Monappa, *Industrial Relations*
6. Yodder & Standohar, *Personnel Management & Industrial Relations*
7. Edwin B. Flippo, *Personnel Management*, McGraw-Hill, 1984
8. Pigors and Myers, *Personnel Administration*
9. R.S. Dwivedi, *Manpower Management*
10. Lynton & Pareek, *Training and Development*, Vistaar Publications, 1990.

3.1: MARKETING MANAGEMENT

UNIT 1

Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing – Marketing segmentation – Meaning – Bases for segmentation, benefits – Systems approach – Features of industrial, consumer and services marketing- Marketing Environment: External factor – Demographic factors – Internal factors – Marketing mix – Four P's in marketing.

UNIT 2

Consumer Behaviour and Marketing Research: Meaning and importance – Consumer buying process – Determinants and theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing- Marketing Research: Meaning – Objectives – Procedure.

UNIT 3

Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product life cycles – Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.

UNIT 4

Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing – Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle.

UNIT 5

Physical Distribution Mix: Distribution channel policy – Logistics Decisions- Channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.

UNIT 6

Promotional Mix: Personal selling Vs impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance – Advertising – Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.

REFERENCES

1. Etzel, Walker and Stanton, *Fundamentals of Marketing*, McGraw Hill, 2004
2. Philip Kotler & Gary Armstrong, *Principles of Marketing*, Prentice Hall, 2010.
3. Jerome Mccarthy, *Basic Marketing*, Richard D. Irwin.
4. Cundiff, Still & Govani, *Fundamentals of Modern Marketing*, Prentice Hall.
5. Memoria & Joshi, *Fundamental of Marketing*.
6. Paul Peter and James Donnelly Jr, *Marketing Management*, McGraw-Hill, 2010.
7. William O. Bearden, *Marketing: Principles & Perspectives*, McGraw-Hill, 2006.
8. William Arens, et al, *Contemporary Advertising*, McGraw-Hill, 2008.

3.2: FINANCIAL MANAGEMENT

UNIT 1

Financial Management: Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Investment Function: Meaning and scope – Financing Function: Meaning and scope – Dividend function – Risk return trade off – Financial planning- Global financial environment- Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.

UNIT 2

Long-term Capital Resources: Equity and debt sources – Equity share, preference shares and debentures as sources of long-term capital – Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in Financing decision areas-

UNIT 3

Cost of Capital and Determinants of capital structure: Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning – Weighted average cost: Computation of overall cost of capital- Tax and cost of capital- Capital structure: Concept and Types- Optimum capital structure – Theories of capital structure –Net income and net operative income theories – M.M. theory – Traditional theory – Their assumptions – Significance and limitations – Financial leverage operating leverage – Combined leverage – EBIT –EPS Analysis- Tax, Capital structure and Value nexus.

UNIT 4

Capital budgeting: Meaning, Nature and Types of Capital investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques- Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures- Tax considerations in Investment decisions Cost of capital and Investment Decisions- Leasing Vs. Investment: Evaluation and Tax implications.

UNIT 5

Working Capital: Concept and types – Determinants – Financing approaches – Conservative – Aggressive and hedging approaches – Sources of working capital finance – Working capital financing by commercial banks – Types of assistance – Inventory Management under conditions of certainty and uncertainty- Credit Management and evaluation alternative credit variables- Cash and liquidity management: Methods and Functions- Tax considerations in Remittances and Purchases.

UNIT 6

Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. theory – Assumptions – Limitations – Dividend Policy: Different policies and practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

REFERENCES

1. Brigham and Ehrhardt, *Financial Management: Theory & Practice*, Thomson ONE, 2010
2. Brigham and Houston, *Fundamentals of Financial Management*, Thomson ONE, 2009.
3. Van Horne: *Fundamentals of Financial Management*, Prentice Hall, 2008
4. Jeff Madura, *International Financial Management*, South-Western College Pub., 2010
5. Prasanna Chandra, *Financial Management*, McGraw Hill, 2008.
6. Khan and Jain, *Financial Management*, Tata McGrawHill, 2009
7. Pandey I M, *Financial Management*, Vikas Publishers, 2007.

Course : **MBA (Banking and Finance)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : Any degree from a recognized University (10+2+3)
Medium : English

COURSE OF STUDY & SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Banking Law and Practice	100
3.4	Central Banking and Monetary Management	100
3.5	International Banking and Foreign Exchange	100
IV SEMESTER		
4.1	Computers and Banking	100
4.2	Investment Analysis and Portfolio Management	100
4.3	Project Finance	100
4.4	Mutual Fund Management	100
4.5	Merchant Banking	100
	Total	2000

3.3: BANKING LAW AND PRACTICE

UNIT 1

Banking – Definition – Functions of commercial banks – Commercial banks and economic development – Indian commercial banking system – Nationalisation.

UNIT 2

Relationship between banker and customer – Definition of a customer – Debtor and Creditor relationship – Banker as trustee – Obligations of a banker: Obligation to honour cheques, and to maintain secrecy of accounts – Bankers' Rights: Right of lien, Set off, Appropriation and to charge interest and incidental charges.

UNIT 3

Customers' accounts with the banker: NRI deposits – Fixed deposit/unfixed accounts, Savings bank accounts, Recurring deposit accounts and Current accounts – Opening, operation and closing of such accounts – Legal aspects of entries in the pass book.

UNIT 4

Management of bank funds – Factors determining cash reserves of banks – Principles of sound lending – Collection of credit information – Different types of borrowers such as individuals, joint account holders, limited companies, partnership firms, trustees, local authorities and co-operative societies.

UNIT 5

Different types of securities – their suitability or otherwise as banking cover – different methods of charging them – precautionary measures to be taken in respect of advances against goods, documents of title to goods, stock exchange securities, life policies, real estate, FDR and book debts – Documentation in respect of various types of borrowers and securities.

UNIT 6

Negotiable Instruments - Definition – Essential features – Distinguishing features of cheque, bill and promissory note – Holder and holder in due course – Payment in due course.

Endorsment – definition – Kinds of endorsement – Crossing – Types – Paying banker – Points to be considered before passing a cheque for payment – statutory protection - Collecting banker – Duties – Statutory protection.

REFERENCE

1. M.L. Tannan, *Banking Law and Practice in India*, Thacker & Co.Ltd., Bombay.
2. Varshney and Sundaram, *Banking Theory, Law and Practice*, Sultan Chand & Sons, New Delhi.
3. M. Radhaswami and S.V. Vasudevan, *A Textbook of Banking*, S.Chand & Company Ltd., New Delhi.

3.4: CENTRAL BANKING AND MONETARY MANAGEMENT

UNIT 1

Money Market – Meaning – Composition of the money market – Characteristics of developed and underdeveloped money market – The Indian money market.

UNIT 2

Central Banking – Evolution – Definition – Characteristics of a central bank – Functions of a central bank : Central bank as bank of issue, government's banker, agent and adviser, custodian of cash reserves of the commercial banks, Bank of rediscount and lender of last resort and custodian of the nation's foreign exchange reserves.

UNIT 3

Creation of credit by commercial banks – Central bank as the controller of credit – Quantitative weapons of credit control: Bank Rate, OMOs and VCRR – Qualitative weapons of credit control: Margin requirements, consumer credit regulation, credit rationing, control through directives and moral suasion – Role of central bank in a developing economy.

UNIT 4

Monetary policy – Objectives: Exchange rate stability, Price stability, Neutrality of money, Full employment and economic growth – Choosing between conflicting objectives – Efficacy of monetary policy.

UNIT 5

The Reserve Bank of India – Evolution – Organisation: – Central Board, local boards and departments in the central office – RBI as currency authority – RBI as banker to the government – RBI's supervision over commercial banks – Licensing of banks – Regulations relating to capital, Reserves and liquid assets – Inspection of banks – Control over methods of operation and management – Training of banking personnel and banking education – Deposit insurance.

UNIT 6

Monetary policy of the RBI – Objectives – RBI's instruments of general credit control: Bank Rate, Reserve requirements and OMOs, RBI's direct credit regulation – Regulation of non-banking institutions – Credit planning in India.

Promotional functions of the RBI : RBI and rural credit – RBI and industrial finance – RBI and export credit – RBI and exchange control.

REFERENCE

1. D.M. Mithani, *Money, Banking, International Trade and Public Finance*, Himalaya Publishing House, Bombay
2. M.Radhaswami & S.V. Vasudevan, *A Textbook of Banking*, S.Chand, New Delhi, Reserve Bank of India, *RBI: Functions and Working*, RBI Publications.

3.5: INTERNATIONAL BANKING AND FOREIGN EXCHANGE

UNIT 1

Meaning of Foreign Exchange – Administration of foreign exchange – Functions of a foreign exchange department – Foreign currency accounts: Nostro Account and Vostro Account.

UNIT 2

Foreign Exchange Transactions: Spot and forward deals for the purchase of sale of foreign currencies – Selection of buying and selling rates and calculation of appropriate forward rates – Causes of fluctuations in exchange rates – Effects – Liberalised Exchange Rate Mechanism (LERMS) – Full convertibility of currency – Unified Exchange Rate System (UERS) – Full convertibility – SWIFT.

UNIT 3

Exchange Control: Objectives – Methods – Exchange control regulations relating to exports and imports – Foreign Exchange Management Act, 1999 – India's foreign exchange problems – India's recent foreign trade policy.

UNIT 4

Methods of International Payments: Instruments issued by correspondent banks – Foreign traveller's cheques – Foreign inward remittance payment system – Methods of settling debts in international trade – Letter of Credit: Meaning – Features – Mechanism – Types – Advantages – Responsibilities and liabilities of parties – Uniform customs and practice for documentary credits.

UNIT 5

Financing Foreign Trade: Financing exports – Packing credit advances – Purchase and negotiation of bills – Collection of export bills – Advance against bills

under collection – Incentives – Financing deferred payment and turnkey projects – Other services to exporters.

UNIT 6

Financing of Imports: Opening a letter of credit – Payment of import bills – Import trust receipt – Deferred payment imports – Loan syndication – EXIM bank – Export Credit Guarantee Corporation of India.

REFERENCES

1. Chatterjee AK, *Principles of Foreign Exchange*, Vol.I & II, Himalaya Publishing House Mumbai.
2. Jeevanandam C, *Foreign Exchange – Practice, Concepts and Control*, Sultan Chand & Sons, New Delhi.
3. Andley KK & Mattoo VJ, *Foreign Exchange: Principles and Practice*, Sultan Chand & Sons, New Delhi.

4.1: COMPUTERS AND BANKING

UNIT 1

Introduction to Computers: What is a computer? Brief history of computers – Early computers – Generations of computers – Uses of computers.

UNIT 2

Data Representation: Simple computer system – Basic concepts of data processing – Binary number system – Octal and hexadecimal – Representation of non-numeric data.

UNIT 3

Hardware: Anatomy of computer – CPU – Main memory – Peripheral controllers – Peripherals.

UNIT 4

Software: Need for software – What is software? Types of software – Software relevant to banking – Systems software – Operating systems – Language translators – Programming languages.

UNIT 5

Computerisation in Banks: Stand alone – Computer system – LAN – Local processing with batch updates – ATMs – Home banking – EFT – MICR.

UNIT 6

Internet and Intranet : Inter branch reconciliation – Security considerations – Accidental damage, Power failures and malicious damage – Operational problems.

REFERENCES

1. Bajwa K S, *Bank Mechanisation*, Skylark Publication.
2. Srivastava, *Computer Applications in Banks*, BTC, RBI.
3. Sanjay Soni & Vinayak Aggarwal, *Computers and Banking*, Sultan Chand & Sons.

4.2: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT 1

Investment: Concepts and goals – Types of investment – Financial – Real business – Personal – Institutional – Comparison of investments, speculation, gambling – Hedging – Concepts of portfolio and portfolio management – Goals – Risk and return trade off – Financial investment avenues – Fixed income – Varying income securities.

UNIT 2

Investment Analysis: Aspects of analysis – Analysis – Return analysis – Concepts, measures and computation of return of individual security and portfolio – Risk analysis – Concepts, types, measure, computation of risk of individual security and portfolio – Valuation analysis – Share valuation – Bond value – Price earnings analysis.

UNIT 3

Approaches to Investment Analysis: Fundamental analysis – Concept and components – Tools of economy, industry and company analysis – Technical analysis – Concept and tools – Assumption – Theories – Dow theory – Contrary opinion – The confidence index, breadth of market and strength analysis – Moving average analysis – Chart patterns.

UNIT 4

Portfolio Construction and Choice: Markowitz diversification – Efficient frontier – Risk-return indifferent curves – Portfolio choice – Single and two factorial models – Lagrange multiplier method.

UNIT 5

Capital Asset Pricing Model: Assumptions and application – Capital market line and security market line – Efficient market hypotheses – The weakly efficient, semi strongly efficient and strongly efficient market forms – Random-Walk theory.

UNIT 6

Portfolio Performance: Measures – Sharpe, Treynor and Jensen – Portfolio audit and portfolio revision – Need and methods – Formula plans.

REFERENCE

1. Francis J.C, *Investment*.
2. Francis J.C, *Management of Investments*.

4.3: PROJECT FINANCE

UNIT 1

What is a project? – Stages in a project cycle: Project identification, formulation, evaluation and implementation – Role of consultants in project management.

UNIT 2

Sources of finance for a project: Public issue of shares, debentures, public deposits, leasing, internal generation of funds, commercial papers, global depository receipts, borrowings from banks and FIs – Venture capital – Innovative instruments in the capital market.

UNIT 3

Project financing – Estimating the total capital requirements – Factors determining the fixed capital and working capital – Judicious financing plan – Capital gearing – Matching of requirements with available financial assistance from various sources.

UNIT 4

Process of lending for a project – Pre-sanction appraisal – Appraisal of managerial and technical aspects: Evaluation of managerial skills, past records, management and working of other group companies evaluation of appropriate technology, availability of raw materials and utilities and safeguards against pollution, effluent disposal/treatment.

UNIT 5

Project appraisal – Evaluation of commercial aspects: Estimation of demand supply gap, distribution channels and selling arrangements – Evaluation of financial aspects: Debt equity ratio, current ratio, debt service coverage ratio, return on investment, security margin, internal rate of return and breakeven analysis.

UNIT 6

Project appraisal – Economic analysis: Economies of scale, employment generation, social cost benefit analysis, contribution to government revenue, political stability, priority and evaluation of international competitiveness.

Project monitoring – Post sanction supervision and follow up – How to improve recovery? Industrial sickness: Warning signals and causes – Rehabilitation of a sick industrial unit – Role of the board for industrial and financial reconstruction (BIFR)

REFERENCE

1. B.B. Goel, *Project Management: A Development Perspective*, Deep and Deep Publications, New Delhi
2. A.K. Sengupta, *Bank Credit to Industry*, Skylark Publications, New Delhi.
3. Prasanna Chandra, *Projects Preparations, Appraisal, Budgeting and Implementation*, Tata McGraw Hill, New Delhi.

4.4: MUTUAL FUND MANAGEMENT

UNIT 1

Mutual Fund: Concept – Genesis – Classification of mutual fund schemes – Portfolio classification – Operational classification – Advantages of investing in mutual funds – Role of mutual funds in the development of capital market and the economy.

UNIT 2

Constitution and Organisation of Mutual Funds: Sponsors – Trustees – Duties and responsibilities of trustees – Trust Deed – Custodians – Asset Management Company – Functions of an AMC.

UNIT 3

Operational Activities of Mutual Fund: Designing, Launching and marketing and scheme – Portfolio management – Investment strategies.

UNIT 4

Regulation of Mutual Funds: Securities Exchange Board of India SEBI (MF) Regulations – Accounting norms – Revenue account – Balance sheet – Disclosure norms – Net Asset Value (NAV) – Valuation system for NAV – Pricing of units and NAV.

UNIT 5

Mutual Funds in India: Public sector mutual funds – Private sector mutual funds – Performance of such funds.

UNIT 6

The UTI: Origin – Objectives – Schemes of the UTI – US 64 Imbroglio – Present status of UTI – Challenges for mutual funds in India in the liberalized environment.

REFERENCES

1. Lalit K Bansal, *Mutual Funds: Management and Working*.
2. Machiraju H R, *Merchant Banking: Principles and Practice*.

4.5: MERCHANT BANKING

UNIT 1

Merchant Banking: Meaning – Importance – Activities of a merchant banker – Project counseling – Loan syndication – Management of public issues – Underwriting, bankers to issue and other services – Growth of merchant banking in India – Role of the SEBI in regulating merchant banking industry – Role of NSE and OTCEI.

UNIT 2

Project related activities of a merchant banker: Corporate Counselling: Meaning – Problem areas of an enterprise – Organisational goals – Advisory role of a merchant banker – Loan Syndication: Meaning and scope – Steps in syndication.

UNIT 3

Capital Issue related activities of a merchant banker: Changing structure of Indian Capital Market – Management of pre-issue activities – Types and characteristics of corporate securities – Marketing of corporate securities – Steps to be taken by the issuing company and the lead manager – Underwriting.

UNIT 4

Management of post-issue activities – Processing of data – Reporting to SEBI – Undersubscription – Bridge loans – Allotment of shares – Listing of securities.

UNIT 5

Service oriented activities of a merchant banker: Mergers and Amalgamations: Meaning – Purpose – Types of mergers – Role of merchant bankers in mergers – Portfolio Management: Functions of portfolio managers – Explanation to risk – CAPM Approach to market operations.

UNIT 6

Miscellaneous activities of a merchant banker: Venture capital – Origin – Administration of venture capital fund – Mutual fund – Advantages – Classification of mutual funds – Factoring – Mechanism and types of factoring.

REFERENCES

1. Machiraju H R, *Merchant Banking: Principles and Practice*.
2. Dr. Verma J C, *Bharat's Manual of Merchant Banking*.

Course : **MBA (Education Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : Any degree from a recognised University
Medium : English

COURSE OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Laws Relating to Education	100
3.4	Curriculum Designing	100
3.5	Education Infrastructure	100
IV SEMESTER		
4.1	Education Institution Management	100
4.2	Institutional Linkage for Education Management	100
4.3	Marketing of Education Services	100
4.4	Quality in Education	100
4.5	Contemporary Issues in Education	100
Total		2000

3.3 : LAWS RELATING TO EDUCATION

UNIT 1

INDIAN TRUST ACT, 1882: Definitions - types of trusts – registration of trusts – characteristics of trusts – renewal of trusts – duties and liabilities of trustees – vacating the office of trust - rights and liabilities of beneficiaries – cancellation of trusts – tax exemptions.

UNIT 2

SOCIETIES REGISTRATION ACT, 1860: Definitions – registration of societies – submission of accounts – renewal – closure – cancellation of societies – offences and penalties.

UNIT 3

PRIVATE COLLEGES (REGULATION) ACT, 1976: Objectives – definitions – establishment of Private colleges – payment of grants – Management – obligations of managing committee – Government control of private colleges – accounts, audit, inspection and returns – offences and penalties.

UNIT 4

CONSUMER PROTECTION ACT, 1986: Definitions – consumer protection councils – structure, constitution, objects and jurisdiction – consumer redressal agencies – procedure for complaints – enforcement of orders of the council.

UNIT 5

EMPLOYEES' PROVIDENT FUND & MISCELLANEOUS PROVISIONS ACT, 1952: Objects – application – definitions – EPF schemes – contribution – determination and recovery – obligations of employers – offences and penalties.

UNIT 6

NEGOTIABLE INSTRUMENTS ACT, 1881: Definitions – characteristics of negotiable instruments – parties to an instrument – types of instruments – Negotiation – types- crossing – types – payment of crossed cheques – endorsement – features – types and effect.

REFERENCE :

1. Bare Act *Business Laws – one should know* , Nabhi Publications N.D. Kapoor , *Commercial & Industrial Law*

3.4 : CURRICULUM DESIGNING

UNIT 1

Curriculum – meaning - philosophical, sociological, and psychological bases of curriculum - principles of curriculum designing - curriculum as an instrument of national development

UNIT 2

Factors influencing curriculum construction such as national political, economic, cultural, social and intellectual aspects – systems approach to curriculum construction – curriculum as an output in the system.

UNIT 3

Curriculum planning – development of programmes, syllabi and textbooks, characteristics of a good curriculum and a good textbook – overcoming present drawbacks in curriculum construction.

UNIT 4

Curriculum implementation – curriculum as an input in the system – curriculum transaction strategies at higher education level – traditional and non-traditional strategies – group and individual methods of instruction – lecture, demonstrations, seminars, symposia, workshops, brainstorming, case analysis and team teaching – components effective curriculum transaction.

UNIT 5

Resources for curriculum transaction – instructional materials, library and electronic devices, audio-visual devices, the chalkboard, overhead projector, liquid crystal display projector, laboratory and field experience – using internet and computers for effective curriculum transaction.

UNIT 6

Curriculum evaluation – meaning of evaluation – objectives and methods of evaluation-measurement and evaluation in education-formative and summative evaluation tools of evaluation such as achievement test-psychological scales such as attitude scales, interest inventories, personality test-curriculum revision-need and principles to be adopted – curriculum designing and redesigning as continuous process.

REFERENCE :

1. Jenkins David and Shipman D. Martin, *Curriculum-Introduction*, Open Books Publication Ltd. 1976.
2. Joyce S. Choate, Lamoine J. Miller et al., *Assessing and Programming Basic Curriculum Skills*, Allyn and Bacon Inc. 1986.
3. Kaba, R.M. and Rishi Ram Singh, *Curriculum Construction and youth Development*, sterling publishers, New Delhi, 1987.
4. Mc Neil, J.D. *Curriculum: A comprehensive Evaluation*, Little Brown and Co. 1985.
5. NCTE, *National Curriculum for Primary and Secondary Education. A framework*, New Delhi, 1986.
6. Srivtsava, A.P. *Teaching and Learning in 21st century*, Indian Books Centre New Delhi, 1987.

3.5 : EDUCATION INFRASTRUCTURE

UNIT 1

Education Infrastructure : Meaning – Significance – Components – Macro – Micro Infrastructure – Its impact on academic / institutional development – Educational Infrastructure – Present scenerio.

UNIT 2

Funding for Infrastructure : Existing methods – Sources – Drawbacks – Additional sources – Alternative funding pattern.

UNIT 3

Buildings- Importance of buildings as education infrastructure - Types of Buildings – Laboratories – Class rooms – Seminar Hall – Auditoriums – Sports complex – Indoor Outdoor Gynasium – Swimming Pool – Their maintenance - Roads – Types of roads – Maintenance

UNIT 4

Electrical and Water supply – Importance of Electrical and Water Supply as Education Infrastructure - External Electrification – Internal Electrification – External water supply – Internal water supply- Drinking water – Purification - Distributions – Maintenance

UNIT 5

Telecommunications – Modern communication Technologies such as Internet – Internet – Edusat – Satelllite linkages – Establishment of Multimedia Labs – Maintenance.

UNIT 6

Macro infrastructure – National Highways – Airports – Ports –Its relevance and impact on Education – Development – Suggestive Model for Higher Education Complex.

REFERENCE:

1. Ansari , M.M. *Trends in Educational Expenditure among the Central and State Universities : An Analysis of Sources, Methods and Patterns of Resource Allocation*, New Delhi, AIU, 1990
2. Azad, J.L., *A critical Study of the Financing of Higher Education in India*, The Higher Learnig in India, Delhi, Vikas , 1974 : 51-77.
3. Barr, N, *Alternative funding resources for higher education*, Economic Journal, 103 (May): 718 – 728, 1993.
4. Ghosh, D.K., *University System in India*, Delhi, Rahul Publication, 1983.
5. Lumsden, Keith G., *Efficiency in Universities : The LaPaz Papers*, Amsterdam, Elsevier, 1974.

4.1: EDUCATION INSTITUTION MANAGEMENT

UNIT 1

Issues in Institution Management: Goal setting – Institution nurturing – Manpower grooming- Alliance with society – Planned development – Learning institution and environmental adaptation.

UNIT 2

Institutional Climate and Culture: Facts of institutional climate and culture – Factors influencing institutional climate and culture in our Education institution – Impact of these on institutional performance – Power and politics and their management.

UNIT 3

Change Management: Need for Change - Strategies for change management – Dealing with resistance to change- Planned obsolescence and change – Process and tools of change and development .

UNIT 4

Institutional Development: Organisation Development Intervention Strategies- Institutional Effectiveness: Nature and criteria – Management implications – Management of crisis – Management of growth.

Communication Management in Education institutions – Forms, Systems and other aspects– Online and Offline communication management.

UNIT 5

Activity Management: Managing student admissions – Planning, execution and control of the same – Managing conflicts with students and among students and among staff-members.

UNIT 6

Management of Examinations: Preparation for planning carrying out and control of conducting examination – Difficulties involved – Use of systematic appointments – Managing valuation of students' works – Managing result publication and dispatch of mark statement – Convocation.

Reference Books:

1. Robbins, *Organisation Behaviour*
2. Fred Luthans , *Organisation Behaviour*
3. AIU, *University News* (Various Issues)
4. Rajavel, N., *Management of Higher Educational Institutions*

4.2: INSTITUTIONAL LINKAGE FOR EDUCATION MANAGEMENT

UNIT 1

Higher Education in India: Higher education system – National Policy on higher education – Agencies of higher education – Institutions in the higher education system – Administrative structure of higher education – Types of higher educational institutions.

UNIT 2

Institutional Linkage-I : University Grants Commission (UGC): Objectives – Functions – Schemes – Department of Science and Technology (DST): Objectives – Functions – Projects and programmes – Schemes for funding – National Assessment and Accreditation Council (NAAC) – Objectives – Functions – Assessment and accreditation procedures – Quality indicators.

UNIT 3

Institutional Linkage-II : All India Council for Technical Education (AICTE): Objectives – Functions – Policies and programmes – National Council for Teacher Education (NCTE): Objectives – Functions – Organisation structure – Regional Committees – Constitutions, functions – Procedure for recognition of teacher education institutes.

UNIT 4

Institutional Linkage-III : Medical Council of India (MCI): Constitution – Objectives – Functions – Procedure for registration – Regulations relating to professional conduct – Indian Council of Medical Research (ICMR): Objectives – Functions – Indian Nursing Council: Constitution – Objectives – Powers – Registration – Dental Council of India (DCI): Organisation structure – Registration – Pharmacy Council of India (PCI): Objectives – Functions – Regulations – Registration.

UNIT 5

Institutional Linkage-IV : Rehabilitation Council of India (RCI): Programmes of RCI – Rehabilitation training programmes – Inspection and recognition of institutions – Indian Council of Social Science Research (ICSSR): Functions – Sponsored programmes – Financial assistance – Research project programmes – Indian Council of Agricultural Research (ICAR): Functions – Thrust areas – Council of Scientific and Industrial Research (CSIR): Objectives – Functions – Structure.

Institutional Linkage-V : Sports Authority of India (SAI): Objectives – Programmes – Incentives for promotion of sports – Bar Council of India (BCI): Functions – Powers – Functions of State Bar Council.

UNIT 6

Institutional Linkage-VI : UNESCO: Organisation structure – Functions – Commonwealth of Learning (COL): Purpose and functions – Governance – Services offered – IGNOU: Objectives – Features – Functions – Thrust areas – Distance Education Council (DEC): Objectives – Powers and functions – Assessment and accreditation.

REFERENCE :

1. Bare Acts, Policy Notes on Establishment of each Institution.
2. Annual Reports of Relevant Institutions.
3. University News , Relevant Websites.

4.3: MARKETING OF EDUCATION SERVICES

UNIT-1

Services Marketing: Concept – Significance – Salient features – Service Mission – The behaviour profile of the learners – Segmenting learners market – Services Mix: Product, Price, Place, Promotion, People, Process, Physical Evidence.

UNIT-2

Product Mix: Education product planning and development – Innovative education – Modification – Diversification and dropping – Life Cycle concept in education ventures.

UNIT-3

Price Mix: Fee structure in Education – Objectives and methods – Regulatory aspects – Place Mix: Service delivery – Methods of distribution – Franchising – Off-Campus arrangement – Logistics management – Role of IT in dealing with barrier of distance.

UNIT-4

Promotion and Communication Mix: Education promotional strategies – Advertisement and publicity – Sales promotion – Personal selling – Word of mouth.

UNIT-5

People in Education Service – Internal marketing – Processes – Student support services – Physical evidence in education service.

UNIT-6

Service quality – Service quality dimensions – Developing service quality – Quality assurance in education – Bench marking – Learner relationship marketing – Quality assurance in teaching – Internationalisation and Globalisation of education marketing – Intellectual Property Rights in education service.

REFERENCE:

1. Jha S.M, "Services Marketing", Himalaya Publishing, Mumbai, 1998.
2. Adrian Payne, "The Essence of Services Marketing", PHI, New Delhi, 2000.
3. Helen Woodruffe, "Services Marketing", Macmillan, Dehli, 1995.

4.4: QUALITY IN EDUCATION

UNIT 1

Quality in Higher Education: Quality related terminologies: Quality – Quality control – Quality assessment – Quality assurance – Need for quality in higher education – Factors influencing quality – Accountability: Impact of accountability and accreditation on stake-holders and society.

UNIT 2

Performance Indicators and Benchmarking in Higher Education: Performance Indicators: Concept – Types – Uses – Performance Indicators of NAAC – Benchmarking: Meaning – Types – Benefits – Methodologies and procedures.

UNIT 3

Quality Assessment and Accreditation: Meaning – Types – Accreditation procedure – Accreditation by NAAC: Existing practices – New methodologies and initiatives of NAAC accreditation – Re-accreditation process – National Board of Accreditation (NBA): Preamble – Need – Advantages – Process of Accreditation – Criteria and weightages.

UNIT 4

Total Quality Management in Education: Definition – Elements – Management plans – Approaches to TQM – TQM Process – Academic Audit: Objectives – Advantages – Limitations – Accreditation and Academic Audit.

UNIT 5

Quality in Global Perspective: Global standards – Strategies for matching global standards – International practices of accreditation – ISO 9000 Certification for Educational Institutions: Methodology for Implementation of ISO 9000 – Benefits – Limitations – Accreditation Vs ISO 9000 Certification.

UNIT 6

New Quality Perspectives in Higher Education: Capacity Building Model – Modification of Accreditation System – Industry Academia Partnership for quality education and research.

REFERENCE

1. Armond V. Feigerbaum, *Total Quality Control*, McGraw Hill.
2. Ron Collard, *Total Quality*, Jaico, Delhi.
3. John Bark, *Essence of TQM*, Prentice Hall, Delhi.
4. Willborn & Cheng, *Global Management of Quality Assurance Systems*, McGraw Hill.
5. Townsend & Gebhardt, *Commit to Quality*, John Wiley & Sons.

: CONTEMPORARY ISSUES IN EDUCATION

UNIT 1

Multiplicity of Courses: Tradition and off-shoot specialization courses – Distance and e-learning courses, full-time, part-time and own-time courses, Interdisciplinary, hybrid and interface courses: Issues and significance.

UNIT 2

Growth Dimensions: Growth in institutions at all levels – Growth in student strength – Heterogeneity of student population – Quantity vs Quality issues.

UNIT 3

Autonomy and Accountability: Issues relating to autonomy, accountability and accreditation of individual, departmental and institutional levels – Impact on stake-holders and the societal system – Autonomy as an instrument of transformational leadership – Leadership in education management - Change Management: Issues – Innovators – Adopters – Legends.

UNIT 4

Resources and Facilities: Govt. Funding: Size, trend and need for higher support – Private capital in educational investment – Community resources: Financial, intellectual, infrastructural and motivational resources: Harnessing and commitment thereof.

UNIT 5

Quality Management: Need for excellence in standard of education – Matching global standards: Challenges and strategies – Top-down and bottom-up approaches – SWOT analysis of every constituent – ISO standards.

UNIT 6

Relations Management: Internal and external relations – Campus tranquility management – Stakeholders participation in management –

Extracurricular activities for institution and social bonding extension services and outreach programmes for societal development initiatives.

Systems Orientation: Education as an integral part of every individual, family and society – Open Vs closed systems approach – Concepts of management, digital management, virtual management – System issues: Bench marking, MOUs, Franchising, Downsizing, Emotional intelligence and Tecno-ethics.

REFERENCE :

1. Hanna DE and Associates, *Higher Education in the era of Digital Competition – Choices and challenges*, Modison, WI, Atwood Publishing, 2000.
2. Catherine M and David M, *Educational Issues in the Learning Age*, London.
3. Ann FL and Associates, *Leading Academic Change: Essential Roles for Departmental Chairs*, San Fransisco, Jossey-Bass Publishers, 2000.

Course : **MBA (Hospital Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : Any degree from a recognised University (10+2+3)
Medium : English

COURSE OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Principles of Hospital Management	100
3.4	Hospital Planning and Designing	100
3.5	Materials Management in Hospitals	100
IV SEMESTER		
4.1	Hospital Records Management	100
4.2	Hospital Related Laws	100
4.3	Marketing of Hospital Services	100
4.4	Quality Management in Hospitals	100
4.5	Hospital Hazards Management	100
	Total	2000

3.3: PRINCIPLES OF HOSPITAL MANAGEMENT

UNIT-1

Hospital Management - Meaning - Importance - Hospital Planning - Meaning - Rationale - Types of plans - Planning process - Steps in hospital planning Process - MBO in hospitals - Need - Process - Advantages and limitations - Decision-making - Meaning and importance - Types - Process.

UNIT- 2

Hospital Organisation - Meaning - structures - Organisation Chart - Delegation Vs Decentralisation - Departmentation - Organisational competence - Core competence - Strategic alliances.

UNIT - 3

Direction – Meaning and significance – Principles of effective direction – Supervision – Leadership in hospitals – Meaning – Scope – Importance – Styles – Qualities of successful leader.

UNIT - 4

Motivation in Hospitals – Meaning – Types – Motivational theories – Their impact on hospital management – Motivating the employees of hospitals.

UNIT - 5

Hospital Communications – Types – Barriers – Methods to overcome barriers – Principles of effective communication – Coordination – Importance of coordination in hospitals – Techniques of coordination.

UNIT - 6

New Perspectives in Management: Business Process Outsourcing – Business Process Re-engineering – Enterprise Resource Planning – Supply Chain Management.

REFERENCE:

1. Essentials of Management : Koontz and O' Donnel
2. Management : Griffin

3.4: HOSPITAL PLANNING AND DESIGNING

UNIT 1:

Introduction :Introduction to Hospital - Classification – Changing role of hospitals – Role of hospital administration – Hospital as a system – Hospital and Community.

UNIT 2

Planning :Principles of planning – Regionalisation – Hospital planning team – Planning process – Size of the hospital – Site selection – Hospital architect – Architect report – Equipping a hospital – Interiors and Graphics – Construction and Commissioning.

UNIT 3

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

UNIT 4

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

UNIT 5

Facilities Planning : Transport – Communication –Food services – Mortuary - Information system – Minor facilities – others.

UNIT 6

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

REFERENCE

1. G.D. Kunders, Designing for Total Quality in Health Care.
2. Ervin Putseps, Modern Hospital
3. Macaulary HMC and Liewelyn – Davis, Hospital Planning and Administration
4. Dr.Ashok Sahni – Hospital Planning.
5. Frank E-Fischer – How to Achieve Effective Communication
6. BM Sakharkar – Principles of Hospital Administration and Planning

3.5: MATERIALS MANAGEMENT IN HOSPITALS

UNIT 1

Materials Management: Concept – Objectives – Importance – Material planning – Objectives – Integrated approach to material planning and control – Relevance of materials management to hospitals.

UNIT 2

Purchasing – Types – Significance of purchasing policy – Principles of scientific purchasing – Factors of purchasing – Essence of sound purchasing policy – Purchasing methods – Purchasing procedure.

UNIT 3

Imports of equipments and medicines for hospitals – Documents – Procedure.

UNIT 4

Material Handling: Importance – Principles – Benefits – Material handling equipments – Selection of material handling equipments.

UNIT 5

Stores Management: Objectives – Functions – Stores location – Store accounting and records – Stock verification.

UNIT 6

Inventory Management: Concept – Importance – Techniques.

REFERENCE :

1. Hospital Medical International Pvt. Ltd., *Hospital Administration*, Office Journal of I.H.A

4.1: HOSPITAL RECORDS MANAGEMENT

UNIT I

History & Significance of Medical Records: History – Meaning – Purpose – Development and Content – Format – Uses & Importance.

UNIT II

Medical Records Department: Functions – Objectives – Assembling – Filing - Filing System – Coding – Indexing – Deficiency Check – Retrieval – Retention - Storage

UNIT III

Other Services: Outpatient – Inpatient – Admission – Laboratory – Radiology – Pharmacy – Control of Movement of Records – Statistics.

UNIT IV

Medical Forms & Registers: Forms: Meaning – Standardization – Availability – Development – Design – Control – Inventory – Uses – Basic Forms, Registers: Hospital Administrative Records – Nurses Records.

UNIT V

Computerisation and Quality Control in Medical Records: Introduction – Administrative Application – Patient Related Application – Criteria – Computerisation of Medical Records – Uses – Inactive Medical Records. Quality Control: Quantitative Analysis, Qualitative Analysis - Medical Audit – Standards – Responsibility – Records in Infection Control – General Instructions.

UNIT VI

Legal Aspects of Medical Records: Introduction – Personal – Impersonal – Consumer Protection Act – Documentation Medical Audit Committee – Tools –

Medicolegal Cases – Custody – Disposal – Consent – Release of Information – Code of Ethics – Purpose of Confidential Relationship – Law of Evidence – Responsibility.

REFERENCE:

1. Managing a Modern Hospital, A. V. Srinivasan, Response Books, I Ed.
2. Principles of Hospital Administration and Planning, BM Sakharkar, Jaypee Brothers, I Ed
3. Hospital and Health Service Administration, Syed Amin Tabish, Oxford University Press, I Ed.
4. Medical Records Organisation & Management, G. D. Mogli, Jaypee Brothers.

4.2: HOSPITAL RELATED LAWS

UNIT 1

Laws pertaining to Health: Central Births and Deaths Registration Act, 1969 – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

UNIT 2

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Prenatal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration.

UNIT 3

Laws pertaining to Manufacture and Sale of Drugs: Drugs and Cosmetics Act, 1940 – Pharmacy Act, 1948 – Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954 – Poison Act, 1919 – Legislation for Tobacco Control.

UNIT 4

Labour Laws Applicable to Hospitals-I: Industrial Employment (Standing Order) Act, 1946 – Shops and Establishment Act, 1954 – Employees' State Insurance Act, 1948 – Employees' Provident Fund Act, 1952 – Payment of Gratuity Act, 1972 – Maternity Benefit Act, 1961.

UNIT 5

Labour Laws Applicable to Hospitals-II: Minimum Wages Act, 1948 – Payment of Wages Act, 1936 – Payment of Bonus Act, 1965.

UNIT 6

Labour Laws Applicable to Hospitals-III: Factories Act, 1948 – Workmen's Compensation Act, 1923 – Industrial Disputes Act, 1947 – Trade Union Act, 1926 – Consumer Protection Act, 1986.

REFERENCE

1. Kapoor N D, *Industrial Laws*.
2. Bare Acts.

4.3: MARKETING OF HOSPITAL SERVICES

UNIT 1:

Services Marketing: Concept – Significance – Salient features – Service Mission Statement – Planning for marketing hospital services – Market Segmentation in hospital services – Services mix – Elements – Their relation to hospital marketing.

UNIT 2:

Hospital Services – Service product mix – Planning and development of new services – Modification – Diversification and Elimination of services – Branding of hospital services – Their implication on marketing – Package of services.

UNIT 3:

Pricing of Hospital Services – Meaning – Factors influencing pricing – Pricing objectives and methods. Distribution of hospital services – Need – Importance – Types – Medical camps – Suburban centers – Rural centers management – Logistics management – Franchise in hospital services.

UNIT 4:

Promotion and Communication mix for Hospital Services – Promotional strategies – Advertisement and Public relations – Sales Promotion – Personal selling.

UNIT 5:

People and Process in hospital services – Internal marketing – processes – Customer relationship marketing – Process – Service quality – Delivery of hospital services – Procedures, tasks, schedules, mechanisms, activities and routines.

UNIT 6:

Physical Evidence in hospital services – Meaning – Need – Importance – Kinds – Brochures – Physical facilities and equipments.

REFERENCE

1. Jha S.M, “Services Marketing”, Himalaya Publishing, Mumbai, 1998.
2. Adrian Payne, “The Essence Of Services Marketing”, Phi, New Delhi, 2000.
3. Helen Woodruffe, “Services Marketing”, Macmillan, Delhi, 1995.

4.4: Quality Management In Hospitals

UNIT I: Quality Concepts and Total Quality Management

Quality: Significance – Meaning – Concept – Quality Terminologies – Total Quality Management: Concept – Elements – Aspects – Focus – Components – Process.

UNIT II: Quality Management

ISO 9000: Evolution – Meaning – Characteristics – Benefits – ISO Manual – JCI: Meaning – Purpose – ISO Case Study.

UNIT III: Quality Assurance

Concept – Process – Purpose – Methods – Standards and Criteria – Quality Assurance Committee .

UNIT IV: Quality Audit & Evaluation of Health Care Services

Quality System Assessments: Quality Auditing – Purpose – Types – Techniques – Quality Control – Quality Circles – Steps – Review – Measurements – Quality Delivery Process.

Evaluation of Hospital Performance: Purpose – Organization – Prerequisites – Methods – Parameters – Evaluation – Standardisation.

UNIT V: Tools and Techniques of Quality

Flow Charting – Brainstorming – Pareto Analysis – Cause and Effect Analysis – Fishbone Diagram – Scatter Diagram – Histograms – Company Self-Assessment Process – Quality Strategy – Quality Policies – Business Process Analysis – Process Re-engineering – Benchmarking – Redesign Process – Problem Solving.

UNIT VI: Training for Quality

Training Process – Analyzing Training Needs – Training Plan.

REFERENCE:

1. Principles of Hospital Administration and Planning, BM Sakharkar, Jaypee Brothers, I Ed.
2. Hospital and Health Service Administration, Syed Amin Tabish, Oxford University Press, I Ed.
3. Managing a Modern Hospital, A. V. Srinivasan, Response Books, I Ed.
4. The Essence of Total Quality Management, John Bank, Prentice Hall International Ltd., I Ed.
5. Managing Quality, Desmond Bell, Philip McBride and George Wilson, Butterworth-Heinemann Ltd., I Ed.

4.5: HOSPITAL HAZARDS MANAGEMENT

UNIT 1

Hospital Hazards: Meaning – Types – Physical – Biological – Mechanical – Psychological – Its impact on employees – Preventive measures.

UNIT 2

Hospital Hazards Management: Meaning – Need – Principles – Purpose.

UNIT 3

Hospital Related Infection: Types of infection – Common Nosocomial infections and their Causative agents – Prevention of hospital acquired infection – Role of the central sterile supply department – Infection control committee – Monitoring and control of cross infection – Staff health.

UNIT 4

Biomedical Waste Management: Meaning – Categories of biomedical wastes – Disposal of biomedical waste products – Incineration and its importance – TNPCB Rules and Schedules – Standards for waste autoclaving, microwaving and deep burial – Segregation, packaging – Transportation and storage.

UNIT 5

Human Waste Disposal and Sewage Disposal: Diseases carried from excreta – Sanitation barrier – Methods of excreta disposal – Sewage Wastes: Meaning – Composition – Aims of sewage disposal – Decomposition of organic matter – Modern sewage treatment – Drawbacks of improper disposal of wastes – Solid and liquid.

UNIT 6

Medical Insurance: Insurance companies – Life Insurance for people with medical problems – Medicare – Third Party Insurance - Paramount health Care Services – Star Health and Services Ltd., - ICICI Lombard Insurance Co. – Their Payment terms and conditions.

REFERENCE

1. Park K, *Preventive and Social Medicine*.
2. Park K, *Text Book on Hygiene and Preventive Medicine*, Banarsidas Bhanot.

Course : **MBA (International Business)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : Any degree from a recognised University (10+2+3)
Medium : English

COURSE OF STUDY & SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	International Economics	100
3.4	International Marketing	100
3.5	Export Management and Documentation	100
IV SEMESTER		
4.1	International Marketing Logistics	100
4.2	Foreign Exchange Management	100
4.3	Management Strategies of MNCs	100
4.4	WTO-Constitution and Operations	100
4.5	Multinational Finance Management	100
	Total	2000

3.3 : INTERNATIONAL ECONOMICS

UNIT 1

International Economics: Concepts and scope – International Trade – Bases of International Trade – Theories of International Trade: Absolute and comparative cost advantages theories.

UNIT 2

Modern theories on International trade: Heckscher – Ohlin models – Samuelson models – Modern theories Vs Classical theories – Terms of trade: Concept and measures.

UNIT 3

Trade and development: Gains from trade – Trade as a substitute for growth – Theory of Immiserising growth – Free trade vs Protection – Trade Barriers – Trade Blocks: NAFTA, ECM, AND ASEAN.

UNIT 4

Equilibrium in International Trade – Balance of Trade and Balance of Payments – Disequilibrium in BOP – Adjustments for equilibrium in BOP.

UNIT 5

Exchange Rate: Theories: Gold Standard – Mint Parity and Purchase Paper Parity theories – Determinants of Exchange Rate – Fixed Rate Vs Flating Rate systems.

UNIT 6

International monetary system – IMF and International liquidity – World Bank and International Economics Development- International debt problems: Issues and initiatives.

International Capital Flows: FDI and Portfolio Investments: Nature, significance and trend – International Labour migration: types and factors involved – Technology transfer: Need, Issues and Trend.

REFERENCES:

1. International Economics : Francis Cherunilam
2. The International Economy : P.T. Ellsworth
3. International economics : C.P. Kindlebergr & Bertil Ohlin
4. International and Interregional Trade : P.H. Lindert
5. The Theory of International Trade : G. Haberler
6. International Economics : J.Sidney Wells
7. International Economics : Ingo Walter
8. International Economics : K.R. Gupta

3.4: INTERNATIONAL MARKETING

UNIT 1

Marketing Concept and Functions – Marketing Environment and system – International dimensions of Marketing – International Marketing Approaches: Ethno, Poly, Regio and Geo Centric approaches.

UNIT 2

Consumer Behaviour – Theories and Models – Consumer Behaviour in the international context – Consumer Decision making process.

UNIT 3

Marketing Mix – Product Mix – Product strategies – New Product Planning and Development – Market segmentation – Product positioning – Product Life Cycle concept in global market context – Product standardisation Vs product adaptation – National vs International Product – Marketing of services – Brand decisions – Packaging.

UNIT 4

Price mix – Pricing decisions – pricing strategies – dumping – international transfer pricing – Countertrade – price quotation – financing and payment.

UNIT 5

Promotion mix – Personal selling – publicity – sales promotion – Overseas product exhibitions & trade fairs – Advertising – Advertising media – International Advertising.

UNIT 6

Distribution mix – Direct and indirect channels – Types of intermediaries in the international market – Channel Development – Channel Adaptation – Channel decisions.

International Marketing Information System and Research.

REFERENCES:

1. International Marketing, Analysis & Strategy : Sak Onkvisit & John J Shaw
2. Global Marketing Management : Keegan
3. Marketing Analysis, Planning & Control : Philip Kotler
4. Fundamentals of Marketing : Stanton
5. International Marketing : Philip R. Catero
6. International Marketing : Kirpalani .V.H.
7. Marketing, an Environmental approach : Kerr, John.R. & others.
8. Marketing in the International Environment : Edward Cundiff & M.T. Hilger.

3.5: EXPORT MANAGEMENT AND DOCUMENTATION

UNIT 1

Export Documentation – Framework – Standardized Pre-shipment Export Documents – Commercial and Regulatory Documents.

Export credit instruments and Procedures: Letters of credit and types – Documents required for export credit.

UNIT 2

Shipment of Export cargo: By sea, by air and by post – Procedure – and Documents required for shipment of cargo – Multimodal transport – Procedure and documentation.

UNIT 3

Export incentives under EXIM Policy – EPCG scheme – Duty drawback – Central excise and sales tax exemption – exemption of export profit from Income Tax – Procedure for availing export incentives – Documents required for export incentives – Direction of India's exports: Thrust Products and destinations.

UNIT 4

Cargo insurance – Marine Insurance – Institute cargo clauses – specific Policy – open policy – procedure for cargo insurance – Procedure for marine insurance claims – Necessary documents for filing claim.

UNIT 5

Export credit insurance – services of Export Credit and Guarantee Corporation in export credit insurance – Specific Policy and Small Exporters Policy – Guarantees – Procedure for availing credit insurance and necessary documents.

UNIT 6

Role and functions of Export Promotion Councils, Commodity Boards, Directorate of commercial Intelligence and Statistics, Indian Trade Promotion Organization, Indian Institute of Foreign Trade and Director General of Foreign Trade

– Role of Export Processing Zones, Special Economic zones and 100% Export Oriented units.

Central Excise and Customs clearances of export cargo – Procedure and documents.

REFERENCES:

1. IIFT Background Papers on “Export Procedures & Documentation”.
2. Exporters Encyclopaedia Dun & Bradstreet.N.Y.
3. Indian Carriage of Goods by Air Act
4. Foreign Exchange Manual, RBI
5. Quality Control and Pre-shipment Inspection for exports, S.Ramakrishna et-al., Exim Bank Publications.

4.1: INTERNATIONAL MARKETING LOGISTICS

UNIT 1

Marketing Logistics System: Concept, objective and scope – importance and relevance to export marketing management – supply chain management.

UNIT 2

Transportation: In-land and Ocean transportation – characteristics of shipping transport – liner operations and tramp operations – Conference system – freight structure and practice – Multi-model Transport system – MTD Vs CTD.

UNIT 3

Role of intermediaries – Functions and services of clearing and forwarding agents, freight brokers, stevedores, shipping agents and surveyors.

UNIT 4

Port – Types of Port – Structural and cargo handling facilities – Warehousing and storage inports – Demurrage – loading and unloading in warehouses.

UNIT 5

Chartering principles and practices – Arrangement for shipment of Cargo – organisation and functions of Tranchart.

UNIT 6

Technological developments in ocean transportation – containerisation – concept – House stuffing – terminal stuffing – container freight – inland container depots – Problems and prospects.

International Air Transport – international set up for air transport – IATA TACT rules – Air freight rates – Air transport problems and prospects.

REFERENCES:

1. Shipping Cartels : Daniel Marx Jr.
2. Chartering Practice : J. Bes
3. Physical Distribution : Magee
4. Dictionary of Shipping & Chartering Terms : IIFT

4.2: FOREIGN EXCHANGE MANAGEMENT

UNIT 1

Foreign Exchange: Concept and Significance – Foreign change Rate: Direct and indirect quotations – Inter bank and Merchant rates – Spot rates and forward rates – T.T. rates – Cross rates; Computation – Foreign exchange markets – Organisation of forex market.

UNIT 2

Determination of Exchange Rate: Purchasing Power Parity theory – Interest rate parity theory – Flow model – Asset market model – Forecasting of exchange rates – Concepts of Nominal Effective Exchange Rate and Real effective Exchange rate.

UNIT 3

Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates – Extension and cancellation of forward contracts – option contracts: Types and mechanism.

UNIT 4

Foreign exchange risk management: Transaction exposure risk: Internal Strategies – Risk shifting, Risk sharing – Exposure netting and offsetting – External Strategies: Foreign currency options – Forward and money market hedge – Currency Swaps – Interest Rate Swaps. Economic Exposure risk – Inflation and exchange risk – Economic consequences of Exchange rate changes – managing economic exposure risk.

UNIT 5

Exchange management in India: Fixed and floating rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts – Exchange control measures: Need and Forms and relevance – Foreign Exchange Reserves of India: Trend, composition and management – Impact on exchange Rate – Monetary and fiscal policy initiatives for exchange rate management.

REFERENCES:

1. Multinational Financial Management : Alan C Shapiro
2. ABC of Foreign Exchange : Clare G. Gump
3. Guide to Foreign Exchange Regulations : Krishnamoorthy.S
4. Principles of Foreign Exchange : Chatterjee.A.K.
5. Foreign Exchange – Practice, Concepts and control : Jeevanadam.N.S.
6. Foreign Exchange Management : Rajwadi
7. Rupee Convertibility : Bibek Debroi

4.3: MANAGEMENT STRATEGIES OF MNCs

UNIT 1

Concepts of MNCs – Emergence and growth of MNCs – Process of internationalization – Types of MNCs – Factors behind growth of MNCs – Problems and benefits from MNCs – Special Problems of MNCs.

UNIT 2

Strategic Management of MNCs – SWOT Analysis – components of Strategies – Levels of Strategies – Corporate level, business level and functional level strategies - strategy formulation and implementation – Case studies.

UNIT 3

Ownership Strategy of MNCs – International Joint Ventures – International Strategic Alliances – Foreign subsidiary – Mergers and acquisition. Problems, prospects and patterns of each form – Case Studies.

UNIT 4

Strategic Planning in MNCs – Concept of Strategic Planning – Need – Focus modes – Planning for expansion – Planning for competitive advantage and market leadership – Planning for core – competence – Environmental scanning and planning – Case studies.

UNIT 5

Organisational strategies of MNCs – Organisational theories applicable to MNCs – Structure of MNCs – American, European and Japanese organisational designs of MNCs – Designing appropriate strategy – Organisational aspects of Integration of subsidiaries.

UNIT 6

Strategic adaptation to local conditions – MNC culture – Business Ethics – Social responsibility.

REFERENCES:

1. International Business : S. Shiva Ramu
2. Management : Griffin
3. International Business : James H Taggart
4. Strategic Management – Strategy formulation and implementation : John A Pearce II & Richard B Robinson
5. Strategic Planning for Corporate Success : V.S. Ramasamy & S. Namakumari
6. Cases in Strategic Management : S.B. Budhiraja & M.B. Athreya.

4.4 WTO – CONSTITUTION AND OPERATION

UNIT 1

WTO Frame Work: Principle of WTO Trading Systems – Overview of Trade Rounds – GATT – WTO: Establishment Agreement – Key subjects in WTO – WTO members and privileges – Articles of WTO – Ministerial conferences.

Trade in Goods: Basic Principles – Quantitative Restrictions – Tariff binding and schedule of concession – Regional trading agreements and WTO – Special and Differential Treatment for Developing Countries.

UNIT 2

Agreement on Agriculture: Market Access – Sanitary and Phyto sanitary (SPS) measures – Tariff Binding – Trade Distorting subsidies – Export Subsidy – Technical Barriers to Trade (TBT) – TBT Vs SPS – Agreement on SPS and TBT.

Agreement on Subsidies and Countervailing Measures (SCM): Concept – Types of subsidies – Articles of agreement on SCM – Agreement on Anti dumping.

UNIT 3

Customs Valuation: Rules of customs valuation – Agreement on Preshipment Inspection – Agreement on Rules of origin – Agreement on Import Licensing Procedure.

Trade in Services: General Agreement on Trade in services (GATS) – GATT and GATS – Services supply – General obligation – Articles of agreement.

UNIT 4

Trade Related Aspects of Intellectual Property Rights (TRIPS): Scope of TRIPS – Basic Principles – Minimum Standards – Enforcement and TRIPS – Agreement on TRIPS.

Dispute Settlement System (DSS): Elements of DSS – Rules & Procedure – Dispute settlement.

UNIT 5

Agreement on Trade Related Investment Measures (TRIMs): Scope of TRIMs – National Treatment – permitted exceptions – TRIMs disputes – Committee on TRIMs.

UNIT 6

Emerging Issue: Trade Labour – Movement of natural person – Trade & environment – Trade facilitation – Govt. Procurement – Trade and Competition policy – Technology transfer and trade.

REFERENCES

1. WTO in the Third Millennium : Arun Goyal

4.5: MULTINATIONAL FINANCIAL MANAGEMENT

UNIT 1

Concept of multinational financial management – Functions – Risk Return trade off – Aspects of multinational financial environment and system – Global financial markets.

UNIT 2

Foreign Direct Investment by MNCs – Need, strategy and opportunities – Economic and political risk – Planning – operating policies to deal with risk.

UNIT 3

Capital budgeting: Basics – NPV – IRR – Increment Cash flows – Parent Vs Project Cash flows – Taxes – Exchange rate changes and inflation – transfer Pricing – APV and CAPM.

UNIT 4

Working Capital Management of MNCs – International Cash management: Objectives – Functions – Techniques: Netting – Leading and Lagging – Intercompany loans – Transfer pricing – Cash Planning and budgeting – Management of Short term investment Portfolio.

UNIT 5

Receivables Management: Credit policy variables: Standards – period – Discount – Collection effort – Credit extension – Exchange rate implications – Inventory management – Concepts and tools – Risk and Uncertainty Models – Off shore production Vs Local Purchase.

UNIT 6

International financing: Long Term Financing: Equity Instruments: International Despository Receipts and Direct equity participation – Dept

Instruments: Bonds Notes and Syndicated loans. Short term financing: Sources – Euro notes and Euro commercial paper – Inter firm financing methods.

Cost of Capital: Cost of equity – Cost of debt – Cost of back – to - back financing – Overall cost of Capital structure of MNC: Theory, Practice and determinants – Debt Vs Equity Flow analysis.

REFERENCES:

1. Multinational Financial Management: Shapiro.A.C.
2. International financial Management : Rodrigule and Carter
3. International Business Finance : Wood.D, Byrne.J
4. International Capital Markets : Watson, Marwell

Course : **MBA (Project Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : Any degree from a recognised University (10+2+3)
Medium : English

COURSE OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Project Formulation and Appraisal	100
3.4	Project Support System	100
3.5	Project Control System	100
IV SEMESTER		
4.1	Project Risk Management	100
4.2	Project Contracting and Clearances	100
4.3	Project Exports	100
4.4	Disaster Management	100
4.5	Project Preparation	100
	Total	2000

3.3: PROJECT FORMULATION AND APPRAISAL

UNIT 1

Economic Planning and Development: Need in the globalisation era – Project and sectoral development: Agricultural, industrial, infrastructural, educational and social welfare sectors.

UNIT 2

Conceptual Framework of Project Management: Project – Meaning and definition – Features of projects – Classification – Types – Overseas projects – Turnkey projects and its significance – Project life cycle: Significance – Stages – Approaches of privatisation projects: BOOM, BOT, BOO, BOOT.

UNIT 3

Project Identification: Scouting and screening of project ideas – Basic criteria for selecting the best project opportunities – Project identification for an existing company.

UNIT 4

Project Formulation: Meaning – Stages in project formulation – Need for feasibility studies – Technical and organizational aspects – Economic and commercial aspects – Project report preparation – Steps in project report preparation.

UNIT 5

Project Appraisal: Market appraisal – Appraisal of managerial and technical aspects – Financial and commercial appraisal – Economic analysis: Economies of scale – Employment generation – Social cost and benefit analysis – Contribution to Government Revenue – Political stability – Priority and evaluation of international competitiveness.

UNIT 6

Feasibility Studies: Need – Components – Feasibility report preparation – Project Report Preparation: Need for detailed report – Contents of ideal project report.

REFERENCES

1. Choudhry S, *Project Management*.
2. Goel B B, *Project Management: A Development Perspective*.
3. *Turnkey Plants and Project Engineering Services*, ITC Publication, Geneva.

3.4: PROJECT SUPPORT SYSTEM

UNIT 1

Project Support Facilities: Need for support system – Nature and types of project supporting facilities – Incentives and subsidies – Role of Governmental Departments: Department of Planning and Programme – GOI – Department of Planning in the State Government – Department of Science and Technology – Indian Investment Centre.

UNIT 2

Marketing support – Marketing plan – Marketing process – Market positioning – Marketing intelligence – Institutional support: NSIC, STC, MMTC, State Small Industries Corporation – Export Trade Promotion Councils – Commodity Boards, KVIC.

UNIT 3

Technical Support: Know-how designing and development – Process designing – Selection of machinery and equipment – Setting quality standards – Appropriate technology – Licensing and registration – Pollution and effluent treatment – Institutional support: Department of Science and Technology, CSIR, ITCOT, SISI, STED & Steps, Productivity Councils, Project and Equipment Corporation of India.

UNIT 4

Financial Support – Estimating the project cost – Designing judicious financing plan – Means of financing – Institutional support: Central and State level development banks: IDBI, NABARD, SIDBI, SFCS, EXIM Banks – Commercial Banks – Leasing companies and investment institutions – Role of international financial agencies: World Bank, ADB and IBRD.

UNIT 5

Management, Consultancy and Training Support: Advisory services such as legal, environmental, managerial and human aspects – Awareness training, motivation training and management training.

UNIT 6

Institutional Support: District Industries Centre, Small Industries Service Institute – Small Industry Extension Training Institute – SIDCO, FASSI, National Science and Technology – Entrepreneurship Development Board – Management consultancy organizations: Centre for Entrepreneurship Development – Non-Governmental Organisations.

REFERENCES

1. Machiraju H R, *Project Finance*.
2. Pahwa H P S, *Project Financing: Policies, Procedures and Practice*.
3. Vasant Desai, *Dynamics of Entrepreneurial Development and Management*.

3.5: PROJECT CONTROL SYSTEM

UNIT 1

Project Decision-making: Concept and design – Types of decision – Approaches to decision-making – Decision systems – Information needs of different decision systems.

UNIT 2

Multiple Projects and Constraints: Methods of ranking – Mathematical programming approach – Linear programming model – Goal programming model.

Queuing models for decision-making – Elements of different queuing models – Uses and limitations.

UNIT 3

Risk Analysis: Measures of risk – Mathematical analysis – Sensitivity analysis – Simulation analysis – Decision Tree analysis – Selection of project.

Risk Analysis in Practice: Portfolio theory approach – CAPM approach – Little Mirrlees approach – Applied utility theory approach – Abandonment value analysis.

UNIT 4

Network Analysis and Decision-making: PERT and CPM techniques – Nature and uses thereof in decision-making – Project Scheduling: Crash coursing of a project – Resource levelling.

UNIT 5

Marginal costing and Cost volume profit anlaysis – Pricing decisions and profit planning – Brea-even analysis – Application of differential costing in project decision.

UNIT 6

Project monitoring and management information system – Role of computers – Resource monitoring and control.

REFERENCES

1. Rustom S Davar, *Executive Decision-making: Modern concepts and techniques.*
2. Srivastava J K et-al, *Quantitative Techniques for Managerial Decision-making.*
3. Pilcher Roy, *Appraisal and Control of Project Cost.*
4. Pitale R L, *Project Appraisal Technique.*
5. Chitale V P, *Project Viability in Inflationary Conditions: A Study of Capital Cost and Project Viability.*

4.1: PROJET RISK MANAGEMENT

UNIT 1

Risk Management: Concept and objectives – Definition of risk and uncertainty – Classification of risk: Pure and speculative risks – Cost of risk – Risk management process – Contributions of risk management to business, society and family.

UNIT 2

Risk Management in Business: Risk vis-à-vis size and types of business – Scope of risk manager's duties – Risk management corporate policy and strategy.

UNIT 3

Risk Identification and Measurement: Identification methods: Checklist, questionnaire, financial statement analysis, flow-chart, on-site inspection, record of losses, threat analysis, event analysis, safety audit – Measurement methods: Frequency and severity measures – Probability approach.

UNIT 4

Risk Exposure Losses: Property loss exposures – Types – Net income loss exposures – Valuation of potential loss – Decrease in income – Increase in expenses – Liability loss exposure: Civil liabilities of business houses: Form contracts, omissions, commissions, bankruptcy, etc.

UNIT 5

Risk Management Techniques: Avoidance – Loss control – Separation – Combination – Transfer.

Risk Retention: Concept and need – Methods of financing risk retention – Insurance – Reinsurance.

UNIT 6

Approaches to selecting risk management tools: Quantitative approaches: Loss method – Expected loss method – Worry method – Critical probability method – Risk adjusted capital budgeting.

REFERENCES

1. Arthur Williams C, Richard M Heins, *Risk Management and Insurance*, McGraw Hill.
2. Ahearn J L and Pritchett S T, *Risk Insurance*, West Publishing Co.
3. Lalley P Edward, *Corporate Uncertainty and Risk Management*, New York Risk Management Society Publication.
4. *Insurance Institute of India: Study Materials*.

4.2: PROJECT CONTRACTING AND CLEARANCES

UNIT 1

Principles of Project contracts : Concept of contract, offer and acceptance, contract objectives / packaging.

UNIT 2

Project Contracting: Principles – Contracting process – Compilation of contracts – 3 R's of Contracting: Responsibility, Risk and Reimbursement – Global tendering – Bidding and bid evaluation – Pricing terms and estimation – Project negotiation – Delivery terms and its significance – Negotiations for Projects : Significance of Negotiation, Objectives of Negotiation, Parameters negotiation, Pre-negotiation home work strategy and tactics.

UNIT 3

Compilation of Project contracts : Need for communication, contents of contract, Terminology of contracts.

Practical Aspects of contract : Contract practices, Time / quality / safety, INCO Terms, purpose of INCO terms.

UNIT 4

Legal Aspects of Project Management : Knowledge of Legalities, Agency and Power of attorney, Sale of goods act.

UNIT 5

Insurance for Projects : Need for insurance, fire and natural insurance, Erection all risks (EAR) insurance, marine – cum – erection (MCE) Policy, contractors all risk (CAR) Policy, contractors plant and machinery policy, machinery breakdown policy, Boiler explosion insurance, Electronic equipment insurance.

UNIT 6

Project Clearances : Soil Investigation Reports, Clearance under Competition Act, Industrial License or Letter of Indent, Approval of Foreign Collaboration, Approval for Appointment of Foreign consultant, Foreign Exchange Clearances, Import of Capital Goods, Approval for setting up Export Oriented Units, Environmental / Pollution control clearance, clearance from the International Airport Authority, Railway clearance, Electricity clearance, Explosives clearance, Forest Clearance, State Industries Department Clearance.

REFERENCES:

1. Joy P.K, *Total Project Management*, Macmillan.
2. Gopalakrishnan P, Rmamoorthy VE, *Textbook of Project Management*, Macmillan

4.3: PROJECT EXPORTS

UNIT 1

Project Exports: Meaning – Nature and scope – Environment for project exports – Marketing of overseas project – Turnkey projects – Construction projects – Engineering and consultancy exports.

UNIT 2

Project Export Scenario: Activity-wise analysis – Region-wise analysis – Destination-wise analysis – Exporter-wise analysis.

UNIT 3

Project Exports from India – Role of EXIM Bank and ECGC.

UNIT 4

Indian Consultancy Exports Scenario – Background snapshot of consultancy contracts – Turnkey projects – Merits and Limitations – Methods of contracting.

UNIT 5

Financing Project Exports – Institutional support – Appraisal of export projects.

UNIT 6

Problems of project exports – Marketing project exports – Promotional measures and incentives.

REFERENCES:

1. Srivastava, *International Marketing Management*, Sultan Chand.
2. ITC Publications, *International Trade Centre*.
3. Francis Cherunilam, *International Trade and Export Management*.

4.4: DISASTER MANAGEMENT

UNIT I

Disaster: Meaning – Types – Manmade – Natural – Need for disaster management.

UNIT II

Management of Natural Disaster: Earthquake – Drought – Cyclone – Tsunami – Flood – Volcano – Hurricane – Fire – Landslides – Dam failure.

UNIT III

Management of Manmade Disaster: Household Chemical Emergency – Terrorism – Nuclear Power Plant Emergency – Hazardous Materials – Accidents: Road, Train, Fire – Food poisoning.

UNIT IV

Disaster in Events Management: Festivals, Melas, Bull Fight, Sports, Races – Organisation of medical camps – Transport management.

UNIT V

Disaster Management-I: Project Preparation for disaster related projects – Awareness – Project preparation – Implementation and monitoring – Management of epidemics – Prevention methods – Precautions.

UNIT VI

Disaster Management-II: Role of Hospital, Community, Voluntary agencies and Government in disaster management.

REFERENCE:

- 1.Shahunth and Panekar V, First Aid, Vora Publication.
- 2.First Aid Manual: Accident and Emergency, Vora Medical Publication.

4.5: PROJECT PREPARATION

UNIT 1

Project - Meaning - Features and steps involved in projects – Merits and Demerits of case analysis in projects.

UNIT 2

Issues relating to Project Identification and Formulation: SWOT analysis- Market Survey- Project report preparation – Marketing Project Exports

UNIT 3

Issues relating to Project Appraisal: Market appraisal - Financial Appraisal- Commercial Appraisal – Social appraisal – Feasibility Study.

UNIT 4

Issues relating to Project Implementation- Project Net-working- Project Organization- Project Contracting- Project Personnel

UNIT 5

Issues relating to Project Control- PERT and CPM – Time and Cost Monitoring – Project over-run- Performance Reporting – abandonment analysis.

UNIT 6

Issues relating to nature specific of Projects – Agricultural Projects, Industrial Projects, Infrastructural Projects – Public and Private sector Projects and Disaster Projects.

REFERENCES:

1. Gopalakrishnan P and Ramamoorthy VE., *Text Book of Project Management*
2. Narendresingh, *Project Management and control*
3. Rao PCK, *Total Project Management*

Course : **MBA (Tourism)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : Any degree from a recognised University (10+2+3)
Medium : English

COURSE OF STUDY & SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Tourism and Accommodation	100
3.4	Tour Operators and Travel Agencies	100
3.5	Quality in Tourism	100
IV SEMESTER		
4.1	Tourism Entrepreneurship	100
4.2	Tourism Project Management	100
4.3	Institutional Framework of Tourism	100
4.4	Global Tourism	100
4.5	Emerging Issues in Tourism	100
Total		2000

3.3 : TOURISM AND ACCOMMODATION

UNIT 1

Accommodation facilities in tourism: Importance of accommodation in tourism- Types of accommodation- Basic and additional facilities provided – Nature of demand for and supply of accommodation facilities.

UNIT 2

Star Hotels and Tourism: Star Classification of hotels- Criteria for classification – Features of different star hotels- Profile of guests- Guest relationship – MICE tourism in hotels- Tariff plans- Rate structure and concessions – Marketing by hotels - Occupancy and penetration levels and determinants- Scarcity of Rooms.

UNIT 3

Supplemental accommodation facilities and tourism: Concept, types and significance of supplemental accommodation facilities- Profile of tourists- Factors influencing the choice.

UNIT 4

Housekeeping and Tourism: Cleaning of guest room/bathrooms- Bed making- cleaning public of areas- Food service area – Elevators and Corridors – Maintenance of equipments - Cleaning agents: safety in use and storage.

UNIT 5

Restaurant Service and tourism: Tourist preferences, including that of Fastidious tourists for multi cuisine services - Indian cuisines - Cuisine: Basics, Made ups and Aesthetics- Food Personnel: kitchen hierarchy - Catering to different categories: Individuals including etiquettes) & groups – Hygiene: Food Items and Personnel - Cooking Tasks, Hazard and Precautions- Approval of Restaurants - Restaurant industry ways to keeping customers.

UNIT6

Human Resources in hotels and Tourism: HRs in Hotels and tourism development- Job positions- Recruitment- Compensation- Satisfaction level.

REFERENCE

1. Philip Kotler, et.al., *Marketing for Hospitality and Tourism*, Ed.3.
2. Anand, *Tourism and Hotel Industry*, India
3. Douglas Robert Brown , *The Restaurant Managers Handbook : How to Set Up, Operate, and Manage a Financially Successful Food Service Operation*
4. Denney G. Rutherford, *Hotel Management and Operations*, Ed.3.

3.4 : TOUR OPERATORS AND TRAVEL AGENCIES

UNIT 1

Tour Operators: Meaning- Types – Role and services of tour operators- Concepts of package tourism and Free Independent Tourists (FIT) – Significance- Customised and Regularized packages.

UNIT 2

Economics of Tour Operation: Choice of travel circuits – Up-linking – Procurement of services – Strategic alliance or own facilities utilization – Cost, benefit, return and risk aspects.

UNIT 3

Travel Agencies: Meaning - Types – Role and services of travel agencies- Ticket booking services - Strategic alliance– Cost, benefit, return and risk aspects.

UNIT 4

World and Regional Bodies of Travel Agents: Pacific Area Travel Association (PATA)- International Air Transportation Association – Travel Agents Association Of India (TAAI) – Structure, Composition and functions of these organisations.

UNIT 5

Problems of Tour operator and Travel Agency Services: General Problems arising out of the nature of tourism industry like seasonality, tariff fluctuations, lack of coordination, Cancellations - Special Problems: Riots and local disturbances, Principal-Agent misunderstanding.

UNIT 6

Prospects of Tour operator and Travel Agency Services : Tour operators and Travel Agency Services – Potentials for development in the context of Free Trade and Globalisation – New roles in the contemporary environment.

REFERENCE

1. Charles R. Goeldner, Brent Ritchie, J.R., *Tourism : Principles, Practices, Philosophies*
2. Philip Kotler, et.al., *Marketing for Hospitality and Tourism*, Ed.3.
3. Roy A. Cook, et.al., *Tourism : The Business of Travel*, Ed.2.

3.5 : QUALITY IN TOURISM

UNIT 1 :

Quality in Tourism : Quality – Meaning – Definition – Quality Determinants in Tourism : Safety, Security, Hygiene, Accessibility, Transparency, Authenticity, Harmony.

UNIT 2:

Safety in Tourism : Food Safety – Quality in food stuff – Prescribing standards.

UNIT 3 :

Security in Tourism : Protection to tourists – Detection and prevention of offences against tourists – Providing secured transport services to the tourists.

UNIT 4 :

Health and Tourism : Sanitary and health requirements of the Tourists – Prescribing standards – Protection against health & hazards – Providing emergency medical assistance.

UNIT 5 :

Information and Tourism : Providing adequate and authentic information to Tourists – Travel assistance – Insurance – Tourists rights for consumer protection .

UNIT 6 :

International Co-operation in Tourism : – Areas of Co-operation – Exchange of information on tourism safety, Safety standards, travel assistance and insurance, health, emergency assistance and consumer protection.

REFERENCE

- Charles R. Goeldner, Brent Ritchie, J.R., *Tourism : Principles, Practices, Philosophies*
Selvam, M., *Tourism Industry in India*, Himalaya Publication, India.

4.1 :TOURISM ENTREPRENEURSHIP

UNIT 1

Entrepreneurship concepts and requisites: Concept and types of entrepreneurship- Qualities of successful entrepreneurs- Requisites of entrepreneurship: Innovation, Creativity, Risk taking, etc.- Entrepreneurial opportunities in Tourism: An overview.

UNIT 2

Entrepreneurial Opportunities in Tourism –I (Accommodation): Entrepreneurial opportunities in Accommodation sector: Nature, Scope, Risk and Return aspects of the opportunity- Sources of finance – Determinants of success of the venture- Case studies of selected Hotel Projects.

UNIT 3

Entrepreneurial Opportunities in Tourism –II(Transportation): Entrepreneurial opportunities in Transportation sector: Nature, Scope, Risk and Return aspects of the opportunity- Sources of finance – Determinants of success of the venture- Case studies of selected Tourist cab services.

UNIT 4

Entrepreneurial Opportunities in Tourism –III (Shopping and Restaurant): Entrepreneurial opportunities in Shopping and Restaurant services sector: Nature, Scope, Risk and Return aspects of the opportunity- Extent of tourist spending on these aspects- Sources of finance – Determinants of success of the venture

UNIT 5

Entrepreneurial Opportunities in Tourism –IV (Tourism Attraction Development): Entrepreneurial opportunities in tourism attraction development: Nature, Scope, Risk and Return aspects of the opportunity- Sources of finance – Determinants of success of the venture- Case studies of selected Theme parks, Resorts Hotels, Tour operators, etc.

UNIT 6

Entrepreneurial Development in Tourism : Programmes for developing entrepreneurship – Entrepreneurial culture – Intrapreneurship – Special Programmes of assistance.

REFERENCE

Peter F Drucker, *Innovation and Entrepreneurship*

Charles R. Goeldner, Brent Ritchie, J.R., *Tourism : Principles, Practices, Philosophies.*

Philip Kotler , et.al., *Marketing for Hospitality and Tourism, Ed.3*

Peter Mason, *Tourism Impacts, Planning and Management*

Roy A. Cook, et.al., *Tourism : The Business of Travel, Ed.2*

Douglas Robert Brown, *The Restaurant Managers Handbook : How to setup, Operate and Manage a Financially Successful Food Service Operation*

Denney G. Rutherford , *Hotel Management and Operations, Ed.3*

4.2 : TOURISM PROJECT MANAGEMENT

UNIT 1

Pre – Investment Stage – I : Industrial background in India – Government policies, guidelines and investment procedures- Identification of project opportunities – Capital budgeting.

UNIT 2

Pre – Investment Stage – II : Preliminary feasibility study – Preparation of feasibility report

UNIT 3

Project Evaluation and Appraisal : Facets of appraisal – Appraisal Criteria – Analysis of Project Risk – Preparation of model projects – Presentation

UNIT 4

Project Implementation : Network techniques – Multiple projects and scheduling – Resource scheduling – Project management software

UNIT 5

Project Control : PERT – CPM – Resource monitoring and control – Integrated resource management.

UNIT 6

Project Evaluation : Evaluation under uncertainty – Monitoring and MIS – Project audit – Project review and interface with industrial sickness.

REFERENCE:

1. Gopalakrishnan and Ramamoorthy, V.E., *Text book of Project Management*, Macmillan India Ltd.,
2. Prasanna Chandra, *Project Appraisal Management*, Tata McGraw Hill
3. Ahuja, *Project Management : Techniques in Planning and Controlling Construction Projects*, Wiley
4. Nair, *Project Management, Scheduling & Monitoring* , Vani.

4.3: INSTITUTIONAL FRAMEWORK OF TOURISM

UNIT 1

Global Institutional Framework I : World Tourism Organization : Organization and functions – Policies and Achievements- Role of World Trade Organization in streamlining global tourism trade.

UNIT 2

Global Institutional Framework II : Global level associations of travel agents, transport operators and hoteliers – Pacific Area Travel Association PATA - IATA, International Hotel Association- Role and functions.

UNIT 3

National Level Institutions - I: Ministry of Tourism: Role and functions - Tourism Development Board/Corporation : Role and Functions

UNIT 4

National Level Institutions II: Associations of hoteliers, Tour operators, Travel agents at the national level: Role and Functions.

UNIT 5

State Level Institutions : Tourism and Development Corporation Ltd. – Role and functions – State level Hoteliers Association – Role and functions.

UNIT 6

Local Institutions: Local bodies – Role and functions in augmenting and regulating tourist facilities and creating tourist friendly local environment.

Reference Books:

1. Charles R. Goeldner, and Brent Ritchie, J. R., *Tourism : Principles, Practices, Philosophies*
2. Publications of relevant Institutions.

4.4 : GLOBAL TOURISM

UNIT 1

Global tourism markets (Western Europe and North American Countries): Western Europe and North American market segment – Outbound and inbound tourism – Share in global tourism- Renowned Tourism attractions in the market segment .

UNIT 2

Global tourism markets (Far East and Middle East Countries): Far East and Middle East Countries market segment – Outbound and inbound tourism – Share in global tourism- Renowned Tourism attractions in the market segment .

UNIT 3

Global tourism markets (North and South and South East Asian Countries): North and South and South East Asian Countries market segment – Outbound and inbound tourism – Share in global tourism- Renowned Tourism attractions in the market segment.

UNIT 4

Global Tourism: World tourism trend – Growth and prospects of tourism- Share of major regions and trend thereof – Trend in inbound and outbound tourism – Trend in International and Domestic tourism across the globe.

UNIT 5

Global Tourism Resources: Global level accommodation and transportation facilities- Distribution over major regions – Global tourism earnings and distribution thereof amongst major countries and regions.

UNIT 6

Barriers to Global Tourism : Problems of Epidemics – Natural calamities like Tsunami, Cyclones, Earthquakes – Manmade calamities and internal disturbance.

REFERENCE

1. Charles R. Goeldner and Brent Ritchie, J.R., *Tourism : Principles, Practices, Philosophies*
2. Publications of World Tourism Organization

4.5 : EMERGING ISSUES IN TOURISM

UNIT 1

Tourism and International understanding: Global peace and role of tourism – International tourists as ambassadors – Cultural exchanges across the world – Cross border tourism to reduce tensions across borders.

UNIT 2

Tourism and International Spread of Economic well-being: Tourist flows tantamount to global resources flow- Special importance to tourism for less developed countries economies - Tourism as a means of localized development- Tourism as means of employment generation.

UNIT 3

Tourism and Ecological and Environmental Balance: Fragile nature of ecology and environment – Harmful effects of unfettered tourism on ecology and environment- Methods of mitigating ill effects- Sustainable tourism – Pollution free tourism- Rebuilding tourism affected by natural catastrophes.

UNIT 4

Tourism and Politics : Politics – Political Policies and their impact on tourism – Civil unrest – Terrorism and their impact on tourism.

UNIT 5

Tourism and Economic Openness : Economic policy – Economic reforms – Globalisation and its impact on tourism.

UNIT 6

Emerging Tourism Opportunities: Medical tourism: Health spas, Specialist medical facility- Global Trade and Investment leading to spurt in Global tourism- Overseas Education and tourism growth.

Reference Books:

1. Charles R. Goeldner and Brent Ritchie, J.R., *Tourism : Principles, Practices, Philosophies*
2. Publications of World Tourism Organization.

Course : **MBA (Human Resource Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : Any degree from a recognised University (10+2+3)
Medium : English and Tamil

COURSES OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Industrial Relations Management	100
3.4	Labour Legislations – I	100
3.5	Training and Development	100
IV SEMESTER		
4.1	Compensation Management	100
4.2	Global Human Resource Management	100
4.3	Emotional Competence	100
4.4	Labour Legislations – II	100
4.5	Organisational Development	100
Total		2000

3.3: INDUSTRIAL RELATIONS MANAGEMENT

UNIT 1

Constitution of India – Salient features – Fundamental rights and directive principles of State policy – Labour movement – Concept of labour movement and Union Organization – Trade union movement and various phases of the movement – Trade unions and economic development.

UNIT 2

Development of Trade Unionism in India – Historical retrospect – Central organization of workers in India – Role of internal trade union – Inter and intra union rivalries – Union recognition – International Labour Movement: ICFTU – WFTU – ILO – History, objective and functions – Convention and recommendations.

UNIT 3

Concept of Industrial Relations – Social obligations of industry – Role of government employers and the unions in industrial relations – Industrial relations machinery – Joint consultation – Works committee – Negotiation: Types of Negotiations – Conciliations – Adjudication, voluntary arbitration – Workers participation in industry – Grievance procedure.

UNIT 4

Process of collective bargaining – Problems and prospects – Bipartism in agreements – Code of conduct and code of discipline – Wage boards – Reports of wage boards – Management of strikes and lockouts.

UNIT 5

Employee safety programme – Types of safety organization – Safety committee – Ergonomics – Damage control and system, safety.

UNIT 6

Employee communication – House journals – Notice boards suggestion schemes – upward communication, personnel counselling and mental health – educational and social development – modern trends – employee education.

REFERENCE

1. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publishers, Agra.
2. Arun Monappa, Industrial Relations, Tata McGraw Hill, New Delhi.
3. Michael V P, HRM and Human Relations, Himalaya Book House, Mumbai.

3.4: LABOUR LEGISLATIONS - I

UNIT 1

Factories Act, 1948: Provision's relating to health, safety, welfare, working hours, leave etc., of workers approval – Licensing and registration of factories, manager and occupier – Their obligations under the Act, powers of the authorities under the Act, Penalty provisions.

UNIT 2

Workmen's Compensation Act, 1923: Employer's liability for compensation, amount of compensation method of calculating wages – Review – distribution of compensation – Remedies of employer against stranger – Returns as to compensation – Commission for workmen's compensation.

UNIT 3

Industrial Dispute Act, 1947: Industrial dispute – Authorities for settlement of industrial disputes – Reference of industrial disputes – Procedures – Power and duties of authorities, settlement and strikes – Lock-out – Lay-off – Retrenchment – Transfer and closure – Unfair labour practices – Miscellaneous provision offences by companies, conditions of service to remain unchanged under certain circumstances, etc.

UNIT 4

Shops and Establishments Act, 1947: Definitions – Sailable provisions – Powers of the authorities.

UNIT 5

Employee's State Insurance Act, 1948: Registration of Factories and Establishments, the employee's State Insurance Corporation, Standing Committee and Medical Benefit Council, provisions relating to contributions – Inspectors – Their functions and disputes and claims – Offences and penalties – Miscellaneous provisions.

UNIT 6

Employees Provident Fund and Miscellaneous Provisions Act, 1952:
Employees provident fund and other schemes – Determination and recovery of money due from employer, appointment of inspectors and their duties – Provisions relating to transfer of accounts and liability in case of transfer of establishment exemption under the Act – Court's power under the act.

REFERENCE :

1. Bare Acts
2. Kapoor N D, Industrial Law
3. Shukla M C, Industrial Law

3.5: TRAINING AND DEVELOPMENT

UNIT 1

Training: Meaning – Definition – Need – Objectives – Difference among education, training and development – Levels of Training: Individual, operational and organizational levels.

UNIT 2

Training Organisation: Need assessment of Training- Organisational structure of training organizations – Training in manufacturing and service organizations – Duties and responsibilities of training managers – Selection of trainers: Internal and external.

UNIT 3

Employees Training: Meaning – Need – Areas of training: Knowledge, skill, attitude – Methods of training: On the job – Off the job.

UNIT 4

Executive Development Programmes: Meaning – Need – Methods of evaluation of effectiveness of training and development programmes.

UNIT 5

Evaluation of Training: Evaluation of training and development programs – Concept of return on investment and cost benefit analysis – Current practices in assessing training and development.

UNIT 6

Training and Development in India: Government policy on training – Training Institutes in India – Management Associations – Development programmes in Public and Private Sector organization.

REFERENCES

1. Sikula A F, *Personnel Administration and Human Resource Development*, John Wiley and Sons, New York.
2. Ahmed Abad, *Management and Organisational Development*, Rachana Prakashan, New Delhi.
3. Memoria C B, *Personnel Management*, Himalaya Publishing House, Mumbai.
4. Larney M C & William J, *Management Training: Cases and Principles*, Richard D Irwin, Illinois.
5. Rudra Baswaraj, *Personnel Administration Practice in India*, Vaikunta Lal Mehta Inst. of Co-op. Management, Pune.

4.1: COMPENSATION MANAGEMENT

UNIT 1

Pay and Compensation based on macro economic and micro economic factors – Wage theories – Evaluation of theories – Components of compensation.

UNIT 2

Wage Fixation Factors: Job factors – Personnel factors – Company factors – Trade unionism – Price levels – Competition factors. Pay Fixation Process: Surveying pay and compensation practices – Designing pay structure.

UNIT 3

Incentive Schemes: Monetary and Non-monetary dimensions – Incentive plans – Incentives for direct and indirect categories – Individual/ group incentives – Fringe benefits/ perquisites – Profit sharing – Employee Stock Option Plan – Non-monetary incentive schemes: Types and relevance.

UNIT 4

Performance Linked Compensation: Measuring performance – Performance parameters – Performance compensation – Control of employee cost.

UNIT 5

Legislations regarding Compensations – Key provisions of Payment of Wages Act, Minimum Wages Act and Payment of Bonus Act.

UNIT 6

Current Trends in Compensation: Executive compensation – International compensation – Compensation and satisfaction – Compensation and motivation – Compensation for knowledge personnel.

REFERENCES :

1. Suril G K, *Wage, incentives: Theory and Practice*.
2. Morris, *Principles and Practices of Job Evaluation*.
3. David W Belcher, *Wage and Salary Administration*.
4. Richard Henderson, *Compensation Management in a Knowledge Based World*.

4.2: GLOBAL HUMAN RESOURCES MANAGEMENT

UNIT 1

Human Resources management: Overview of operative functions – Recruitment – Selection – Integration – Compensation – Training for development and separation – Challenges and opportunities of globalising HR.

UNIT 2

Global HR Recruitment and Selection: Home – Host – Third country nations – Selection criteria for global assignments – Selection process for global HR – Challenges of global placements.

UNIT 3

Global HR Integration Process: Process of integration – Motivation and team in HR – Cultural adaptability vis-à-vis Individuality – Managing cross-cultural diversities – Multiculturalism – Organisational culture of MNCs – Experiences of best run companies.

UNIT 4

Global HR Compensation Process: Direct and indirect compensation – International compensation – Pay for performance – Executive incentive pay – Pay differences – Causes and consequences – Compensation structure in MNCs.

UNIT 5

Global HR Training and Development Practice: Relevance of training and development – Area of training – Types: Standard Vs Tailor made training – Cultural assimilations and other approaches – Impact of different learning styles on training and development – Leadership training.

UNIT 6

HR Relations Management: Labour relations in the international arena – US, Japanese, UK, European approaches to labour relations – Role of strategic management of international labour relations.

REFERENCE BOOKS:

1. Venkataraman C.S & Srivatsava B.K 'Personnel Management and Human Resources, Tata Mcgrew Hill, New Delhi.
2. Prasad, L.M, Human Resource Management, Sulley Chend & Sons, New Delhi.
3. Edwin Flippo, Personnel Management.
4. Memoria, CB, Personnel Management, Himalaya Publishing House, Mumbai.

4.3: EMOTIONAL COMPETENCE

UNIT 1

Emotions: Meaning – Types – Effects – Emotional Intelligence: Meaning – Significance – Working with emotional intelligence – Emotional Competencies: Meaning – Types: Personal competence – Social competence.

UNIT 2

Self-Marketing: The inner rudder – Source of gut feeling – Power of intuition – Emotional awareness – Recognising one's emotions and their effects – Accurate self-assessment – Knowing one's inner resources, abilities and limits – Self-Confidence – Developing strong sense of one's self-worth and capabilities.

UNIT 3

Personal Competence: Self-control – Keeping disruptive emotions and impulses in check – Trustworthiness and conscientiousness – Adaptability – Innovation – Motivation: Achievement drive – Commitment – Initiative – Optimism.

UNIT 4

Social Competence: Empathy: Understanding others – Developing others – Service orientation – Leveraging diversity – Political awareness.

UNIT 5

Social Skills: Art of Influence – Communication – Conflict management – Leadership – Change catalyst – Building bonds – Collaboration and cooperation – Team capabilities.

UNIT 6

Managing Emotions: Building emotional competence – Guidelines for learning emotion – Competence training – Best practices.

REFERENCE BOOKS:

1. Daniel Goleman, 'Emotional Intelligence', Bantam Books.
2. Daniel Goleman, 'Working with Emotional Intelligence', Bantam Books.

4.4: LABOUR LEGISLATIONS - II

UNIT 1

Payment of Bonus Act: Computation of available surplus calculation of direct tax payable surplus calculation of direct tax payable by the employer, eligibility for bonus and payment of bonus – deduction from bonus payable – adjustment of customary of interim bonus payable, adjustment of customary or interim bonus linked with production or productivity – set on and set off allocable surplus, presumption about accuracy of balance sheet and profit and loss account.

UNIT 2

Payment of Gratuity Act, 1972: Payment of Gratuity – exemption – nomination – determination and recovery of the amount of gratuity.

UNIT 3

Payment of Wages Act, 1936: Objects, provisions relating to responsibility for payment of wages – fixation of wage periods, time of payment, deduction and fines – maintenance of records and registers, inspectors appointment of authorities and adjudication of claims.

UNIT 4

Minimum Wages Act, 1948: Objects, fixing of minimum rate or wages – procedure for fixing and receiving minimum wages – appointment of advisory board – payment of minimum wages, maintenance of registers and records contracting out – powers of appropriate government offences and penalties.

UNIT 5

Industrial Employment(Standing Orders) Act, 1946: Provisions regarding certification and operating of standing orders – duration and modification of standing orders – power of certifying officer – interpretation of standing orders.

UNIT 6

Trade Union Act, 1926: Registration of Trade Unions, rights, and liabilities trade unions – procedure – penalties

REFERENCE

- 1 Bare Acts
- 2 Kapoor N D, Industrial Laws
- 3 Shukla M C, Industrial Laws

4.5: ORGANISATIONAL DEVELOPMENT

UNIT 1

Introduction to Organization Development – Concept – Nature and scope of organizational development – History of organizational development – Underlying assumptions and values.

UNIT 2

Theory and practice of organizational development – Operational components – Diagnostic, action and process – Maintenance component.

UNIT 3

Action Research as a process – An approach – History – Use and varieties of action research – When and how to use action research in organizational development.

UNIT 4

Organizational development interventions – Team interventions – Inter-group interventions – Personal, interpersonal and group process interventions – Comprehensive interventions – Structural interventions.

UNIT 5

Implementation and assessment of organizational development – Conditions for success and failure – Ethical standards in organizational development – Organizational development and organizational performance – Implications.

UNIT 6

Key consideration and issues in organizational development – Future of organizational development – Indian experiences in organizational development.

REFERENCE BOOKS:

1. French and Bell, Organizational development, Prentice Hall, 1995.
2. French, Bell, Zawach (Edn) Organization Development: Theory, Practice and Research. UBP.
3. Rosabeth Moss Kanter, The Change Masters, Simon & Schaster.

Course : **MBA (Retail Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : Any degree from a recognised University (10+2+3)
Medium : English

COURSES OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Principles of Retail Management	100
3.4	Shopper Behaviour and Relations Management	100
3.5	Retail Sales Management and Selling Skills	100
IV SEMESTER		
4.1	Retail Logistics and Supply Chain	100
4.2	Stores and Mall Management	100
4.3	Retail Trends	100
4.4	Retail Technology Management	100
4.5	Growth Management	100
	Total	2000

PRINCIPLES OF RETAIL MANAGEMENT

UNIT 1

Retail Management Concept and Trend: Definition and Meaning- Characteristics- Functions- Role of retailing- Trends in Retailing- Types of Retailing-Forms of Retailing based on ownership- Non-Store Retailing- On-line sales- Service and Product Retailing-Retail theories-Wheel of Retailing.

UNIT 2

Retail Market Segmentation and Marketing Mix: Retail Market segmentation- Need- Criteria- Dimensions of segmentation- Customer Clusters and Customer profiles- Retail Market Mix: Elements of Mix- Designing the Mix to meet the Segment needs.

UNIT 3

Merchandising and Facilities: Merchandise Planning- Identifying Customer Needs and Wants- Presenting the Merchandise –Visual Merchandising-Category Management-Product Movement and Stocking Plans- Retail Facilities: Cold Storage- Display- Demo-Warehouse-Customer Convenience.

UNIT 4

Pricing, Promotion and Channel of Distribution: Retail Pricing: Pricing Factors- Pricing Methods- Retail pricing strategies: Promotion Pricing – Competitive Pricing- Clearance Pricing- Pre-emptive Pricing- Value Pricing and Every Day Low Pricing (EDLP) Pricing strategy-Retail promotion strategies: Retail Advertisement, Marketing and Promotion (AMP)- In-store promotion- External promotion- Retailing Channels: Criteria for selection of suppliers- Channel choice- Intensive, Selective and Home Delivery models-

UNIT 5

Managing Layout and Personnel: Retail Location: Factors and Presence- Visibility Management- Layout plan- Open Access- Billing and Security- Timing models- 24 hours Timing: Pros and cons- Careers in Retailing-Recruitment, Selection and Training- Role of IT in Retailing: Barcodes and REID-Retail Management Information System.

UNIT 6

Retailing Industry: Entrepreneurial and Risk-Return features of Retailing- Space for every shade and size- Retail Life cycle - Emergence of MNCs in Retailing- New Retail

formats: Malls, Category Killers, Membership/Warehouse clubs, Ethnic and Home & Design Centres- Multi Channel Retailing - Foreign direct Investment in Retail Industry.

REFERENCES

1. Swapna Pradhan, *Retail Management-A Strategic Approach*, 2008, TMH.
2. David Gilbert, *Retail Marketing Management*, 2000, Pearson Education Limited.
3. James Ogden & Denise Ogden, *Integrated Retail Management*, 2007, Biztantra.
4. Barry Berman, Joel R. Evans, *Retail Management*, 2009, Pearson College Div
5. [Michael Levy](#) and Barton Weitz, *Retailing Management*, 2008, McGraw Hill-Irwin.
6. [Rosemary Varley](#), *Retail Product Management: Buying and Merchandising*, Routledge, 2001.
7. George Belch and Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw-Hill, 2011.

SHOPPER BEHAVIOUR AND RELATIONS MANAGEMENT

UNIT 1

Introduction to Shopper Behavior: Concept, Meaning and Scope of Shopper Behavior- Importance of studying Shopper behaviour- Application of Shopper behaviour principles to strategic marketing- Market segmentation and Shopper behaviour- Model of Shopper Decision Making.

UNIT 2

Shopper Decision Process: Problem Recognition –Problem Solving Process- Information Search-Alternative Evaluation and Selection-Outlet Selection and Purchase: Considerations- Store Loyalty Factors- Post Purchase Behavior-Customer Satisfaction – Ensuring Repeat visit and Recommendation to others.

UNIT 3

Internal Determinants of Shopper Behaviour: Values, Motivation, Personality, Life-style, Life Phase, Perception and Learning based factors influencing shopping behaviour- Change in shopping behaviour: Issues and Management.

UNIT 4

External Determinants of Shopper Behavior: Opportunities and compulsions of environment setting shopping behaviour- Influence of Culture and Subculture, Social Class and Economic Standing on Shopper Behaviour- Reference Groups, Family Influences and Cross Cultural factors on Shopper Behaviour- Dynamics of these External determinants- International Perspective.

UNIT 5

Customer Relationship Management (CRM): Concept and Components of CRM- Goals of CRM-Using Customer touch points – Decisions on Responsibility for CRM: Marketing / Sales / Customer Services/ Product Support-Channel Or other partners- CRM Planning – Developing Strategy – Customer Life Time Value and Customer Equity.

UNIT 6

Stakeholder Relationship Management (SRM): Supplier Relations- Channel Relations- Competition Relations- Employee Relations- Trade-body Relations- Environmental Management-Strategy for SRM for sustained development.

REFERENCES

1. Claus Ebster and Marion Garaus, *Consumer Behavior: [Store Design and Visual Merchandising: Creating Store Space That Encourages Buying](#)*, 2011, Business Expert Press.
2. Huddleston and Minahan, *Consumer Behavior: [Women and Shopping](#)*, 2011, Business Expert.
3. Stella Minahan, Sean Sands, and Carla Ferraro, *[The Inscrutable Shopper: Consumer Resistance in Retail](#)*, 2011, Business Expert Press.
4. [Leon Schiffman](#) & [Leslie Kanuk](#), *Consumer Behavior*, 2010, Prentice Hall.
5. Michman and Mazze, *[The Affluent Consumer: Marketing and Selling the Lifestyle](#)*, Praeger, 2006.
6. Phil Lempert, *[Being a Shopper: Understanding the Buyer's Choice](#)*, Wiley, 2002.
7. Marieke K. de Mooij, *Consumer Behavior and Culture: The Consequences for Global Marketing and Advertising*, 2004, Sage Publications.
8. Ann Satterwaite, *Going Shopping: Consumer Choices and Community Consequences* YUP, 2001.
9. Herb Sorensen, *Inside the Mind of the Shopper: The Science of Retailing*, 2009, Wharton School.
10. DMS Retail, *Retail Customer Service Fundamentals*.
11. Michael R. Solomon, *[Consumer Behavior: Buying, Having and Being](#)*.

3.5 RETAIL SALES MANAGEMENT AND SELLING SKILLS

UNIT 1

Introduction to Sales Management: Meaning and Scope- Functions- Decisions Areas- Features of Different Types of Sales: Consumer Market and Industrial Market sales- Regular, Promotional, New Product, Seasonal and Clearance Sales – Direct Selling – Indirect Selling – Vending Selling & E-Selling - Counter Sales – Franchise Selling – Catalogue Sales.

UNIT 2

Qualities and Skills of a Sales Person: Personal Qualities: Courtesy – Patience– Perseverance- Listening – Expression- Hard-work- Achievement motivation- Self confidence– Grooming for Personal Quality Perfection – Professional Skills: Product Knowledge– Organizational Knowledge - Knowledge of Competitor offerings- Dialogue Process- Situational Decision Making skills – Discerning Power- Responsibilities.

UNIT 3

Sale Process and Relationship Building: Process of selling- Prospecting – Qualified Prospecting- Pre-approach preparation–Approach and Initiation – Presentation & Demonstration – Handling Objections, Doubts, Misunderstanding and Complaints - Closing Sales – Follow-up action – Relationship building: Strategies and services- Service calls- Up-selling opportunities- Cross-selling – Recommendations and References- Posting an opinion in the Web-pages.

UNIT 4

Recruitment and compensation: Recruitment and selection of sales force- Induction- Job Assignment and Rotation- Training of sales force- Training in Selling strategies- Compensation plans: Time and Performance based schemes- Factors influencing compensation level- Unique Compensation for Unique Talents.

UNIT 5

Sales Documentation and Value Handling: Billing – Credit Billing– Credit/Debit Card Billing– Managing Returns, Refund and Replacements – E&OE– VAT –Traveling Cheques – Tele-Transfer – International Currencies and Exchange rate conversions – Cash handling Techniques- Safety and security of valuables- Prevention of shoplifting, thefts and pilferages.

UNIT 6

Sales Planning and Operations: Sales Strategy: Design, Planning, Execution- [Sales Incentive Plan](#) - [Sales process engineering](#)- Sales Communication- Lead Generation- Sales Programs- Measurement of Results: Sales Reporting Analytics & Sales Data-[Sales Quota](#).

REFERENCES

1. [Charles Futrell](#), *Fundamentals of Selling*, McGraw Hill-Irwin, 2008.
2. Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, *Retail Management*, Oxford, 2006.
3. [Richard R Still](#), [Cundiff W Edward](#), [Govoni A P Norman](#), *Sales Management: Decision Strategy and Cases*, Pearson, 2008.
4. Dhotre Meenal, *Channel Management and Retail Marketing*, HPH, Mumbai, 2005.
5. [George Whalin](#) and [Terri Pilot](#), *Retail Success*, Willoughby Press, 2001.
6. [Willard N. Ander](#) and [Neil Z. Stern](#), *Winning At Retail: Developing a Sustained Model for Retail Success*, Wiley, 2004.
7. Walter A. Friedman, *Birth of a Salesman: The Transformation of Selling in America*, Harvard Univ. Press 2004.
8. [S.C. Bhatia](#), *Retail Management*, Atlantic Publishers, 2008.
9. Peter Fleming, *A Guide to Retail Management*, Jain book Depot, 2006

4.1 RETAIL LOGISTICS AND SUPPLY CHAIN

UNIT 1

Concept and Scope: Concepts of Logistics and supply chain- Importance of Logistics in these days global Sourcing, Production and consumption- Dimension of Logistics: Macro and Micro aspects- Supply chain contours: Backward and forward linkages- Supply chain efficiency- Logistics as a competitive edge driver- Peculiarities and diversity of needs of Logistics for Retailing.

UNIT 2

Logistics and Procurement: Logistics as a Support function of Procurement and Vendor Facilitation - Logistics as interface function of Demand Forecasting, Global procurement, Tracking inward shipments and Storage Planning- Logistics as an enabler of Just-in-Time (JIT), Kanban (A scheduling system for lean inventory), Vendor Managed Inventory (VMI) for Vendors and the firm.

UNIT 3:

Logistics and Marketing: Logistics as a Support function of Order Fulfillment, Assembling & Labeling from Multi-storage points and Delivery- Logistics as an interface of Market forecasting, Stock level management, invoice or sales documentation, picking products, consolidation, transport-packaging, packing, marking, preparing outbound documentation and shipping out by loading into containers- customer facilitation tracking out-bound shipments.

UNIT 4

EXIM Logistics: Importance of Global Logistics- **Export Logistics:** Special Aspects of EX-IM logistics- Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- **Import Logistics:** Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing- Distribution to Units- Security & Insurance- Multimodal Transport- UN International convention on MT of Goods- Terminal Networks: Types and Roles.

UNIT 5:

Logistics Service Providers: 3PL/4PL Services- Differences between 3PL & 4PL- Common Services for 3PL/4PL: Invoice management, call centers, warehouse/distribution facilities - Carrier management- 4PL Specialties: Implementation Center: Business process analysis/scoping, Development of all activities into an open systems framework- Product/Skill Centers: Supply chain engineering –4PL Value Added services: Knowledge Transfer, Business Development and Functional Support.

UNIT 6:

Special Logistics: Inter-modal and Multimodal Logistics- Logistics for Trade Fairs and Events - Consolidation and Groupage- Logistics of Time Perishable and Logistics of Quality Perishables- GS1 System of world-wide supply-chain standards system- E-Logistics –Warehouse Logistics- Reverse Logistics.

REFERENCES

1. Sahay B.S, *Supply Chain Management for Global Competitiveness*, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, *Logistics and Supply Chain Management Cases and Concepts*, Macmillan India Ltd., New Delhi..
3. Coyle, Bradi & Longby, *The Management of Business Logistics*, West Publishing Co. Martin Christopher, *Logistics and Supply Chain Management*
4. [Dawson](#), [Larke](#) and [Mukoyama](#), *Strategic Issues in International Retailing*, Routledge, 2007
5. Paul R. MurphyJr. and Donald Wood, *Contemporary Logistics*
6. Harvard Business Review, *Managing Supply Chains*
7. Alan E. Branch, *Global Supply Chain Management and International Logistics*
8. Simchi-Levi, Kaminsky & Simchi-Levi, *Managing the Supply Chain: The Definitive Guide*.
9. Ray, *Supply Chain Management For Retailing*, TMH, 2010.
10. James B. Ayers, *Retail Supply Chain Management*, Auerbach Publications, 2007

4.2 STORE AND MALL MANAGEMENT

UNIT 1

Location, Layout and Ambience: Store/Mall Location Choices and considerations- Prime Vs Up-coming Vs Remote Locations - Internal Layout Designs: Straight floor plan- Diagonal floor plan, Angular floor plan, Geometric floor plan and Mixed floor plan- store fixtures: Types and suitability- Relevance of Managing Exterior and Interior Ambience- Visual Merchandising- Merchandise Display: Racks and Shelves: Importance- Types: Supermarket Racks - Fruit & Vegetable Racks- Electronic Racks- Showcase Racks-Pharmacy Racks- Book Racks- Textile Racks- Shoe Racks- Cantilever Racks- Mezzanine floor- Freshness and Exquisiteness.

UNIT 2

Inventory Management: Wide Merchandise Assortment – Quality and Price Ranges- Procurement Efficiency- Techniques of Inventory management to ensure economy- Keeping track of ‘Fast’, ‘Slow’ and ‘No’ (FSN) Moving items- Novelty and First to Shelf principle.

UNIT 3

Stores and Malls: Introduction to Stores and Malls- Development of Malls and Multiplexes- Store space Leasing in Malls- Tenant Mix- Branding of Stores and Malls- Mall Maintenance Management- Store/Mall Anchor- Food Court- Entertainment Multiplex- Round-the-clock operation- Stores Vs Malls.

UNIT 4

Operational Efficiency: Business Plans: Mark-up and Mark-down- Gross Margin Return On Inventory Investment (GMROII) – Break-even level- Marketing Strategy- Promotional Calendars- Differentiation- Leadership- Competitive edge- Winning new and Retaining existing customer base-Retailing Research- Employee Training, Empowering, Scheduling, Motivation and Meetings.

UNIT 5

Managing Customer Service and Satisfaction: Facilities for Parking, Multiple payment options, Kids-keeping, Quick counter service, etc - Customer satisfaction: Importance, Determinants and Level- Strategic Advantage through

Customer Service and Customer Satisfaction (CS&CS): CS &CS strategies -Gap Model of Improving Customer Service and Customer Satisfaction- Expectation and fulfillment.

UNIT 6

HR Management: Types of Job positions in Retail Stores/Malls: Retail Store Manager, Retail Sales Associate, Merchandiser, Cashier and Brand Manager - Job Description, Job Requirements, Duties and Responsibilities, Career Opportunities and Tips for success of Retail Store Manager, Retail Sales Associate, Merchandiser, Cashier and Brand Manager.

REFERENCES

1. Af Susan K. Mitchell, *The Largest Indoor Parks and Malls*, Gareth Stevens, 2007.
2. [Carles Broto](#), *New Shopping Malls*, Links, 2007
3. [Books Llc](#), *Shopping Malls*, General Books LLC, 2010
4. [Jan Wehrheim](#), *Shopping malls*, VS Verlag, 2007
5. [Barry Maitland](#), *Shopping malls: planning and design*, 2007.
6. Coleman Peter, *Shopping Environmentism*, Elsevier Science, 2007
7. DMS Retail, [Winning at Store Management](#).
8. K S Menon, *Stores Management*, [Macmillan Publishing](#)
9. [Robert E Mitchell](#), *The Store Manager*, Vantage Press, 2007
10. Paco Underhill, [The Call of the Mall: A Walking Tour Through the Crossroads of our Shopping Culture](#), 2004.

4.3 RETAIL TRENDS

UNIT 1

Growth in Retailing: Spread of 'Retailization'- GDP share of Retail- Global Spread of Retail- Experience oriented Retailing- Factors Fueling growth in Retail- Seamless Retail- Pre-paid Retailing- Manufacturers into Retailing through Forward Expansion- RoI and RoII (Return on Inventory Investment) in Retailing- Talent capacity needed for Retailing.

UNIT 2

Retail Formats: Multiplying Types of Retail formats- Changing Retail formats- Global spread of Retail formats- Virtual and Physical Formats- Agency-run and Owner Producer-run formats- Multi-channel formats- Social Network sites and Retailing- Experiential Retailing: DIY (Do It Yourself) formats for Gardening and Decor.

UNIT 3

Drivers and Hurdles: Drivers: Self serve- Cost polarization- Blurring of sectors- Brand experience- Generational crossover- Mass customization- Increased role by children and women- contact-free modes of payment- On-line opportunities. **Hurdles:** Demographic shifts- Supply chain hassles- Lack of retail space – High rentals- Lack of Requisite Human resources.

UNIT 4

Leading Giant Retailers of the world: Lulu Hyper market in the Middle East - Wal-Mart – K-mart - Tesco - Metro AG - Carrefour- [Marks & Spencer](#) – Mydin of Malaysia- Sheng Siong- Fred Meyer- [JUSCO](#), [CityCentre](#), [Wellcome](#) and Big C- Mustafa Centre, Singapore- Express Avenue of Chennai.

UNIT 5

Trend in Retailing in Durable and Soft Goods: Durable Goods: Household Appliances & Home Furniture, Electronics, Apparel and Jewelry. **Soft Goods:** Healthcare, Grocery, Food, Perfumeries and toiletries.

UNIT 6

Service Retailing Trends: Trends in telephone/mobile retailing- Trends in Air-ticket/train ticket retailing- Retailing of tourism services: Hotel booking, Entertainment and Conference booking- Retail banking: Concept, Need and Trend.

REFERENCES

1. [Retail Management: A Strategic Approach](#), Pearson, 2006
2. Manfred Krafft, Murali K. Mantrala, *Retailing in the 21st Century*, Springer, 2010
3. Jack W. Plunkett, *Retail Industry Almanac*, Plunkett Research Ltd, 2009.
4. Patrick M. Dunne, *Retailing*, South-Western College, 2010.
5. Joseph and Fisher, *The Secrets of Retailing, : Or: How to Beat Wal-Mart!*, Silverback Books, 2004
6. Levy and Weitz, *Retailing Management*, McGraw-Hill, 2008.
7. Wikipedia: *Reputed Malls and Shopping Centres in the World*.
8. Barry Berman and Joel R Evans, *Retail Management- A Strategic Approach*, PHI, 2010.

4.4 RETAIL TECHNOLOGY MANAGEMENT

UNIT 1

Retail Store Front: POS and Peripheral Applications - Payment Applications- Store Management Solutions- Integrated Point of Sale Technology- Mobile Store Market- Changing Gaming of Retailing into e-tailing-Social Web and Retailing- Internet Marketing Tips for Retailers.

UNIT 2

Inventory Related Technology: Personnel Management solutions: Time and Attendance, Computer- Based Training - Store Inventory Management: Stock locator, Direct Store Delivery, Auto Replenishment Store Warehouse Management: Store Receiving, Real Time Inventory Adjustment, RFID based Inventory Management - Store Operations Management: Store Reports, Shrink Management

UNIT 3

Enterprise Systems: Enterprise Systems Integration across Supply Chain, CRM, Financials and Enterprise Data Management technologies-Freezer Door LCD-Mobile Barcode Scanning in Store- Mobile Payment, and Kiosks- Mobile Wallet- Settlement, Reconciliation and Reporting - Web Reporting.

UNIT 4

E-Commerce and Hardware: MOTO (Mail order / Telephone Order) business - Virtual Terminal solutions - Computerized POS systems- POS Printers (for receipts, check printing, and document franking)- Magnetic stripe readers (MSRs)- Magnetic ink character recognition readers (MICRs)- Barcode scanners/readers- Cash drawers- Coin dispensers- Pole displays-PINpads- Electronic scales- EFTPOS (Electronic Funds Transfer at Point of Sale) – B2B and B2C E-Commerce.

UNIT 5

Software Support: Information Management and Web-sphere Software- Software support for Integrated Merchandise Planning, Demand Forecasting for Retail, Mobile & Remote Retailing, Intelligent Clustering for Retail, Order Processing, Retail Space Management, Revenue Optimization Suite and Size Optimization- End-to-end

Solutions- Using technology to exploit customer behaviour and drive sales cross channel.

UNIT 6

Organizational and Operational Technology: Automatic identification and data capture- database management systems- automatic data mining- network and telecommunication- mobile computing, m-commerce- global positioning systems- vendors mediated inventory system- Just in Time inventory- Lean Organization.

REFERENCES

1. Khurana, *Information Technology For Retailing*, TMH, 2010.
2. Girdhar Joshi, *Information Technology for Retail*, Oxford University Press, 2008
3. Philip Bryan, *Communications and Retail Technology*, Pearson, 2007
4. Harry E Burke, *Automating Management Information Systems: Barcode Engineering and Implementation*, Van Nostrand Reinhold, 1990

4.5: GROWTH MANAGEMENT

UNIT 1

Sinews of Growth: Defining Growth and Growth Management- Overview of Growth Management **'SIX-S'** Process: Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance- **Sinews:** Identifying Growth Opportunities – Entry Enticements and Barriers- Competition and Cooperation- Creativity and Engagement- Prioritizing Growth- Developing a Growth Proposition and Plan- Building up the Growth sinews: Fine-Ware, Soft-Ware and Hard-Ware- Growth propellers and escalators- Reinventing the Future.

UNIT 2

Strategizing Growth- Strategic thrusts for Growth- **Improvement Strategies** (Synergy and Value chain based): Vertical growth, Horizontal growth (related growth and unrelated growth), Evolutionary growth and Continuous growth, Organic growth- **Venture Strategies:** Disruptive Ventures and Innovation Strategies: Revolutionary growth, Discontinuous growth, and Acquired growth- Blue Ocean Strategy- Ansoff's model- McKinsey model- SWOT/TOWS model- 3 Levels of Enterprise Strategies for growth- Porters Generic Competitive Strategies- **Choosing the strategic growth choice:** Considerations of Internal and External Factors.

UNIT 3

Staging Growth: Organizing for Growth- Inertia Escape- Activation of growth- Well thought out implementation plan- Competitive compensation programs- Supportive organization culture- Strategic core competencies in place- Frequent, two-way communications- Strategic staffing plan- Efficient decision-making process- Full delegation and accountability- Team based environment- Performance management program- Change management tools in place- Supportive systems and processes- Employee development plans- Succession plan – Warding off Organization from signs of Slowing and Losing- Resources for Growth- Mentor for Growth (M4G)- Getting focus and balance- Monitoring growth.

UNIT 4

Synchronizing for Growth: Synchronized Efforts - Directing the Growth Resource mix – Greiner's model of Crises Induced Growth- Managing Growth fatigue:

Concept and Overcoming the same- - Managing the momentum of growth: Steady and Speed – Alert and Advancing- High Growth Road Map.

UNIT 5

Securing Growth in every domain: Product & Brand domain, Market & Competition domain, Assets & Capacity domain, Finance & Profitability domain, Networks & Relationship domain, Geography & Spread domain and People & Organizational domain- Handling un-sought consequences of growth- Turning Risks into Opportunities.

UNIT 6

Sustaining Growth: Efficiency Improvement- Effectiveness Enhancement- Excellence Management- Continuous Innovation- Kaizen and Radical Innovation- Harnessing Diversity- Rapid Growth Strategies- Managing Rapid Growth- Passion for Growth.

REFERENCES

1. Christopher Meyer, *Relentless Growth*, Free Press, 1997.
2. Robert Slater, Jack Welch and the GE Way: *Management Insights and Leadership*, 1999.
3. Richard Leifer, et al, *Radical Innovation*, HBP, 2000.
4. Peter S Pande, *6 Sigma Way*, McGraw Hill, 2000.
5. B Tucker & B Tucker, *Driving Growth Through Innovation*, Berrett-Koehler, 2002.
6. Jack Trout & Steve Rivkin, *Differentiate or Die*, John Wiley and Sons, 2008
7. Ram Charan and Noel. M. Tich, *Every Business is a Growth Business*, Three Rivers Press, 2000.
8. Jennings & Haughton, *It's not BIG and eats SMALL... it's FAST that eats SLOW*, Harper, 2002.
9. Andrew Lester, *Growth Management: Two Hats Are Better Than One*, MacMillan, 2009
10. Feigenbaum, A V; Feigenbaum, D. S, *The power of management innovation :* McGraw-Hill, 2009
11. Timothy George Kotnour, *Transforming Organizations*, CRC Press 2009.
12. Rodolphe Durand, *Organizational evolution and strategic management*, Sage, 2006

Course : **MBA (Technology Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : **Any degree from a recognised University**
Medium : English

COURSES OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Management of Innovation and R&D	100
3.4	Re-engineering and Flexi Systems	100
3.5	Technology Policy, Ethics and IPR management	100
IV SEMESTER		
4.1	Manufacturing, Maintenance and Waste Management	100
4.2	Knowledge and Change Management	100
4.3	Management of Technology Transfer and Absorption	100
4.4	Growth Management	100
4.5	Quality Management	100
Total		2000

3.3: MANAGEMENT OF INNOVATION AND R&D

UNIT 1

Concept of Innovations and R&D: Meaning of Innovation- Requisites for Innovation: Creativity, Scientific Temper, Invention, Proto-type Development, Testing, Refinement, Perfection and Diffusion – Jay Doblin’s Ten Types of Innovation – Jennifer Goddard’s six focus areas for innovation - Innovation models of John Besant and Joe Tidd- R&D the back-bone of Technological Innovation- R & D and Economic Development Nexus- Technology innovators- Business Model innovators- Process innovators.

UNIT 2

Innovation and Human Intellect: Creativity and Problem Solving: The Creative Process- Intellect and Creativity- Creative Individuals and Out-of-box thinking- Techniques of Transforming Creativity into Invention and Invention into Innovation- Sources of Innovation- Michael Lee Scritchfield’s 4P's of Creativity/Innovation: Product, Process, Person and Press (Place) - 4 Zones of Innovation: Product Leadership, Customer Intimacy, Operational Excellence and Category Renewal- Innovation failures.

UNIT 3

Theories of Creativity, Innovation, Technology and R&D: Behavioral theory of R&D investment and Innovation- Open Innovation theory- Dominant design theory- Technology S-curve theory- Brainstorming theory- Ed DeBono's Six Thinking Hats- Combination method- Brinnovation (breakthrough innovation)- Benchmarking- Complexity Theory- TRIZ/TIPS theory- Chris Grannell’s Innovation Strategies- Role of MNCs in R&D – MNCs in US, EU and Japan in R&D Triad.

UNIT 4

Innovating Firms: Understanding the Innovative Features of the selected top innovators of the world, namely: The Facebook, Amazon, Apple, Google, Novartis, Walmart, HP, Nike, Intel, IBM, GE, Disney, Cricket, IPL 20-20, Samsung, Microsoft and Twitter - Organizational climate for Creativity and Innovation- Autonomy and Entrepreneurship, Close to the Customer, Competitive Spirit, Failure tolerance, organizational support and Managing Ambiguity and Paradox.

UNIT 5

Patenting of Innovation: Patenting Inventions and Innovations- Role of Patents, Copy Rights, Trade Marks and Licenses in Innovation and R&D management– Intellectual property rights - Decision support systems in R& D– Process Vs Product Innovation- Reverse Engineering- Law regarding Protection of Innovations from Imitations.

UNIT 6

Corporate and Government Commitment to Innovation and R&D: R & D as a Corporate Function – In-house R & D Resources and Commitment – Partnership in Innovation– Financiers of R & D Projects – Role of Consultants in R & D- Creating a productive team culture – Government support for R&D infrastructure and researchers- Role of DST, DBT and CSIR- Global Innovation Index-Innovation Efficiency Index: Input Index and Output Index.

REFERENCES

1. Tom Peters and Robert Waterman, *In Search of Excellence*, London: Harper & Row 1982.
2. Alvin Toffler. *Future Shock*. New York, Bantam 1971.
3. V. Govindarajan & C. Trimble, *The Other Side of Innovation*, HBSP, 2010.
4. V. Govindarajan & C. Trimble, *Ten Rules for Strategic Innovators*, HBSP, 2005.
5. Silverstein, Samuel and Decarlo, *The Innovator's Toolkit*, Wiley, 2008.
6. P Skarzynski and R Gibson, *Innovation to the Core*, HBSP, 2008
7. Scott Berkun, *The Myths of Innovation*, O'Reilly Media, 2010.
8. Braden Kelley & Rowan Gibson, *Stoking Your Innovation Bonfire*, Wiley, 2010.
9. James M. Utterback, *Mastering the Dynamics of Innovation*, 1994.
10. Peter F. Drucker, *Innovation and Entrepreneurship*, Harper, 2006.
11. WIPO, World Intellectual Property Organization's Publications.

3.3 RE-ENGINEERING AND FLEXI SYSTEMS

UNIT 1

Concept and Requisites of BPR and Flexi System : Nature, Significance and Rationale of Business Process Reengineering (BPR) - Fundamental Rethinking is Fundamental of BPR- The Genesis- Requisites: Reengineering Leader, Reengineering Communications, Reengineering Journey, New Process Design, Reengineering Failure, Reengineering Team, Reengineering Effort, Reengineering Program, Reengineering Will- Speed and Smart Execution- Concept and Significance of Flexibility- Flexible Vs Fixed systems- Features and superiority of Flexible systems.

UNIT 2

Process Reengineering: Appraisal of Processes - Processes for Reengineering- Reengineering of Processes- Role of information technology- BPR Cycle: Identify, Analyze As-Is, Envision New Processes- Business process discovery and diagnosis- Design/Re-design/Reconstruction – Test and Implement- Monitor- Business process interoperability- Business process Improvement- Business process mapping- Process Reengineer- BPR Process and Participants.

UNIT 3

Implementing BPR: Approval of BPR- Preparations for Implementation- BPR Process Chart- Change Management- Communication, Commitment, Control and Contours- Reengineering Reporting- Systems Thinking- Reengineering Enabling Processes- Continuous Improvement- Bottom-up Participation Process- BPR Principles.

UNIT 4

Evaluation of PBR: Reengineering Success- Reengineering Revolution- BPR Vs TQM; BPR Vs CQI; BPR Vs Scientific Management; BPR Vs Industrial Engineering; BPR Vs Value Engineering- BPR Criticisms- BPR Can do well.

UNIT 5

Types of Functional Flexi systems: Simplifying systems - Enterprise Flexibility: Ready for Experimenting and coping with Paradoxes- Strategic Flexibility:

Ready for Change and Dynamics- Organizational Flexibility: Fluidity and Managing by Walking around- Financial Flexibility - Marketing Flexibility - Human Resources Flexibility - Information System Flexibility - Manufacturing system Flexibility - Supply Chain Flexibility.

UNIT 6

Components and Competitiveness of Flexi Systems: Flexibility in Technology- Flexibility in Product offerings- Flexibility in service offerings- Flexibility in Business Excellence- Flexibility in Mergers and Acquisitions- Flexibility in Strategic Alliances- Competitive Edge and Flexi Systems.

REFERENCES

1. Jacobson, et al, *Business Process Reengineering With Object Technology*, Addison-Wesley, 1994
2. Clarence Feldmann, *The Practical Guide to Business Process Reengineering* Dorset House, 1998.
3. Dan Madison, *Process Mapping, Process Improvement & Process Management*, Paton Pres, 2005.
4. Harvard Business School, *Improving Business Processes*, HBSP, 2010.
5. Jay Heizer and Barry Render, *Operations Management Flexible Version*, Prentice Hall, 2011.
6. Christopher Bartlett (Author), *Paul Beamish ,Transnational Management*, McGraw Hill, 2010.
7. Birkinshaw & Hagström, *Flexible Firm: Capability Management in Network Organizations*, OUP, 2002.
8. Ord Elliott, *The Future is Fluid Form: Designing Flat, Flexible Organizations*, iUniverse.com, 2009
9. Smith, *Flexible Product Development: Building Agility for Changing Markets*, Jossey-Bass, 2007.

TECHNOLOGY POLICY, ETHICS AND IPR MANAGEMENT

UNIT 1

Technology Policy Imperatives: Science and Technology (S&T) Policy and Impact on Industry and Society- Government of India's S&T Policy: Preamble, Objectives and Strategy & Implementation- Government Initiated Scientific Programs: Scientific & Engineering Research, Technology Development, S&T and Socio Economic Development, International S&T Cooperation, Women Scientists Programs, Technology Missions: Solar & Water- 2010-2020 Decade of Innovation in the Country- Government Budgetary Allocation for S&T under R&D, TD and TM Programs- Green Technology- Clean Technology- Philosophy of technology.

UNIT 2

Sector Technology Policy Issues: Industrial Technology Policy- Power Technology Policy- Transport Technology Policy- Bio, Info, Nano (BIN) Technology Policy- Cyber security- Agriculture and Allied sector Technology Policy- Private Sector Technology Initiatives and Government Fiscal Support- Invention, Innovation and Commercialization Policy- Basic Research and Beyond Basics and Applied Research- Higher Educational Institutions (HEIs) and Technology Development- Governance of Science and Technology in Society.

UNIT 3

Outlook for technology policy: Technologies of Freedom- Convergence, the Internet, and Policies of Freedom- UN World Summit on the Information Society- Integrating Societal Concerns into Nanotechnology R&D- Linking Scientific Research to Societal Outcomes - High- and low-cost realities for science and society- Guide for Policy Analysis- Science and Technology for societal sustainability- Environmental Politics and Role of civil society in environmental governance

UNIT 4

Ethics of Technology: Virtues of science and technology- Science and social responsibility- Real-time Assessment of Impact- Technology and Human Interface- Ethics of Risk Analysis and Regulatory Review- Environmental Ethics and International Policy- Leveraging talent, not technology-Techno-criticism -Techno-progressivism- Ethics of artificial intelligence- Bio-ethics- cloning, RFID, biometric

analysis and identification, genetic screening- Third-world compatibility- World Commission on the Ethics of Scientific Knowledge and Technology.

UNIT 5

Technology and IPR: Concept of IPR- Technology and IPR Linkage- Types of IPR- Patents, Trademarks, Service Mark, Copyrights, Designs, Geographical Indications, Biological Diversity, Other IPR, Plant Varieties, Trade Secrets/Confidential Info., Data Protection, Traditional Knowledge, IC Layouts and Domain Name- International Treaties on IPR: Paris Convention, as of December 7, 1998- Patent Cooperation Treaty (PCT), as of December 7, 1998- TRIPS Agreement (WTO), as of January 1, 1995- World Social Forum- Socialization of Technologies: Concept and Issues.

UNIT 6

IPR and Indian: The Patents Act 1970, as amended by The Patents (Amendment) Act 2005- The Patents Rules, 2003, as amended by The (Amendment) Rules 2006-Trade Marks Act, 1999-Trade and Merchandise Marks Act, 1958- Copyright Act, 1957-Biodiversity Act, 2002-Protection of other IPRs- Distinctiveness Uniformity and Stability (DUS) test- Criticism of intellectual property.

REFERENCES

1. Government of India, *Science and Technology Policy* (Web sites)
2. Decker, Ladikas & Wütscher, *Bridges between Science, Society and Policy*, Springer 2010.
3. Conceicao, Gibson, Heitor & Shariq, *Science, Technology & Innovation Policy*, Quorum Books, 2000.
4. Guston and Sarewitz, *Shaping Science and Technology Policy*, University of Wisconsin Press, 2006.
5. Dominique Foray, *The New Economics of Technology Policy*, Edward Elgar Publishing, 2010.
6. W. Brian Arthur, *The Nature of Technology*, Free Press, 2009.
7. Kevin Kelly, *What Technology Wants*, Viking Adult, 2010.
8. Relevant Convention/Treaty documents
9. Relevant Bare Acts
10. S S Singh, *Law of Intellectual Property Rights*, Deep and Deep, Delhi, 2009.

4.1 MANUFACTURING, MAINTENANCE AND WASTE MANAGEMENT

UNIT 1

Concept and Requisites of Manufacturing: Functions of manufacturing management- Basic Manufacturing operations - Organization and planning for manufacturing- Engineering, Research and Development- Design of manufacturing processes- Industrial equipment and maintenance- Methods engineering - Work measurement- Materials handling- Physical facilities- CAM and CAD- Manufacturing automation - Control systems, sensors, actuators and other control system components.

UNIT 2

Types and Trends in Manufacturing systems: Single station manufacturing cells - Group technology and cellular manufacturing - Flexible manufacturing systems - Manual assembly lines-Transfer lines and similar automated manufacturing systems - Automated assembly systems- Robotics- Introduction to quality assurance - Statistical process control - Process planning and concurrent engineering - Production planning and control systems - Lean production and agile manufacturing-Material handling-Material transport systems- Storage systems- Automatic data capture.

UNIT 3

Nature and Needs of Maintenance: Nature of Maintenance- Need for Maintenance– Maintenance and Productivity, Quality and Competitiveness- Types of maintenance systems: planned and unplanned maintenance – breakdown maintenance– corrective maintenance– opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – Total productive maintenance- Selection of maintenance systems - Maintenance planning and scheduling – establishing a maintenance plan– Items to be maintained and their Characters.

UNIT 4

Organization and Operations of Maintenance: Maintenance organization – resource characteristics – resources structure– administrative structure – training of maintenance personnel – maintenance control- maintenance procedure – guidelines for matching procedures to items – universal maintenance procedure – System operations and documentation – documenting maintenance operations – record keeping – data

collection and analysis – failure statistics– planning and scheduling plant shutdowns- evaluation of maintenance performance.

UNIT 5

Concepts and contours of Waste Management: Concept of wastes- Nothing is a Waste until it is wasted –Types of Waste (on the bases of): Sources, Nature and Characteristics - Rates of Waste generation: Quantities and Qualities- Factors affecting generation- Problems from solid wastes- Changing nature of solid wastes and its Impact- Zero Waste system: Concept, Requisites and Efforts- Trends in e-Waste.

UNIT 6

Systems and Strategies of Waste Management: Systems of Collection, Segregation, Handling, Transporting, Treatment, Storage and Disposal of Waste- On-site Collection, Segregation and Storage Strategy: Procedures and Requirements- Handling and Transporting strategy: Devices, People, Vehicles, Routing, Route Balancing and Transfer stations- Treatment Process: Organic and In-organic processes- Recovery and Reuse – Energy and Manure- Disposal Strategy- Industrial and Hazardous solid waste management- Extended Producer's Liability.

REFERENCES

1. Groover, *Fundamentals of modern manufacturing*, John Wiley, 2010.
2. Gideon Halevi, *Handbook of Production Management Methods*, Heinemann, 2001.
3. Leone and Rahn, *Fundamentals of Flow Manufacturing*, flow Publishers, 2002.
4. Don Nyman, *Maintenance Planning, Coordination & Scheduling*, Industrial Press, 2010.
5. Gulati and Smith, *Maintenance and Reliability Best Practices*, Industrial Press, 2009
6. Un-Habitat, *Solid Waste Management in the World's Cities*, Earthscan Ltd, 2010.
7. Scott and Scheffler, *Reduce, Reuse, Recycle*, Green Books Guides, 2009.
8. Maynard, H.B, *Handbook of Modern Manufacturing Management*, McGraw Hill, 1998.

4.2 KNOWLEDGE AND CHANGE MANAGEMENT

UNIT 1

Conceptual Exploration of KM: Meaning, Nature, Types and Aspects of Knowledge Management (KM) - Data> Information>Knowledge>Wisdom continuum - Value of Knowledge Management - KM as Type of Activity- KM as a Set of Processes- Knowledge Management and supporting concepts: Knowledge Analysis (KA), Knowledge Planning (KP) Knowledge Technology (KT) Knowledge Management (KM)- Computer Supported Work Systems (CSWS)- Knowledge engineering and transfer.

UNIT 2

Process of KM: KM as a Business Process- 3-tier conceptualization of KM: Knowledge Management>Knowledge Process> Business Process-KM as Management of Information- KM as Management of People or Knowledge Workers- KM as transforming Individual knowledge into Organizational knowledge – KM as Managing for New Knowledge- Knowledge Dimensions: Tacit knowledge, explicit knowledge and new knowledge- Knowledge Spiral model of Nonaka & Takeuchi.

UNIT 3

Strategies for KM: KM strategies- push (active) and pull (ad hoc) strategies- Cross-project and Mapping strategies- Competence building and Collaborative strategies- Motivations for KM- KM technologies- KM System- KM reflecting in Decision Execution cycles (DECs)- KM reflecting in Complex Adaptive Systems (CAS) - KM reflecting in Learning Organization (LO)- KM reflecting in Distributed Organizational Knowledge Base (DOKB)- Knowledge Life Cycle and the Business Processing Environment.

UNIT 4

Conceptual Exploration of CM: Meaning, Nature and Types Change Management (CM) - Areas of Change in Business – CM as 'unconscious incompetence' to into 'conscious competence- - Change programs – Change levers –

Change as growth – Change as transformation – Change as turnaround – value-based change-Mapping change- Change saturation- Change Resistance- John P Kotter's eight steps to successful change - Change is Life: Change or Be Changed- Change for Growing and Growing with Change-

UNIT 5

CM Process and Improvement: Preparing for Change- Implementing Change- Reinforcing Change - Kurt Lewin's Theory of CM: Unfreezing, Moving and Refreezing- Fisher's Process of Transition model- Change Management Toolkit, Pilot and Best Practice- Communication, Sponsorship, Resistance Handling, Change Augmentation, Team-work- Continuous change and improvement- Organizational Changes to Deal with Whirlwinds of Change- Change Checkpoints and Improvement Milestones.

UNIT 6

CM Strategies and Leadership: Rational Vs Emotional - Re-educative Vs Coercive - Adaptive Vs Adoptive - Gradual Vs Sudden - Piece-meal Vs Holistic - Participative Vs Coterie - Top-Down Vs Bottom-up - Successful Change Flows from Learning, Growth, and Development- Leadership Principles in a Changing World - Harnessing the Energy of Change Champions- Leadership fostering Passion for Change- More Change Demands More Leadership.

REFERENCES

1. Awad and Ghaziri, *Knowledge Management*, Prentice Hall, 2003`
2. Carl Frappaolo, *Knowledge Management*, Capstone, 2006
3. Peter F. Drucker, *Managing in a Time of Great Change*, HBP, 2009.
4. Peter F. Drucker, *Managing in the Next Society*, St. Martin's Griffin, 2003.
5. Harvard Business Review, *Knowledge Management*, HBP, 1998.
6. Peter Drucker, *Age of Discontinuity*, Transaction Publishers, 1992.
7. Annabel Beere, *Leadership and Change Management*, Sage, 2009.
8. Nilakant & Ramnarayan, *Managing Organizations Change*, Response Books, 2003.
9. Dunphy, Griffiths & Benn, *Organizational Change for Sustainability*, Routledge, 2007.
10. Cameron & Green, *Making Sense of Change Management*, Kogan Page, 2009.

4.3 MANAGEMENT OF TECHNOLOGY TRANSFER AND ABSORPTION

UNIT 1

Technology Transfer and Acquisition: Meaning, Need and Process- The Essence of Technology Transfer- Transfer within and between Nations- Price and Return for Transfer of Technology- IPR Protection Regimes and Technology Transfer- Multilateral Policies and Technology Transfer- Trade and Investment Policy of Host/Source Country vis-à-vis Technology Transfer.

UNIT 2

WTO's TRIPs and Technology Transfer Issues: TRIPs and Technology transfer- TRIPs, Technology Transfer and Environment - Relaxing IPRs Standards for Environmentally Sound Technologies – TRIPs and Convention on Bio-Diversity (CBD) vis-à-vis technology transfer – Loose Vs Tight IPR Protective Environment vis-à-vis- Technology Transfer- WTO Article 66.2 Implementation and Technology Transfer.

UNIT 3

Technology Transfer Routes: Contractual and Non-contractual Flows of technology- Market Channels: Licensing- JVs- FDI- MOU- MNCs- Bargaining Process- Conditions for Market Channels- Non-market Channels: Imitation and Reverse Engineering- 'Invent Around'- Cross-border movement of personnel- Conditions facilitating non-market channels- Outsourcing as Alternative to Technology Transfer- Local innovation in developing countries as Alternative to Technology Transfer.

UNIT 4

Concept and nature of Technology Absorption: Meaning of Technology Absorption- Cycle of Technology Absorption: Transfer> Adoption> Adaptation> Absorption > Assimilation - Absorption and Productivity - Absorption and Human Interactions, Psychological Factors, Organizational Redesign and Re-engineering.

UNIT 5

Technology diffusion and absorption: Meaning of Technology Diffusion- Key Diffusion Routes: Trade, FDI, R&D, and Labor mobility and training - Proxies for

Absorption: Patent Citations, International Co-invention, and Multinational Sponsorship of Local Invention- Diffusion to Innovation- Rate of Diffusion – Time, Speed and Cost of Innovation through Diffusion- Creation of Superior Technology.

UNIT 6

Trend and Hurdles in Technology Transfer and Absorption: Status of Technology Absorption in India - Need for new outlook on Absorption strategies for acquired technology- Creating new/improved technologies- Hurdles: Attitude of Technology Transferor and Transferee firms- Market Size- R&D spend level vis-à-vis GDP- Quality of Education and Human Resources – Taxation and Fiscal Policy- PPP for Technology Transfer and Absorption.

REFERENCES

1. Itzhak Goldberg, *Globalization & technology absorption in Europe & Central Asia*, WB, 2008.
2. Andrew Michaels, *International Technology Transfer and Trips Article 66.2: Can Global Administrative Law Help Least-Developed countries Get What They Bargained for?* 31st July, 2011, <http://gjjil.org/wpcontent/uploads/archives/41.1/InternationalTechnologyTransfer.PDF>
3. World Bank, <http://go.worldbank.org/F9I6SOVA50>.
4. World Bank, <http://www.worldbank.org/eca>
5. Tabachnick & Koivukoski, *Globalization, Technology, and Philosophy*, Suny Press, 2004.
6. Andrew Feenberg, *Transforming technology*, Oxford University Press, 2002
7. United Nations, *Taxation and Technology Transfer*, 2006.

4.4: GROWTH MANAGEMENT

UNIT 1

Sinews of Growth: Defining Growth and Growth Management- Overview of Growth Management '**SIX-S**' Process: Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance- **Sinews:** Identifying Growth Opportunities – Entry Enticements and Barriers- Competition and Cooperation- Creativity and Engagement- Prioritizing Growth- Developing a Growth Proposition and Plan- Building up the Growth sinews: Fine-Ware, Soft-Ware and Hard-Ware- Growth propellers and escalators- Reinventing the Future.

UNIT 2

Strategizing Growth- Strategic thrusts for Growth- **Improvement Strategies** (Synergy and Value chain based): Vertical growth, Horizontal growth (related growth and unrelated growth), Evolutionary growth and Continuous growth, Organic growth- **Venture Strategies:** Disruptive Ventures and Innovation Strategies: Revolutionary growth, Discontinuous growth, and Acquired growth- Blue Ocean Strategy- Ansoff's model- McKinsey model- SWOT/TOWS model- 3 Levels of Enterprise Strategies for growth- Porters Generic Competitive Strategies- **Choosing the strategic growth choice:** Considerations of Internal and External Factors.

UNIT 3

Staging Growth: Organizing for Growth- Inertia Escape- Activation of growth- Well thought out implementation plan- Competitive compensation programs- Supportive organization culture- Strategic core competencies in place- Frequent, two-way communications- Strategic staffing plan- Efficient decision-making process- Full delegation and accountability- Team based environment- Performance management program- Change management tools in place- Supportive systems and processes- Employee development plans- Succession plan – Warding off Organization from signs of Slowing and Losing- Resources for Growth- Mentor for Growth (M4G)- Getting focus and balance- Monitoring growth.

UNIT 4

Synchronizing for Growth: Synchronized Efforts - Directing the Growth Resource mix – Greiner's model of Crises Induced Growth- Managing Growth fatigue:

Concept and Overcoming the same- - Managing the momentum of growth: Steady and Speed – Alert and Advancing- High Growth Road Map.

UNIT 5

Securing Growth in every domain: Product & Brand domain, Market & Competition domain, Assets & Capacity domain, Finance & Profitability domain, Networks & Relationship domain, Geography & Spread domain and People & Organizational domain- Handling un-sought consequences of growth- Turning Risks into Opportunities.

UNIT 6

Sustaining Growth: Efficiency Improvement- Effectiveness Enhancement- Excellence Management- Continuous Innovation- Kaizen and Radical Innovation- Harnessing Diversity- Rapid Growth Strategies- Managing Rapid Growth- Passion for Growth.

REFERENCES

1. Christopher Meyer, *Relentless Growth*, Free Press, 1997.
2. Robert Slater, Jack Welch and the GE Way: *Management Insights and Leadership*, 1999.
3. Richard Leifer, et al, *Radical Innovation*, HBP, 2000.
4. Peter S Pande, *6 Sigma Way*, McGraw Hill, 2000.
5. B Tucker & B Tucker, *Driving Growth Through Innovation*, Berrett-Koehler, 2002.
6. Jack Trout & Steve Rivkin, *Differentiate or Die*, John Wiley and Sons, 2008
7. Ram Charan and Noel. M. Tich, *Every Business is a Growth Business*, Three Rivers Press, 2000.
8. Jennings & Haughton, *It's not BIG and eats SMALL... it's FAST that eats SLOW*, Harper, 2002.
9. Andrew Lester, *Growth Management: Two Hats Are Better Than One*, MacMillan, 2009
10. Feigenbaum, A V; Feigenbaum, D. S, *The power of management innovation* : McGraw-Hill, 2009
11. Timothy George Kotnour, *Transforming Organizations*, CRC Press 2009.
12. Rodolphe Durand, *Organizational evolution and strategic management*, Sage, 2006

4.5: QUALITY MANAGEMENT

UNIT 1

Quality: Concepts and Significance: Quality as customer delight – Quality as meeting standards – Actual Vs Perceived quality – Concept of total quality – Design, inputs, process and output – Need for quality – Function of quality – Philosophy of Quality : Old Vs. New – Quality as a problem, as a challenge and as a delight– 6 sigma concept- Contributions of Quality Gurus: Juran, Deming and Crosby.

UNIT 2

Statistical Quality Control: Fundamentals, evolution and objectives – Planning for quality – Quality process – Statistical Process Control (SPC) and acceptance sampling – Quality Assurance: Vendor Quality - Zero Defect Manufacturing.

UNIT 3

Quality Economics: Quality and Cost – Quality and Productivity- Benefits of Quality – Competition in Quality – Quality as a Competitive Edge- Role of MNCs in emergence of global quality.

UNIT 4

Quality Systems: Total quality control system Vs. Total quality management system – Total Quality Control (TQC) in Japan, US, Europe – Elements of TQC – Just in time, SPC, quality circles, quality teams- 6 Sigma Quality approach and process.

UNIT 5

Total Quality Management (TQM): Elements – TQM in global perspective – Global bench marking – Business process reengineering – Global standards – ISO 9000 series – Environmental QS 14000- Quality manual – Barriers to TQM.

UNIT 6

Total Quality Management and Leadership: Implementing TQM – Market choices – Meeting customer requirements – Maintaining competitive advantage – Core competence and strategic alliances for ensuring quality – Quality review, recognition and reward – Quality awards: Japanese Deming Award, US Malcolm Baldrige National Quality Award & Indian Golden Peacock National Quality Award.

REFERENCES

1. Armond V. Feigerbaum, *Total Quality Control*, McGraw Hill, 2004.
2. Ron Collard, *Total Quality: Success Through People*, Jaico, 2006.
3. Juran, *Planning for Quality*, The Free Press, 1988
4. Willborn & Cheng, *Global Management of Quality Assurance Systems*, McGraw Hill.
5. Townsend & Gebhardt, *Commit to Quality*, John Wiley & Sons, 1990.
6. E. David Spong, *The Making of a World-Class Organization*, ASQ Quality Press, 2008.
7. Suganthi, L, Samuel, A Anand, *Total Quality Management*, Phi Learning, 2009.
8. Patrick L. Townsend, Joan E. Gebhardt, *How Organizations Learn*, ASQ QP, 2007.
9. Joel E. Ross, Susan Perry, *Total Quality Management*: St.Lucie Press, 1988.
10. P.N. Mukherjee, *Total Quality Management*, PHI, 2006.
11. Willborn & Cheng, *Global Management of Quality Assurance Systems*, McGraw Hill.
12. Nancy R. Tague, *Quality Toolbox*, ASQ Quality Press, 2005.
13. George and Weimerskirch, *Total Quality Management*: 2009
14. Pyzdek and Keller, *The Six Sigma Handbook*, McGraw Hill, 2009

Course : **MBA (Logistics Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : **Any degree from a recognised University**
Medium : English

COURSES OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Modern Logistics Operations	100
3.4	Packing and Packaging Management	100
3.5	Rail – Road Logistics	100
IV SEMESTER		
4.1	Warehousing Management	100
4.2	Maritime Logistics and Documentation	100
4.3	Air-Cargo Logistics	100
4.4	Logistics Marketing and Technology	100
4.5	Growth Management	100
Total		2000

3.3 MODERN LOGISTICS OPERATIONS

UNIT 1:

*Logistics as a Support/Interface/Enabler of Production function: **Logistics as a Support function of Procurement, Vendor Facilitation and Production- Logistics as interface function of Demand Forecasting, Global procurement, Tracking inward shipments, In-plant distribution and Storage Planning- Logistics as an enabler of Just-in-Time (JIT), Kanban (A scheduling system for lean inventory), Vendor Managed Inventory (VMI) for Vendors and the firm.***

UNIT 2:

*Logistics as a Support/Interface/Enabler of Marketing function: **Logistics as a Support function of Order Fulfillment, Assembling & Labeling from Multi-storage points, Consignment convergence/divergence and Delivery- Logistics as an interface of Market forecasting, Stock level management, invoice or sales documentation, picking materials, consolidation, packing, marking, preparing outbound documentation and shipping out by loading into containers- customer facilitation tracking out-bound shipments.***

Unit 3:

EXIM Logistics: Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing- Distribution to Units- Security & Insurance- Multimodal Transport- UN International convention on MT of Goods- Terminal Networks: Types and Roles.

Unit 4:

Logistics Service Providers: 3PL/4PL Services- Differences between 3PL & 4PL: 4PL Common Services for 3PL/4PL: Invoice management, call centers, warehouse/distribution facilities - Carrier management- 4PL Specialties: Implementation Center: Business process analysis/scoping, Development of all activities into an open systems framework- Product/Skill Centers: Supply chain

engineering –4PL Value Added services: Knowledge Transfer, Business Development and Functional Support.

Unit 5:

Special Logistics: Inter and Multimodal Transport- Industrial Projects Transportation- Trade Fairs and Events Transportation- International Supply Chain Management- Consolidation and Groupage- Logistics of Time Perishable - Logistics of Quality Perishable- Life cycle logistics for Projects/Products- GS1 System of world-wide supply-chain standards system.

UNIT 6:

Logistics Information Systems: – Need, Characteristics and Design- E-Logistics – Structure and Operation- Logistics Resource Management- Automatic Identification Technologies- IT System Center: Pure IT selection for design and implementation/connectivity- Warehouse Simulation- Reverse Logistics.

REFERENCES

1. Martin Christopher, *Logistics and Supply Chain Management*, Prentice Hall, 1998
2. John J. Coyle, C., *Supply Chain Management*, South Western –Cengage, 2010
3. F. Robert Jacobs, *Operations and Supply Chain Management*, McGraw Hill, 2010
4. Bozarth & Handfield, *Introduction to Operations & Supply Chain Management*, Prentice Hall, 2005
5. James Martin, *Lean Six Sigma for Supply Chain Management*, McGraw Hill, 2006.
6. Ronald H. Ballou, *Business Logistics: Supply Chain Management*, Prentice Hall, 2003.
7. Bowersox, [Closs](#) and Cooper, *Supply Chain Logistics Management*, McGraw-Hill, 2009
8. Paul R. Murphy Jr. and Donald Wood, *Contemporary Logistics*, Prentice Hall, 2010.
9. Harvard Business Review, *Managing Supply Chains*
10. Alan E. Branch, *Global Supply Chain Management and International Logistics*, Routledge, 2009
11. Levi, Kaminsky & Levi, *Managing the Supply Chain: The Definitive Guide*, McGraw-Hill, 2003.

3.4 - PACKING AND PACKAGING MANAGEMENT

Unit I :

Packing and Packaging: Meaning, Functions and Essentials of Packing- Packaging: Meaning, Functions and Essentials of Packaging- Difference between Packing and Packaging- Packing for Storage- Packing for Overseas Shipment- Packing for Inland-Transportation- Packaging for Product content Protection, Information, Promotion and comfort Handling- Test of packaging: Mechanical, Climatic & Lab test- International Care labeling code - Packaging cost.

Unit 2:

Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging -Identification codes, [bar codes](#), and electronic data interchange ([EDI](#))- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels- Heavy, Medium and small Packaging- Active packaging-Child-resistant packaging- Pilfer/Tamper Evident/Proof Packaging- Product-Packaging compatibility- Pharma Packaging- Food Packaging- Electronic goods Packaging- FMCG packaging- Heavy Engineering Goods/Equipment Packaging.

Unit 3:

Packing Considerations: Protection, Convenience, Environment, Use/Re-use- Cost and Competition – Packing as a systems approach to Logistics- Transport/Storage Requirements- Physical, Chemical Environmental, Biological Nature of the Products- Packing as Protection Against Hazards- Package design considerations: Structural design, [marketing](#), [shelf life](#), [quality assurance](#), [logistics](#), legal, regulatory, [graphic design](#), end-use, environmental factors- Packaging for Marketing and Visual Appeal- Biodegradation - Recycling: Glass, Plastic & Paper- Reuse- Environmental engineering - Industrial ecology - Sustainable packaging - Waste management.

Unit 4:

Packaging/Packing Materials & Components: Various Materials/Metals made Can, Bottle, Jar, Box, Barrel, Carton, Crate, Drum, Envelope, Keg, Bag, Blister pack, Pail, Pouch, Sachet, Skin-pack and Tube- Flexible, Folding, Insulated, Corrugated Packing Materials- Packing materials: Paper, Wood, Adhesive, Aluminium foil, Cushioning-stuff, Packaging gas, Pallet, Paperboard, Plastic wrap, Shrink wrap, Screw cap, Slip sheet- Security printing-Strapping · Stretch wrap - Time temperature indicator- Tinplate.

Unit 5:

Packaging Economics: Packaging Cost Vs Product cost- Cost Reduction in Packaging- Packing for Inventory Control, Value Analysis- Packing and Value Engineering- Packaging Laws- Consumer Protection in Food Packaging, Marking and Labeling, Eco-friendly Packaging for Exports- Scientific Packaging-Standardization in Packaging.

Unit 6:

Packaging Industry Process and Machining: Packaging Demands of Consumer goods Industry- Packaging Demands of Industrial Users- Technology Trends in Packaging Industry – Aseptic processing - Authentication - Automatic identification and data capture - Blow fill seal - Blow moulding - Containerization - Electronic article surveillance - Graphic Design - Induction sealing - Plastic welding - Printing - Quality assurance -Radio-frequency identification - Track and trace - Vacuum forming- Verification and validation - Barcode printer - Barcode reader - Bottling line - Carton machine - Check weigher - Conveyor system - Heat gun - Heat sealer - Industrial robot- Injection molding machine - Logistics automation.

REFERENCES

1. Soroka, W, *'Fundamentals of Packaging Technology'*, IPP, 1995
2. Calver, G., *'What Is Packaging Design'*, Rotovision, 2003.
3. [Scott Boylston](#), *Designing Sustainable Packaging*, Lawrence King, 2009.
3. Dean, D. A., *'Pharmaceutical Packaging Technology'* Taylor & Francis, 2000.
5. McKinlay, A. H., *'Transport Packaging'*, IoPP, 2004.
6. Robertson, G. L., *'Food Packaging'*, 2005.
7. Selke, S, *'Plastics Packaging'*, 2004.
8. Yam, K. L, *Encyclopedia of Packaging Technology*, John Wiley & Sons, 2009.

3.5. RAIL-ROAD-LOGISTICS

Unit I :

Transportation in Logistics: Significance of transportation in Logistics: Utility created by transportation in Logistics- Transportation as a means of conquering time and space- Features of In-bound, Out-bound, local and Medium, Long and continental transportation- Features of Logistics transportation- Advances in Logistics Transportation.

Unit II :

Railways and Logistics Contours: Features and facilities offered by Railways- Factors influencing growth in Rail Logistics- Suitability for different Cargo and distance Ranges segments – Innovative schemes/facilities to popularize rail logistics in India- Railway infrastructure in India and Freight movement- Share of Railways in Cargo movement in India and world-wide.

Unit III:

Railways and Logistics Economics: Freight Determination for Cargo in Railways - Freight levels and rail-cargo elasticity- Route Scheduling- Cargo consolidation- Arrangements for Pooling at rail head and distribution from rail head- Dedicated Rail-sidings for Bulk users- Technology, Cost, Speed, Security and Dynamics- Competition with other modes.

Unit IV:

Roadways and Logistics Contours: Roadways as a primary mode and complementary mode of transportation in Logistics – Features, Facilities and suitability- Innovations in road ways to make it Logistics-friendly- Factors influencing choice- Factors influencing growth in Road Logistics- Suitability for different Cargo and distance Ranges segments – Innovative schemes/facilities to popularize rail logistics in India- Share of Railways in Cargo movement in India and world-wide.

Unit V:

Roadways and Logistics Economics: Roadways Freight Rate Determinants- Freight levels and Road-cargo elasticity- Own Fleet: Capacity counters, maintenance, scheduling, freight consolidation, return and reverse logistics in Road Logistics- Road infrastructure and Logistics issues- Role National Highways and the Toll highways- Outsourcing Fleets from others- Technology, Cost, Speed, Security and Dynamics- Competition with other modes.

Unit VI:

Coordination among different Segments: Concept, need and areas of Coordination among different modes- Coordination among Supply chain partners- Energy Product Prices and Logistics – Environment and Logistics- Problems and Prospects in Interstate Logistics by Road-Role of Truckers' Bodies in Road Cargo Movement.

REFERENCES

1. Coyle, Bardi & Novack *Transportation: A Supply Chain Perspective*, South-Western College, 2010
2. Coyle, Bardi & Novack, *Transportation*, South-Western College, 2005
3. **MB. Stroh**, *A Practical Guide to Transportation and Logistics*, *Logistics Network Inc. 2006*
4. Ritter, Barrett and Wilson, *Securing Global Transportation Networks*, McGraw Hill, 2006
5. M.Sweet, *Transportation and Cargo Security*, Prentice Hall, 2005.
6. James Banks, *Introduction to Transportation Engineering*, McGraw Hill, 2001.
7. Myer Kutz, *Handbook of Transportation Engineering* , McGraw Hill, 2011.

4.1. WAREHOUSING MANAGEMENT

Unit 1:

Warehouse Functions: Meaning of Warehousing - Importance – Functions: Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing- Grading and branding – Disinfecting services -Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording- Handling, Transportation & Storage of ISO Containers– Utility and Advantages of warehouses- Problems and issues in receiving processes.

Unit 2:

Warehouse Types: Own Warehouses- Hired Warehouses- Private Warehouses- Public Warehouses- Government Warehouses- Bonded Warehouses- Co-operative Warehouses- Distribution Warehouses- Fulfillment/ Consolidation Warehouses- Warehouses Providing Value Added Services- Cross Docking and Trans-loading Warehouses- Break Bulk Warehouses- Storage Warehouses- Refrigerated Warehouses- Characteristics of ideal warehouses- Warehouse Layout- Principles and Facilities- Types.

Unit 3:

Internal Operations: Measures and metrics of warehouse operations- Logistics in the warehouse- Localization of materials in a warehouse- Identification and classification of Materials and products in the warehouse- Managing the material/products turns in warehouse (FIFO/LIFO) - Problems and issues in shipment processes.

Unit 4:

Warehousing Equipment: Material Handling equipment and Systems – Role of Material Handling in Logistics- Unloading and loading equipment- Rolling Ladders- Lifting equipment- Carrying equipment - Platform Trucks-Industrial Carts- Industrial Scales- Pallet Equipment - Pallet Trucks - Rack Systems- Safety Matting, Industrial Safety Equipment- Storage types and storage unit management- Material Storage Systems – principles – benefits – methods- Industrial Shelving, Industrial Storage Bins - Industrial Storage Cabinets - Spill Containment Systems-Industrial Waste Disposal.

Unit 5:

Inventory Management: Inventory Management- Need and functions- Stock Levels under Conditions of Certainty, Risk and Uncertainty- Cost of carrying or not holding adequate inventory- EOQ- Stock-out cost based inventory decisions- Inventory Classification: ABC, VED and FSN- Methods of Inventory Issue Pricing- Cost and Profit implications- Inventory Ledger- Goods Receipt processing with inbound delivery/without inbound delivery - Goods issue with outbound delivery/internal consumption- Stock transfer Scenarios.

Unit 6: IT for Warehouse Management (WM): Warehouse documentation- Information flows in the warehouse- ERP-WMS - Bar code – RFID- Organization Data- Warehouse Structure- Warehouse Master Data - WM Material master view- Organization Data- Define Warehouse structure- Warehouse number - Storage type- Storage section - Storage Bin - Picking Area - Storage unit – Quantity- Creating Transfer requirement automatically/ manually - Creating Transfer requirement for storage

REFERENCES

1. James A. Tompkins, *Warehouse Management Handbook*, Tompkins Press, 1998.
2. David Mulcahy, *Warehouse Distribution and Operations Handbook*, McGraw Hill, 1993.
3. Edward Frazelle, *World-Class Warehousing and Material Handling*, McGraw Hill, 2001.
4. David J. Piasecki, *Inventory Accuracy: People, Processes, & Technology*, Ops. Pub., 2003.
5. **J P Saxena, *Warehouse Management and Inventory Control (Paperback)***
6. M.Napolitana, *The Time, Space & Cost Guide to Better Warehouse*, Distribution Group, 2003
7. [Jeroen P. Van Den Berg](#), *Integral Warehouse Management*, Management Outlook, 2009.
8. Max Muller, *Essentials of Inventory Management*, AMACOM, 2009.
9. Steven M. Bragg, *Inventory Best Practices*, Wiley, 2011

4.2. MARITIME LOGISTICS AND DOCUMENTATION

Unit 1 :

Maritime Logistics: Concept, objectives, Importance and relevance to global marketing and Supply chain management- Coastal and Ocean transportation- World Sea-borne Transport- Global Sea Routes and the trade volume- Characteristics of shipping transport- Types of Ships- Container, Roll-on/roll-off (ro-ro) vessels, General cargo ships, Bulk carriers, Tankers, etc- Busiest Sea routes: East-West and North-South and Intra Region- International Maritime Organization (IMO): Formation and functions- Regulations concerning dangerous and polluting cargoes, including the class structure.

Unit 2 :

Chartering Principles and Practices – Types of Charters- Voyage, Time and Bare Boat charters- Freight Determination and Determinants- Conference System Vs Competitive System- Freight structure and practice – Rate Dynamics- Multi-modal Transport system- Technological developments in ocean transportation: Size, Tracking, Speed and Security.

Unit 3 :

Arrangement for shipment of Cargo - Role of intermediaries - Functions and services of clearing and forwarding agents, freight brokers, stevedores, shipping agents and surveyors- House and Terminal Stuffing- Port: Types of port – Major Port of India and world- Structural and cargo handling facilities - Warehousing and storage in ports - Demurrage - Loading and unloading in warehouses- Organization, functions and Performance of Trans-chart of Ministry of Shipping-

Unit 4 :

Maritime Insurance: Cargo insurance - Marine Insurance - Institute cargo clauses - specific policy - Open policy - procedure for cargo insurance - Procedure for marine insurance claims - Necessary documents for filing claim.

Unit 5:

Choice of a Shipping Service: Factors influencing: Reliable Worldwide Network, One-stop for Total Logistics Solutions, Committed to High Quality Services, Transparency, Positive Approach, Highly Trained, Motivated and Result Oriented Staff, Competitive Rates, Excellent Team Work, Provide alternatives / options to the client.

Unit 6:

Export Procedure and documentation: Offer and receipt of orders - Shipment procedure - Banking Procedure Export Documentation - Framework - Standardized pre-shipment Export Documents - Commercial and Regulatory Documents - Export credit instruments and procedures: Letters of credit and types - Documents required for export credit. Export credit insurance - services of Export Credit and Guarantee Corporation in export credit insurance - Specific Policy and Small Exporters Policy - Guarantees - Procedure for availing credit insurance and necessary documents- Multimodal transport - Procedure and documentation - Central Excise and Customs clearance of export cargo - Procedure and documents.

REFERENCES

1. Edmund J. Gubbins, *Shipping Industry (Transportation Studies)* Routledge, 1986.
2. Martin Stopford, *Maritime Economics* , Routledge, 2008
3. Alan E. Branch, *Elements of Shippin*, Routledge, 2007
4. Peter Lorange, *Shipping Strategy: Innovating for Success* , Routledge, 2007
5. Lane C. Kendall, *The Business of Shipping* , Cornell Maritime Press, 2001
6. Marc Levinson, *The Box: How Shipping Container Made World Smaller & Economy Bigger*, PUP, 2008
7. Amir Alizadeh and Nikos Nomikos, *Shipping Derivatives and Risk Management*
8. Govt. of India, *Indian Carriage of Goods by Sea Act and Indian Marine Insurance Act*.
9. Thomas E. Johnson, *Export/Import Procedures and Documentation*
10. Mark Huber, *Tanker Operations*: Cornell Maritime Press, 2010

4.3. AIR-CARGO LOGISTICS

Unit 1:

Air Transportation in Logistics: Significance of air transportation in Logistics: Utility created by air transportation in Logistics- Air Transportation as a means of conquering time and space- Features and facilities offered by Air Cargo-ways- Factors influencing growth in Air Logistics- Air Suitability for different Cargo - Innovative schemes/facilities to popularize air cargo-logistics in India- Share of airways in Cargo movement in India and world-wide-conventions covering the movement of dangerous goods by air.

Unit 2:

Airways and Logistics Economics: Freight Determination for Cargo in Airways - Freight levels and air-cargo elasticity- Route Scheduling- Air Cargo consolidation- Arrangements for Pooling at and distribution from airports- Technology, Cost, Speed, Security and Dynamics- Competition with other modes.

Unit 3:

Range of Services: Priority Overnight/Same day – Economy 2-5 days later-oversized freight- international and national- before and after hour service- On-Board logistics- overland transport services- Load Control, Air Cargo Loading Limitations, Cargo needing special attention in handling live animals, dangerous goods, human remains, valuables, perishables etc., Unit load devices, types, aircraft loading procedure, trimming and loading distribution, freighters and sub charters- Diplomatic mails – A, B and C categories, airline scores, mail acceptance procedures AV7, AV8 papers.

Unit 4:

Air Cargo Documentation: Shipper's Export Declaration, Certificate of Origin, Export license, Commercial invoice, Certificate of origin, Bill of lading, Insurance certificate, Export packing list, Import License, Consular invoice, Air way bills- Format, boxes, contents, completion of Air Waybill, mandatory information, types of Air Waybills (MAWB/HAWB) Inspection certification, dock receipt, , warehouse receipt and destination control statement- Packing, labelling and marking and various restrictions, government regulations and formalities- Shipping Bill, Electronic Data Interchange- Bill of Entry- Airline bookings procedures, conditions of contract, cancellation of shipments, communication facilities – SITA.

Unit 5:

Air Cargo Freight rates: Tariff Determinants, Competition and Value of service- Chargeable weight, volume weight & dimensions, currencies and rounding off procedures- Voyage and time Charters- Major air-cargo Liners of the World- Major air-cargo crafts and their features- Charges Collect (CC) shipments, Prepaid (PP) shipments, payments (Mode), exchange rate, conversion, insurance, claims etc.

Unit 6:

Intermediaries/Regulatory B in Air-cargo: Freight Forwarders: Domestic and International- Strict compliance with the law of the destination countries - Air freight forwarders association: Role and Responsibility- Domestic & Door to Door Delivery- Cargo Warehousing- Custom Clearance- Special Services -ICAO - formation, functions, IATA - formation, functions, members and other IATA bodies FIATA, ACAAI, etc., Airport Authority of India and warehousing agents- World Geography- IATA areas, airline prefix, city coding/decoding, freedoms of the air, time calculation- OAG Air Cargo Guide, TACT Rules Book and TACT Rate Books.

REFERENCES

1. Chi Chu, C. Leung, Van Hui & Cheung, *4th Party Cyber Logistics for Air Cargo*, Spring, 2004
2. Hui, Leong, Anming Zhang, et al, *Air Cargo in Mainland China and Hong Kong*, Ashgate, 2004
3. L. B. Embry, P. K. Dey, *Carrier based air logistics study--data sources and issues*, Dugitalized 2009
4. Peter Belobaba, Amedeo Odoni and Cynthia Barnhart, *The Global Airline Industry*, Wiley 2009
5. Vasigh, Fleming and Thomas Tacker, *Introduction to Air Transport Economics*, Ashgate, 2007.
6. Stephen Shaw, *Effective Air Freight Marketing*, 1993.
7. John Langford, *Logistics Principles and Applications*, McGraw Hill, 2006

4.4. LOGISTICS MARKETING AND TECHNOLOGY

Unit 1:

Marketing Concepts - Marketing Environment and System -Approaches to the study of marketing- Industrial, Consumer and Service Marketing - Marketing Mix- Marketing by 3PL and 4PL services.

Unit 2:

User Behaviour and Networking - User Decision Making process - Market Segmentation - Concentrated Marketing - Differentiated and Undifferentiated Marketing - Service positioning - Networking: Networking with Shippers, Wholesalers and Industries- Networking with Warehouse service providers, Transport operators.

Unit 3:

Product and Price mix decisions – Line, Range and Consistency of (Product) Service Mix offering - Innovative product offering - New Service Planning and development Process - Service Life Cycle - BCG Product Portfolio concept and uses- Price mix decisions – Pricing: Objectives & Methods - Pricing Policies - New product pricing strategies- Reacting to competitor price changes.

Unit 4:

Promotion and Distribution mix decisions: Promotools- Advertisement: Types and Importance- Sales Promotion: Types and Relevance- Publicity: Concept and Significance- Salesmanship: Types and Traits- Budgeting for Promotional expenses- Distribution mix decisions- Local, National, Regional and Global Choices.

Unit 5:

Supply chain software Technology: WMS, TMS, LMS, OMS, WCS and Network Optimization- Software Evaluations & Selections-Logistics Network Optimizations- Transportation routing, mileage and mapping software-RFID (Radio Frequency Identification) technology- Integrated GPS, Wireless Data and Micro-Chip Technology System- Tracking Technology.

Unit 6:

Transport Technology: Advances in Shipping Technology- Flight Technology- Truck Technology – Rail Technology – Billing Technology- Payment Technology- (ISO 9000)- Total Quality Management (TQM) and benchmarking.

REFERENCES

- Philip Kotler and Kevin Keller, *Marketing Management*, Prentice Hall, 2006
Mullins, Walker and Boyd, *Marketing Management: A Strategic Approach*, McGraw Hill, 2009.
Alexander Chernev and Philip Kotler, *Strategic Marketing Management*, Brightstar Media, 2009
Joseph D. Patton, *Logistics Technology and Management*, Soloman, 1986.
Philip T. Frohne, *Quantitative Measurements for Logistics*, McGraw Hill, 2007

4.5. GROWTH MANAGEMENT

Unit 1:

Sinews of Growth: Defining Growth and Growth Management- Overview of Growth Management '**SIX-S**' Process: Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance- **Sinews:** Identifying Growth Opportunities – Entry Enticements and Barriers- Competition and Cooperation- Creativity and Engagement- Prioritizing Growth- Developing a Growth Proposition and Plan- Building up the Growth sinews: Fine-Ware, Soft-Ware and Hard-Ware- Growth propellers and escalators- Reinventing the Future.

Unit 2:

Strategizing Growth- Strategic thrusts for Growth- **Improvement Strategies** (Synergy and Value chain based): Vertical growth, Horizontal growth (related growth and unrelated growth), Evolutionary growth and Continuous growth, Organic growth- **Venture Strategies:** Disruptive Ventures and Innovation Strategies: Revolutionary growth, Discontinuous growth, and Acquired growth- Blue Ocean Strategy- Ansoff's model- McKinsey model- SWOT/TOWS model- 3 Levels of Enterprise Strategies for growth- Porters Generic Competitive Strategies- **Choosing the strategic growth choice:** Considerations of Internal and External Factors.

Unit 3:

Staging Growth: Organizing for Growth- Inertia Escape- Activation of growth- Well thought out implementation plan- Competitive compensation programs- Supportive organization culture- Strategic core competencies in place- Frequent, two-way communications- Strategic staffing plan- Efficient decision-making process- Full delegation and accountability- Team based environment- Performance management program- Change management tools in place- Supportive systems and processes- Employee development plans- Succession plan – Warding off Organization from signs of Slowing and Losing- Resources for Growth- Mentor for Growth (M4G)- Getting focus and balance- Monitoring growth.

Unit 4:

Synchronizing for Growth: Synchronized Efforts - Directing the Growth Resource mix – Greiner's model of Crises Induced Growth- Managing Growth fatigue: Concept and Overcoming the same- - Managing the momentum of growth: Steady and Speed – Alert and Advancing- High Growth Road Map.

Unit 5 :

Securing Growth in every domain: Product & Brand domain, Market & Competition domain, Assets & Capacity domain, Finance & Profitability domain, Networks & Relationship domain, Geography & Spread domain and People & Organizational domain- Handling un-sought consequences of growth- Turning Risks into Opportunities.

Unit 6:

Sustaining Growth: Efficiency Improvement- Effectiveness Enhancement- Excellence Management- Continuous Innovation- Kaizen and Radical Innovation- Harnessing Diversity- Rapid Growth Strategies- Managing Rapid Growth- Passion for Growth.

REFERENCES

13. Christopher Meyer, *Relentless Growth*, Free Press, 1997.
14. Robert Slater, Jack Welch and the GE Way: *Management Insights and Leadership*, 1999.
15. Richard Leifer, et al, *Radical Innovation*, HBP, 2000.
16. Peter S Pande, *6 Sigma Way*, McGraw Hill, 2000.
17. B Tucker & B Tucker, *Driving Growth Through Innovation*, Berrett-Koehler, 2002.
18. Jack Trout & Steve Rivkin, *Differentiate or Die*, John Wiley and Sons, 2008
19. Ram Charan and Noel. M. Tich, *Every Business is a Growth Business*, Three Rivers Press, 2000.
20. Jennings & Haughton, *It's not BIG and eats SMALL... it's FAST that eats SLOW*, Harper, 2002.
21. Andrew Lester, *Growth Management: Two Hats Are Better Than One*, MacMillan, 2009
22. Feigenbaum, A V; Feigenbaum, D. S, *The power of management innovation* : McGraw-Hill, 2009
23. Timothy George Kotnour, *Transforming Organizations*, CRC Press 2009.
24. Rodolphe Durand, *Organizational evolution and strategic management*, Sage, 2006

Course : **MBA (Corporate Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : **Any degree from a recognised University**
Medium : English

COURSES OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Company Law and Practice	100
3.4	Global Business & MNCs	100
3.5	Securities Laws and Financial Markets	100
IV SEMESTER		
4.1	Corporate Social Responsibilities and Ethics	100
4.2	Corporate Finance and Tax Management	100
4.3	Corporate Governance	100
4.4	Corporate Audit and Compliance Management	100
4.5	Corporate Restructuring	100
Total		2000

3.3. COMPANY LAW AND PRACTICE

UNIT 1:

Meaning and Characteristics: Company Law Administration – Classification of Companies – Lifting the corporate veil. Memorandum of Association – Contents and Alteration of Memorandum – Doctrine of Ultra Vires – Articles of Association – Contents and Alteration of Articles – Constructive Notice of Articles and Memorandum – Doctrine of Indoor Management – Prospectus - Definition, Registration of Prospectus – Contents of prospectus; Offer for sale – Deemed prospectus – Statement in lieu of prospectus – Misrepresentation in prospectus – Liability for Misstatement in prospectus.

UNIT 2:

Shares and Bond/Debentures Issues/Redemption: Share – Meaning and types– Issue of shares at premium, at discount, underwriting commission and brokerage – Allotment of shares and return of allotment – Share warrants – Forfeiture and surrender of shares – Further issue of shares and bonus issues – Redemption of redeemable preference shares – Alteration of capital – Reduction of capital – Mode of obtaining membership – Cessation of members – Rights and liabilities of members – Annual return - Debenture: Kinds of debentures – Issue, redemption and conversion of debentures – Register of debenture holders.

UNIT 3:

Management: Director – Share qualifications – Disqualifications of a director – Vacation of office – Appointment of directors – Removal and resignation – Power, duties and liabilities of directors – Loan to directors – Holding office or place of profit – Managing Director – Appointment – Managerial remuneration .

UNIT 4:

Meetings: General Meetings of shareholders – Statutory meetings – Annual general meeting – Extra-ordinary meeting and Class meeting – Meetings of the Board of Directors – Requisites of a valid meeting –

Notice – Agenda – Quorum – Chairman – Minutes – Proxies – Voting – Poll and resolution.

UNIT 5:

Corporate Accountability: Accounts and Audit – Quarterly Reporting, Annual Reporting and Segmental Reporting- Statutory books- Disclosure practices – Appointment, resignation, removal of auditors – Rights, duties and liabilities of auditors – Profits and dividends – Divisible profits.

UNIT 6:

Majority Powers and Minority Rights: Law relating to majority powers and minority rights – Shareholder remedies – Prevention of oppression and mismanagement - Corporate collapse – Winding up – necessity, types, process of winding up – Role of liquidators – Consequences of winding up.

REFERENCES

1. Ramaiah, *Companies Act*, Lexis Nexis, 2011.
2. Kapoor N D, *Elements of Company Law*, Sultan Chand and Sons, 2009
3. Ghosh P K & Balachandran V, *Company Law and Practice*, Sultan Chand, 2009.
4. ICSI Study Material on *Company Law*.
5. Majumadar, *Company Law*, Taxman Publications, New Delhi, 2008.
6. Sen Gupta B K, *Company Law*, Eastern Law Book House, Kolkata.

3.4 GLOBAL BUSINESS & MNCs

UNIT 1

International Business Environment and Effect: International business – An overview – Concept of international business – Classification of international business – Factors influencing international business – Economic and policy environment – Regulation of international business – Foreign Direct Investment – Foreign Portfolio Investment – Foreign Technology Transfer- Global Economic Integration, Trade and Global Development – Global Meltdown and Coping with Contagion Effect.

UNIT 2

International Trade Procedure and Facilitation: Export-Import Procedure - offer and receipt of orders - Shipment procedure - Banking Procedure- Export Documentation - Framework - Standardized pre-shipment Export Documents - Commercial and Regulatory Documents - Export credit instruments and procedures: Letters of credit and types - Documents required for export credit- Export credit insurance - Services of Export Credit and Guarantee Corporation in export credit insurance - Specific Policy and Small Exporters Policy - Guarantees - Procedure for availing credit insurance and necessary documents.

UNIT 3

Multinational Corporations (MNCs): Concept, strategy and organization – Foreign direct Investment (FDI) and MNCs: Concept, Theories - Need - Factors influencing FDI – FDI and Technology Transfer by MNCs- Evaluation of FDI – APV and International IRR - Global Trend - Indian efforts to attract FDI and Trends.

UNIT 4

MNCs and Indian Companies: Contours and consequences of competition- Arguments of Level Playing field - Forms of Foreign Collaborations - Strategic Alliance- Strategic Acquisition- Strategic Sale- Strategic Merger - Joint Ventures – Negotiating foreign collaborations- Restrictive clauses in the foreign collaboration/

joint venture – UN Code of conduct of transfer of technology – Indian joint ventures abroad.

UNIT 5

World Trade Organization and Regional Trade Blocks: Origin and Goals- Structure, functions and areas of operations –World Trade Organization and Global Trade, Global Investment and Global Development – WTO and Dispute settlement under WTO – Anti-dumping duties – Countervailing duties – Environmental aspects in international trade – Trade related aspects of intellectual property rights – Competition and trade in services- Regional Trade Associations – NAFTA, European Union, SAPTA and ASEAN- WTO Vs Regional Blocks.

UNIT 6

Multilateral Institutions: World Bank: Functions and Contribution to Global Business – IMF: Organization and Contribution to Global Business – International Finance Corporation and Global Private Sector Development – Multilateral Investment Guarantee Agency and Global Investment – International Development Association and Development of Less Developed Nations- International commercial arbitration and Settlement of International Commercial Disputes – World Intellectual Property Organization and Global Innovations.

REFERENCES

1. Rugman, Collinson,. Hodgetts, *International Business*, Prentice Hall, 2006.
2. Fred Luthans and P. Doh, *International Management*, McGraw Hill, 2008
3. Oded Shenkar, Yadong Luo, *International Business*, Sage Publications, Inc, 2007.
4. Alkhafaji A.F, *Competitive Global Management: Principles and Strategies*.
5. Thakur D, *International Business for Third World Countries*.
6. Devendra Thakur, *Globalization and International Business*.
7. Michael E. Porter, *Competitive Advantage of Nations*, Free Press,
8. Trilok N Sindhvani, *The Global Business Game: A Strategic Perspective*.
9. Francis Cherunilam, *Global Business Environment*

3.5. SECURITIES LAWS AND FINANCIAL MARKETS

UNIT 1:

Financial System: Concept and Constituents of financial system- Significance and growth of financial markets in India – Financial reforms and present scenario – Overview of Regulatory authorities governing financial market – Sub-sets of Financial Market: Money Market- Capital Market – Foreign Exchange Market -Significance and Functions- Capital market vis-à-vis money market.

UNIT 2:

Market players: Investors, Companies, Intermediaries and Regulators – Types of Investors and Services Needed – Companies as service providers and benefitters of financial market- Types of Intermediaries in financial market and functions- Regulators: SEBI and RBI: Functions and powers –An overview of International Capital Market.

UNIT 3 :

Capital market instruments: Equity, preference shares, debentures, sweat equity shares, non-voting shares – New instruments of capital market – Pure, hybrid and derivatives, Global Depository Receipts, American Depository Receipts, Money Market Instruments, Treasury Bills, Commercial Bills, Certificate of Deposits – Credit Rating and Evaluation of Risk – Concepts, Scope and Significance – Benefits to Investors – regulatory framework – Credit rating agencies in India: Processes of Rating methodologies for various instruments – Evaluation of risk.

UNIT 4:

Primary Market: Meaning significance and scope – Developments in primary market – IPO and SPO – Process of floatation – Road-show, Book building and Green shoe options- Role and Functions of Intermediary agencies and institutions involved in primary market: Merchant Bankers, Registrars, Underwriters, Bankers to Issue, Portfolio Managers – Debenture Trustees: Role, Regulations and Code of Conduct Framed By SEBI.

UNIT 5:

Secondary Market: Meaning, significance, functions and scope of secondary market – Functions and significance of stock exchanges: Regulatory framework and control – Secondary market intermediaries – Stock brokers, sub-brokers, advisors, their rules, regulations and code of conduct framed by SEBI, Electronic trading in securities.

UNIT 6:

Mutual Funds and Exchange Traded Funds: Nature, Types and Risk-return aspects of Mutual Funds and Exchange Traded Funds- Performance evaluation – SEBI and RBI regulations for mutual funds and exchange traded funds

REFERENCES

1. Balakrishnan & Narta S S, *Securities Market in India*.
2. Machiaraju H R, *Merchant Banking*, New Age International, 2009.
3. Gordon & Natarajan, *Financial Services, Himalaya, 2010*.
4. Aggarwal & Aggarwal, *Concise Concept on Securities Laws and Compliances*, Rel. Pub. 2010.
5. ICSI Study Material, *Securities Laws and Regulation of Financial Markets*.

4.1. CORPORATE SOCIAL RESPONSIBILITY AND ETHICS

Unit 1:

Corporate Social Responsibility Concerns: Business and Society: The Symbiotic Relationship- Need for Monitoring Business Responsibility to society- Abuse of Power and Absence of Regulations – Environmental Degradations and no care attitude of businesses- Child labour and Business insensitivity – Corporate Espionage and Corruption- Tax Evasion, Market Manipulation, Window Dressing, Insider Trading, Transfer Pricing and Fraudulent Practices harming consumers- Moral Collapse and Governance Deficit.

Unit 2:

Corporate Social Responsibility Need: Relationship between business and Society – Need for social Responsibility – Nature and assumptions of social responsibility – Dimensions of social Responsibility – Myths and reality of Corporate Social Responsibility – Arguments for and against Social Responsibility of Business - Social Accountability – social responsibility tools – Social Accounting Social Audit.

Unit 3:

Corporate Social Responsibility Approaches: Approaches to CSR – Corporate Social Accountability - Economic issues of CSR – Legislations governing CSR - Indian Examples – Corporate Social Reporting – Contribution of NGOs to CSR – Corporate Governance and Corporate Social responsibility – Corporate Social Accountability – CSR Voluntary Guidelines, 2009- Fulfillment Levels of CSR.

Unit 4:

Business Ethics: Meaning – Objectives of ethics – Business ethics – Business ethics and profits – Nature and Ethical need for Business Ethics – Characteristics of business ethics – Arguments for and against business ethics – Business ethics as a field of study - Corporate corruption – Abuse of power by corporate: Areas and Abetments for abuse – Ethical Decay and Governance Dilution – Consequences.

Unit 5:

Indian Ethos for Management: – Basic Principles of Management as per ancient Indian wisdom and insight – Work life in Indian philosophy – Indian ethos for the work life – Indian values for the work place – Respect for elders – Respect for hierarchy and status – Rights and duties – Quality of work life in Indian philosophy and status – Rights and duties – Quality of work life in Indian philosophy – Code of conduct for corporates.

Unit 6 :

Value Oriented Holistic Management : Importance of character – values – wholeness – Goodness – Courage – Self discipline – Living by inner truth – Dharma of organization / management – Value driven management – Exploitation of nature – Man machine equation – Indian culture and wisdom ethical / spiritual values – Management effectiveness based on values – Need of value based holistic in Management in India.

REFERENCES

1. Larue Tone Hosmer and La Rue Hosmer, *The Ethics in Management*, Irwin, 2002
2. Naresh B Shah, *Values / Ethics in Management – Relevance & Application*.
3. Sherlekar, *Ethics in Management*, Himalaya, 2008
4. David Murray, *Ethics in Management*, Crest Pub.2001.
5. Marianne M. Jennings, *Cases in Business Ethics*, Delhi: Cengage Learning India.
6. Balachandran & Chandrasekaran, *Corporate Governance & Social Responsibility*, Prentice Hall, 2010.
7. Manna S & Chakraborti S, *Values and Ethics in Business and Profession*, PHI, 2010.
8. Murthy, CSV, *Business Ethics- Text and Cases*, Himalaya Publishing house, Mumbai, 2006.

4.2. Corporate Finance and Tax Management

UNIT 1

Financial Management: Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Investment Function: Meaning and scope – Financing Function: Meaning and scope – Dividend function – Risk return trade off – Financial planning- Global financial environment- Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.

UNIT 2

Long-term Capital Resources: Equity and debt sources – Equity share, preference shares and debentures as sources of long-term capital – Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in Financing decision areas-

UNIT 3

Cost of Capital and Determinants of capital structure: Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning – Weighted average cost: Computation of overall cost of capital- Tax and cost of capital- Capital structure: Concept and Types- Optimum capital structure – Theories of capital structure –Net income and net operative income theories – M.M. theory – Traditional theory – Their assumptions – Significance and limitations – Financial leverage operating leverage – Combined leverage – EBIT –EPS Analysis- Tax, Capital structure and Value nexus.

UNIT 4

Capital budgeting: Meaning, Nature and Types of Capital investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques- Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures- Tax considerations in Investment decisions Cost of capital and Investment Decisions- Leasing Vs. Investment: Evaluation and Tax implications.

UNIT 5

Working Capital: Concept and types – Determinants – Financing approaches – Conservative – Aggressive and hedging approaches – Sources of working capital finance – Working capital financing by commercial banks – Types of assistance – Inventory Management under conditions of certainty and uncertainty- Credit Management and evaluation alternative credit variables- Cash and liquidity management: Methods and Functions- Tax considerations in Remittances and Purchases.

UNIT 6

Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. theory – Assumptions – Limitations – Dividend Policy: Different policies and practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

REFERENCES

8. Brigham and Ehrhardt, *Financial Management: Theory & Practice*, Thomson ONE, 2010
9. Brigham and Houston, *Fundamentals of Financial Management*, Thomson ONE, 2009.
10. Van Horne: *Fundamentals of Financial Management*, Prentice Hall, 2008
11. Jeff Madura, *International Financial Management*, South-Western College Pub., 2010
12. Prasanna Chandra, *Financial Management*, 2008.
13. Khan and Jain, *Financial Management*, 2009
14. Pandey I M, *Financial Management*, 2007.

4.3. CORPORATE GOVERNANCE

Unit 1:

Corporate Governance – Meaning – Nature and Evolution of Corporate Governance - need – objectives – Corporate Governance Models – Features consequences of mis-governance – need for voluntary compliance beyond regulations – Requirements to strengthen Corporate Governance – Sustainability and Corporate Governance- Popularly espoused principles of corporate governance.

Unit 2:

Governance Deficit in Corporates: Principal-Agent Problem- Major controlling interest and mal-governance for personal gain or corporate window-dressing- Creative accounting- Corporate scandals: Types and Examples- Lessons - Sarbanes-Oxley Act in 2002 of USA- Role of Auditors under scan.

Unit 3:

Regulation: Legal environment – General- Codes and guidelines- Parties to corporate governance: Ownership structures and elements, Family ownership and Institutional investors- Mechanisms and controls: Internal measures: Monitoring the Board, Internal checks and audit, Limits on Executive salary and Balance of Power- External corporate governance controls: Competition, Media, Government, Take-over threats, Accounting standards and Labour Unions- Systemic problems of corporate governance.

Unit 4

Board of Directors – Composition of the Board – Board structure – Building responsive boards - Selection of Members of the Board – Duties and Responsibilities of the Board – functions – Management of the Board – Ethical and professional standards of Individual Directors- Governance and Role of different types of Directors – Inside Directors – Outside Directors – Nominee Directors – Extended role of Nominee directors in ensuring governance greatness- Professional Directors – Managing Director – Independent Directors – Role and functions –

Unit 5:

Chairman of the Board and Board Efficiency: Functions and Responsibilities of Chairman of the Corporation- Various Committees on Corporate Governance – Clause 49 of Listing Agreement – Features - Mandatory and Non Mandatory disclosures- CEO – Responsibilities – Role of SEBI in Corporate Governance – Audit Committees – Functions- Effectives of the Board – Evaluation of the Board – Effectiveness of the Board – Parameters judging the board effectiveness –

Internal control system and risk management- Corporate Governance Award by ICSI- Criteria for Award.

Unit 6:

Corporate Governance Practices: Corporate social Entrepreneurship – Corporate Social Responsibility- Corporate Transparency- Corporate Governance In banking and insurance sector – Governance in Public Sector Vs Private Sector – Current Practices – Issues and Challenges.

REFERENCES

1. Gopalswamy. N, *Corporate Governance*, The New Paradigm, Wheeler Publishers, 2005
2. Monks, Robert. A.G., *Corporate Governance*, Blackwell Publishing Company, 2003.
3. *Corporate Governance*, ICSI Publication, Lodi Road, New Delhi.
4. *Corporate Governance, Ethics and sustainable Development*, ICSI Course Material.
5. Balachandran and Chandrasekaran, *Corporate Governance and Social Responsibilities*, Prentice Hall of India, 2010
6. Singh S, *Corporate Governance*, Excel Books, 2006
7. Walter Effross, *Corporate Governance: Principles & Practices*, Aspen, 2009.

4.4. CORPORATE AUDIT AND COMPLIANCE MANAGEMENT

UNIT 1

Auditing Types: Nature and scope of auditing – Auditing techniques and practices – Generally acceptable auditing standards – Accreditation services - Internal check and Internal control- Audit Plan- Operational Audit- Analytical Procedures- Types of Audit: Internal and External audits- Financial Audit- Management Audit- Cost Audit- Statutory audit- Corporate audit- Auditing quality needs enhancements.

UNIT 2

Compliance Management: Concept and significance – Systems approach in compliance management – Process of establishment of compliance management system- Certification, Due diligence and Signing: Meaning and scope of certification – Due diligence and signing of various documents under corporate and security laws including signing of declaration with respect to incorporation of companies and commencement of Business – Signing of Annual returns – Certification under buy back of securities rules - Certification of occasion of transfer of deeds

UNIT 3

Secretarial Audit – Need objectives and scope – Secretarial Audit Process- Periodicity and format, Checklist under various Corporate Laws & Share transfer audit- Secretarial Audit of Registrar and Transfer Agents (RTAs).

UNIT 4

Compliance Certificate: Concept and deed, Appraisal of secretarial compliances – Specimen compliance Certificate – Securities management and compliances: Meaning, Need and Scope – Mechanism for self regulations.

UNIT 5

Due diligence of Pre-capital issue work: Appraisal of documents relating to issue of capital viz. prospectus, Letter of offer and other documents to be filed with securities and Exchange Board of India – Registrar of companies – Stock Exchange and other authorities – Ensuring compliance of listing and other requirements – Insider Trading – Prevention of Fraudulent Practices.

UNIT 6

Due diligences of Post capital issue work: Approval of post capital issue compliances including dispatch of refund order / Certificate to investors – Filing compliance certificate with SEBI and other authorities – Ensuring compliance of listing Guidelines.

REFERENCES

1. V. Sithapathy & Ramadevi R. IYER, *Corporate Governance Practice & Procedure*, 2006.
2. Prakash Pandya & R. Balakrishnan, *Compliance Guide to Corporate Governance* (with check lists specimen / formats) , 2006
3. Navin Chandra Joshi, *Corporate Management*.
4. Balachandran and Ravichandran, *Secretarial Securities and Management Audit*, Bharat Law House, New Delhi.
5. Jill Gilbert Welytok, *Sarbanes-Oxley, Dummies*, 2006.

4.5. CORPORATE RESTRUCTURING

UNIT 1:

Introduction

Meaning of corporate restructuring – Need, scope and modes of restructuring – Global scenario – National scenario – Strategic planning – Competitive advantage and core competence – Strategy formulation – Routes for executing strategy – Start up, mergers, acquisitions, takeovers, disinvestments and strategic alliances.

UNIT 2:

Mergers and Amalgamations

Concept need and reasons – Legal aspects – Procedural aspects relating to commencing of meetings and presentation of petition including documentation.

UNIT 3:

Takeovers

Meaning and concept – Types of takeovers – Legal aspects – Securities and Exchange Board of India takeover regulations – Takeover Code – Procedural aspects – Economic aspects – Financial aspects – Payment of consideration – Bail out takeovers – Takeover of sick units.

UNIT 4:

Demergers & Reverse mergers

Corporate Demergers / Splits and Divisions and Post Merger Re-Organization- Difference between demergers and reconstruction modes of demerger – By agreement, under scheme of arrangement, by voluntary winding up – Tax aspects – Tax reliefs – Indian scenario – Reverse mergers.

UNIT 5:

Post Merger Re-organization

Accomplishment of objectives – Criteria of success – Profitability – Gains to post merger valuation – Measuring post merger efficiency – Factors in post merger re-organization.

UNIT 6:

Financial Restructuring

Buy-back of shares – Concept and necessity – Securities and Exchange Board of India guidelines – Government's guidelines – Procedure and practice for buy-back of shares.

REFERENCES

1. Fred Weston, Mitchell and Mulherin, *Takeovers, Restructuring, and Corporate Governance*, Prentice Hall, 2003.
 2. Fred Weston J, Kwang S Chng & Susan E Hoag, *Merger, Restructuring and Corporate Control*.
 3. Verma J C, *Corporate Mergers, Amalgamations and Takeovers*, Jain book depot, 2008.
 4. Machiaraju H R, *Merchant Banking*, New Age International, 2009.
 5. ICSI Study Material, *Corporate Restructuring: Law and Practice*.
- Patrick A. Gaughan, *Mergers, Acquisitions, and Corporate Restructurings* Wiley, 2007.

Course : **MBA (Marketing Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : **Any degree from a recognised University**
Medium : English

COURSES OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Marketing of Services	100
3.4	Promotional Management	100
3.5	Product Management	100
IV SEMESTER		
4.1	International Marketing	100
4.2	Logistics Marketing and Technology	100
4.3	Quality Management	100
4.4	Strategic Retail Management	100
4.5	Growth Management	100
Total		2000

3.3 MARKETING OF SERVICES

UNIT 1

Services: Concept of Services- Definition, characteristics, classification – Service Vs Product – Essentials of Service Marketing- Services Market Segmentation: Meaning – Process – Bases and purpose of market segmentation- Vision and Mission in Service Marketing – Service Marketing planning process.

UNIT 2

Services Positioning and Differentiation: Evolution of positioning – Positioning and services – Levels of positioning – Process of positioning – Importance of positioning- Considerations in Positioning – Re-positioning.

UNIT 3

Services Marketing Mix: Marketing mix elements – The 7Ps- Service Product – Pricing the service – Service location and channels – Promotion and communication of services – Processes – Physical evidence – Developing a marketing mix strategy- Marketing strategy formulation – Resource allocation and monitoring – Marketing planning and services.

UNIT 4

Customer-focused Services: Customer Expectations of service product- Service quality and marketing – Intangibles in Intangibles- Improving service quality – Customer retention - Relationship Marketing in Service Marketing.

UNIT 5

Experiential Services Marketing: Tourism Service marketing – Hotel Service marketing — Hospital services marketing- Education service marketing- Entertainment/Recreational Service Marketing.

UNIT 6

Encounter Services Marketing: Bank marketing – Insurance marketing — Telecommunication services marketing – Consultancy services marketing – Transport Service Marketing.

REFERENCES

1. [Lovelock](#), and [Wirtz](#), *Services Marketing*, Prentice Hall, 2010.
2. Adrian Payne, *Services Marketing*, PHI, 1993.
3. Helen Woodruffe, *Services Marketing*, Macmillan, 1995.
4. Jha S.M, *Services Marketing*, Himalaya, 2002.
5. Sinha P.K and Sahoo S.C, *Services Marketing*, Himalaya.
6. Ravishankar, *Services Marketing*, Lalvani.
7. [Valarie Zeithaml](#), et al, *Services Marketing*, McGraw hill, 2004.

3.4. PROMOTIONAL MANAGEMENT

UNIT 1

Overview of Promotion Management: Need for Marketing Promotion of Products and Services- Establishing promotional objectives – Setting the promotional budget – Techniques used – Promotional decision Different Promo-tools - Promotional Mix for New Products and Existing Products- Organizing for Promotion

UNIT 2

Advertising: Importance, scope, benefits and criticisms – Advertising objectives – Advertising appropriation – Need, methods – Advertising agency – Functions, client – Agency relationships – Indian advertising agencies – Role of persuasion in advertising – Copy Development - Message strategy development and evaluation- Techniques used in producing advertisement for print, broadcast and media.

UNIT 3

Media Management: Media planning and selection – Media strategy – Media status in India – Media characteristics – Media research – Media Buying- Measuring advertising effectiveness-

UNIT 4

Public Relations and Publicity (PR &P): Public relations – Role, types of publics, process – Tools of public relations – Publicity – Institutional advertising – Direct marketing – Importance, techniques used, relevance in Indian context – Event marketing- Role of PR&P in Corporate Image Building.

UNIT 5

Sales promotion and Personal Selling/Salesmanship: Concept and Need for Sales promotion- Distinction between Sales Promotion and Advertisement- Sales promotion measures aimed at Consumer, Trade and Sales Force promotion- Personal selling or Salesmanship– Characteristics of Personal selling- Sales force management – Recruiting, Selecting, Training, Performance appraisal – Territory structuring – Trends in personal selling.

UNIT 6

Promotional Program Evaluation: Comparison and Contrast of Advertising, Publicity, Sales promotion and Personal selling – Evaluation of Promotional Measures: Bases for Promotional Evaluation- Process of Evaluation – Regulations of promotions – Legislations, relevance to society – Social responsibility – Promotion and women – Promotion and children – Ethics in promotion.

REFERENCES

1. [George Belch](#) and [Michael Belch](#), *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw-Hill, 2011.
1. Govani et-al, *Promotional Management*, PHI.
2. Russell and Vernill, *Advertising Procedure*, Prentice Hall.
3. Chunawala et-al, *Foundation of Advertising Theory and Practice*, 1995
4. Aakar, Batra and Myers, *Advertising Management*, PHI, 2003.
5. Gelder and Woodcock, *Marketing & Promotional Strategy*, Nelson Thornes, 2003.
6. James F. Engel, et al, *Promotional Strategy: Managing the Marketing Communications Process*, McGraw Hill, 1994.

3.5. PRODUCT MANAGEMENT

UNIT 1

Product Concept: Product Classification – Product Vs. Service – Product Vs. commodity- Financial Products – Derivative Products- Product line decisions: Product mix decisions, Product modification, Product differentiation, Product elimination – New Product Development: Need, risks and uncertainty- Product management organization structure – Role of product managers.

UNIT 2

New Product Development Process: Generation of ideas – Idea screening – Feasibility testing – Concept development and testing – Designing a new product: Factors to be considered – Standardization Vs Adaptation Vs. Differentiation– Modular design –Reverse engineering - Marketing strategy development – Business analysis – Product development – Test marketing – Commercialization – Launching – Success and Failures in launches: New product success and failures in Indian context – Classification of new products.

UNIT 3

Creativity and Innovation for NPD: Concept and Contours of creativity- Sources of Innovation- New Product Championing-Venture teams in new product development (NPD) – Organization for new product development – Top management contribution – 7S framework and its use in NPD – Team working.

UNIT 4

Product and Branding Positioning: Product Positioning: Concept and Process - Branding Positioning: Product Branding – Brand extension – Brand valuation – Brand image and equity – Brand positioning strategies – Packaging – Trends in packaging.

UNIT 5

Product Life Cycle (PLC): Phases of PLC and features thereof- Functional Management strategies for different phases of PLC- Strategic intervention for PLC management.

UNIT 6

Product Strategy and Policy: Product Portfolio Strategy – Product Investment and Divestment strategy- Product policy: New product development policy: Product Line consistency, Frequency, Launch time and Cannibalization Mitigation- Product Research – Components and areas of product research.

REFERENCES

1. Crawford and Benedetto, *New Products Management*, McGraw-Hill, 2010.
2. Kenneth B. Kahn, *The PDMA Handbook of New Product Development*, Wiley, 2004.
3. Robert G. Cooper, *Winning at New Products*, Basic Books, 2001.
4. Donald G. Reinertsen, *The Principles of Product Development Flow*, Celeritas, 2009.
5. Ramanuj Majumdar, *Product Management in India*, PHI, 2011
6. John Stark, *Product Lifecycle Management*: Springer, 2011.
7. Om P Kaushal, *Product Management*, Lalvani.
8. Dave Littler, *Marketing and Product Development*, Philio Alen.
9. Subrato Sengupta, *Brand Positioning: Strategies for Competitive Advantage*, TMH.

4.1. INTERNATIONAL MARKETING

UNIT 1

Marketing Concept and Functions – Marketing Environment and system – International dimensions of Marketing – International Marketing Approaches: Ethno, Poly, Regio and Geo Centric approaches.

UNIT 2

Consumer Behaviour – Theories and Models – Consumer Behaviour in the international context – Consumer Decision making process.

UNIT 3

Marketing Mix – Product Mix – Product strategies – New Product Planning and Development – Market segmentation – Product positioning – Product Life Cycle concept in global market context – Product standardisation Vs product adaptation – National vs International Product – Marketing of services – Brand decisions – Packaging.

UNIT 4

Price mix – Pricing decisions – pricing strategies – dumping – international transfer pricing – Countertrade – price quotation – financing and payment.

UNIT 5

Promotion mix – Personal selling – publicity – sales promotion – Overseas product exhibitions & trade fairs – Advertising – Advertising media – International Advertising.

UNIT 6

Distribution mix – Direct and indirect channels – Types of intermediaries in the international market – Channel Development – Channel Adaptation – Channel decisions.

International Marketing Information System and Research.

REFERENCES:

9. International Marketing, Analysis & Strategy : Sak Onkvisit & John J Shaw
10. Global Marketing Management : Keegan
11. Marketing Analysis, Planning & Control : Philip Kotler
12. Fundamentals of Marketing : Stanton
13. International Marketing : Philip R. Catero
14. International Marketing : Kirpalani .V.H.
15. Marketing, an Environmental approach : Kerr, John.R. & others.
16. Marketing in the International Environment : Edward Cundiff & M.T. Hilger.

4.2. QUALITY MANAGEMENT

UNIT 1

Quality: Concepts and Significance: Quality as customer delight – Quality as meeting standards – Actual Vs Perceived quality – Concept of total quality – Design, inputs, process and output – Need for quality – Function of quality – Philosophy of Quality : Old Vs. New – Quality as a problem, as a challenge and as a delight– 6 sigma concept- Contributions of Quality Gurus: Juran, Deming and Crosby.

UNIT 2

Statistical Quality Control: Fundamentals, evolution and objectives – Planning for quality – Quality process – Statistical Process Control (SPC) and acceptance sampling – Quality Assurance: Vendor Quality - Zero Defect Manufacturing.

UNIT 3

Quality Economics: Quality and Cost – Quality and Productivity- Benefits of Quality – Competition in Quality – Quality as a Competitive Edge- Role of MNCs in emergence of global quality.

UNIT 4

Quality Systems: Total quality control system Vs. Total quality management system – Total Quality Control (TQC) in Japan, US, Europe – Elements of TQC – Just in time, SPC, quality circles, quality teams- 6 Sigma Quality approach and process.

UNIT 5

Total Quality Management (TQM): Elements – TQM in global perspective – Global bench marking – Business process reengineering – Global standards – ISO 9000 series – Environmental QS 14000- Quality manual – Barriers to TQM.

UNIT 6

Total Quality Management and Leadership: Implementing TQM – Market choices – Meeting customer requirements – Maintaining competitive advantage – Core competence and strategic alliances for ensuring quality – Quality review, recognition and reward – Quality awards: Japanese Deming Award, US Malcolm Baldrige National Quality Award & Indian Golden Peacock National Quality Award.

REFERENCES

15. Armond V. Feigerbaum, *Total Quality Control*, McGraw Hill, 2004.
16. Ron Collard, *Total Quality: Success Through People*, Jaico, 2006.
17. Juran, *Planning for Quality*, The Free Press, 1988
18. Willborn & Cheng, *Global Management of Quality Assurance Systems*, McGraw Hill.
19. Townsend & Gebhardt, *Commit to Quality*, John Wiley & Sons, 1990.
20. E. David Spong, *The Making of a World-Class Organization*, ASQ Quality Press, 2008.
21. Suganthi, L, Samuel, A Anand, *Total Quality Management*, Phi Learning, 2009.
22. Patrick L. Townsend, Joan E. Gebhardt, *How Organizations Learn*, ASQ QP, 2007.
23. Joel E. Ross, Susan Perry, *Total Quality Management*: St.Lucie Press, 1988.
24. P.N. Mukherjee, *Total Quality Management*, PHI, 2006.
25. Willborn & Cheng, *Global Management of Quality Assurance Systems*, McGraw Hill.
26. Nancy R. Tague, *Quality Toolbox*, ASQ Quality Press, 2005.
27. George and Weimerskirch, *Total Quality Management: 2009*
28. Pyzdek and Keller, *The Six Sigma Handbook*, McGraw Hill, 2009

4.3 LOGISTICS MARKETING AND TECHNOLOGY

Unit 1:

Marketing Concepts - Marketing Environment and System -Approaches to the study of marketing- Industrial, Consumer and Service Marketing - Marketing Mix- Marketing by 3PL and 4PL services.

Unit 2:

User Behaviour and Networking - User Decision Making process - Market Segmentation - Concentrated Marketing - Differentiated and Undifferentiated Marketing - Service positioning - Networking: Networking with Shippers, Wholesalers and Industries- Networking with Warehouse service providers, Transport operators.

Unit 3:

Product and Price mix decisions – Line, Range and Consistency of (Product) Service Mix offering - Innovative product offering - New Service Planning and development Process - Service Life Cycle - BCG Product Portfolio concept and uses- Price mix decisions – Pricing: Objectives & Methods - Pricing Policies - New product pricing strategies- Reacting to competitor price changes.

Unit 4:

Promotion and Distribution mix decisions: Promotools- Advertisement: Types and Importance- Sales Promotion: Types and Relevance- Publicity: Concept and Significance- Salesmanship: Types and Traits- Budgeting for Promotional expenses- Distribution mix decisions- Local, National, Regional and Global Choices.

Unit 5:

Supply chain software Technology: WMS, TMS, LMS, OMS, WCS and Network Optimization- Software Evaluations & Selections-Logistics Network Optimizations- Transportation routing, mileage and mapping software-RFID (Radio Frequency Identification) technology- Integrated GPS, Wireless Data and Micro-Chip Technology System- Tracking Technology.

Unit 6:

Transport Technology: Advances in Shipping Technology- Flight Technology- Truck Technology – Rail Technology – Billing Technology- Payment Technology- (ISO 9000)- Total Quality Management (TQM) and benchmarking.

REFERENCES

1. Philip Kotler and Kevin Keller, *Marketing Management*, Prentice Hall, 2006
2. Mullins, Walker and Boyd, *Marketing Management: A Strategic Approach*, McGraw Hill, 2009.
3. Alexander Chernev and Philip Kotler, *Strategic Marketing Management*, Brightstar Media, 2009
4. Joseph D. Patton, *Logistics Technology and Management*, Soloman, 1986.
5. Philip T. Frohne, *Quantitative Measurements for Logistics*, McGraw Hill, 2007

4.4. STRATEGIC RETAIL MANAGEMENT

UNIT 1

Strategy and Success Symbiosis: Concept of Strategy- Nature and Significance - Defining strategic intent - Strategic Vision, Mission, Objectives, Structure and Tactics (VMOST) - Strategic Management Process: Strategic Planning, Strategic Execution (Actions & Responses) and Strategic Control - Relationship between a Company's Strategy and its Retail Business Model- Retail Business Strategy and Success Symbiotic Relationship- Role of Retail strategists.

UNIT 2

Strategy Formulation – Analysis of Factors : Internal Appraisal – The internal environment and organizational capabilities in various functional areas- Analysis of Areas of strategic edges- Environmental Factors (PESTLE/PESTEL: Political, Economic, Sociological, Technological, Legal, Environmental) and their Dynamics - Environmental scanning techniques- Methods and techniques used for organizational appraisal: Value chain analysis, Financial and non-financial analysis, Balanced scorecard and key factor rating- Developing Strategic Advantage Profile - Identification of Critical Success Factors (CSF)- Profiling Strengths, Weaknesses, Competencies, Uniqueness and Success Quotient as to Retail Business.

Unit 3:

Strategic Analysis and choice: Strategic Trinity: Functional, Business and Corporate Level Strategies – Functional Level Strategies: Production, Marketing, Employee, Financial, Innovation and Quality Strategies - Business level strategies— Porter's framework of competitive strategies: Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies- Location and timing tactics- Concept, Importance, Building and Use of Core Competence Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies - Corporate restructuring- Strategic alliances, Collaborative partnerships, Mergers and acquisition, Joint Ventures Strategies – Outsourcing Strategies- Concept of Synergy and its relevance.

Unit 4:

Design of strategy –Project life cycle analysis– Portfolio analysis – BCG Matrix – General Electronic-McKinsey Matrix - Hofer's product market evolution and Shell Directional policy Matrix- Ansoff Matrix- Bowman's Strategy Clock Price-Value matrix- Blue Ocean Strategy.

Unit 5:

Retail strategy: Strategic options in Retailing: **Product line options:** Multi or limited-line or exclusives- **Channel options:** Direct or indirect models- **Structural Options:** Physical or Virtual models- Vertical and Lateral structures- **Scale Options:** Hyper, Super, Mall, Large, Medium, Small or Micro models- **Brand Strategy:** Multi brand Vs single brand- Franchise Vs Ownership strategy- **Shop Positioning strategy:** Managing Uniqueness and Image- **Geo strategy:** National, Regional and Global spread.

Unit 6:

Executing and Audit of Strategy: Good crafting of the strategy - Institutionalizing the strategy- Creating a worker-friendly culture- Communication the Pyramid of Purpose Concisely - Corporate Governance- Simons' Seven Strategy Questions for better implementation- Resource allocation, Projects and Procedural issues- Organization structure and systems in strategy implementation-Leadership and corporate culture - Strategic control and operational Control- Organizational systems and Techniques of strategic evaluation- evaluating deviations, challenges of strategy Implementation- Retail Strategy Audit.

REFERENCES

3. Hitt, Ireland and Hoskisson, *Strategic Management: Concepts and Cases: Competitiveness and Globalization*, South-Western College, 2011
4. Michael E Porter, *Corporate Strategy: Competitive Advantage*, Free Press, 1998.
5. Greek W.P and Jauch L.R., *Business Policy and Strategy Management*, McGraw Hill.
6. Garth Saloner, Andrea Shepard & Joel Podolny- *Strategic Management*
7. Fred David, *Strategic Management: Concepts and Cases*, Prentice Hall, 2010.
8. Zentes, Morschett, Klein, *Strategic Retail Management*, 2007
9. Jay Barney, *Gaining and Sustaining Competitive Advantage*, Prentice Hall, 2010.
10. Barney and Hesterly, *Strategic Management and Competitive Advantage*, Prentice Hall, 2009.
11. Kaplan [and Norton](#), *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*, HBP, 2004.

4.5. GROWTH MANAGEMENT

Unit 1:

Sinews of Growth: Defining Growth and Growth Management- Overview of Growth Management '**SIX-S**' Process: Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance- **Sinews:** Identifying Growth Opportunities – Entry Enticements and Barriers- Competition and Cooperation- Creativity and Engagement- Prioritizing Growth- Developing a Growth Proposition and Plan- Building up the Growth sinews: Fine-Ware, Soft-Ware and Hard-Ware- Growth propellers and escalators- Reinventing the Future.

Unit 2:

Strategizing Growth- Strategic thrusts for Growth- **Improvement Strategies** (Synergy and Value chain based): Vertical growth, Horizontal growth (related growth and unrelated growth), Evolutionary growth and Continuous growth, Organic growth- **Venture Strategies:** Disruptive Ventures and Innovation Strategies: Revolutionary growth, Discontinuous growth, and Acquired growth- Blue Ocean Strategy- Ansoff's model- McKinsey model- SWOT/TOWS model- 3 Levels of Enterprise Strategies for growth- Porters Generic Competitive Strategies- **Choosing the strategic growth choice:** Considerations of Internal and External Factors.

Unit 3:

Staging Growth: Organizing for Growth- Inertia Escape- Activation of growth- Well thought out implementation plan- Competitive compensation programs- Supportive organization culture- Strategic core competencies in place- Frequent, two-way communications- Strategic staffing plan- Efficient decision-making process- Full delegation and accountability- Team based environment- Performance management program- Change management tools in place- Supportive systems and processes- Employee development plans- Succession plan – Warding off Organization from signs of Slowing and Losing- Resources for Growth- Mentor for Growth (M4G)- Getting focus and balance- Monitoring growth.

Unit 4:

Synchronizing for Growth: Synchronized Efforts - Directing the Growth Resource mix – Greiner's model of Crises Induced Growth- Managing Growth fatigue: Concept and Overcoming the same- - Managing the momentum of growth: Steady and Speed – Alert and Advancing- High Growth Road Map.

Unit 5 :

Securing Growth in every domain: Product & Brand domain, Market & Competition domain, Assets & Capacity domain, Finance & Profitability domain, Networks & Relationship domain, Geography & Spread domain and People & Organizational domain- Handling un-sought consequences of growth- Turning Risks into Opportunities.

Unit 6:

Sustaining Growth: Efficiency Improvement- Effectiveness Enhancement- Excellence Management- Continuous Innovation- Kaizen and Radical Innovation- Harnessing Diversity- Rapid Growth Strategies- Managing Rapid Growth- Passion for Growth.

REFERENCES

25. Christopher Meyer, *Relentless Growth*, Free Press, 1997.
26. Robert Slater, Jack Welch and the GE Way: *Management Insights and Leadership*, 1999.
27. Richard Leifer, et al, *Radical Innovation*, HBP, 2000.
28. Peter S Pande, *6 Sigma Way*, McGraw Hill, 2000.
29. B Tucker & B Tucker, *Driving Growth Through Innovation*, Berrett-Koehler, 2002.
30. Jack Trout & Steve Rivkin, *Differentiate or Die*, John Wiley and Sons, 2008
31. Ram Charan and Noel. M. Tich, *Every Business is a Growth Business*, Three Rivers Press, 2000.
32. Jennings & Haughton, *It's not BIG and eats SMALL... it's FAST that eats SLOW*, Harper, 2002.
33. Andrew Lester, *Growth Management: Two Hats Are Better Than One*, MacMillan, 2009
34. Feigenbaum, A V; Feigenbaum, D. S, *The power of management innovation* : McGraw-Hill, 2009
35. Timothy George Kotnour, *Transforming Organizations*, CRC Press 2009.
36. Rodolphe Durand, *Organizational evolution and strategic management*, Sage, 2006

Course : **MBA (Financial Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : **Any degree from a recognised University**
Medium : English

COURSES OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Management of Funds	100
3.4	Investment Analysis and Portfolio Management	100
3.5	Financial Services and Institutions	100
IV SEMESTER		
4.1	Foreign Exchange Management	100
4.2	Multinational Financial Management	100
4.3	Project Finance	100
4.4	Investment and Derivatives Market	100
4.5	Growth Management	100
Total		2000

3.3. MANAGEMENT OF FUNDS

UNIT 1

Meaning and importance of funds: Concept of funds- Types and features of funds- Sources of Funds- Effective Mobilization and allocation of funds – Consequences of mal-mobilization and misallocation of funds – Organizing for funds management –Relationship with other function – Role of financial systems in Mobilization and Allocation – Barometer of business conditions.

UNIT 2

Considerations in Fund Allocation: Allocation of funds to most profitable opportunity – Development of profitable opportunity and evaluation- Business Capitalization- Assessment of funds for fixed assets – RoI, PBP, ARR, IRR considerations- considerations of risks and uncertainty- Capital rationing and its impact on financial planning-Treatment of inflation in capital budgeting.

UNIT 3

Considerations in fund Mobilization: Capital Market conditions- Interest rate scenario- Global financial contours- Variety of Instruments- Cost of floatation- Cost of Capital- Agency and Bankruptcy costs- Explicit and Implicit costs- Tax treatment - Relationship with financial Institutions.

UNIT 4

Capital structure Decisions: Types of capital structures – Capital structure and Asset structure match - Liquidity, Solvency, Flexibility, Value impact and Risk considerations - Interest coverage, debt capacity and Debt service coverage considerations– Leverage aspects- Acquisition for specific allocation- Optimum capital structure.

UNIT 5

Leasing and Venture capital: Types of Leasing- Operating and Capital Leases- Evaluation of cash flows of leasing and buying alternatives- Venture financing options- Pros and cons.

UNIT 6

International financing and investment: International Financing Equity and Debt instruments: GDRs, ADRs, ECBs, FCCBs, Syndicated Loans- Finance from Multilateral financing institutions- Financing via MNCs- Domestic sources vis-à-vis international sources- Investing abroad: Opportunities- Considerations- Risk-Return – Foreign currency risk management.

REFERENCES

1. Eugene F. Brigham, *Financial Management: Theory and Practice* (Harcourt) 2005.
2. Jeff Madura, *International Financial Management*, South-Western College Pub., 2010.
3. F. Brigham and Joel F. Houston, *Fundamentals of Financial Management*, Thomson, 2009.
4. Alan C. Shapiro, *Multinational Financial Management*, Wiley, 2008.
5. Kuchal, S.C, *Financial Management*, Chaitanya, Allahabad, 1992.
6. Prasanna Chandra, *Financial Management*, 2007.

3.4. INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT 1

Investment: Investment Concepts and Goals – Types of investment – Financial – Real business – Personal – Institutional – Comparison of investments, speculation, gambling – Hedging – Concepts of portfolio and portfolio management – Goals – Risk and return trade off – Financial investment avenues – Fixed income – Varying income securities – Derivative Instruments.

UNIT 2

Investment Analysis: Aspects of Analysis – Return analysis – Concepts, measures and computation of return of individual security and portfolio – Risk analysis – Concepts, types, measure, computation of risk of individual security and portfolio – Valuation analysis – Share valuation – Bond value – Price earnings analysis.

UNIT 3

Approaches to Investment Analysis: Fundamental analysis – Concept and components – Tools of economy, industry and company analysis – Technical analysis – Concept and tools – Assumption – Theories – Dow theory – Contrary opinion – The confidence index, breadth of market and strength analysis – Moving average analysis – Chart patterns.

UNIT 4

Portfolio Construction and Choice: Markowitz diversification – Efficient frontier – Risk-return indifferent curves – Portfolio choice – Sharpe's Single and two factorial models – Lagrange multiplier method.

UNIT 5

Capital Asset Pricing Model: Assumptions and application – Capital market line and security market line – Efficient market hypotheses – The weakly efficient, semi strongly efficient and strongly efficient market forms – Random-Walk theory.

UNIT 6

Portfolio Performance: Measures: Sharpe, Treynor and Jensen – Portfolio audit and Portfolio revision – Need and methods – Formula plans.

REFERENCES

1. Jack Clark Francis, *Management of Investments*, McGraw Hill, 1993
2. Frank J. Fabozzi and Harry M. Markowitz, *Theory and Practice of Investment Management*, Wiley, 2011.
3. Frank K. Reilly and Keith C. Brown, *Investment Analysis and Portfolio Management*, Thomson, 2008.
4. Preeti Singh, *Investment Management*, HPH, 2006.

3.5. FINANCIAL SERVICES AND INSTITUTIONS

UNIT 1

Overview of Financial Services and Institutions: Concept of financial services – Types of Financial Services: Fund Raising, Investment, Transfer and Conversion services- Financial Institutions: Banking and Insurance Institutions- Regulatory Institutions: Central Bank, Securities Exchange Commission or Board- Intermediary Institutions:

UNIT 2

Instrument Rating Services: Bond Rating: Objectives – Methodology- Rating of Sovereign Bonds, Corporate Bonds, Structured Obligations, and Commercial paper Rating- Rating Symbols and significance- Equity Rating: Need and Methodology- Big three International Rating Institutions: Moody's, Fitch Ratings, and Standard & Poor (S&P)- Indian Rating Agencies: CRISIL, ICRA, CARE & SMERA: Services and significance-

UNIT 3

Capital Issue Services: Lead and Co-managers to the Capital Issue- Issue pricing and promotion – Disclosure norms – Issue underwriting –Road show- Book-building- Allotment- Green-shoe option- SEBI Guidelines for Public issues by New companies and existing companies- SEBI regulations on Listing, Lead managers and Merchant banking functionaries in Public Issues.

UNIT 4

Stock Trading Services: Role of Stock exchanges in Security pricing and trading- Stock Price indices: Methods of construction- SENSEX and NIFTY- SEBI guidelines for Market Intermediaries Registration and Supervision, Market Regulation and trading in Derivatives and New Products - Role of BSE, NSE and OTCEI - Online and mobile trading.

UNIT 5

Investment Services: Mutual Fund (MF) Services: Concept, need and scope – Major MF institutions in India– Features of major types of MF schemes – Performance – Portfolio performance evaluation measures – SEBI Regulations regarding mutual funds- Role of Association of MFs in India (AMFI)- Portfolio management services (PMS): Concept and need- Services of Non-banking financial Service Companies (NBFC) to investors.

UNIT 6

Insurance and foreign exchange Services: Banking services: Life Policies: Need and Types- Role of LIC, Bank operated and major Industrial houses operated Life insurance services- Concept of foreign exchange and rates – Determination of Spot, forward rates- Options and Futures markets: Functions and Significance – Services of forex brokers.

REFERENCES

1. Raghunathan V, *Stock Exchange and Investments*, TMH, 2007
2. Avadhani V, *Security Market*, HPH, Mumbai, 2003
3. J.C.Verma,, *Manual of Merchant Banking*, Bharath Publishing House
4. Khan M.Y, *Financial Services*, Tata McGraw Hill
5. Gurusamy, S, *Merchant Banking and Financial Service*, TMH.

4.1. FOREIGN EXCHANGE MANAGEMENT

UNIT 1

Foreign Exchange: Concept and Significance – Foreign change Rate: Direct and indirect quotations – Inter bank and Merchant rates – Spot rates and forward rates – T.T. rates – Cross rates; Computation – Foreign exchange markets – Organisation of forex market.

UNIT 2

Determination of Exchange Rate: Purchasing Power Parity theory – Interest rate parity theory – Flow model – Asset market model – Forecasting of exchange rates – Concepts of Nominal Effective Exchange Rate and Real effective Exchange rate.

UNIT 3

Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates – Extension and cancellation of forward contracts – option contracts: Types and mechanism.

UNIT 4

Foreign exchange risk management: Transaction exposure risk: Internal Strategies – Risk shifting, Risk sharing – Exposure netting and offsetting – External Strategies: Foreign currency options – Forward and money market hedge – Currency Swaps – Interest Rate Swaps. Economic Exposure risk – Inflation and exchange risk – Economic consequences of Exchange rate changes – managing economic exposure risk.

UNIT 5

Exchange management in India: Fixed and floating rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts – Exchange control measures: Need and Forms and relevance – Foreign Exchange Reserves of India: Trend, composition and management – Impact on exchange Rate – Monetary and fiscal policy initiatives for exchange rate management.

REFERENCES:

8. Multinational Financial Management : Alan C Shapiro
9. ABC of Foreign Exchange : Clare G. Gump
10. Guide to Foreign Exchange Regulations : Krishnamoorthy.S
11. Principles of Foreign Exchange : Chatterjee.A.K.
12. Foreign Exchange – Practice, Concepts and control : Jeevanadam.N.S.
13. Foreign Exchange Management : Rajwadi
14. Rupee Convertibility : Bibek Debroy

4.2. MULTINATIONAL FINANCIAL MANAGEMENT

UNIT 1

Concept of multinational financial management – Functions – Risk Return trade off – Aspects of multinational financial environment and system – Global financial markets.

UNIT 2

Foreign Direct Investment by MNCs – Need, strategy and opportunities – Economic and political risk – Planning – operating policies to deal with risk.

UNIT 3

Capital budgeting: Basics – NPV – IRR – Increment Cash flows – Parent Vs Project Cash flows – Taxes – Exchange rate changes and inflation – transfer Pricing – APV and CAPM.

UNIT 4

Working Capital Management of MNCs – International Cash management: Objectives – Functions – Techniques: Netting – Leading and Lagging – Intercompany loans – Transfer pricing – Cash Planning and budgeting – Management of Short term investment Portfolio.

UNIT 5

Receivables Management: Credit policy variables: Standards – period – Discount – Collection effort – Credit extension – Exchange rate implications – Inventory management – Concepts and tools – Risk and Uncertainty Models – Off shore production Vs Local Purchase.

UNIT 6

International financing: Long Term Financing: Equity Instruments: International Despository Receipts and Direct equity participation – Debt Instruments: Bonds Notes and Syndicated loans. Short term financing: Sources – Euro notes and Euro commercial paper – Inter firm financing methods.

Cost of Capital: Cost of equity – Cost of debt – Cost of back – to - back financing – Overall cost of Capital structure of MNC: Theory, Practice and determinants – Debt Vs Equity Flow analysis.

REFERENCES:

5. Multinational Financial Management: Shapiro.A.C.
6. International financial Management : Rodrigule and Carter
7. International Business Finance : Wood.D, Byrne.J
8. International Capital Markets : Watson, Marwell

4.3. PROJECT FINANCE

UNIT 1

What is a project? – Stages in a project cycle: Project identification, formulation, evaluation and implementation – Role of consultants in project management.

UNIT 2

Sources of finance for a project: Public issue of shares, debentures, public deposits, leasing, internal generation of funds, commercial papers, global depository receipts, borrowings from banks and FIs – Venture capital – Innovative instruments in the capital market.

UNIT 3

Project financing – Estimating the total capital requirements – Factors determining the fixed capital and working capital – Judicious financing plan – Capital gearing – Matching of requirements with available financial assistance from various sources.

UNIT 4

Process of lending for a project – Pre-sanction appraisal – Appraisal of managerial and technical aspects: Evaluation of managerial skills, past records, management and working of other group companies evaluation of appropriate technology, availability of raw materials and utilities and safeguards against pollution, effluent disposal/treatment.

UNIT 5

Project appraisal – Evaluation of commercial aspects: Estimation of demand supply gap, distribution channels and selling arrangements – Evaluation of financial aspects: Debt equity ratio, current ratio, debt service coverage ratio, return on investment, security margin, internal rate of return and breakeven analysis.

UNIT 6

Project appraisal – Economic analysis: Economies of scale, employment generation, social cost benefit analysis, contribution to government revenue, political stability, priority and evaluation of international competitiveness.

Project monitoring – Post sanction supervision and follow up – How to improve recovery? Industrial sickness: Warning signals and causes – Rehabilitation of a sick industrial unit – Role of the board for industrial and financial reconstruction (BIFR)

REFERENCE BOOKS:

4. B.B. Goel, *Project Management: A Development Perspective*, Deep and Deep Publications, New Delhi
5. A.K. Sengupta, *Bank Credit to Industry*, Skylark Publications, New Delhi.
6. Prasanna Chandra, *Projects Preparations, Appraisal, Budgeting and Implementation*, Tata McGraw Hill, New Delhi.

4.4. INVESTMENT AND DERIVATIVES MARKET

UNIT 1

Debt Market: Debt instruments – Nature and varieties – Debt market features in India – Debt pricing theorems – Convexity – Duration – Risk and return structure.

UNIT 2

Debt Portfolio Management: Concept and importance – Passive immunization – Active management – Horizon analysis – Bond swaps.

UNIT 3

Equity Market: Equity investment – Nature and features – Factors governing equity market growth.

UNIT 4

Equity Valuation Models: Dividend model – Zero growth model – Constant growth model – Multiple growth model – Models based on P.E. ratios – Earnings based models.

UNIT 5

Options Market: Concept – Types of options – Value of options – Valuation at expiration – Profit and losses on calls and puts – Profits and losses of some option strategies – Index options.

UNIT 6

Future Market: Concept and significance – Futures contract – Futures market – Basis – Returns on futures – Futures Vs Options.

Government Securities Market: Instruments – Operations – Significance.

REFERENCES :

1. Bhalla R K, *Investment Management*.

2. Preethi Singh, *Investment Management*.
3. Dr. Punithavathi Pandian, *Investment Management*.
4. Gordon E & Natarajan K, *Financial Market and Services*.

4.5. GROWTH MANAGEMENT

Unit 1:

Sinews of Growth: Defining Growth and Growth Management- Overview of Growth Management '**SIX-S**' Process: Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance- **Sinews:** Identifying Growth Opportunities – Entry Enticements and Barriers- Competition and Cooperation- Creativity and Engagement- Prioritizing Growth- Developing a Growth Proposition and Plan- Building up the Growth sinews: Fine-Ware, Soft-Ware and Hard-Ware- Growth propellers and escalators- Reinventing the Future.

Unit 2:

Strategizing Growth- Strategic thrusts for Growth- **Improvement Strategies** (Synergy and Value chain based): Vertical growth, Horizontal growth (related growth and unrelated growth), Evolutionary growth and Continuous growth, Organic growth- **Venture Strategies:** Disruptive Ventures and Innovation Strategies: Revolutionary growth, Discontinuous growth, and Acquired growth- Blue Ocean Strategy- Ansoff's model- McKinsey model- SWOT/TOWS model- 3 Levels of Enterprise Strategies for growth- Porters Generic Competitive Strategies- **Choosing the strategic growth choice:** Considerations of Internal and External Factors.

Unit 3:

Staging Growth: Organizing for Growth- Inertia Escape- Activation of growth- Well thought out implementation plan- Competitive compensation programs- Supportive organization culture- Strategic core competencies in place- Frequent, two-way communications- Strategic staffing plan- Efficient decision-making process- Full delegation and accountability- Team based environment- Performance management program- Change management tools in place- Supportive systems and processes- Employee development plans- Succession plan – Warding off Organization from signs of Slowing and Losing- Resources for Growth- Mentor for Growth (M4G)- Getting focus and balance- Monitoring growth.

Unit 4:

Synchronizing for Growth: Synchronized Efforts - Directing the Growth Resource mix – Greiner's model of Crises Induced Growth- Managing Growth fatigue: Concept and Overcoming the same- - Managing the momentum of growth: Steady and Speed – Alert and Advancing- High Growth Road Map.

Unit 5 :

Securing Growth in every domain: Product & Brand domain, Market & Competition domain, Assets & Capacity domain, Finance & Profitability domain, Networks & Relationship domain, Geography & Spread domain and People & Organizational domain- Handling un-sought consequences of growth- Turning Risks into Opportunities.

Unit 6:

Sustaining Growth: Efficiency Improvement- Effectiveness Enhancement- Excellence Management- Continuous Innovation- Kaizen and Radical Innovation- Harnessing Diversity- Rapid Growth Strategies- Managing Rapid Growth- Passion for Growth.

REFERENCES

1. Christopher Meyer, *Relentless Growth*, Free Press, 1997.
2. Robert Slater, Jack Welch and the GE Way: *Management Insights and Leadership*, 1999.
3. Richard Leifer, et al, *Radical Innovation*, HBP, 2000.
4. Peter S Pande, *6 Sigma Way*, McGraw Hill, 2000.
5. B Tucker & B Tucker, *Driving Growth Through Innovation*, Berrett-Koehler, 2002.
6. Jack Trout & Steve Rivkin, *Differentiate or Die*, John Wiley and Sons, 2008
7. Ram Charan and Noel. M. Tich, *Every Business is a Growth Business*, Three Rivers Press, 2000.
8. Jennings & Haughton, *It's not BIG and eats SMALL... it's FAST that eats SLOW*, Harper, 2002.
9. Andrew Lester, *Growth Management: Two Hats Are Better Than One*, MacMillan, 2009
10. Feigenbaum, A V; Feigenbaum, D. S, *The power of management innovation* : McGraw-Hill, 2009
11. Timothy George Kotnour, *Transforming Organizations*, CRC Press 2009.
12. Rodolphe Durand, *Organizational evolution and strategic management*, Sage, 2006

Course : **MBA (System Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : **Any degree from a recognised University**
Medium : English

COURSES OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Office Automation	100
3.4	Internet Programming and Web Design	100
3.5	Multimedia Applications	100
IV SEMESTER		
4.1	Management control system	100
4.2	Re-engineering and Flexi System	100
4.3	Relational Database Management	100
4.4	Data Mining and Warehousing	100
4.5	Software Engineering	100
Total		2000

3.3. OFFICE AUTOMATION

UNIT 1:

Introduction: Basics and Evolution of Computing – Hardware and Software Aspects – Modern IT accessories- Operating Systems and Application Software – Introduction to Network Setting – LAN and WAN, Internet and Intranet- Information Needs of Business and IT support – Impact of IT on Business Excellence.

UNIT 2:

Fundamentals of working with a computer- Working with Microsoft Office Suite: MS Word – Creating, Opening, Saving and Formatting Documents – Mail Merge- Working with Spread Sheets: MS Excel – Tables – Formulas and Functions – Data Analysis using excel – Linking Work Sheets and Work Books – Charts – Macros Forms – Pivot Tables.

UNIT 3:

MS Power Point: Creating a Power Point Presentation (PPT) Using Slide Master, Animation and Graphics in PPT. MS Access – Creating and Modifying Data Bases – Report Generation – Linking Access Files with Excel Files. MS: Project: Creating Project Design, Schedules, PERT / CPM Charts and Reports.

UNIT 4:

Internet and E-Commerce: E-Mail Etiquette - Usages of Search Engines and Portals – Website and Web Based E-mail, FTP and Net Meeting – WiFi Environment in Modern Offices- E-advertisements- Basic Models of E-Business: B2B, B2C, C2C and Mobile Commerce (M-Commerce)

UNIT 5:

Buying and Selling through Internet: E-Payment and Electronic Fund Transfer – E-ticketing – IT for Supply chain - Payment Gateway and Security Systems – On-line Stores – E-banking- Internet Banking – Smartcards and Plastic Money.

UNIT 6: Electronic Data Interchange (EDI) - Enterprise Resource Planning System- Data Mining- Data Warehousing- Teleconferencing -Online office suite- Paperless Office - Telecommuting or Telework- Virtual Team- Virtual Business.

REFERENCES

1. Vijayaraghavan. G., *Computer Applications for Management*, 1st Edition (2006), Himalaya Publishing Company.
2. Rayudu, C.S., *E-Commerce and E-Business*, 1st Edition (2004), Himalaya Publishing Company.

3. Agarwala, N. Kamlesh, *Business on the Net*, Macmillan Publishers
4. George Reynolds, *Information Technology for Managers*, Course Tech., 2009.
5. Shelly, Cashman and Vermaat, *Microsoft Office 2007*, Course Tech., 2007.
6. Shelly and Vermaat, *Discovering Computers*, Course Tech., 2010.
7. Brown, DeHayes, et al, *Managing Information Technology*, Prentice Hall, 2011.

3.2. INTERNET PROGRAMMING AND WEB DESIGN

UNIT 1

Foundations for Internet Programming: An overview of internet programming – web system architecture URL- Domain Name System- overview of HTTP- HTTP request-response- generation of dynamic web pages cookies- WWW design issues – Security and Encryption – Developing Intranet applications.

UNIT 2

Internet Programming Languages: Java – Java in Windows – Common Gateway Interface (CGI) – Perl: Strawberry Perl or Active Perl – Microsoft Internet implementation.

UNIT 3

Internet Scripting Languages: Java Script – VB Script – Other Scripting languages- Java basics – I/O streaming – files – Looking up Internet Address - Socket programming – client/server programs – E-mail client – SMTP - POP3 programs – web page retrieval – protocol handlers – content handlers - applets – image handling - Remote Method Invocation.

UNIT 4

Internet Markup Languages: HTML & SGML: Introduction- Basic HTML- Formatting and Fonts- Commenting Code- Anchors- Backgrounds- Images- Hyperlinks- Lists-Tables-Frames- simple HTML Forms-XHTML– Netscape extensions – Microsoft internet explorer – Only HTML tags – Shockwave and Lingo- Dynamic HTML – introduction – cascading style sheets.

UNIT 5

ActiveX Controls: Creating an ActiveX control to activate a Web Page – VDO Live Technology – Creating Netscape Navigator Plug-ins – Pulling web information – Creating a custom integrated application with multiple protocols.

UNIT 6

Web Graphics: A graphic view of web – Essay web graphics – Images and Hyperlinks – Adding graphics to web pages – Site and page design – Framing your graphics – Dynamic graphics – Animation.

REFERENCES

1. Ralph Moseley, *Developing Web Applications*, Wiley publication.
2. Krishnamoorthy R and Prabhu S., *Internet and Java Programming*, New Age International Publishers, 2004.
3. Thomno A. Powell, *The Complete Reference HTML and XHTML* , TMH, 2003.
4. Naughton, *The Complete Reference – Java2*, Tata McGraw-Hill, 3rd Edition, 1999.
5. Powell, *HTML: The Complete Reference*, Tata McGraw Hill, 1998.
6. Tom Negrino and Dori Smith, *JAVA script for World Wide Web*.
7. Bob Breedlove et-al, *Web Programming Unleashed*, Sams Net Publ., 1996.
8. Ron Wodaski, *Web Graphics Bible*, Comdex Computer Publ., 1997
9. Young, *Internet -Complete Reference*, TMH, 1998.
10. Fred Halsall , Lingana Gouda Kulkarni, *Computer Networking and the Internet*, Pearson.

3.3. MULTIMEDIA AND APPLICATIONS

UNIT 1

Multimedia in Use and Technology: Introducing multimedia – Multimedia definition – Need, benefits and problems – System components – Multimedia platforms – Development tools: Types – Cross platform compatibility – Commercial tools – Standards.

UNIT 2

Media Types: Non-temporal – Text, image, graphics – Temporal – Analog, digital audio/video, music, animation, other media types – Extended images, digital ink, speech audio.

UNIT 3

Digital Video and Image Compression: Evaluating a compression system – Redundancy and visibility – Video compression techniques – Image compression standards – JPEG, MPEG, DV1.

UNIT 4

Object Oriented Multimedia: Objects, Classes and related items – Multimedia Frameworks: Overview, Media classes, Transform classes, Format classes, Component classes.

UNIT 5

Multimedia Environments: The CD family, CD-i – Overview – Media types – Media organization – Architecture and operations, Applications: Media in real world – Multimedia on networks – Training and education.

UNIT 6

Virtual Reality: Intelligent Multi Media System- Desk-top Virtual Reality (VR) – VR operating system- Virtual Environment Display and Orientation making- visually coupled system requirements- Intelligent VR software systems.

REFERENCES

1. Juidth Jeffcoate, *Multimedia in Practice: Technology and Application*, Better World Books Ltd, 2008.
2. Simon J Gibbs and Dionysion C Tschirikzis, *Multimedia Programming*, Chapters 2, 3, 4, 5, Addison Wesley, 1994.
3. John F Koegel Buford, *Multimedia Systems*, Addison Wesley, 1994.

4. Walter Worth John A, *Multimedia Technology and Applications*, Ellis Horowood Ltd, 1991.
5. Arch C Luther, *Designing Interactive Multimedia*, Bantam Books, 1992.
6. Fred Halsall, *Multimedia Communications*, Addison Wesley
7. David Gries and Paul Gries, *Multimedia Introduction to Programming Using Java*, 2004.
8. Patrick McNeil, *The Web Designer's Idea Book*, 2008
9. Scott Kelby, *The iPod Book: How to Do Just the Useful and Fun Stuff with Your iPod and iTunes*, 2009
10. Susmit Bagchi, *Ubiquitous Multimedia and Mobile Agents: Models and Implementations*, 2011.

4.1. MANAGEMENT CONTROL SYSTEMS

UNIT 1

Nature of Management Control – Control in organisations – Phases of management control system – Management control vs task control.

UNIT 2

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

UNIT 3

Goals and Strategies – Key variables in management control design and their types – Key result areas.

UNIT 4

Management Control Structure – Expense control – Profit centers – Transfer pricing – Investment centers – Management control process – Programming and budgeting – Analysing reporting – Performance evaluation.

UNIT 5

M.I.S. for Management Control – Systems theory and management control – Installation of management information and control system – Structured and unstructured decision – Implication for control.

UNIT 6

Special Management Control Situations – Multinational companies – Service organisations – Non-profit organisations – Multi-project organisation.

REFERENCES :

1. Anthony, Dearden & Bedford, *Management Control Systems*.
2. Srinivasan N.P & Gupta, *Management Control Systems*.
3. Chackraborty, *Management by Objectives An Integrated Approach*.

4.2. RE-ENGINEERING AND FLEXI SYSTEMS

Unit 1:

Concept and Requisites of BPR and Flexi System : Nature, Significance and Rationale of Business Process Reengineering (BPR) - Fundamental Rethinking is Fundamental of BPR- The Genesis- Requisites: Reengineering Leader, Reengineering Communications, Reengineering Journey, New Process Design, Reengineering Failure, Reengineering Team, Reengineering Effort, Reengineering Program, Reengineering Will- Speed and Smart Execution- Concept and Significance of Flexibility- Flexible Vs Fixed systems- Features and superiority of Flexible systems.

Unit 2:

Process Reengineering: Appraisal of Processes - Processes for Reengineering- Reengineering of Processes- Role of information technology- BPR Cycle: Identify, Analyze As-Is, Envision New Processes- Business process discovery and diagnosis- Design/Re-design/Reconstruction – Test and Implement- Monitor- Business process interoperability- Business process Improvement- Business process mapping- Process Reengineer- BPR Process and Participants.

Unit 3:

Implementing BPR: Approval of BPR- Preparations for Implementation- BPR Process Chart- Change Management- Communication, Commitment, Control and Contours- Reengineering Reporting- Systems Thinking- Reengineering Enabling Processes- Continuous Improvement- Bottom-up Participation Process- BPR Principles.

Unit 4:

Evaluation of PBR: Reengineering Success- Reengineering Revolution- BPR Vs TQM; BPR Vs CQI; BPR Vs Scientific Management; BPR Vs Industrial Engineering; BPR Vs Value Engineering- BPR Criticisms- BPR Can do well.

Unit 5:

Types of Functional Flexi systems: Simplifying systems - Enterprise Flexibility: Ready for Experimenting and coping with Paradoxes- Strategic Flexibility: Ready for Change and Dynamics- Organizational Flexibility: Fluidity and Managing by Walking around- Financial Flexibility - Marketing Flexibility - Human Resources Flexibility - Information System Flexibility - Manufacturing system Flexibility - Supply Chain Flexibility.

Unit 6:

Components and Competitiveness of Flexi Systems: Flexibility in Technology- Flexibility in Product offerings- Flexibility in service offerings- Flexibility in Business Excellence- Flexibility in Mergers and Acquisitions- Flexibility in Strategic Alliances- Competitive Edge and Flexi Systems.

REFERENCES

10. Jacobson, et al, *Business Process Reengineering With Object Technology*, Addison-Wesley, 1994
11. Clarence Feldmann, *The Practical Guide to Business Process Reengineering* Dorset House, 1998.
12. Dan Madison, *Process Mapping, Process Improvement & Process Management*, Paton Pres, 2005.
13. Harvard Business School, *Improving Business Processes*, HBSP, 2010.
14. Jay Heizer and Barry Render, *Operations Management Flexible Version*, Prentice Hall, 2011.
15. Christopher Bartlett (Author), *Paul Beamish ,Transnational Management*, McGraw Hill, 2010.
16. Birkinshaw & Hagström, *Flexible Firm: Capability Management in Network Organizations*, OUP, 2002.
17. Ord Elliott, *The Future is Fluid Form: Designing Flat, Flexible Organizations*, iUniverse.com, 2009
18. Smith, *Flexible Product Development: Building Agility for Changing Markets*, Jossey-Bass, 2007.

4.3. RELATIONAL DATABASE MANAGEMENT SYSTEMS

UNIT I

DBMS: Database - Database Management System - Features - Advantages - Data Base Scheme - Schema and Subschema - Manipulative capabilities - Guidelines - Different User Interfaces.

UNIT II

Relational Model : Concepts of Relational Model - Comments on the Relational Model: Semantic issues, Navigation, Efficiency - DBMS based on the Relational Model: The mapping operation - Data Manipulation facilities - Data Definition facilities - Data Control facilities.

UNIT III

Introduction to Oracle: Types of Databases, Relational Database properties, Benefits of Oracle, Client/Server Systems - Oracle Database Architecture: Overview of Oracle Architecture, Processes, Physical files, CPU, Network System Tables, Oracle Users, Logical Structures.

UNIT IV

Oracle Fundamentals: Elements of SQL Language: Database Objects, Data Access SQL commands, DML commands - Oracle Queries - Basic Query, Using Expressions, Working with NULL values, Joining Multiple Tables in a Query, Selecting Distinct values, Using Subqueries, Unions and Multiple part Queries.

UNIT V

Table Creation: Create Table statement, Privileges required, Describing Table Definitions, Modifying Tables, Renaming a Table, Copying another table, Dropping a Table - Other Database Objects, Reason for Database Objects, Indexes - Embedded SQL: Languages supported by Oracle Precompiler, Embedded SQL statements.

TEXT BOOK:

1. Naveen Prakash, Introduction to Data Base Management Tata McGraw-Hill Publications, 2006.

REFERENCE BOOKS:

1. David Mcclanahan, Oracle Developers's Guide, Oracle Press, 2005.

4.4. DATA MINING AND WAREHOUSING

UNIT I

DATA MINING - INTRODUCTION :Data mining-Introduction-Information and production factor-Data mining vs query tools-Data mining in marketing-Self learning computer systems-Concept learning-Data mining and the data warehouse.

UNIT II

KNOWLEDGE DISCOVERY PROCESS: Knowledge discovery process-Data selection-Cleaning-Enrichment-Coding- Preliminary analysis of the data set using traditional query tools - Visualization techniques-OLAP tools-Decision trees-Association rules-Neural networks-Genetic algorithms-KDD(knowledge discover in databases) environment.

UNIT III

DATAWARE HOUSE - ARCHITECTURE:Data warehouse architecture-System process-Process architecture-Design- Database scheme-Partitioning strategy-Aggregations-Data marting-Meta data- Systems and data warehouse process managers.

UNIT IV

HARDWARE AND OPERATIONAL DESIGN:Hardware and operational design of data warehouses - Hardware architecture - Physical layout - Security - Backup and recovery - Service level agreement - Operating the data warehouse.

UNIT V

PLANNING,TUNING AND TESTING:Capacity planning - Tuning the data warehouse - Testing the data warehouses - Data warehouse features.

TEXT BOOKS:

1. Sam Anahory, Dennis Murray, Data Warehousing in the real world, Addison Wesley, 2005.

REFERENCE BOOKS:

1. Pieter Adriaans, DolfZantinge, Data Mining, Addison Wesley, 2007.
2. Sean Kelly, Data Warehousing in Action, John Wiley, 2003.

4.5. SOFTWARE ENGINEERING

UNIT I

Introduction - Software - Software Engineering - Size Factors - Quality and Productive Factors - Development Process Models - Linear Sequential - Prototyping - RAD - Iterative Enhancement - Spiral - Role of Management in Software Development - Software Metrics - Process and project metrics.

UNIT II

Software Project Planning - Estimating software scope, Resources, Project Estimation - Software Cost Estimation - Cost Factors - Estimation Techniques - Estimating Software maintenance Cost - Planning an Organizational structure : Project Structure - Programming Team Structure.

UNIT III

Project Scheduling and Tracking : Concept - Defining Task set - Scheduling plan - Planning for Quality Assurance - Quality Standards - Software Configuration Management - Risk Management: Software Risks - Identification - Projection - Mitigation - Monitoring and Management - Software Reviews.

UNIT IV

Software Requirement Specification - Problem Analysis - Structuring information - Information Flow - Prototyping - Structured Analysis - Requirement Specification Analysis - Characteristics - Components - Structure - Specification Techniques.

UNIT V

Software Design - Concepts - Principles - Module level concepts - Design methodology - Architectural Design - Transform mapping Design - Interface Design - Interface Design guidelines - Procedural Design - Software Testing Methods: Test Case Design - White Box - Basis Path Testing - Control Structure Testing - Block Box Testing - Testing strategies : Unit - Integration - Validation - System.

TEXT BOOK:

1. Roger S. Pressman Software Engineering - A practitioner's Approach McGraw-Hill 6th Edition (2008)

REFERENCE BOOKS:

1. Richard Fairlay Software Engineering Concepts McGraw Hill Book Company (2005)
2. Pankaj Jalote An Integrated Approach to Software Engineering Narosa Publishing House 3rd Edition (2005)

Course : **MBA (Corporate Secretaryship)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : **Any degree from a recognised University**
Medium : English

COURSES OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Labour and Industrial Laws	100
3.4	Securities Laws and Financial Markets	100
3.5	Indirect Laws	100
IV SEMESTER		
4.1	Company Secretarial Practice	100
4.2	Corporate Restructuring : Law and Practice	100
4.3	Drafting and Conveyancing	100
4.4	Economic Legislations	100
4.5	Secretarial and Management Audit	100
	Total	2000

3.3. LABOUR AND INDUSTRIAL LAWS

UNIT 1

Factories Act, 1948: Provisions relating to health, safety, welfare, working hours, leave etc. of workers approval – Licensing and registration of factories – Manager and occupier – Their obligations under the Act – Powers of the authorities under the Act – Penalty provisions.

UNIT 2: Workmen's Compensation Act, 1923

Employer's liability for compensation – Amount of compensation method of calculating wages; review; distribution of compensation – Notice and claims – Statements regarding facts, accidents – Medical examination – Remedies of employer against stranger – Returns as to compensation – Commission for workmen's compensation.

UNIT 3 : Industrial Dispute Act, 1947

Industrial disputes – Authorities of settlement of industrial disputes – Reference of industrial disputes – Procedures; power and duties of authorities – settlement and strikes – Lock-outs – Lay-off – Retrenchment – Transfer and Closure – Unfair labour practices – Miscellaneous provision offences by companies – Conditions of service to remain unchanged under certain circumstances, etc.

UNIT 4 : Employee's State Insurance Act, 1948

Registration of Factories and Establishments – The Employee's State Insurance Corporation – Standing Committee and Medical Benefit Council – Provisions relating to contributions – Inspectors – Their functions and disputes and claims – Offences and penalties – Miscellaneous provisions.

UNIT 5

Employee's Provident Fund and Miscellaneous Provisions Act, 1952:

Employee Provident Fund and other schemes – Determination and recovery of money due from employer – Appointment of Inspectors and their duties – Provisions relating to transfer of accounts and liability in case of transfer of establishment – Exemption under the Act – Court's power under the Act.

Payment of Gratuity Act, 1972: Payment of Gratuity – Exemption – Nomination – Determination and recovery of the amount of gratuity.

Payment of Wages Act, 1936: Object – Definitions – Rules for payment of wages – Deductions from wages – Maintenance of registers and records.

UNIT 6

Trade Union Act, 1926: Registration of Trade Unions – Rights and liabilities of trade unions – Procedure – Penalties.

Payment of Bonus Act, 1965: Computation of available surplus calculation of direct tax payable by the employer – Eligibility for bonus and payment of bonus – Deduction from bonus payable – Adjustment of customary or interim bonus payable – Set on and set off allocable surplus – Presumption about accuracy of balance sheet and profit and loss account.

REFERENCE BOOKS :

1. Kapoor N D, *Industrial Law*.
2. Shukla M C, *Mercantile Law*.
3. Kalra and Batra, *Industrial Law*.

3.4. SECURITIES LAWS AND FINANCIAL MARKETS

UNIT 1: An Overview of Financial System

Constituents of financial system, significance, development and growth of financial and capital markets in India – Financial reforms and present scenario – Regulatory authorities governing financial and capital market – An introduction, meaning and significance of capital market – Capital market vis-à-vis money market.

UNIT 2: Market Players

Market players – Investors and companies – Securities laws/regulatory framework governing Indian capital market – SEBI – Role and powers – Role and functions of depository – Depository participants – An overview of international capital market.

UNIT 3: Financial Instruments

Capital market instruments – Equity, preference shares, debentures, sweat equity shares, non-voting shares – New instruments of capital market – Pure, hybrid and derivatives, global depository receipts, American depository receipts, money market instruments, treasury bills, commercial bills, certificate of deposits – Credit Rating and Evaluation of Risk – Concepts, scope and significance – Benefits to investors – regulatory framework – Credit rating agencies in India; their processes – Rating methodologies for various instruments – Evaluation of risk.

UNIT 4: Primary Market

Meaning significance and scope – Developments in primary market – Various agencies and institutions involved in primary market – Role of intermediaries – Merchant bankers, registrars, underwriters, bankers to issue, portfolio managers – Debenture – Trustees – Their rules, regulations and code of conduct framed by SEBI.

UNIT 5: Secondary Market

Meaning, significance, functions and scope of secondary market – Functions and significance of stock exchanges; their regulatory framework and control – Secondary market intermediaries – Stock brokers, sub-brokers, advisors, their rules, regulations and code of conduct framed by SEBI, Electronic trading in securities.

UNIT 6: Mutual Funds

Introduction – Definition – Types – Risks involved – performance evaluation – SEBI and RBI regulations for mutual funds.

REFERENCE BOOKS:

1. Balakrishnan & Narta S S, Securities Market in India.
2. Machiraju H R, Merchant Banking.
3. Gordon & Natarajan, Financial Services.
4. ICSI Study Material, Securities Laws and Regulation of Financial Markets.

3.5. INDIRECT TAXES

UNIT 1 :

Central Excise Laws

Special features of indirect tax levies - Contribution to Government revenues – role of indirect taxation - Merits and demerits of indirect taxation - Reforms in indirect taxation – Meaning of Central Excise - Nature of levy of excise duty - Bases of excise duty - Kinds of excise duty - Administrative set up of Excise department - Central Excise Tariff Act, 1985 - Manufacture and manufacturer - Excisable goods.

UNIT 2

Valuation of excisable goods - Essentials - Excise duty based on MRP - Registration - Procedure for registration - Amendments to certificate of registration – Clearance of excisable goods – Types – records.

UNIT 3

Value Added Tax – objectives – VAT in India – Advantages – CENVAT – objectives and scope – Method of availing CENVAT benefit – advantages – Difference between MODVAT and CENVAT – Service Tax – levy and collection – applicability - Service tax for management services and Professional services – Tax Planning in Excise.

UNIT 4

Service Tax: Levy and collection – Applicability – Service tax for management services and professional services – Tax planning in excise and service tax.

UNIT 5:

The Customs Laws

(a) Objectives – Scope – Levy and collection of customs duty - Types of customs duty - Prohibition of importation and exportation of goods - Special business for detection and prevention of illegal import and export.

(b) Valuation of goods under Customs Act - Warehousing of goods- Customs duty drawback - Tax planning in customs.

UNIT 6 :

Sales Tax Laws

Objectives and Scope – Levy and collection of CST - Inter-State sale and Intra-State sale - Sale in the course of export/ import - Penultimate sale - Registration of dealers - Registration procedure - Taxable turnover - Rate of tax - Goods of special importance - various forms used in CST Act - Tax planning under CST

REFERENCE BOOKS:

1. Jain R K, Central Excise Manual, Central Publications, New Delhi.
2. Bhatnagar SP, Customs Law and Procedure, Centax Publications, New Delhi.
3. Donakia, Central Sales Tax, Bharat Law Book House, New Delhi.
4. Balachandran V, Indirect Taxation, Sultan Chand & Sons, New Delhi.
5. Datey V S, Indirect Taxes, Taxmann Publications, New Delhi.
6. Arvid P Dattar, Central Excise Law and Practice, Wadwa Publ, New Delhi.
7. Ragunathan, Central Excise Law and Procedures, Centax Publ, New Delhi.

4.1. COMPANY SECRETARIAL PRACTICE

UNIT 1 :

Incorporations And Conversion Of Companies

Procedure for incorporation of Private / Public Ltd. Companies - Commencement of business - Issue of certificate of incorporation and Commencement of business - Specimen resolutions.

UNIT 2 :

Share Capital, Transfer And Transmission

Procedure for allotment of shares - Issue of share certificates and share warrants - Procedures relating to transfer of shares and transmission - Forfeiture of shares - Checklists and specimen resolutions.

UNIT 3 :

Company Management

Procedures for the appointment - Re-appointment - Removal of directors including managing and whole-time directors, managers, company auditors and sole selling agents - Specimen resolutions.

UNIT 4 :

Company Meetings

Calling and conducting meetings of Board, its committees, shareholders and others - Post meeting formalities including writing of minutes - Specimen notices and resolutions - Directors responsibility statement and compliance certificate.

UNIT 5 :

Accounts and Audit

Preparation of Balance Sheet – Profit and Loss Account – Income and Expenditure statement – Auditor’s report – Director’s report – Maintenance of books of accounts – Statutory registers and returns.

UNIT 6 :

Winding up

Procedures for various modes of winding up – Members and creditors voluntary winding up – Compulsory winding up by Court – Specimen resolutions.

REFERENCE BOOKS:

1. Tandon B.N, A Manual on Secretarial Practice.
2. Shanbhogue K.V, Company Law Procedures.
3. Ghosh P.K & Balachandran.V, Company Secretarial Practice.
4. Pattenshetti & Reddy P.R, Company Secretarial Practice.

4.2. CORPORATE RESTRUCTURING: LAW & PRACTICE

UNIT 1 : Introduction

Meaning of corporate restructuring - Need, scope and modes of restructuring - Global scenario - National scenario – Strategic planning - Competitive advantage and core competence - Strategy formulation - Routes for executing strategy - Start up, mergers, acquisitions, takeovers, disinvestments and strategic alliances.

UNIT 2: Mergers And Amalgamations

Concept, need and reasons - Legal aspects - Procedural aspects relating to commencing of meetings and presentation of petition including documentation.

UNIT 3: Takeovers

Meaning and concept - Types of takeovers - Legal aspects - Securities and Exchange Board of India takeover regulations - Takeover Code - Procedural aspects - Economic aspects - Financial aspects - Payment of consideration - Bail out takeovers - Takeover of sick units.

UNIT 4: Corporate Demergers/ Splits and Divisions and Post Merger Re-Organisation

Difference between demergers and reconstruction modes of demerger - By agreement, under scheme of arrangement, by voluntary winding up - Tax aspects - Tax reliefs - Indian scenario - Reverse mergers.

UNIT 5: Post Merger Re-organisation

Accomplishment of objectives - Criteria of success - Profitability - Gains to post merger valuation - Measuring post merger efficiency - Factors in post merger re-organisation.

UNIT 6: Financial Restructuring

Buy-back of shares - Concept and necessity- Securities and Exchange Board of India guidelines - Government's guidelines - Procedure and practice for buy-back of shares.

REFERENCE BOOKS:

1. Fred Weston J, Kwang S Chng & Susan E Hoag, Merger, Restructuring and Corporate Control.
2. Verma J C, Corporate Mergers, Amalgamations and Takeovers.
3. Machiraju H R, Merchant Banking.
4. Brojendra Nath Banerjee, Company Takeover.
5. ICSI Study Material, Corporate Restructuring: Law and Practice.

4.3. DRAFTING AND CONVEYANCING

UNIT 1

General Principles of Drafting: Rules for drafting - Use of appropriate words and expressions - Aids to clarity and accuracy - Legal implications and requirements.

General Principles of Conveyancing: Meaning - Basic requirements of deeds of transfers - Description of deed, practices, recitals testatum - Consideration of operative words - Exceptions and reservations - Habendum - Testimonium - Signature and attestation - Endorsement and supplement deeds.

UNIT 2:

Drafting of Orders and Contracts

Drafting Orders: Appointment orders - Suspension orders - Order of dismissal and discharge - Charge sheets - Apprenticeship agreements.

Drafting of Contracts: Agreements to sell/ purchase - Dealership contracts - Building contracts - Agency contracts - Collaboration agreements - Arbitration agreements

UNIT 3 :

Deeds of Mortgages, Charges and Pledges

Different types of mortgage deeds - Deeds of further charge in mortgaged property - Mortgage by deposit of title deeds - Deeds of floating charges - Deeds of appointment of receiver - Other charges - Memorandum of pledge of movables.

UNIT 4 :

Deed of Assignment

Business debts - Shares in a company - Policies in insurance - Patents, trade marks, copyrights - Business and goodwill and other rights and interests - Deed of exchange and gift deeds.

UNIT 5:

Drafting of other Documents, Petitions and Applications

Drafting of applications and petitions to public financial institutions, appellate authorities under taxation and other corporate legislations.

UNIT 6:

Deeds of Power of Attorney

Revocable - Irrevocable - General and Particular letters of authority – Appeals, writ petitions, special leave petition - Revision and review applications, affidavits.

REFERENCE BOOKS:

1. Bahl & Nagamaiya, Business Communication.
2. Sharma R C & Krishna Mohan, Business Correspondence and Report Writing.
3. ICSI Study Material, secretarial Practice relating to Economic Laws.

4.4. ECONOMIC LEGISLATIONS

UNIT 1 :

Industries (Development And Regulation) Act

Objects and definitions - An overview of current industrial policy; regulatory mechanism - Registration and licensing of industrial undertakings, government agencies, exemption from licensing provisions - Substantial expansion - Investigation - Offences and penalties - Miscellaneous provisions – Small scale and ancillary units - Policy and procedure for setting up SSI - An overview of infrastructure - Fiscal and other support schemes for SSI – Setting up units in FTZ and 100% EOUS - Policy and procedure.

UNIT 2 :

Competition Law

Definitions – Anti-Competitive agreements – Prohibition of abuse of dominant position – Combinations – Competition Commission of India – Inquiry into certain agreements and dominant position – Inquiry into combination by commission – Procedure of inquiry on complaints u/s 19 – Power to grant interim relief power to award compensation – Execution of orders of commission – Appeal – Duties of Director – General penalties – Competition advocacy.

UNIT 3:

Foreign Exchange Management Regulation Act

Objectives and definitions under FEMA - Dealings in foreign exchange - Holding of foreign exchange etc. - Current account transactions, capital account transactions - Export of goods and services realization and repatriation of foreign exchange - Exemptions authorised person - Penalties and enforcement - Compounding of offences - Directorate of enforcement - Appellate Tribunal etc.

UNIT 4 :

Pollution Control

Water: Water and Environment (Protection) Law - Various Boards and their functions and powers; duties of occupier of specified industries to ensure adherence to standards; offences by companies.

Air Pollution: Concept of sustainable development, Government policy regarding environment - Salient features of the Air (Prevention and Control of ; Pollution) Law.

UNIT 5:

Environmental Protection

Legal and regulatory framework - procedures for obtaining various environment clearances - Role and functions of Environment Tribunal / Authority - Appearance before Environment Tribunal / Authority - Environment Audit.

UNIT 6 :

Consumer Protection Act

Genesis of the law - Objects and definitions - Rights of consumers under the Consumer Protection Act - Nature and scope of remedies – Consumer Protection - Appearance before Consumer Dispute Redressal Forums.

REFERENCE BOOKS:

1. Gushan & Kapoor, Economic and Other Legislations.
2. Taxmann Publication, Corporate Laws.
3. ICSI Study Material on Economic Laws.
4. Bare Acts.

4.5. SECRETARIAL AND MANAGEMENT AUDIT

UNIT 1

Company Secretary in Practice: Various recognitions and areas of practice – Advisory services rendered – Challenges before the profession – Professional standards and code of conduct – Exploring new horizons.

UNIT 2

Secretarial Audit: Need, objectives and scope – Periodicity and format for secretarial audit report – Appointment, duties and powers of secretarial auditor – Check-list/ Worksheet for secretarial audit under various corporate laws and covenants of loan agreements entered into with financial institutions.

UNIT 3

Search / Status Reports: Preparation of search and status reports from Registrar of Companies records for banks and financial institutions – Scope and importance – Verification of documents relating to charges – Requirements of various financial institutions and other corporate lenders – Secretarial standards – Compliance certificate.

UNIT 4

Securities Audit: Meaning, need and scope – Ensuring proper compliance of provisions relating to issue and transfer of securities – Preventing fraudulent and unfair trade practices including Securities and Exchange Board of India regulations framed thereon – Protecting the interest of investors.

Systems Audit: Nature – Significance and scope of systems audit – Steps involved in conducting systems audit.

UNIT 5

Management Audit: Meaning, nature and scope – Principles and fundamentals of management audit – Appraisal of management methods of performance – Organisational needs for management audit.

UNIT 6

Cost Audit: Nature, objectives and scope – Cost audit distinguished from financial audit and management audit – Cost audit as an aid to management, shareholders and other external agencies and public – Cost audit report.

REFERENCE BOOKS :

1. Shanbhogue K V, *Filing of Forms and Returns and Application under Company Law*, Law Publishing House, Allahabad.
2. Datta C R, *Company Directors*, Eastern Law Home, Calcutta.
3. Dr. Balachandran V and Ravichandran K S, *Secretarial and Management Audit*, Bharat Law House, New Delhi.
4. Vashist and Saxena, *Cost and Management Audit*.
5. Ramanathan AR, *Management Audit*.
6. ICSI Publications, *Secretarial and Management Audit*.

Course : **MBA (Production and Operations Management)**
Pattern : Semester System
Mode : Distance Education
Duration : Two years
Eligibility : **Any degree from a recognised University**
Medium : English

COURSES OF STUDY AND SCHEME OF EXAMINATIONS

Subject Code	Title	Total Marks
III SEMESTER		
3.3	Product Management	100
3.4	Re-engineering and Flexi System	100
3.5	Manufacturing, Maintenance and Waste Management	100
IV SEMESTER		
4.1	Management of Technology Transfer and Absorption	100
4.2	Management of Innovation and R&D	100
4.3	Warehousing Management	100
4.4	Growth Management	100
4.5	Quality Management	100
Total		2000

3.3. PRODUCT MANAGEMENT

UNIT 1

Product Concept: Product Classification – Product Vs. Service – Product Vs. commodity- Financial Products – Derivative Products- Product line decisions: Product mix decisions, Product modification, Product differentiation, Product elimination – New Product Development: Need, risks and uncertainty- Product management organization structure – Role of product managers.

UNIT 2

New Product Development Process: Generation of ideas – Idea screening – Feasibility testing – Concept development and testing – Designing a new product: Factors to be considered – Standardization Vs Adaptation Vs. Differentiation– Modular design –Reverse engineering - Marketing strategy development – Business analysis – Product development – Test marketing – Commercialization – Launching – Success and Failures in launches: New product success and failures in Indian context – Classification of new products.

UNIT 3

Creativity and Innovation for NPD: Concept and Contours of creativity- Sources of Innovation- New Product Championing-Venture teams in new product development (NPD) – Organization for new product development – Top management contribution – 7S framework and its use in NPD – Team working.

UNIT 4

Product and Branding Positioning: Product Positioning: Concept and Process - Branding Positioning: Product Branding – Brand extension – Brand valuation – Brand image and equity – Brand positioning strategies – Packaging – Trends in packaging.

UNIT 5

Product Life Cycle (PLC): Phases of PLC and features thereof- Functional Management strategies for different phases of PLC- Strategic intervention for PLC management.

UNIT 6

Product Strategy and Policy: Product Portfolio Strategy – Product Investment and Divestment strategy- Product policy: New product development policy: Product Line

consistency, Frequency, Launch time and Cannibalization Mitigation- Product Research – Components and areas of product research.

REFERENCES

1. Crawford and Benedetto, *New Products Management*, McGraw-Hill, 2010.
2. Kenneth B. Kahn, *The PDMA Handbook of New Product Development*, Wiley, 2004.
3. Robert G. Cooper, *Winning at New Products*, Basic Books, 2001.
4. Donald G. Reinertsen, *The Principles of Product Development Flow*, Celeritas, 2009.
5. Ramanuj Majumdar, *Product Management in India*, PHI, 2011
6. John Stark, *Product Lifecycle Management*: Springer, 2011.
7. Om P Kaushal, *Product Management*, Lalvani.
8. Dave Littler, *Marketing and Product Development*, Philio Alen.
9. Subrato Sengupta, *Brand Positioning: Strategies for Competitive Advantage*, TMH.

3.2. RE-ENGINEERING AND FLEXI SYSTEMS

Unit 1:

Concept and Requisites of BPR and Flexi System : Nature, Significance and Rationale of Business Process Reengineering (BPR) - Fundamental Rethinking is Fundamental of BPR- The Genesis- Requisites: Reengineering Leader, Reengineering Communications, Reengineering Journey, New Process Design, Reengineering Failure, Reengineering Team, Reengineering Effort, Reengineering Program, Reengineering Will- Speed and Smart Execution- Concept and Significance of Flexibility- Flexible Vs Fixed systems- Features and superiority of Flexible systems.

Unit 2:

Process Reengineering: Appraisal of Processes - Processes for Reengineering- Reengineering of Processes- Role of information technology- BPR Cycle: Identify, Analyze As-Is, Envision New Processes- Business process discovery and diagnosis- Design/Re-design/Reconstruction – Test and Implement- Monitor- Business process interoperability- Business process Improvement- Business process mapping- Process Reengineer- BPR Process and Participants.

Unit 3:

Implementing BPR: Approval of BPR- Preparations for Implementation- BPR Process Chart- Change Management- Communication, Commitment, Control and Contours- Reengineering Reporting- Systems Thinking- Reengineering Enabling Processes- Continuous Improvement- Bottom-up Participation Process- BPR Principles.

Unit 4:

Evaluation of PBR: Reengineering Success- Reengineering Revolution- BPR Vs TQM; BPR Vs CQI; BPR Vs Scientific Management; BPR Vs Industrial Engineering; BPR Vs Value Engineering- BPR Criticisms- BPR Can do well.

Unit 5:

Types of Functional Flexi systems: Simplifying systems - Enterprise Flexibility: Ready for Experimenting and coping with Paradoxes- Strategic Flexibility: Ready for Change and Dynamics- Organizational Flexibility: Fluidity and Managing by Walking around- Financial Flexibility - Marketing Flexibility - Human Resources Flexibility - Information System Flexibility - Manufacturing system Flexibility - Supply Chain Flexibility.

Unit 6:

Components and Competitiveness of Flexi Systems: Flexibility in Technology- Flexibility in Product offerings- Flexibility in service offerings- Flexibility in Business Excellence- Flexibility in Mergers and Acquisitions- Flexibility in Strategic Alliances- Competitive Edge and Flexi Systems.

REFERENCES

1. Jacobson, et al, *Business Process Reengineering With Object Technology*, Addison-Wesley, 1994
2. Clarence Feldmann, *The Practical Guide to Business Process Reengineering* Dorset House, 1998.
3. Dan Madison, *Process Mapping, Process Improvement & Process Management*, Paton Pres, 2005.
4. Harvard Business School, *Improving Business Processes*, HBSP, 2010.
5. Jay Heizer and Barry Render, *Operations Management Flexible Version*, Prentice Hall, 2011.
6. Christopher Bartlett (Author), *Paul Beamish ,Transnational Management*, McGraw Hill, 2010.
7. Birkinshaw & Hagström, *Flexible Firm: Capability Management in Network Organizations*, OUP, 2002.
8. Ord Elliott, *The Future is Fluid Form: Designing Flat, Flexible Organizations*, iUniverse.com, 2009
9. Smith, *Flexible Product Development: Building Agility for Changing Markets*, Jossey-Bass, 2007.

3.3. MANUFACTURING, MAINTENANCE AND WASTE MANAGEMENT

Unit 1:

Concept and Requisites of Manufacturing: Functions of manufacturing management- Basic Manufacturing operations - Organization and planning for manufacturing- Engineering, Research and Development- Design of manufacturing processes- Industrial equipment and maintenance- Methods engineering - Work measurement- Materials handling- Physical facilities- CAM and CAD- Manufacturing automation - Control systems, sensors, actuators and other control system components.

Unit 2:

Types and Trends in Manufacturing systems: Single station manufacturing cells - Group technology and cellular manufacturing - Flexible manufacturing systems - Manual assembly lines-Transfer lines and similar automated manufacturing systems - Automated assembly systems- Robotics- Introduction to quality assurance - Statistical process control - Process planning and concurrent engineering - Production planning and control systems - Lean production and agile manufacturing-Material handling-Material transport systems- Storage systems- Automatic data capture.

Unit 3:

Nature and Needs of Maintenance: Nature of Maintenance- Need for Maintenance– Maintenance and Productivity, Quality and Competitiveness- Types of maintenance systems: planned and unplanned maintenance – breakdown maintenance– corrective maintenance– opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – Total productive maintenance- Selection of maintenance systems - Maintenance planning and scheduling – establishing a maintenance plan– Items to be maintained and their Characters.

Unit 4:

Organization and Operations of Maintenance: Maintenance organization – resource characteristics – resources structure– administrative structure – training of maintenance personnel – maintenance control- maintenance procedure – guidelines for matching procedures to items – universal maintenance procedure – System operations and documentation – documenting maintenance operations – record keeping – data collection and analysis – failure statistics– planning and scheduling plant shutdowns- evaluation of maintenance performance.

Unit 5:

Concepts and contours of Waste Management: Concept of wastes- Nothing is a Waste until it is wasted –Types of Waste (on the bases of): Sources, Nature and Characteristics - Rates of Waste generation: Quantities and Qualities- Factors affecting generation- Problems from solid wastes- Changing nature of solid wastes and its Impact- Zero Waste system: Concept, Requisites and Efforts- Trends in e-Waste.

Unit 6:

Systems and Strategies of Waste Management: Systems of Collection, Segregation, Handling, Transporting, Treatment, Storage and Disposal of Waste- On-site Collection, Segregation and Storage Strategy: Procedures and Requirements- Handling and Transporting strategy: Devices, People, Vehicles, Routing, Route Balancing and Transfer stations- Treatment Process: Organic and In-organic processes- Recovery and Reuse – Energy and Manure- Disposal Strategy- Industrial and Hazardous solid waste management- Extended Producer's Liability.

REFERENCES

1. Groover, *Fundamentals of modern manufacturing*, John Wiley, 2010.
2. Gideon Halevi, *Handbook of Production Management Methods*, Heinemann, 2001.
3. Leone and Rahn, *Fundamentals of Flow Manufacturing*, flow Publishers, 2002.
4. Don Nyman, *Maintenance Planning, Coordination & Scheduling*, Industrial Press, 2010.
5. Gulati and Smith, *Maintenance and Reliability Best Practices*, Industrial Press, 2009
6. Un-Habitat, *Solid Waste Management in the World's Cities*, Earthscan Ltd, 2010.
7. Scott and Scheffler, *Reduce, Reuse, Recycle*, Green Books Guides, 2009.
8. Maynard, H.B, *Handbook of Modern Manufacturing Management*, McGraw Hill, 1998.

4.1. MANAGEMENT OF TECHNOLOGY TRANSFER AND ABSORPTION

Unit 1:

Technology Transfer and Acquisition: Meaning, Need and Process- The Essence of Technology Transfer- Transfer within and between Nations- Price and Return for Transfer of Technology- IPR Protection Regimes and Technology Transfer- Multilateral Policies and Technology Transfer- Trade and Investment Policy of Host/Source Country vis-à-vis Technology Transfer.

Unit 2:

WTO's TRIPs and Technology Transfer Issues: TRIPs and Technology transfer- TRIPs, Technology Transfer and Environment - Relaxing IPRs Standards for Environmentally Sound Technologies – TRIPs and Convention on Bio-Diversity (CBD) vis-à-vis technology transfer – Loose Vs Tight IPR Protective Environment vis-à-vis- Technology Transfer- WTO Article 66.2 Implementation and Technology Transfer.

Unit 3:

Technology Transfer Routes: Contractual and Non-contractual Flows of technology- Market Channels: Licensing- JVs- FDI- MOU- MNCs- Bargaining Process- Conditions for Market Channels- Non-market Channels: Imitation and Reverse Engineering- 'Invent Around'- Cross-border movement of personnel- Conditions facilitating non-market channels- Outsourcing as Alternative to Technology Transfer- Local innovation in developing countries as Alternative to Technology Transfer.

Unit 4:

Concept and nature of Technology Absorption: Meaning of Technology Absorption- Cycle of Technology Absorption: Transfer> Adoption> Adaptation> Absorption > Assimilation - Absorption and Productivity - Absorption and Human Interactions, Psychological Factors, Organizational Redesign and Re-engineering.

Unit 5:

Technology diffusion and absorption: Meaning of Technology Diffusion- Key Diffusion Routes: Trade, FDI, R&D, and Labor mobility and training - Proxies for Absorption: Patent Citations, International Co-invention, and Multinational Sponsorship of Local Invention- Diffusion to Innovation- Rate of Diffusion – Time, Speed and Cost of Innovation through Diffusion- Creation of Superior Technology.

Unit 6:

Trend and Hurdles in Technology Transfer and Absorption: Status of Technology Absorption in India - Need for new outlook on Absorption strategies for acquired technology- Creating new/improved technologies- Hurdles: Attitude of Technology Transferor and Transferee firms- Market Size- R&D spend level vis-à-vis GDP- Quality of Education and Human Resources – Taxation and Fiscal Policy- PPP for Technology Transfer and Absorption.

REFERENCES

1. Itzhak Goldberg, *Globalization & technology absorption in Europe & Central Asia*, WB, 2008.
2. Andrew Michaels, *International Technology Transfer and Trips Article 66.2: Can Global Administrative Law Help Least-Developed countries Get What They Bargained for?* 31st July, 2011, <http://gjiil.org/wpcontent/uploads/archives/41.1/InternationalTechnologyTransfer.PDF>
3. World Bank, <http://go.worldbank.org/F9I6SOVA50>.
4. World Bank, <http://www.worldbank.org/eca>
5. Tabachnick & Koivukoski, *Globalization, Technology, and Philosophy*, Suny Press, 2004.
6. Andrew Feenberg, *Transforming technology*, Oxford University Press, 2002
7. United Nations, *Taxation and Technology Transfer*, 2006.

4.2. MANAGEMENT OF INNOVATION AND R&D

Unit 1:

Concept of Innovations and R&D: Meaning of Innovation- Requisites for Innovation: Creativity, Scientific Temper, Invention, Proto-type Development, Testing, Refinement, Perfection and Diffusion – Jay Doblin’s Ten Types of Innovation – Jennifer Goddard’s six focus areas for innovation - Innovation models of John Besant and Joe Tidd- R&D the back-bone of Technological Innovation- R & D and Economic Development Nexus- Technology innovators- Business Model innovators- Process innovators.

Unit 2:

Innovation and Human Intellect: Creativity and Problem Solving: The Creative Process- Intellect and Creativity- Creative Individuals and Out-of-box thinking- Techniques of Transforming Creativity into Invention and Invention into Innovation- Sources of Innovation- Michael Lee Scritchfield’s 4P’s of Creativity/Innovation: Product, Process, Person and Press (Place) - 4 Zones of Innovation: Product Leadership, Customer Intimacy, Operational Excellence and Category Renewal- Innovation failures.

Unit 3 :

Theories of Creativity, Innovation, Technology and R&D: Behavioral theory of R&D investment and Innovation- Open Innovation theory- Dominant design theory- Technology S-curve theory- Brainstorming theory- Ed DeBono's Six Thinking Hats- Combination method- Brinnovation (breakthrough innovation)- Benchmarking- Complexity Theory- TRIZ/TIPS theory- Chris Grannell’s Innovation Strategies- Role of MNCs in R&D – MNCs in US, EU and Japan in R&D Triad.

Unit 4:

Innovating Firms: Understanding the Innovative Features of the selected top innovators of the world, namely: The Facebook, Amazon, Apple, Google, Novartis, Walmart, HP, Nike, Intel, IBM, GE, Disney, Cricket, IPL 20-20, Samsung, Microsoft and Twitter - Organizational climate for Creativity and Innovation- Autonomy and Entrepreneurship, Close to the Customer, Competitive Spirit, Failure tolerance, organizational support and Managing Ambiguity and Paradox.

Unit 5:

Patenting of Innovation: Patenting Inventions and Innovations- Role of Patents, Copy Rights, Trade Marks and Licenses in Innovation and R&D management– Intellectual property rights - Decision support systems in R& D– Process Vs Product Innovation- Reverse Engineering- Law regarding Protection of Innovations from Imitations.

Unit 6:

Corporate and Government Commitment to Innovation and R&D: R & D as a Corporate Function – In-house R & D Resources and Commitment – Partnership in Innovation– Financiers of R & D Projects – Role of Consultants in R & D- Creating a productive team culture – Government support for R&D infrastructure and researchers- Role of DST, DBT and CSIR- Global Innovation Index-Innovation Efficiency Index: Input Index and Output Index.

REFERENCES

1. Tom Peters and Robert Waterman, *In Search of Excellence*, London: Harper & Row 1982.
2. Alvin Toffler. *Future Shock*. New York, Bantam 1971.
3. V. Govindarajan & C. Trimble, *The Other Side of Innovation*, HBSP, 2010.
4. V. Govindarajan & C. Trimble, *Ten Rules for Strategic Innovators*, HBSP, 2005.
5. Silverstein, Samuel and Decarlo, *The Innovator's Toolkit*, Wiley, 2008.
6. P Skarzynski and R Gibson, *Innovation to the Core*, HBSP, 2008
7. Scott Berkun, *The Myths of Innovation*, O'Reilly Media, 2010.
8. Braden Kelley & Rowan Gibson, *Stoking Your Innovation Bonfire*, Wiley, 2010.
9. James M. Utterback, *Mastering the Dynamics of Innovation*, 1994.
10. Peter F. Drucker, *Innovation and Entrepreneurship*, Harper, 2006.
11. WIPO, World Intellectual Property Organization's Publications.

4.3. WAREHOUSING MANAGEMENT

Unit 1:

Warehouse Functions: Meaning of Warehousing - Importance – Functions: Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing- Grading and branding – Disinfecting services -Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording- Handling, Transportation & Storage of ISO Containers– Utility and Advantages of warehouses- Problems and issues in receiving processes.

Unit 2:

Warehouse Types: Own Warehouses- Hired Warehouses- Private Warehouses- Public Warehouses- Government Warehouses- Bonded Warehouses- Co-operative Warehouses- Distribution Warehouses- Fulfillment/ Consolidation Warehouses- Warehouses Providing Value Added Services- Cross Docking and Trans-loading Warehouses- Break Bulk Warehouses- Storage Warehouses- Refrigerated Warehouses- Characteristics of ideal warehouses- Warehouse Layout- Principles and Facilities- Types.

Unit 3:

Internal Operations: Measures and metrics of warehouse operations- Logistics in the warehouse- Localization of materials in a warehouse- Identification and classification of Materials and products in the warehouse- Managing the material/products turns in warehouse (FIFO/LIFO) - Problems and issues in shipment processes.

Unit 4:

Warehousing Equipment: Material Handling equipment and Systems – Role of Material Handling in Logistics- Unloading and loading equipment- Rolling Ladders- Lifting equipment- Carrying equipment - Platform Trucks-Industrial Carts- Industrial Scales- Pallet Equipment - Pallet Trucks - Rack Systems- Safety Matting, Industrial Safety Equipment- Storage types and storage unit management- Material Storage Systems – principles – benefits – methods- Industrial Shelving, Industrial Storage Bins - Industrial Storage Cabinets - Spill Containment Systems-Industrial Waste Disposal.

Unit 5:

Inventory Management: Inventory Management- Need and functions- Stock Levels under Conditions of Certainty, Risk and Uncertainty- Cost of carrying or not holding adequate inventory- EOQ- Stock-out cost based inventory decisions- Inventory Classification: ABC, VED and FSN- Methods of Inventory Issue Pricing- Cost and Profit implications- Inventory Ledger- Goods Receipt processing with inbound

delivery/without inbound delivery - Goods issue with outbound delivery/internal consumption- Stock transfer Scenarios.

Unit 6:

IT for Warehouse Management (WM): Warehouse documentation- Information flows in the warehouse- ERP-WMS - Bar code – RFID- Organization Data- Warehouse Structure- Warehouse Master Data - WM Material master view- Organization Data- Define Warehouse structure- Warehouse number - Storage type- Storage section - Storage Bin - Picking Area - Storage unit – Quantity- Creating Transfer requirement automatically/ manually - Creating Transfer requirement for storage

REFERENCES

1. James A. Tompkins, *Warehouse Management Handbook*, Tompkins Press, 1998.
2. David Mulcahy, *Warehouse Distribution and Operations Handbook*, McGraw Hill, 1993.
3. Edward Frazelle, *World-Class Warehousing and Material Handling*, McGraw Hill, 2001.
4. David J. Piasecki, *Inventory Accuracy: People, Processes, & Technology*, Ops. Pub., 2003.
5. **J P Saxena, *Warehouse Management and Inventory Control (Paperback)***
6. M.Napolitana, *The Time, Space & Cost Guide to Better Warehouse*, Distribution Group, 2003
7. [Jeroen P. Van Den Berg](#), *Integral Warehouse Management*, Management Outlook, 2009.
8. Max Muller, *Essentials of Inventory Management*, AMACOM, 2009.
9. Steven M. Bragg, *Inventory Best Practices*, Wiley, 2011

4.4: GROWTH MANAGEMENT

Unit 1:

Sinews of Growth: Defining Growth and Growth Management- Overview of Growth Management '**SIX-S**' Process: Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance- **Sinews:** Identifying Growth Opportunities – Entry Enticements and Barriers- Competition and Cooperation- Creativity and Engagement- Prioritizing Growth- Developing a Growth Proposition and Plan- Building up the Growth sinews: Fine-Ware, Soft-Ware and Hard-Ware- Growth propellers and escalators- Reinventing the Future.

Unit 2:

Strategizing Growth- Strategic thrusts for Growth- **Improvement Strategies** (Synergy and Value chain based): Vertical growth, Horizontal growth (related growth and unrelated growth), Evolutionary growth and Continuous growth, Organic growth- **Venture Strategies:** Disruptive Ventures and Innovation Strategies: Revolutionary growth, Discontinuous growth, and Acquired growth- Blue Ocean Strategy- Ansoff's model- McKinsey model- SWOT/TOWS model- 3 Levels of Enterprise Strategies for growth- Porters Generic Competitive Strategies- **Choosing the strategic growth choice:** Considerations of Internal and External Factors.

Unit 3:

Staging Growth: Organizing for Growth- Inertia Escape- Activation of growth- Well thought out implementation plan- Competitive compensation programs- Supportive organization culture- Strategic core competencies in place- Frequent, two-way communications- Strategic staffing plan- Efficient decision-making process- Full delegation and accountability- Team based environment- Performance management program- Change management tools in place- Supportive systems and processes- Employee development plans- Succession plan – Warding off Organization from signs of Slowing and Losing- Resources for Growth- Mentor for Growth (M4G)- Getting focus and balance- Monitoring growth.

Unit 4:

Synchronizing for Growth: Synchronized Efforts - Directing the Growth Resource mix – Greiner's model of Crises Induced Growth- Managing Growth fatigue: Concept and Overcoming the same- - Managing the momentum of growth: Steady and Speed – Alert and Advancing- High Growth Road Map.

Unit 5 :

Securing Growth in every domain: Product & Brand domain, Market & Competition domain, Assets & Capacity domain, Finance & Profitability domain, Networks & Relationship domain, Geography & Spread domain and People & Organizational domain- Handling un-sought consequences of growth- Turning Risks into Opportunities.

Unit 6:

Sustaining Growth: Efficiency Improvement- Effectiveness Enhancement- Excellence Management- Continuous Innovation- Kaizen and Radical Innovation- Harnessing Diversity- Rapid Growth Strategies- Managing Rapid Growth- Passion for Growth.

REFERENCES

1. Christopher Meyer, *Relentless Growth*, Free Press, 1997.
2. Robert Slater, Jack Welch and the GE Way: *Management Insights and Leadership*, 1999.
3. Richard Leifer, et al, *Radical Innovation*, HBP, 2000.
4. Peter S Pande, *6 Sigma Way*, McGraw Hill, 2000.
5. B Tucker & B Tucker, *Driving Growth Through Innovation*, Berrett-Koehler, 2002.
6. Jack Trout & Steve Rivkin, *Differentiate or Die*, John Wiley and Sons, 2008
7. Ram Charan and Noel. M. Tich, *Every Business is a Growth Business*, Three Rivers Press, 2000.
8. Jennings & Haughton, *It's not BIG and eats SMALL... it's FAST that eats SLOW*, Harper, 2002.
9. Andrew Lester, *Growth Management: Two Hats Are Better Than One*, MacMillan, 2009
10. Feigenbaum, A V; Feigenbaum, D. S, *The power of management innovation* : McGraw-Hill, 2009
11. Timothy George Kotnour, *Transforming Organizations*, CRC Press 2009.
12. Rodolphe Durand, *Organizational evolution and strategic management*, Sage, 2006

4.5: QUALITY MANAGEMENT

UNIT 1

Quality: Concepts and Significance: Quality as customer delight – Quality as meeting standards – Actual Vs Perceived quality – Concept of total quality – Design, inputs, process and output – Need for quality – Function of quality – Philosophy of Quality : Old Vs. New – Quality as a problem, as a challenge and as a delight– 6 sigma concept- Contributions of Quality Gurus: Juran, Deming and Crosby.

UNIT 2

Statistical Quality Control: Fundamentals, evolution and objectives – Planning for quality – Quality process – Statistical Process Control (SPC) and acceptance sampling – Quality Assurance: Vendor Quality - Zero Defect Manufacturing.

UNIT 3

Quality Economics: Quality and Cost – Quality and Productivity- Benefits of Quality – Competition in Quality – Quality as a Competitive Edge- Role of MNCs in emergence of global quality.

UNIT 4

Quality Systems: Total quality control system Vs. Total quality management system – Total Quality Control (TQC) in Japan, US, Europe – Elements of TQC – Just in time, SPC, quality circles, quality teams- 6 Sigma Quality approach and process.

UNIT 5

Total Quality Management (TQM): Elements – TQM in global perspective – Global bench marking – Business process reengineering – Global standards – ISO 9000 series – Environmental QS 14000- Quality manual – Barriers to TQM.

UNIT 6

Total Quality Management and Leadership: Implementing TQM – Market choices – Meeting customer requirements – Maintaining competitive advantage – Core competence and strategic alliances for ensuring quality – Quality review, recognition and reward – Quality awards: Japanese Deming Award, US Malcolm Baldrige National Quality Award & Indian Golden Peacock National Quality Award.

REFERENCES

1. Armond V. Feigerbaum, *Total Quality Control*, McGraw Hill, 2004.
2. Ron Collard, *Total Quality: Success Through People*, Jaico, 2006.
3. Juran, *Planning for Quality*, The Free Press, 1988
4. Willborn & Cheng, *Global Management of Quality Assurance Systems*, McGraw Hill.
5. Townsend & Gebhardt, *Commit to Quality*, John Wiley & Sons, 1990.
6. E. David Spong, *The Making of a World-Class Organization*, ASQ Quality Press, 2008.
7. Suganthi, L, Samuel, A Anand, *Total Quality Management*, Phi Learning, 2009.
8. Patrick L. Townsend, Joan E. Gebhardt, *How Organizations Learn*, ASQ QP, 2007.
9. Joel E. Ross, Susan Perry, *Total Quality Management: St.Lucie Press*, 1988.
10. P.N. Mukherjee, *Total Quality Management*, PHI, 2006.
11. Willborn & Cheng, *Global Management of Quality Assurance Systems*, McGraw Hill.
12. Nancy R. Tague, *Quality Toolbox*, ASQ Quality Press, 2005.
13. George and Weimerskirch, *Total Quality Management: 2009*
14. Pyzdek and Keller, *The Six Sigma Handbook*, McGraw Hill, 2009.
