

தொழில்முறைப் பாடப்பிரிவுகள் (Professional Courses)

எம்.பி.ஏ (MBA - Master of Business Administration)

1. எம்.பி.ஏ. பொது (General)
2. எம்.பி.ஏ. நிதி மேலாண்மை (Financial Management)
3. எம்.பி.ஏ. மனிதவள மேலாண்மை (Human Resource Management)
4. எம்.பி.ஏ. வர்த்தக மேலாண்மை (Marketing Management)
5. எம்.பி.ஏ. அமைப்பு மேலாண்மை (System Management)
6. எம்.பி.ஏ. வேளாண் வர்த்தக மேலாண்மை (Agri-Business Management)

காலம் : 2 ஆண்டுகள் (பருவமுறை)

கல்வித்தகுதி : ஏதேனும் ஒரு இளநிலைப் பட்டம்

* அனைத்து தாள்களுக்கும் அக மதிப்பெண் 25 + தேர்வு மதிப்பெண் 75 மொத்தம் 100 மதிப்பெண்கள்.

அக மதிப்பெண்கள்:

திட்டக் கட்டுரை (Assignment) -2	: 15 மதிப்பெண்
(ஒவ்வொன்றிற்கும் 7 1/2 மதிப்பெண்)	
தேர்வு (Exam) -1	: 10 மதிப்பெண்
கூடுதல்	25 மதிப்பெண்

* எம்.பி.ஏ - பொது: இப்பிரிவினைத் தேர்வு செய்யும் மாணவர்கள் அனைத்து விருப்பப் பாடங்களிலிருந்தும் (Electives) ஏதேனும் மூன்று Elective தாள்களைத் தெரிவு செய்து கொள்ளலாம்.

* எம்.பி.ஏ - நிதி மேலாண்மை, மனிதவள மேலாண்மை, வர்த்தக மேலாண்மை, அமைப்பு மேலாண்மை மற்றும் வேளாண் வர்த்தக மேலாண்மை ஆகியவற்றில் ஏதேனும் ஒரு சிறப்புப் பிரிவினைத் தேர்வு செய்யும் மாணவர்கள் தொடர்புடைய விருப்பப்பாடங்களில் (Electives) கொடுக்கப்பட்டுள்ள தாள்களில் மட்டும் ஏதேனும் மூன்று Elective தாள்களைத் தெரிவு செய்தல் வேண்டும்.

* Elective-4 இற்கு மாணவர்கள் ஆய்வேடு அல்லது தொடர்புடைய பாடப்பிரிவில் ஒரு Elective தாளினைத் தெரிவு செய்ய வேண்டும்.

* இவ்வாண்டு (2007-08) மட்டும் பருவம்-1 மற்றும் பருவம்-2 (Semester I II) ஆகியவை சேர்த்து தேர்வுகள் நடைபெறும்.

I Semester

1. Principles of Management
2. Behavioural Sciences
3. Economics for Manager I
4. Management Science
5. Business Communication

II Semester

1. Financial and Management Accounting
2. Research Methodology
3. Business Law
4. Enterprisewide Information Systems
5. Economics for Managers II

III Semester

1. Financial Management
2. Operations Management
3. Human Resource Management
4. Marketing Management
5. System Analysis & Design

IV Semester

1. Strategic Management
2. Elective I
3. Elective II
4. Elective III
5. Elective IV (or) Project

Electives

- I. Marketing Management
- II. Financial Management
- III. System Management
- IV. Human Resource Management
- V. Agri Business Management

I. MARKETING MANAGEMENT

1. Marketing Research
2. Consumer behaviour
3. Advertising & Sales Management

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4. Product Management
5. Retail Management
6. Rural Marketing
7. Brand Management
8. Distribution Management

II. FINANCIAL MANAGEMENT

1. Investment & Portfolio Management
2. Corporate Finance
3. Financial Institutions & Services
4. Investment Banking
5. Derivative Management
6. Project appraisal

III. SYSTEM MANAGEMENT

1. Knowledge Management
2. Decision Support Management
3. E-Business & Digital Economy
4. Modelling & simulation
5. Software project Management
6. Internet Technologies & systems

IV. HUMAN RESOURCE MANAGEMENT

1. Training & Development
2. Performance Appraisal
3. Organisational Development
4. Guidance and Counselling
5. Labour Legislation
6. Compensation Management
7. Entrepreneurship Development

V. AGRIBUSINESS MANAGEMENT

1. Natural Resource Management
2. Agri-Business Project Management
3. Agricultural Risk Management
4. International Trade in Agricultural Products
5. Agricultural Input Marketing
6. Food Retailing

I Semester

Paper 1. Principle of Management

Unit I

Management: Concept - nature - importance - Professionalisation of management - management is science or art. Management thought: Evolution-contribution - Taylor and scientific management - Fayol's administrative management - contributions of Peter Drucker, Herbert Simon and Barnard - Social responsibilities of business.

Unit II

Planning: Concepts - nature - steps - types - importance - barriers to effective planning - strategic and operational plans - planning premises. Decision making: Concept - process - types - guidelines for effective decision

Unit III

Organizing: Concept - theory - Organization structure - Organizational design. Departmentation: Meaning - bases - selection of bases - span of Management. Authority and responsibility: Concepts - sources of authority - Limits of authority - delegation of authority - centralization and decentralization.

Unit IV

Staffing: Concept - factors affecting staffing - job description, analysis and specification. Recruitment and selection: concept - selection process - tests - interview - placement. Training and development: concept - methods - evaluation. Performance appraisal: concepts - methods - barriers - job evaluation.

Unit V

Directing: Meaning - Principles - Techniques - effective supervision. Motivation: Concepts - theories of motivation - financial and non-financial incentives. Communication: Concept - types - process - barriers. Controlling: Meaning - steps - types - budgetary control - break-even analysis.

Reference

1. Principles and Practice of Management - LM Prasad
2. Organization and Management - Kastand Rosenzweig
3. Management - Boone and Kurtz

4. Essential of management - Harold Koontz and Donald A. Heinz Wehrlich.

Paper 2. Behavioural Science

Unit I

History of Management Thought, Henri Fayol's Principles of Management and Mintzberg's nature of managerial work.

Unit II

Individual behaviour - Personality perception; learning, attitudes inter-personal behaviour - Group and inter-group behaviour.

Unit III

Organisation and the systems concept; Organisation theories; social organisation, organisational rules; power authority and status; The organisation relation to its environment.

Unit IV

Motivation and morale, leadership-nature, type and approaches; development of leadership including laboratory training and group dynamics.

Unit V

Management of change: conflict management, organisation Health, Development and Effectiveness; Management of culture, Cross Cultural Management.

Suggested Readings

1. Kast and Rosenzweig - Organisation and Management
2. Keith Davis - Human Behaviour at work
3. Kamala Chowdhry & Sudhir Kakkar - Understanding Organisation Behaviour
4. Athol & Coffey - Behaviour in Organisations
5. Hersey & Blanchard - Management of Organisation Behaviour
6. Gibson & Others - Organisation - Structure Process and Behaviour
7. Edgar Schein - Organisation Psychology
8. Katz & Kahn - The social Psychology of Organisation
9. Abraham K. Korman - Organisational Behaviour

Reference
1. Principles and Practice of Management - L. Mintzberg
2. Organisation and Management - Kast and Rosenzweig
3. Management - Book and Kulkarni

Paper 3. Economics for Managers I

Unit I

The scope and methods of managerial economics - Introducing to the analysis of market mechanism, demand - supply and equilibrium - Elasticity - Theory of Demand - Demand Forecasting.

Unit II

Consumer preference - Consumer preference and utility functions, utility maximization, indirect utility, compensated (Hicksian) and ordinary (Marshallian) demand functions Consumer Demand - Normal versus inferior goods, Slutsky equation, consumer surplus behaviour under uncertainty - Expected utility, Measures of risk aversion: revealed preference.

Unit III

Theory of Firm Behavior - production function, isoquants, elasticity of substitution, returns to scale, profit maximization - Conditional factor demand and output supply functions, profit functions, Cost minimization - Conditional factor demands, average and marginal costs short-run versus long-run versus long-run costs.

Unit IV

Market equilibrium - Industry demand and supply functions, short-run equilibrium, entry and exit, long-run equilibrium. Monopoly - Basic model, welfare and output, price discrimination (first degree, second degree, third degree), monopoly regulation.

Unit V

Oligopoly - basic elements of game theory: Cournot model, Bertrand model, quantity or price leadership model; collusion.

Reference

1. Mass-Colel, Andre; Whinston, Michael D and Green, Jerry R. Microeconomic theory Oxford University Press, 1995.
2. Varian, Hal R. Microeconomic analysis: W.W. Norton and Company, 1992
3. Branson, W. Macroeconomic Theory and Policy, 1989.
4. Dornbush, R. and Fischer, S. Macroeconomics (Chap. 1-5, 7-13) McGraw Hill, 1990
5. Leavacac and Reman, Macroeconomic Analysis, Macmillan, 1990
6. Bimal Jalan (ed.), The Indian Economy: Problems and Prospects, Penguin Books 1992

Paper 4. Management Science

Unit I

Mathematical basis of managerial decision: Function - Applications of functions - Maxima & Minima - Matrix Algebra - Arithmetical Operations - Properties solutions of equations by inverse method, Gauss - Jordan method and Cramer's rule.

Unit II

Linear programming - Formulation - Graphical methods - Introduction to Probability - Addition & Multiplication theorems - Bayes theorems and its applications: Theory of expectation - EMV.

Unit III

Descriptive Statistics - Measures of central tendency - Measures of dispersion; Skewness & Kurtosis - Frequency distribution - Histograms - Polygons. Definition of random variable - Binomial distribution, Poisson distribution, Normal distribution - Applications to business situations.

Unit IV

Theory of Sampling and Sampling methods: Simple random sampling - Stratified random sampling - Systematic sampling - cluster sampling.

Testing of Hypothesis and Theory of inference - Type I and II errors, Concept of Sampling distribution - test of significance for means, proportions and S.Ds Large samples; Analysis of Variance one way classification.

Unit V

Theory of Correlation and regression: Meaning of Correlation and regression-Principles of largest squares - Simple Linear Regression - Simple correlation - Co-efficient - Rank Correlation.

Reference

1. Mathematics for Managers - M. Raghavachari, TMH
2. Statistics for management - Levin et al (PHI)
3. Business Statistics - Saha (Central)
4. Quantitative Techniques for managerial Decision making - V.K. Srivastava, S.V. Shenoy & S.C. Sharma
5. Introduction to Statistics for Business - John Fraund

Paper 5. Business Communication

Unit I

Communication: Meaning and Significance for Management - types of communication - media barrier to communication - Principles of effective communication

Unit II

Correspondence - Norms for business letters - letter for different kinds of situations - personalized stand letters, enquiries, customer's complaints, collection letters, and sales promotion letters.

Unit III

Report writing - structure of reports - long and short reports - formal & informal reports - writing research reports, Technical reports - norms for including exhibits & appendices.

Unit IV

Non-verbal communication - personal appearance posture - body language - use of charts, diagrams & tables - visual & audio visual aids for communication - Dyadic communication; face to face communication - telephonic communication.

Unit V

Conducting meetings: procedure - preparing agenda, minutes and resolutions conducting seminars & conferences; procedure of regulating speech evaluating oral presentation - group discussion; drafting specie negotiation skills.

Reference

1. Woolcott & Unwin-Mastering Business communication
2. Raisher, Business Communication - ATTBS
3. Krishnamohan & Meera Banherjee - Developing communication skills, McMillan
4. Anderson & others, Assessment & Thesis writing.

Paper 1. Financial and Management Accounting**Unit I**

Aims and Objectives of Financial Management; Financial Analysis and control; Cost-Volume-Profit Analysis; Operating and financial Leverage. Overview of Indian Financial System.

Unit II

Time value of money; Investment and Capital Structure Decision; Instruments of Long Term Financial Cost of Different Sources of Raising - Capital

Unit III

Weighted Average Cost of Capital; Optimum Capital Structure; Valuation and Rates of Return; Methods of Capital Budgeting.

Unit IV

Short-term Financing Investment; Management of Working Capital - Cash, Receivables and Inventory Management.

Unit V

Internal Financing and Dividend Policy; financial Modeling.

Reference

1. Archer, Stephen H. etc Financial Management, New York, John Wiley, 1990
2. Bhalla, V.K. Financial Management and Policy, 2nd ed, New Delhi, Anmol, 1998.
3. Brealey, Richard A, and Myers Stewart

Paper-2 Research Methodology**Unit I**

Research: Meaning, types and process - Purpose - Significance of research in social science, Scientific method, Induction and deduction.

Unit II

Planning Research: Research problem, identification, selection and formulation of research problem, review of literature.

Hypothesis: Meaning, source, types, formulation and Testing, Research design, Factors affecting research design.

Unit III

Sampling Design: Methods for investigation, census method and sampling method. Advantages and disadvantages of sampling methods of sampling, probability and non probability sampling methods, selection of a sample, factors affecting the size of the sample, sampling and non sampling errors.

Unit IV

Sources of collection of data: Sources of data, Primary and secondary data, methods of data collection: Analytical method, case study, observation, survey method.

Interview: Purpose and importance, types of interview, preparation for an interview, Effective interview technique, limitations of interview.

Schedules: Its means and kinds, essential of a good schedule, procedure for the formulation of a schedule.

Questionnaire: Meaning and types, Format of a good questionnaire, Factors affecting the response to a questionnaire, Advantages and Limitations of Schedules and questionnaires.

Unit V

Processing and Analysis of Data: Meaning, Importance, Process of Data Analysis, Editing, coding, tabulation, Diagrams, The Process of Interpretation, guidelines for making valid interpretation.

Scaling Techniques: Meaning, importance, methods of their construction.

Report writing: Role and types of reports, contents of research report, steps involved in drafting reports, principles of good report writing.

Reference

1. Research Methodology - C.R. Kothari.
2. Research Methodology - P. Saravanavel
3. Research Methodology - Sangeetha Agarwal
4. Research Methodology - Basotra and Sharma

Paper 3. Business Law

Unit I Contract: Meaning-Law of contract - offer - Acceptance - consideration-capital to contract - contingent contract - Quasi contract - discharge of contract - remedies to breach of con-

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tract.

Unit II Special contracts: Indemnity and Guarantee - bailment and pledge - contract of agency - sale of goods - consumer protection act: Meaning - definitions - consumer protection council - redressed forum - remedies under consumer protection act 1986.

Unit III Partnership Act: Nature of partnership - relation of partners - right and duties of partners - dissolution of firm - negotiable instruments act: Meaning - types - crossing of cheque - Marking of cheque - material alteration.

Unit IV Law of insurance: contract of insurance - elements of insurance - types of insurance

Unit V Companies Act 1956: Definition of a company - characteristic of a company - kinds of companies - memorandum of association - articles of association - prospectus - shares - debentures - powers and duties of directors.

Reference

1. Elements of Mercantile Law ND Kapoor
2. Mercantile Law - Maheswari & Maheswari
3. Mercantile Law - M C Shukla
4. The India Contract Act - D F Mulla
5. Company Law - ND Kapoor

Paper 4. Enterprisewide Information Systems

Unit I Enterprise resource planning

Evolution of ERP - MRP and MRP-II problems of system islands need for system integration - and interface early ERP packages - ERP products and Markets - Opportunities and problems in ERP implementation.

Unit II Supply chain management

The Concept of value chain - Differentiation between ERP and SCM - SCM for customer focused - need and specificity of SCM scenario in India - products and markets of SCM products.

Unit III Customer relationship management

Competition and customer focus - Components of CRM - Models of CRM - Packages and Selection - Implementing - Integra-

tion with other Enterprise - Wide systems. Web enabling of Enterprise - Wide systems.

Unit IV Re-Engineering concepts

The emergence of re-engineering concept - concept of business process - rethinking process - Identification of re-engineering need, preparing for re-engineering - Implementing change - change management - BPR & ERP.

Unit V ERP Implementation

Identify ERP benefits - team formation - Consultant Intervention - Selection of ERP - Process of ERP Implementation - Managing change in IT organisations - Preparing IT infrastructure - Measuring benefits of ERP.

References

1. Reengineering the Corporation - Micael Hammer & James Champy
2. Supply Chain Management - Sahay, Macmillan, New Delhi
3. Enterprise Resource Planning : The dynamics of operations management Auraham Shtub.
4. E-business & ERP: Transforming the enterprise by Grant Norris, et al
5. Introduction to supply chain management - Rober B. manelfield, Ernest L.Jr. Nichols
6. Customer Relationship management planning guide by Dick lee.
7. Customer Relationship management: Linking people, process & technology by Stanley A. Brown.

Paper 5. Economics for Managers II

Unit I

Macroeconomics: Micro Foundations aggregation problem, macro economic problems. Micro foundations of Keynesian Models - Micro economic foundations of consumption function, investment function, investment function and liquidity preference. Macroeconomic Models for India - Nature and scope, Computable general Equilibrium Models.

Unit II

Indian Economic Development- Understanding the Indian economy - Growth of GDP and per Capita income - Planning for the economy; Monetary policy - Financial sector Reforms - Role of Central Bank - Credit policy - industrial policy - inflation Targeting - NBFCs, Industrial policy - industrial control and Licensing - productivity and Growth - Industrial Credit - Industrial Sickness - Foreign Investment - Industrial Reform - Investment - Regional Variation - Impact of WTO.

Unit III

International Business: An overview - Types of International Business; The External Environment; the Economic and political Environment. The Human Cultural Environment; Influence of Trade and Investment Patterns; recent world trade and Foreign Investment Trends.

Unit IV

Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions; Trade and Investment - Government Influence on Trade Investment; Determination of Trading Partner's Independence.

Unit V

World Financial Environment; Cross-national cooperation and agreements; Tariff and Non-Tariff Barriers; WTO, Regional Blocks; International production; Internationalisation of service Firms; Operation Management in International Firms. Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centres; International Banks; Non-Banking Financial Service Firms; Stock Markets.

Reference

1. Alworth, Julian S. The Finance, Investment and Taxation Decision of Multinationals, London, Basil Blackwell, 1988
2. Bhalla, V K and S. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 1955
3. Bhalla, V.K., International Economy: Liberalisation Process, New Delhi, Anmol, 1933
4. Daniel, John D and Radebaugh, Lee H International Business, 5th ed., New York, Addison Wesley, 1989.
5. Eiteman, D K and Stoppehill, Al. Multinational Business Finance, New York, Addison Wesley, 1986
6. Johnston, R B. The Economics of the Euromarket: History, Theory and Practice, new York, Macmillan, 1983

Theory and Practice, new York, Macmillan, 1983

7. Parks, Yoon and Zwick, Jack. International Banking in Theory and Practices, New York, Addison - Wesley, 1985.

III Semester

Paper 1. Financial Management

Unit I

Aims and Objectives of Financial management; Financial Analysis and control; Cost-Volume-Profit analysis; Operating and financial leverage. Overview of Indian Financial System.

Unit II

Time value of money; Investment and Capital Structure Decision; Instruments of Long Term Financial Cost of different sources of raising Capital.

Unit III

Weighted Average of Capital; Optimum Capital Structure; Valuation and Rates of Return; Methods of Capital Budgeting.

Unit IV

Short-term Financing Investment; Management of Working Capital - Cash, Receivables and Inventory Management.

Unit V

Internal Financing and Dividend Policy; financial Modeling.

Reference

1. Archer, Stephen H etc. Financial Management, New York, John Wiley, 1990
2. Bhalla V.K. Financial Management and Policy, 2nd ed., New Delhi, Anmol, 1998.
3. Brealey, Richard A, and Myers Stewart C. Principles of Corporate finance, 5th ed., New Delhi, McGraw Hill, 1996
4. Hampton, John, Financial Decision Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997
5. Van Horne, James C. Financial Management and policy, 10th ed: New Delhi, Prentice Hall of India, 1997
6. Winger, Bernad and Mohan, Nancy, Principles of Financial Management, New York, Macmillan publishing co., 1991

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Paper 2. Productions Management (Operations Management)

Unit I

Production function - an introduction - definitions and types of production systems. Strategic Planning decisions for operations - demand forecasting for operation.

Unit II

Technology and Design of products and services - Capacity planning - location and distribution.

Unit III

Process, jobs and facility layout - operations planning and control - planning aggregate production, work force and inventory levels - inventory replenishment policies.

Unit IV

Maintaining system reliability - maintenance - contextual interpretation of quality; COPIS framework; QFD; Analysis of quality philosophies, PDCA and SDCA cycle; six-sigma methodology; Taguchi Philosophy; Twin challenge of quality and cost; Orthogonal array; Process value analysis; Performance measurement; Developing a comprehensive action plan.

Unit V

Industrial Scheduling systems - Large scale projects - Introduction to Flexible Manufacturing systems and world class manufacturing.

References

1. Production and Operations Management by Raymond R. Mayo
2. Production Management by Keith Kockyer
3. Production - Inventory Systems: Planning and Control by Buffs and Miller
4. Modern Production, Operations Management by E.S. Buffa 7th Edition.

Paper 3. Human Resource Management

Unit I Human Resource Management - Evaluation - Definition - Objectives-Importance - Role of Human Resource Manager- Computer application in Human Resource Management.

Unit II Human Resource planning; characteristics - Importance

- process of Human resource planning - job analysis - job description

Unit III Recruitment process: sources of recruitment - test - interview - medical examination - placement. Training: Methods - Benefits - Executive Development Programmes

Unit IV Wage and Salary Administration: Principles - Compensation plan - Incentives - Bonus-Fringe Benefits - Motivation

Unit V

Performance Evaluation: Methods - Feed Back - Promotion, Demotion Transfer and Separation of Employees
Grievances: Causes - Methods of Grievances Redressal.

Reference

1. Industrial Relations - Monappa and Arun
2. Personal Management and Industrial relations - Yodder, Dale and Paul D. Standohar.

Paper 4. Marketing Management

Unit I Marketing: Meaning of market, marketing, marketing management-Market planning & Importance of Marketing
Marketing Programs: Marketing environment, Market segmentation and consumer behaviour, Marketing research, Marketing information system, Marketing Planning process.

Unit II Product: Meaning, Classification of product, product planning, policy, positioning the product, new product development, product life cycle, product planning, product diversification, branding, packing, Labeling

Price: Importance of pricing, pricing objectives, Factors affecting pricing decision, kinds of pricing, procedure for price determination, factors affecting pricing.

Unit III Promotion: Importance of promotion, Promotion Mix

Sales Promotion: Definition, Objectives, kinds of sales of promotion, Advertising: Definition, functions of advertising, classification of advertising copy, selection of advertising media, kinds of media, advertising budget, evaluation of advertising, personal selling - objectives, importance, types of salesman, Features of Personal selling.

Unit IV Physical Distribution - Distribution Mix, Definition, Types of Channels of Distribution, Different Channels.

Transport Functions, Classification
Storage - Advantages, Essential of Goods Storage, Storage Vs Warehouses, Warehouses - Function, classifications, advantages, importance.

Unit V - Marketing Strategy and Planning: Features of Planning, Benefits of marketing planning, Marketing Planning process, Strategies for competitions

Leader, Challengers, Followers & Niches.

Marketing of Services: Definitions, of service marketing characteristics of services, service marketing mix, service product, pricing in service marketing, promotion of service marketing.

Reference

1. Marketing Management - Philip Kotler
2. Modern Marketing - Principles and practices - RSN Pillai and Bagavathi
3. Marketing - VS Ramasamy & Namakumari

Paper 5. Systems Analysis and Design

This course is designed to impart knowledge and skills necessary for design, implementation, operation and maintenance of effective computer-based information systems in a variety of organizations under varying hardware/software environments.

Unit I

System Analysis and Design Function; CASE Tools; Project Feasibility; Information requirements and Decision Analysis

Unit II

Preparing System Proposal; Input/Output Design; File Organization and Design

Unit III

Data Base Concepts and Design; Processing Logic Design; Procedure and Control Design; System Development

Unit IV

Testing and Quality Assurance; Implementation, Operation, Evaluation and Maintenance.

Unit V

Structured Systems Methodologies; Object oriented methodologies; Automated Systems Development; Hardware/Software

Selection; Systems Function Management

Reference

1. Janakiraman V.S. and Sarakesi, K. "Decision Support Systems", Prentice Hall of India, 1999.
2. Lofti, "Decision Support system and Management", McGraw Hill Inc., International Edn., New Delhi, 1996.

IV Semester

Paper 1. Strategic Management

Unit I

Corporate Strategic Planning - Mission - vision of the firm - Development, maintenance & the role of leader - Hierarchical levels of planning - Strategic planning process, Merits and limitations of Corporate Strategic Planning, Strategic management in practice.

Unit II Environment analysis and internal analysis of firm:

General environment scanning, competitive environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - Identifying critical success factors - to identify the strength & weakness - SWOT audit - swat matrix - implications core competencies - Port-folio analysis - stake - holders expectations, scenario-planning.

Unit III Strategy formulation

Generic strategies - Grand strategies - strategies of leading Indian companies - The role of diversification-limits - means and forms, Strategic management at Corporate level, at Business level and at Functional level with special reference to companies operating in India.

Unit IV Concepts and Tools of Strategy Evaluation

Competitive cost dynamics - experience survey-approach - cash flow implications - TA - as Matrix - AD Little's life-cycle approach to strategic planning - Assessment of economic contribution of strategy - cost of equity capital - M/3 model with stationary growth - assessing market value of a business - prof-

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itability matrix - doverstature decision - cash flows and selection of proper discount rates.

Unit V. Strategy implementation & Control

Various approaches to implementation of strategy - Commander approach - org - change approach, collaborative approach, cultural approach, creative approach - matching organization structure with strategy - 76 model - strategic control process - Dupont's control model and other Quantitative and Qualitative tools - steps - M. Porter's approach for Globalization - Future of Strategic management.

Reference

1. Strategic management - Pearce & Robinson, All Indian Travellers ND 1988.

Paper 2. Elective I

Paper 3. Elective II

Paper 4. Elective III

Paper 5. Elective IV / Project

ELECTIVES

I. MARKETING MANAGEMENT

Paper 1. Marketing Research

Unit I

Marketing Research-Meaning and Importance - Role of Marketing research on marketing - role of marketing research - evolution of marketing research in India-Merits and Limitation of marketing research - Marketing research and marketing information system -Marketing research process.

Unit II

Product research - need - areas of product research, New product development - concept development, product test and test marketing procedures, research for identifying market segments.

Unit III

Research for pricing: Decision, profit oriented and share oriented pricing. Distribution Research: Research for number and

location of sales representations, locating retail outlet and warehouse -distribution cost analysis

Unit IV

Promotion research: Research - copy testing- evaluating ALV. Effectiveness -media research -motivatoin research.

Unit V

Sales research: method of measuring market potential - sales control research -sales forecasting - sales analysis.

Reference

1. Marketing research - Body, Westfal Etal
2. Marketing research - Donal S Tullan and, Del I Hawkins
3. Marketing research - DD Sharma
4. Marketing research - Rajendra Nargundkar

Paper 2. Consumer behaviour

Unit I

An Introduction to consumer behaviour: what is consumer behaviour - why to study consumer behaviour. The impact of the Digital revolution on consumer behaviour - Role of Marketing in consumer behaviour - consumer research - market segmentation.

Unit II

Consumer as an Individual: Consumer motivation - personality and consumer behaviour - consumer perception -consumer learning - consumer attitude formation and change - communication and consumer behaviour.

Unit III

Consumer in their social and cultural settings: Reference groups and family influences - social class and consumer behaviour - the influence of culture on consumer Behaviour - cross-culture consumer behaviour.

Unit IV

The consumer decision making process: Personal influence and the option leadership - definition of innovation process- consumer decision making process - new product purchase and repeat purchase.

Unit V

Consumer Behaviour applications: Consumer behaviour appli

cable to profit and non profit service organizations, social marketing concept, marketing ethics, consumer movements, Government policy and consumer and marketing opportunities in India

Reference

1. Leon GScheffman & Leslie Lazar Kannk-Consumer Behaviour
2. Renolls & wells - consumer behaviour.

Paper 3. Advertising and Sales Management

Unit I

Advertising: Role of advertising, benefits of advertising, non-commercial advertising, advertising in marketing mix: The marketing concept, the marketing mix, advertising decision. Advertising process: Advertising and psychology, effectiveness of advertising, advertising and buyer behaviour.

Unit II

Media decisions: Role of media, print media, media related decisions, media research and advertising decisions. Other promotional media and methods: other promotional media, consumer promotion, dealer promotion. Evaluation of Advertising effectiveness: Advertising objectives and plans, areas of assessment of effectiveness pre-placement -Evaluation of Advertising -post testing.

Advertising Agency Functions, Selection and coordination: Functions of an advertising agency, consideration in Advertising agency, consideration on agency selection, co-ordination with the Agency.

Unit III

Organizing the sales effort: Functions of the sale executives, relations with managers of other Marketing activities purpose of sales organization, coordination of personal selling with other department selling with other marketing activities, co-ordination of personal selling with other departments, objectives and methods of manufacturer - distributive -network co-operation.

Unit IV

Sales force management: Recruiting sales personal, selecting sales personal, planning sales training programs, planning sales

training programs, Executing and evaluating sales training programs, motivating sales personal, compensating sales personal, sales meeting and sales contests, controlling sales personal.

Unit V

Controlling the sales efforts: The sales budget, quotas, sales territories, sales control and cost analysis.

Reference

1. SLES Management - Decisions, strategies and cases Richard R.Still, Edward W.Candiff norman.
2. Advertising Management - concepts and cases - Mahendra Mohan.

Paper 4. Product Management

Unit I

Product management - Definition -Implications - Potential benefits - extent of application, Basic concepts -the role of product Manager - defining the key tasks - styles of Product Management - Communicating the concepts and culture.

Unit II

Product Planning Process - Level of Strategic Planning - Nature of product strategies -opportunity search - Basic product Market decisions -Market share - Market segmentation - PIMS study -BCG Matrix - Product Life Cycle Concept.

Unit III

Product development - Generating ideas - Sources of Product innovation -selecting the best ideas -concept testing product testing -test marketing -relating products to customers -managing the launch-launch team - continuous customer feedback.

Unit IV

Product Managers as marketing managers -evolution of product management, marketing concept -managing marketing mix - product differentiation -Distribution decisions -advertising and sales promotion task - pricing options -product collaborations.

Unit V

Product managers and finance - product financial objectives - objectives and budgets -product budgets monthly financial reports -product costs -working capital -product cash flows -prod-

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uct investment decisions - product profit planning - break-even chart - sensitivity analysis - product management audit.

References

1. The product management handbook by -Richard Handscombe
2. Brand positioning - by Subrato sengupta.

Paper 5. Retail Management

Unit I An Introduction to the Retailing system. Retailing mix - social forces - economic forces - Technological forces - competitive forces.

Unit II Retailing definition, structure, different formats - marketing concepts in retailing - consumer purchase behaviour - cultural and social group influence on consumer purchase behaviour.

Unit III Retail store location - Traffic flow and analysis - Population and its mobility - Exteriors and layout - Customer traffic flows and pattern - Creative display.

Unit IV Merchandise planning - stock turns, credit management, retail pricing, return on per sq feet of space - retail promotions - staying ahead of competition. Supply chain management - warehousing - role of IT in supply chain management.

Unit V Franchising, Direct marketing/direct selling - exclusive shops - destination stores - chain stores - discount stores and other current and emerging formats - issues and options. Retail equity, technology in retailing - retailing through the internet.

Reference

Retailing - George H. Licas, Robert P. Bush, Larry G. Gresham - All India Publishers & Distributors, Chennai-84

Paper 6. Rural Management

Unit I Characteristics of rural marketing in India - Rural Vs - Urban marketing - population - rural & urban - socio-economic and political environment and its impact on rural marketing - problems and challenges of rural marketing - communications, transportation and purchasing power. Marketing of consumer products and consumer durables in Rural set up.

Unit II Impact of green revolution and upcoming of industries in rural and backward areas and the resulting impact of rural marketing.

Unit III Marketing of agri-inputs - Seasonality, dependence on monsoon, impact of drought, flood and such other natural calamities low and inconsistent purchasing power, infrastructural facilities. Marketing of fertilizers - History of fertilizer production and consumption in India, their trends during the Five Year Plans, market developmental activities, product ranges, product mix, location of fertilizer plants, capital outlays, marketing territories, soil - product compatibility, and fertilizer marketing.

Unit IV Pesticides - An overview of pesticide industry in India - Consumption patterns of pesticides in Agricultural and non-agricultural sectors - distribution, packaging, promotion, Governmental controls.

Unit V Marketing of agricultural produce - Marketable surplus, and market service, price fluctuations, seasonality, role and importance of marketing efficiency - Marketing of Milk; Production, processing, storage, distribution and demand estimation - Marketing of Horticultural Products - Selection, Processing and Marketing - Marketing of Oil seeds and vegetable oils - Production constraints, Demand, consumer schemes and governmental policies.

Reference

1. Agricultural Marketing in India by S.S. Acharya & N.L. Agrawal
2. Marketing of Agricultural products in India by A.P. Gupta
3. Principles and practices of Agricultural Marketing and Prices by S.C. Jain
4. Marketing Efficiency in Indian Agriculture

Paper 7. Brand Management

Unit I Understanding brands - Brand hierarchy, Brand personality, Brand Images, Brand identity.

Unit II Brand positioning, Brand equity, value addition from branding - brand - customer relationship, Brand loyalty and customer loyalty.

Unit III Meaning brands, brand creation, brand extensions, brand - product relationship, brand portfolio, brand portfolio, brand as-

assessment through research.

Unit IV Brand identity, position, image, personality assessment and change, brand revitalisation.

Unit V Financial aspects of brands, branding in different sectors, customer, industrial, retail and service brands.

Reference

1. A Managing Brand Equity - Aaker, David
2. Understanding Brand - Cowley, Don
3. Brand Management - Dr.S.L.Gupta
4. Brand Management - YCR Moorthi

Paper 8. Distribution Management

Unit I Nature and Scope of Sales Management; Setting and Formulating Personal selling objectives; Recruiting and selecting sales personnel; developing and conducting sales training programme; Designing and Administering compensation plans.

Unit II Supervision of salesman; Motivating Sales Personnel; Sales Meetings and sales contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for sales personnel.

Unit III Developing and Managing Sales Evaluation programme; Sales Cost Analysis. An Overview marketing channels, their structure, functions and relationships.

Unit IV Channel Intermediaries - Wholesaling and retailing; Logistics of distribution; Channel Planning organisational patterns in Marketing - Channels; Managing marketing channels; marketing channel policies and legal issues.

Unit V Information system and channel management; Assessing performance of marketing channels including sales force; International Marketing channels.

Reference

1. Anderson, R. Professional Sales management; Englewood cliffs, New Jersey, Prentice Hall Inc.,
2. Anderson, R. Professional Personal Selling; Englewood cliffs, New Jersey, Prentice Hall Inc.,
3. Buskirk, RH and Stanton WJ Management of Sales force. Homewood Illinois, Richard D. Irwin, 1983

4. Darymple, DJ Sales Management: Concepts and Cases, New York John Wiley, 1989

5. Johnson, R.M etc. Sales Management: Concepts, Practices and cases, New York, McGraw Hill, 1986

6. Stanton, William J etc. Management of a Sales Force, Chicago, Irwin 1995

7. Still, RR, Sales management, Englewood cliffs, New Jersey, Prentice hall Inc. 1988.

II. FINANCIAL MANAGEMENT

Paper 1. Investment & Portfolio Management

Unit I

Investment: Definition - Classification - Speculation - Gambling - Factors favouring investments - Investment process - Investment alternatives - Real investment and tangible investments - Contingent investments - Titular investment.

Unit II

Industrial securities market - New issue market - stock exchange or secondary market - functions of new issue market - underwriting - methods of underwriting - methods of floating new issues - public issues - merits of public issue - rights issue.

Unit III

Sources of investment information - World affairs - Domestic economic and political factors - security market information - approaches to security analysis - fundamental analysis - economic analysis - inventory analysis - company analysis - ratio analysis - fundamental valuation model.

Unit IV

Portfolio construction - objectives - portfolio revision - problems - techniques - formula plan - selection of portfolio - assessment of risk and return - diversification - modern approach - evaluation of portfolio performance - criteria for evaluation - treynor's measures - sharp index - Jensen's model.

Unit V

Meaning of portfolio management - Definition - Portfolio management process - Factors contributing to portfolio management.

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- principles - safety of India - Stability to price - liquidity - returns - capital growth - marketability - diversification - policies of portfolio management - Portfolio management theory - Markowitz, Sharpe and Barcmof's model.

Reference

1. Security analysis and portfolio management - Pandian
2. Investment management - Dr.L.Natarajan
3. Investment analysis & Portfolio management - RP Rustage
4. Financial and Investment - Dr D.Joseph anbarasu & Prof N.Janakiraman

Paper 2. Corporate Finance

Unit I

Introduction to corporate finance and the firm - Principles of corporate finance - corporate financial decisions, firm value and equity value - The tools of corporate finance - the Objective of corporate finance.

Unit II

The time value of money: The intuitive basis for the time value of money - cash flows and time lines - compounding and discounting - the frequency of discounting and compounding - Annuities and perpetuities - growing annuity and perpetuities.

Unit III

Investment decision rules - Investment analysis with inflation and exchange ratio risk - Investments in case and marketable securities investment returns and corporate strategy.

Unit IV

The financing decision: The distinction between debt and equity and preference - operating and financial leverage capital structure theories - net income approaches - optional capital structure - factors affecting capital structure - capital structure policies and practices.

Unit V

Dividend decision: Dividend theories - MM Hypothesis - Walter's approaches - conflicting theories - dividend policy - stability of dividends - forms and dividend - Bonus shares - corporate dividend practice in India.

Reference

1. Corporate Finance - D.Satish
2. Principles of Corporate Finance - Richard A.Brealey
3. Corporate Finance - Aswath Damodaran

Paper 3. Financial Institution and Services

Unit I

Financial institutions: Meaning - Special characteristics-broad categories - money market institutions - capital market institutions - Indian financial institutions - export, import (exim) Bank of India - functions and working of NABARD - functions and working of discount and finance houses in India (DFHD).

Unit II

Stock-Exchange: History of stock exchange - functions - Indian stock exchange - origin and growth - SEBI - functions and working.

Unit III

Mutual funds in India: Introduction - History - mutual fund industry in India - classification of mutual funds - merchant banking.

Unit IV

Hire purchase: features - legal position - hire purchase and credit sale - hire purchase and leasing - types of lease - structure of leasing - industry - factoring - functions of factor - consumer finance - venture capital - credit ratio.

Unit V

Insurance: different types - life - marine - fire - motor - health - pension plan - annuity - rural insurance - insurance laws and regulations (1938) - Insurance Regulatory and Development Authority act, 1999.

Reference

1. Financial Institutions and markets - Meir Kohn
2. Financial Markets and Institutions - Dr S.Gurusamy
3. Financial services - E.Gordon and K.Natarajan
4. Financial Instruments and Services - Nalini Prava Tripathy

Paper 4. Investment Banking

Unit I

Banking sector reforms and contemporary issues in commercial banking. Bank balance sheet: An analysis. Capital planning and capital adequacy of banks, liabilities management (including NRI deposits) cost of funds and transfer pricing

Unit II

Credit management: Loan policy of banks and exposure norms, credit management: credit appraisal, assessment of credit requirements (including export finance), credit rating, and Pricing of loans. Loan delivery and monitoring of accounts, management of guarantees and other fee based business.

Unit III

Prudential accounting norms management of NPAs: Legal and Non-legal measures, credit risk models and credit derivatives.

Unit IV

Investment Management in Banks: management of SLR and non-SLR securities, Dealing Room operations and integrated treasury management, Asset-Liability Management.

Unit V

Liquidity Risk Management, Interest Rate risk management, VaR Models and Applications in Banking Evolution of Risk Management systems and assessment of capital requirements.

References

1. John C Hull, 'Options, Futures and other Derivative Securities', Prentice Hall India Pvt. Ltd.
2. Keith REDhead, 'Financial Derivatives - An Introduction to Futures, Forwards, Options and SWAPs', Prentice Hall India Pvt. Ltd.

Paper 5. Derivatives Management

Unit I

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

(Barings Bank, MG refining marketing Inc (MGRM)).

Unit II

Futures Contract - Specifications of Futures contract - Margin requirements - marking to market - Hedging using futures - types of futures contracts - securities, stock index futures, currencies and commodities - delivery options - relationship between future prices, forward prices and future spot prices.

Unit III

Options - definition - exchange traded options, OTC options - specifications of options - call and put options - american and european options - Intrinsic value and time value of options - option payoff options on securities, stock indices, currencies and futures - options pricing models - differences between future and option contracts.

Unit IV

SWAPS - Definition of SWAP - Interest rate SWAP - Currency SWAP - Role of Financial Intermediary - Warehousing - valuation of interest rate SWAPS and Currency SWAPS Bonds and FRNs - Credit Risk.

Unit V

Derivatives in India - Evolution of Derivatives Market in India - Regulations - Framework - Exchange Trading in Derivatives - Commodity Futures - Contract Terminology and specifications for stock options and index options in NSE - Contract terminology and specifications for stock futures and index futures in NSE - contract terminology and specifications for interest rate derivatives.

Reference

1. John, C Hull, 'Options, Futures and other Derivative Securities', Prentice hall India Pvt. Ltd
2. Keith REDhead, 'Financial Derivatives - An Introduction to Futures, Forwards, Options and SWAPs', Prentice hall India Pvt. Ltd
3. P. Vijaya Bhaskar and B. Mahapatra, 'Derivatives simplified - An Introduction to Risk Management', Response Books; Sage publication Pvt. Ltd
4. David Duhofsky - 'Option and Financial Futures - Valuation and Uses', McGraw Hill International Edition.

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Paper 6. Project Appraisal

- Unit I Establishing the Project and Goals; Organising Human resources and contracting; organising systems and procedures for implementation
- Unit II Project planning, Market analysis - project financing - financial projections
- Unit III Risk analysis - Hurdle rates - appraisal criteria
- Unit IV Options and Flexibility - Project Management - Project management performance
- Unit V Network Techniques - Project review - future of project management

Reference

1. Projects: Preparation, appraisal, budgeting and implementation by Prasanna chandra
2. Study materials of ICFAL

III. SYSTEM MANAGEMENT

Paper 1. Knowledge Management

- Unit I Knowledge society-from data to information to knowledge-Drivers of knowledge management-Intellectual capital - KM and learning organization
- Unit II Strategic alignment-creating awareness- articulation-Evaluation and strategic alignment-Infrastructural development and deployment-Leadership, measurement and refinement-Role of CKO
- Unit III Analyzing business environment - knowledge audit and analysis - designing KM team-creating KM system blue print - implementation-capture-store and sharing
- Unit IV Technology components- Intranet and Groupware solutions-tools for collaborative intelligence- package Choices- implementing security
- Unit V Integrating with web-based and internal operational & support systems- change management-reward systems- continuous improvement.

Reference

1. Anrit tiwana, 'The essential guide to knowledge management', Pearson education, 2001
2. Ratnaja gogula, 'Knowledge management', A new dawn-ICFAI-2002

Paper 2. Decision support systems

- Unit I Decision support system-Decision concept - steps - decision support system - components - characteristics - classification & application
- Unit II Model management -Models-Modelling process-types of models-Optimisation - Simulation - Heuristic - Descriptive - Predictive - Model base - Modelling languages -Model Directory - Model Base Management System-Model execution, Integration and command processing - Model packages
- Unit III Data management systems - Database - sources of data-Data Directory - Data Structure and Database Languages - Query facility - Data Management System - DBMS as DSS Development Tool
- Unit IV Dialog management- User Interface -Graphics -Multi-media- Visual Interactive Modeling - Natural Language processing - Speech recognition and understanding- Issues in user interface.
- Unit V Development of decision support system - Development process - Software and Hardware and Data Acquisition -Model Acquisitino - Dialog Development - Integration - Testing and Validation - Training and Implementation

Reference

1. Janakiraman VS and Sarakesi K, 'Decision support systems', prentice hall of India, 1999
2. Lofti, 'Decision Support system and management', McGraw Hill Inc., International Edn, New Delhi, 1996
3. Marakas, 'Decision Support system', Prentice Hall International Paper back edn, Delhi, 1998

Paper 3, E-Business & Digital Economy

- Unit I Digital economy, Emerging cyber economy - Opportunities and challenges offered by internet - generic business models on the net types and technology and economic changes.
- Unit II Intra business applications - Intra business applications: Online sales force automation, online customer service & support, virtual organisation, logistics management, distribution & payment channel, corporate digital library, network centric computing, EDI implementation & standards, software, network carrier & mode of information transmission, business applications.
- Unit III Marketing through the internet - Marketing through the internet: Advertising & marketing on the internet - Analysis of markets - Building of electronic marketplace of buyers & sellers, E-Intermediaries merchantile models - consumers & merchants perspective, E-commerce & retailing - case studies of products and services marketed on the Internet
- Unit IV Electronic payment systems - Electronic payment systems & electronic cash - E-Commerce & banking, Internet monetary payment & security requirements - confidentiality of payment information, payment, information integrity, account holder & merchant authentication, Payment & purchase order process, account holder registration, merchant registration, account holder ordering, payment authorization, online e-cash anonymity, double spending interoperability, electronic payment schemes - digital cash, credit cards, internet cheque, debit card, smart cards, financial EDI, E-wallets, micro transactions, payment clearing service providers.
- Unit V Emerging trends - Emerging trends: cyber communities - new communication paradigm, building infrastructure, gaining access, multi-sensory communications, mass markets/ verticals/ affinity groups, e governance, Legal & regulatory issues, global learning infrastructure, computer based education & training, digital copyrights.
- References**
1. David Kosiur, Understanding electronic commerce - Microsoft press
 2. Soon-Young Choi, Dale o Stahl & Andrew B Whinston., The

economics of Electronic Commerce, Mac Milan publishing company, USA.

Paper 4. Modelling & simulation

- Unit I Introduction
Contents of systems - Systems - System environment - Starcheist activities - continuous and Discrete system - modelling and types - principles in Modelling
- Unit II System studies
Subsystems - Types of systems study - system analysis system design-system postulation
- Unit III System Simulation
Techniques - Monte carlo method- comparison simulation and analytical methods - Experimental nature simulation types of simulation -lag models- cobweb models progress of a simulation study
- Unit IV Continuous systems simulation
Continuous system model - Differential equations Analog methods - Analog and hybrid computers - digital analog simulators - CSSLS-Feedback systems-Interactive systems-Real time simulations.
- Unit V Discrete System Simulation
Discrete events-Time representation - gathering Statistics - discrete simulation languages model of telephone system study of GPSS, SIMSCRIPT languages
Model of multi-user and multitasking computer system.
Review of probability concepts- arrival pattern and service times. Analysis of Simulation output.
- Text books**
System Simulation - Geffey Gordon, PHI 2nd, 1987
- Reference**
1. System Simulation with Digital computer -Narsingh dep Phi, 1987
 2. GPSS simulation made simple - T.M.O. Donovan, John Willey Sons, 1979.

Paper 5. Software Project Management

- Unit I System analysis & Design - overview of system analysis & design - Introduction to different methodologies & structured system analysis - details of SDLC approach - mini-cases - E-R diagrams - DFD concepts - Data dictionary concepts. Structure charts - modular programming - I/O & file design consideration - Entity Life histories (ELH). Product life Cycle, Project Life Cycle Models for software and process models.
- Unit II System implementation - System implementation & maintenance: Implementation strategies - SW/HW selection & procurement-control & security - issues of designing & implementing on-line systems - data communication requirements - system conversion approaches & selection issues.
- Unit III Project development & database design - Introduction to Database technologies & CASE tools with specific packages - overview of relational model - Database creation - SQL command - Normalization - designing forms & reports - using CASE tools for system analysis & design - case studies - cost/benefit analysis - project & resource planning - design & development - testing & documentation.
- Unit IV Software project management - Challenges & opportunities - changing technologies & approaches - choice development of methodologies & technical platforms, project management techniques - monitoring & measurement of progress.
- Unit V Software project management - Software project management - elements, cost estimation, manpower planning, software & product Metrics - Quality assurance & control - standards & documentation - testing - implementation - training - technology management - quality standards - certificate - handling multiple projects, issues of share development.

Reference

1. Senn J.A, "Analysis & Design of Information Systems", McGraw Hill publications.
2. Beaver, "An Introduction to Managing Software Projects", Prentice Hall Publications.
3. Macro, T.D "Structured Analysis & System Specification", Prentice Hall Publications.

Young Choi, Dale Stahl & Andrew B. Whittem, The

Paper 6. Internet Technologies and Systems

- Unit I Introducing & web design - Internet communication technologies - Networking Architecture - Protocols - Value Added Networks - Virtual Private Networks. Introduction to Web Technologies - Evolving Trends - Content Design - Graphics and Animation using Adobe PhotoShop, Dream weaver, Flash Player, Shockwave - HTML Fundamentals.
- Unit II Client application development - JavaScript: Variables - Literal - Arrays - Expressions and Operators - Control statements - Functions - Even Handling - Working with Layers - Controlling Page Appearance using Style sheets - Providing Security with object Assigning. VBScript: Variables - Data types - Operators - Control Flow - Error handling - Even programming, procedures - Forms - Controls - ActiveX objects.
- Unit III Web architecture and web servers - Overview of components - Turning and Load balancing - Network Architecture Security, E-Commerce architecture models - MsInternet Information Server - Distributed Internet Architecture - Microsoft Transaction server - visual age for Java - Net Objects fusion - Web sphere - Web logic - Net commerce - Netscape Applications server - Cold Fusion - Silver Stream - Vignette Story server - Broad vision one - to-one enterprise.
- Unit IV Security - Need for computer security - Protecting resources - Types of risk - Security Strategies, Mechanisms for Intranet Security - Security Tools, Enterprise level Security, Encryption, PKI (public key infrastructure), Fire Walls Digital Certificate (X.509), Digital certificate servers (entrust, Netscape, verisign, oracle), Secure Socket Layer, LDAP (light weight directory access protocol).
- Unit V Advanced concepts - Dynamic HTML - extended Markup Language - Wireless Markup Language - Virtual Reality Modeling language - Wireless Application Protocol - Voice Over Internet Protocol - Component Object Model - Common Object Request Broker Architecture - Java Beans - Enterprise Java Beans.

Reference

1. Uyless, D Black, "Advanced Internet Technologies", Prentice Hall, New York

2. Peter Varhol, "Evaluating Server Technologies for Internet & Internet Applications"
3. Bob Emmerson, David Greetham, "Computer Telephony & Wireless Technologies: Future directions in Communication"

IV. HUMAN RESOURCE MANAGEMENT

Paper 1. Training & Development

- Unit I**
Training: Definition - Concepts - Aims of Training - Purpose - Principles - Components of Training - Model of training and Development - Management development and concepts.
- Unit II**
Analysis of training needs - Methods and techniques of training needs assessment and identification - TNA - Organizational analysis - Factors for success of training activity - Management Trainings.
- Unit III**
Concepts of Training methods - Training approaches - Types of Training - On the job and off the job Training - Selecting a training method - Designing the Training methods.
- Unit IV**
Definition of training evaluation - Types of evaluation - Objectives, purpose and process - Strategies for effective Training & transfer - Appraisal of Training executives - Qualities of a Trainee - Performance appraisal.
- Unit V**
Computers and Training: Role of computer in Training - Computer based training - Audio and visual training technical aids - Non-formal methods of developments.

Reference

1. Training and Development concepts and application - Tapamoy Deb.
2. Training and Development concepts and practices - SK Bhalla
3. Training, Research and practice - John Patrich

Reference
J. Lytle, D. Black, "Advanced Internet Technologies", Prentice Hall, New York

Paper 2. Performance Appraisal

Unit I

Performance evaluation - concepts - purpose - methods of performance evaluation - feedback - 360 degree appraisals - industry practices

Unit II

Individual and group appraisal - team evaluation, Promotion, demotion, transfer and separation - Implications of job change. Grievances - causes - Implications - Redressal methods - Gender sensitivity.

Unit III

Compensation plans - rewards - motivation - theories of motivation - motivational tools

Unit IV

Training and Executive development
Training need evaluation - types of training methods - purpose - benefits - resistance, re-training, executive development programs - common practices - benefits

Unit V

Self development - career management - knowledge management, Developing mentor - protegee relationships.

Paper 3. Organization Development

Unit I Introduction to Organisation Development - Concept, Nature and Scope of O.D - Historical Perspective of O.D - Underlying Assumptions & values - Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems; Group Dynamics, Inter group Dynamics and Organizations as Systems.

Unit II Operational Components of O.D - Diagnostic, Action and Process - Maintenance components - Action Research and O.D.

Unit III O.D Interventions - Team Interventions - Inter-group Interventions personal, Interpersonal and group process interventions - Comprehensive Interventions - Structural Interventions

Unit IV Implementation and Assessment of O.D - Implementa-

tion - conditions for failure and success in O.D efforts - Assessment of O.D and change in organizational performance - The impact of O.D

Unit V Some key considerations and Issues in O.D - Issues in consultant- client relationship Mechanistic & Organismic systems and the contingency approach - The future of O.D - Some Indian Experiences in O.D

Reference

1. Wendell L.French & Cecil H.Bell, Jr - Organization Development, PHI Fourth edition
2. French, Bell and Zawacki Organization Development Theory, Practice and Research, Universal Book, 3rd edition
3. Rosabeth Moss Kanter: The change Masters, Simon & Schaster.

Paper 4. Guidance and Counselling

Unit I History of counselling, dimensions of counselling, basics of workplace counselling, common criticisms: Orientation models, brief therapy models, problem focused models, work oriented models, manager based models, externally based models, internally based models, welfare models, organization change models.

Unit II Multiple roles of counselors, counselling values Vs business values, training for counselors, ethical values in counselling, stress and counseling, impact of organizations; systematic approaches; organisation culture; different cultures and counselling.

Unit III

Preparation for counseling, assessing workplace counseling, contracting for counseling, introducing counseling in the workplace, terminating counseling.

Unit IV Usefulness of evaluation, record keeping, evaluation, formative and summative evaluation, different methods of counselling evaluation.

Unit V

Training in ethical decision-making, making ethical decisions, ethical responsibilities for and to clients and organizations; employee counselors; ethical responsibilities for and to themselves;

themselves; organisation's ethical responsibilities.

Books

1. Workplace counseling, Michael Carrol, Sage Publications, 1999
2. Introduction to Counseling skills - Texts and Activities, Richard Welton - Jones, Sage Publications, 2000

Paper 5. Labour Legislation

Unit I Principles of Labour legislation - Forces influencing social and Labour legislation in India - Indian Constitution, social and Labour Legislation - Type of Labour Legislations.

Unit II

Labour Administration: Concept - Machinery of Central Government and State Government - Principles and role of ILO - Standing Orders

Unit III

Factory legislation: Factories Act - Health - safety - Dangerous operations - provision relating to Hazardous processes - welfare - working hours of adult, young person and child.

Unit IV

Industries and Trade Unions - Industrial Disputes Act - 1947 - Authorities - Prohibition of strikes and lockouts - Lay off - Retrenchment - Unfair labour practices.

Unit V

Payment of wage Legislation - Minimum wage legislation - provident fund legislation - trade union legislation - Maternity benefit legislation - equal remuneration legislation.

Reference

1. Industrial Laws - ND Kapoor
2. Industrial Laws - MC Shukla
3. Industrial Relation Trade Unions and labour legislation - PRN Sinha Indu Bala Sinha seema priyadarshini shekar
4. Relevant Bare Acts.

Paper 6. Compensation Management

Unit I Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage concepts

and Wage Theories), Employees satisfaction and Motivation issues in compensation design, Establishing Internal, External and Individual equality.

Unit II

Strategic importance of variable day, Determination of Inter and Intra industry compensation differentials, Individual and Group incentives.

Unit III

Dearness Allowance concept-Emergence & Growth in India, The role of fringe benefits in reward systems Retirement plans including VRS/Golden Handshake Schemes.

Unit IV

Executive compensation, Compensation systems in Multinational Companies and IT companies including ESOP.

Unit V

Collective Bargaining Strategies-Long term settlements-Cases of Productivity Settlements - Exercises on drawing up 12(3) and 18(1) settlements, Emerging Trends in IR due to LPG.

Reference

1. Relevant Bare Acts
2. Srivastava S.C., Industrial Relations and Labour Law, New Delhi, Vikas 1994

Paper 7. Entrepreneurship Development

Unit I

Entrepreneurship traits: Meaning of Entrepreneur-Functions of Entrepreneur -qualities of Entrepreneur - classification of Entrepreneur - Entrepreneur and Manager - Role of Entrepreneur in Economic Development - Social responsibilities of Entrepreneur.

Unit II

Project: identification, formulation and report - Concept - Significance and elements of project formulation - meaning and importance of project report - project evaluation.

Unit III

Basis for business ideas: Location of business unit - Selection of types of organization - Sole proprietorship-Partnership-Joint Stock Company - Cooperative organization.

Unit IV

Women Entrepreneurs: Problem and development of women Entrepreneurs -small scale industry - Procedures and formalities for registration of small business unit - location of business unit - Incentives and subsidies - Failure of small scale industries.

Unit V

Industrial development and financial institutions - Importance of industrial finance - THIC - SIDCO-DIC - SISI-SIPCOT-IFC IDBI-ICICI.

Reference

1. Entrepreneurship development in India - Dr.C.B.Gupta & Dr. NPSrinivasan
2. Entrepreneurship & small business management - Dr CB Gupta
3. Dynamics of Entrepreneurial Development - Vasant Desai
4. Entrepreneurial Development - Gupta-Srinivasan
5. Entrepreneurship development principles -P.Saravanavel, Author.

V. AGRI BUSINESS MANAGEMENT

Paper I. Natural Resource Management

Unit I

Introduction to natural resource and management - Policies and Institutions for Natural Resource Management - Role of Markets in natural resource management.

Unit II

Applying business Principles to Natural Resource Management - Conceptual frame work for natural resource management.

Unit III

Land use policy tools - Techniques used in special allocation of natural resources, Concept of social and private discount rate, Sensitivity analysis and discount rate, B/C analysis of public investment in natural resource projects.

Unit IV

Natural Resource Accounting System for sustainable management of land resources, Property rights and tenures in Natural Resources, Market failures in Natural Resource Management.

Unit V

Economics of externalities & Pollution abatement in India, Participatory analysis and information generation for natural resource management.

Reference

1. European commission, 2004, New perspectives for rural development, Brussels: EC
2. Mosely, M.J (ed), 2003, Local partnerships for rural development: the European experience, Wallingford: CABI publication
3. OECD, 1993, What future for our countryside?: A rural development policy. Paris: OCED
4. Shucksmith, M., Thomson, K.J and Roberts, D., 2005, the Cap and the Regions: the Territorial Impact of Common Agricultural Policy, Wallingford: CABI pub.

Paper 2. Agri-Business Project Management

Unit I

Concept of Project and Project Life Cycle, Preparation for Project Formulation, Terms of reference and project boundaries, Network Techniques for Project Management

Unit II

Preliminary Project Design, Comparative and Competitive Advantage analysis, Trend Extrapolation Demand Projection and Price Projection, Organizing Systems and Procedures for Project Implementation.

Unit III

Farm Sample Surveys, Logical Framework Analysis, Farm Production Planning and Budgeting Techniques.

Unit IV

Organizational Responsibility Charting -Project Cost Estimation and Financing, Analysis of the Project Performance.

Unit V

Managing Project Closure and project documentation -Case studies

Reference

1. Erickson, S.E, Ackridge, J.T, Barnard, F.L and Downey, W.D, 2001, Agribusiness Management, 3rd ed. New York: McGraw-Hill.
2. Olson, K.D., 2004, Farm Management: principles and strate-

- gies, Ames, Iowa: Iowa State Press.
3. Scott, N.(ed.), 2003, Agribusiness and commodity risk: Strategies and Management. London: Risk in association with Rabobank.

Paper 3. Agricultural Risk Management

Unit I

Concept and meaning of agricultural risk-Variate and non-covariate risk -Risk Management for Farmers: Types of risk: price risk, yield risk, climatic risk, health risk, asset risk, etc.

Unit II

Climatic change and Yield Variability, Assessment of Effects of Climatic Variations on Agriculture, Assessment of Effects of climatic variations on Agriculture in Dry Tropic Regions of India, Socioeconomic Impacts of Climatic Variability

Unit III

Agricultural risk and New Technology Price Risk: Measurement and its implication.

Unit IV

Risk Management Strategies: Risk avoidance, Risk-spreading Technologies, Risk-mitigation, Risk coping Mechanism, etc.

Unit V

Designing Agricultural Risk Management products/ Programmes, Agricultural risk insurance programme in India: Policy omprehensive/crop insurance programme, Comprehensive Crop Insurance Programme, Crop Insurance Programme, Estimation of Crop Losses, Calculation of Premiums, payment of compensation, etc., Legislative and Regulatory Mechanism.

Reference

1. Brown, B., 2003 Practical accounting and financial Management for farm and small business, Ramsbury: Crowood
2. Blackwell, E., 2004, How to prepare a business plan, 5th edition, London: Kogan Page
3. Deakins, D and Freel, M (eds) 2005, Entrepreneurship and small firms, 4th Ed. London: McGraw-Hill
4. Hanke, J.E and Wichern, D.W., 2004, Business forecasting, 8th Ed., International Ed. Upper Sadle River: Pearson/Prentice Hall.

Paper 4. International Trade in Agricultural Products

Unit I

Overview of World Agricultural Trade, India's Performance in Agricultural Exports and Imports, Theoretical Foundation of International Trade, Trade Policies of Importing and Exporting Countries

Unit II

Trade Barriers, Market size, Familiarization with harmonized System of Codes and International Trade Databases, Importance of Cultural Factors in International Trade.

Unit III

International Market Entry Strategies-Preparation for Export, Price Quotation, Letter of Credit and other system of payment.

Unit IV

The Agreement on Agriculture: Experiences with the Implementation related issues and concerns - Antidumping Measures, Subsidies, Countervailing Duties and Government Procurement, TRIPS and Indian Agriculture, Dispute Settlement Mechanism under the WTO.

Unit V

Competitiveness in Global Food Economy, Operational Issues for the starting up an Export Business, Interaction with exporter of agricultural products and project report preparation and presentation.

Reference

1. Jain, S.C. (ed.), 2003, Handbook of Research in International Marketing, Cheltenham: Edward Elgar.
2. Ronkainen, I.A. and Czinkota, M.R., 2002, Best practices in international marketing, London: Harcourt College.
3. Johnson, D. and Turner, C., 2003, International Business: Themes and Issues in the Modern Global Economy, London: Routledge.

Paper 5. Agricultural Input Marketing

Unit I

Understanding domestic and international business environment of seed, pesticides/insecticides, agro chemicals, fertilizer and farm machinery marketing (economic, social, political, legal, etc.)

Unit II

Analyzing agriculture input marketing environment: Current issues and trends in agricultural input marketing - Institutional setup in agriculture input market.

Unit III

Marketing strategies for seed, pesticides/insecticides, agro chemicals, fertilizer and farm machinery, Segment and Targeting.

Unit IV

Government role in agricultural input markets - Environmental Issues in agriculture input marketing.

Unit V

Environmental Issues in agriculture input marketing - MIS for marketing agriculture inputs.

Reference

1. Jain, S.C. (ed.), 2003, Handbook of Research in International Marketing, Cheltenham: Edward Elgar.
2. Ronkainen, I.A. and Czinkota, M.R., 2002, Best practices in international marketing, London: Harcourt College.
3. Johnson, D. and Turner, C., 2003, International Business: Themes and Issues in the Modern Global Economy, London: Routledge.

Paper 6. Food Retailing

Unit I

An overview of the vast food marketing industry, including food manufacturers, food sales agents, wholesalers, distributors, and retailers.

Unit II

Principles concepts, and functions of marketing as they relate to a retail food store. Project-based instruction together with a variety of work-based learning activities will be incorporated in this course to provide real-world application.

Unit III

Introduction to Retailing, Retail format-The Food Retail Environment - The Food Retail Customer.

Unit IV

Food value chain management, STP based on Changing Food

demands.

Unit V

Food Retail marketing Strategy, Food Retail store location analysis, Food retail communication, Issues in food store management.

Reference

1. Eastham, J.F, Sharples, L and Ball, S.D (eds) 2001, Food supply chain management: issues for the hospitality and retail sectors. Oxford: Butterworth-Hienemann.
2. International Journal of Retail and Distribution (Bradford): MCB University Press.
3. Fiindlay, A.M and Sparks, L(eds), 2001, Critical concepts: Retailing, Volumes 1-4, London: Routledge.

COMMUNICATION MEDIA

UNIT-I: Print medium: Newspapers and Magazines – types of newspapers and magazines: general and specialised – structure and functioning of newspapers and magazines -technological developments – competition, content and style of English and Tamil language newspapers and magazines- an overview.

UNIT-II : Radio as a medium of mass communication – types of ownership: Private and Public- Organisational structure and functioning - FM broadcasting and the audiences: Programming Content and style- a critical review.

UNIT-III Television as a mass medium: Characteristics, ownership, organizational structure of Doordarshan – Programming pattern, content and style – foreign and regional Satellite and cable TV – Prasar Bharati- an introduction.

UNIT- IV: Motion pictures – historical background – structure and organization of motion picture industry in India – new developments in film production - status, problems and prospects of film industry with special reference to regional cinema – documentary films- future of film as a medium of entertainment – film audiences - critical review of noted regional/national films.

UNIT-V: New Media: Information age, knowledge society and global media and audiences ; New media technologies: digital revolution, internet, satellite TV and DTH, media convergence, ICT uses in Public and private sector – information super high way – issues and future challenges.

REFERENCES :

- Anand Kumar. "The Mass Media". Anmol Pub. New Delhi. 1999.
Parthasarathy, Rangasamy. "Journalism in India". Sterling Pub. New Delhi. 1995.
Kamal J Kumar "Mass Communication in India" Jaico pub. Bombay. 1998.
Chatterji. P.C. "Broadcasting in India". Sage, New Delhi. 1997.
Srivastava, KM. 'Radio and TV Journalism' Sterling Pub., New Delhi. 1989.
Anandhai Narayanan. "Tamizh Cinemavin Kadhai". New Century Pub., Chennai. 1981.
Ashish Rajadhyaksha and Paul Wileman "Encyclopedia of Indian Cinema" Oxford Univ. Press. New Delhi. 1995.
Fuller, Roger. "Mediamorphosis-Understanding New Media". Pine Forge Press. 1997.
Singhal and Rogers, "India's Information Revolution". Sage, New Delhi. 1989.
'Mass media in India' .Publication Division, I&B Ministry, Govt. of India.
Srinivas Melkote, "Communication for development in the Third World(Theory and Practice).
Sage. New Delhi, 1991.
'Media towards 21st Century ', KM. Srivastava, Sterling Pub. New Delhi. 1998.

MEDIA ETHICS

UNIT – I

Role and responsibilities of the Press – Press and Democracy – Powers and privileges of the press – Fundamental rights – Press freedom – Constitutional provisions – Reasonable restrictions – Press and the public opinion.

UNIT – II

Media agenda – private and public media institutions – Media conglomeration – Commercial Vs Public interests – Media and politics – media and corporates – Ad. Revenue – Editorial policy – implications of foreign press in India.

UNIT- III

News selection – News values – Journalists as gatekeepers – sources of news – maintaining confidentiality – investigative journalism – sting operations – fair practice and professionalism – cases of unfair journalism.

UNIT – IV

Media and the Judiciary, Legislature and the Executive – Media Laws – violations and restrictions – media censorship – recent cases.

UNIT-V

Role and powers of Press Council – Responsibilities of the Advertising Standards Council- Prasar Bharati : Responsibilities and powers and limitations – Broadcasting Council- Broadcasting codes – Film Censor Board: role and functions – other media regulatory bodies of the government

Reference:

Ahuja, B.N. History of Press, Press Laws and Communications. New Delhi: Surjeet Publications, 1988.

Aggarwal, Vir Bala. Essentials of Practical Journalism. New Delhi: Concept Pub. 2006.

Nalini Rajan (Ed.). Practicing Journalism. London: Sage Pub. 2005.

Joseph, N.K. Freedom of the Press. New Delhi: Anmol Pub. 1997

Ahuja B.N. Audio Visual Journalism. New Delhi. Surjeet Pub. 2000.

Shrivastava, K.M. Radio and Television Journalism. New Delhi: Sterling Pub. 1989

AUDIO & VISUAL PRODUCTION IN MEDIA

UNIT - I:

Radio broadcast: structure, over view, digital broadcast, basic radio journalism, radio verses news paper and TV- news gathering- radio genres - planning and developing stories- writing for radio- story treatment- interviews- sound clips,- sound bites- language and grammar- audio cut, cue lay out- executing program.

UNIT-II:

News bulletins- infotainment- youth stations- presentation- breaking news- special presentations- interviews- techniques - children's program- production: fixing guest, teasers and promos, jingles, features, documentaries- outdoor broadcast, phone-ins, discussion, music production, feedback & analysis

Unit-III

Introduction to Digital Video Production: Digital Camera- Movements- Composition Shots-Angles. Mise-en-scene. Color Temperature. Multi Camera Setup Lighting. Basic and Special Lighting Setup-Atmospheric Lighting. ENG. Anchoring, Compeering. Montage. News Documentary.

Unit-IV

Introduction to Digital Video Editing: Editing Techniques- Continuity- Sequence Dynamic. Linear and Non-Linear Editing. Capturing and Rendering Techniques. Method of Transitions. EDL Preparations. Storage Devices. Tiling- Graphics, Animations.

Unit- V

Digital Video Production Studio: Basic Studio Structure and Equipments. Planning and Budgeting. Organizational Structure of Television Channels. OB Van and its accessories. Communication Satellites. Broadcasting – Terrestrial, Satellite, DTH. Planning and Scheduling Time Slot for Television Channel.

References:

Television Production – Gerald Millerson, Focal press, 1999. London.

The Technique of Television Production 2001 by Gerald Millerson . Focal press. London.

Digital Cinematography 2001– Paul Wheeler, Focal Press,. London. First edition.

The Essential of TV Director's Handbook 1996 – Peter Jarvis, Focal Press. III-Edition, London.

An Introduction to Ddigital Video (1994) – John Watkinson, Focal Press, London.

Video Production – Disciplines & Techniques by Thomas D. Burrows, Lynne S. Gross – MC Grawhill.

Lighting Techniques For Video Production – Tom Letourneau. 1996. Mc will publications . Tanzania. First edition.

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EVENT MANAGEMENT IN MEDIA

UNIT I Introduction to Events: What are events; Objectives of events; Event Characteristics Demand for Events; Why Events; When do we need events; Types of events; Structure of events Supply and Suppliers; Distribution; Ancillary Services

UNIT II Event Process; Brief; Concept; Budgets ;Schedule of items; The suppliers Media coverage of events; Media Coverage of an event; Themes; Beneficiary; Creative; People Celebrities in events; The Managers and their Celebrities; How do we get them; Money In Film Product Placement; Product Placement Basics

UNIT III Property Creation ; Why Property Creation; How we create properties Implications of Events; Aims; Introduction; The implications of special events; Social and Community Implications of Events; Economic Implications of vents Income from Events; Leisure Event; Cultural Event; Organizational Event; Personal Event; Sponsorship and Public Funding

UNIT IV Exhibitions; A little history; What is an exhibition; Why Exhibit At An Exhibition; Why Visit An Exhibition; Other common reasons; The conomic Impact of Exhibitions; A cost effective way of exhibiting; ways to build a dream team; 10 steps to create the great indoors

UNIT V India Trade Promotion Organization (ITPO) ; Pragati Maidan-Fair Worthy At All Times ; Exhibitions in India; Promotion Through Department Stores; Membership of International Organizations and Bilateral; Agreements; Surfing the Information Net; BIC focus; Main Activities and Services of ITPO

UNIT VI Running Events – Some Key Questions; Writing Your Major Event Strategy; UK Sport's World Class Events Program; Preparing a Bid; A suggested Business Plan Template; Insurance & Legal Issues; Marketing and Sponsorship; Health and Safety & Risk Assessment; Data Protection; Volunteers; Ethical Considerations; Anti-Doping; Environment; Tourism and Sporting Events; The Economic Impact of Major Events; Sports Development; Support Services; Directory of Useful Contacts and Resources; Checklist and Practical Last Thoughts;

REFERENCES:

- Dynamics of public relations in Indian software and ITES sector ; Chawla, Ruchi (2204)
- Attributes of PR in the multiplex industry; Kawathekar, Parag (2004)
- Brand enhancement through corporate social responsibility (2004)
- Event production : lights and sound; Niyogi, Ishani (2004)
- Celebrity political endorsement ; Parikh, Sejal (2004)
- Role of public relation in social marketing Singh, Shruti (2004)

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MBA - Hospital ManagementHOSPITAL ARCHITECTURE PLANNING & DESIGN

185 187

UNIT I Concept of hospitals – planning and design of hospital(building and physical layout) – Space required for separate function – different types of hospitals – problems and constraints in different type of hospitals – history of hospital development- Department and organization structure of different types of hospital. Departmentation in Hospital Organization – structure – Vertical & Horizontal – Clinical & Non clinical – supportive & auxiliary service departments

UNIT II Concept of project management – concept of project – categories of projects – project life cycle phase – project management concepts – tools and techniques for project management.

UNIT III Project formulation – stages – bottlenecks – feasibility report – financing arrangements – finalization of projects – implementation of schedule.

UNIT IV Organising human resources and contracting – project manager – project manager's authority – The project manager – roles and responsibilities of project manager project organization – accountability in project execution – contracts and tendering ,selection of contractors – team building

UNIT V Organizing system and procedures – working of system – design of system – project work system design – work break down structure – project execution plan – project procedure manual project control system – planning scheduling and monitoring – monitoring contracts and project diary. Project implementation stages direction – communication in a projects – coordination guidelines for effective implementation reporting in project management – project evaluation and its objectives types and methods.

Reference:

- Planning & Management of Medical Care Hospital Services(Back Ground Papers)
Conducted by Department of Medical Care and Hospital Administration NIH &FW,
New Delhi.
- Building a Hospital – A Premier for Administrator - John Rea, J Jaffrey J Frommelt
Malcolm D.Maccoun.
- Site Selection for Health Care Facilities - James Lifton Owen B Hardy
- Planning Health facilities for patient and visitors - Janet Reinstein Carpmqan Myro A
Grant Deborah A.Simmons
- Hospital waste management - John Blackman
- How to evaluate equipment and service contract - Henry Alder Hospital Electrical
Standards - Mary Ann.Kelly
- Hospital facilities planning and Design - G.D.Kuders

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HOSPITAL OPERATION – (SUPPORTIVE SERVICES)

UNIT I Supportive Services – Meaning -Need and Significance – Types- Functions. **Nutrition and dietary services** – Meaning –Location-Design-Food Distribution-Functions-Components-Functional areas-Organization-Facilities and space requirements-Related Issues. **Pharmacy services** –Introduction, Scope -Role and Significance-Functions-Drug distribution and Information-Location-Design and Functional areas -Organization and Staffing-Facilities and Space requirements -Working conditions, The Job-Issues in pharmacy-The future of pharmacy. **Medical records services**- Meaning and Definition- Location –Scope-Functions -Medical records – Format, Contents-Administrative Issues- Types of medical forms -Standardization in record keeping.

UNIT II Facilities Engineering –Need and Significance -Guidelines -Principles and Challenges. **Maintenance of Civil Assets**- Definition –Objectives- Need & Significance –Benefits- Types-Future Challenges - Computerized Maintenance Management System. **Electrical supply**– Introduction -Functions -Major Electrical Systems and Components -Issues and Challenges. **Water supply**- Introduction -Water supply management -Factors -Functions **Medical gas pipeline** – Introduction - Significance –products-Installation procedures-Operation and Maintenance -Safety Issues in MGPS-Regulatory Requirements-Risk and Operational Management-Staffing-Operational Management Document. **Plumbing** -Design - Principles –Standards & Codes -Issues and Challenges . **Sanitation** – Introduction-Factors-Human waste and health -Disposal of wastewater -Refuse collection & transport -Medical wastes. **Air conditioning system** – Meaning & Definition –applications-Benefits-Types -Equipments -Issues and Problems. **Hot water and steam supply** – Introduction –Benefits-Sources . Communication system –Introduction & Meaning-Definitions-Scope -Benefits -Components -Modern operation and Associated Equipments –Challenges. **Biomedical engineering department in modern hospital**- Introduction -Definitions –Scope- Role –Disciplines -Functions -Responsibilities –Personnel-Operation & Maintenance program.

UNIT III Laundry services – Introduction-Definition & Meaning -Scope & Significance of Laundry services - Functions - Facilities and space requirements -Role & Responsibilities -Duties and Responsibilities -Staffing Requirements -Equipment -Issues & Challenges. **Housekeeping services** –Introduction –Definition-Objectives-Functions –Operation-Role -Location & Space requirements -Organization -Issues & Challenges .**Energy conservation methods**- Introduction -Benefits -Approaches - Energy Management Program -Measures for Conservation. **Cost containment measures in a hospital**- Introduction -Factors –Conditions- Management of cost containment Measures - **Strategies** – measures- Issues & Challenges.

UNIT IV Transportation services – Introduction - Types of Transportation services- Outpatient Transportation service -Inpatient Transportation services-Functions-Means of transport. **Mortuary services** – Introduction- Meaning-Types –Usage-Functions-Organization & Management-Location & Space Requirements -Building Design-Quality Management System -Personnel Facilities -Issues & Challenges. **Hospital security services** - Introduction –Functions-Services -Scope – Factors-Security Management Process - Security Risk Mitigation Strategies -Issues & Challenges.

UNIT V Disaster management – Introduction-Definitions-Types-Aims & Objectives of Disaster Preparedness –Measures-Hospital Disaster Plan – Purpose-Situation &

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Assumptions-General Considerations-Staffing. **Fire Hazards & protection** -Introduction - Authority & Responsibility-Policy & Procedures -Definitions-Staffing - Fire Safety Systems-Fire Protection Program-Fire Evacuation Procedure-Equipments. **Engineering Hazards** - Introduction-Definition -Meaning & Types of Hazards -Risk Assessment-Risk Reduction Programmes-Hazard Management Programmes. **Radiology hazards** -Meaning & Definition -Types - Nature of Work- Hazards-Management

FRAME WORK FOR THE ABOVE TOPICS

1.Definition 2.Section or types 3.Role and functions 4.Planning consideration like location, principles, shape, design, types, layout, special requirement 5.Equipment required 6.Staffing 7.Policies and procedures 8.Monitoring and Evaluation

References:

Hospital and facilities planning and Design - G.D.Kunders
Hand Book of Bio-Medical Engineering - Jacob Kline
Clinical Engineering Principles and Practices - Webster J.G. & Albert M.Cook
Maintenance Planning and Control - Antony Kelly Hospital Engineering in Developing Country - Hans Pfeiff, Veera

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HOSPITAL OPERATION- (PATIENT CARE)

UNIT I Meaning and scope of patient care services – significance of patient care – role of hospital administrators – meaning and definition of Hospitals – Role of Hospitals in the Society-Factors influencing the role of modern hospitals - classification of Hospitals.

UNIT II Front office services – objectives of the front office department- organization chart of front office department- location-Qualities of the Receptionist-Registration- queries and emergency handling. **Outpatient services**-definition-objectives of OPD-types of Outpatient services- location – infrastructure and facilities –working of OPD. **Inpatient services** – wards and rooms –nursing station-dietary services- sanitary and other facilities- functions. **Accident and Emergency services**-concept – definition –objectives-location-structure – policies and procedures. **Billing services**-bill and billing service meaning-types of billing – role of computers in billing service – problems in billing service.

UNIT III Lab services-structure-staffing pattern-functional divisions –functions-location-laboratory procedures. **Radiology and Imaging services** – meaning – classification of radiological work – location-structure-staffing pattern- infrastructure and facilities –policies and procedures. **Rehabilitation services** – concept – physical therapy –occupational therapy –recreational therapy-hearing therapy – pulmonary medicine. **Blood bank services** –concept – location-bleeding complex- therapeutic area-laboratory. **Telemedicine**- definition – history –technological trends.

UNIT IV Operation theatre – definition of operation suit – objectives –location-zoning-policies and procedures-nursing services in OT. **Intensive care units** –definition – functions – location – infrastructure and facilities. **Hospital acquired infections** – definition – Reasons-causes-transmission –precautions – Infection control Committee –Sterilization. **Central Sterile Supply Department** –functions – location –working of CSSD- facilities. **Nursing services**-objectives –functions-role of nursing service –organisation and Administration. **Ward Management** –nightingale ward –classification of ward-ward size.

UNIT V Concept of quality – definition of quality –components of quality in health care- need for quality services in hospitals –**quality management**-current challenges. **Quality assurance**-concept –purpose-method. **ISO 9000 standards** – concept-meaning-benefits. **TQM and CQI** –definitions-principles of TQM-key elements –CQI –meaning –benefits – model for CQI. **Accreditation** – concept –benefits- NABL – JCAHQ. **Medical tourism**- definition – medical tourism in India – significance- benefits.

FRAME WORK FOR THE ABOVE

1.Definition 2.Section or types 3.Role and functions 4.Planning consideration like location, principles, shape, design, types, layout, special requirement 5.Equipment required 6.Staffing 7.Policies and procedures 8.Monitoring and Evaluation

References: Management process in Health care - S.Srinivasan

Hospital Department Profiles - Gold Berry A.J

HEALTH LAWS AND POLICIES

UNIT I Code of ethics – introduction – professional ethics – personal qualities of the medical professional. **LAWS RELATED TO MEDICAL PRACTICE** Medical council act – clinical trials – disability act – legal aspects of medical records – transplantation of human organ act – prevention of food and adulteration act – medical termination of pregnancy act, 1971 – birth and death registration act – sex determination act – Indian mental health act, 1987

UNIT II LAWS RELATED TO HOSPITAL ADMINISTRATION Companies act – law of contracts – consumer protection act **LAWS RELATED TO SUPPORT SERVICES** Biomedical waste (management and handling rules) – atomic energy act – Indian electricity act, 1956 – Indian boiler act – pollution control act. **LAWS RELATED TO HOSPITAL FINANCE** Securities and exchange board of India (SEBI) - securities contract regulation act – negotiable Instruments act – value added act (VAT) – patient bill – IRDA – service tax.

UNIT III OVERVIEW OF HEALTH CARE DELIVERY SYSTEM Overview of health care delivery system – brief history of evolution – growth of health care services after independent salient features of various committees. Health care infrastructure – National level – state level – district level – block level, primary health center level – sub center level – village level – role of private sector & voluntary organization.

UNIT IV HEALTH CARE AGENCIES – DEFINITION – FUNCTION National health care agencies – Indian red cross / society – hind kusht nivaran singh – Indian council for child welfare – tuberculosis association of India – bharat sevak samaj – central social welfare board – kasthuriba memorial fund – family planning association of India – an Indian blind relief society – all India women's conference. International health care agencies – UNICEF, WHO, UNDP, World Bank, CARE – Rockefeller foundation – ford foundation Colombo plan

UNIT V HEALTH POLICIES National health policy – salient features – population policy 2000. Pharmaceutical legislation in India – historical development of pharmaceutical education in India and its present status. Pharmacy act – drugs and cosmetics act – narcotics and psychotropic substances act – drug and magic remedies act – poisons act and rules. Scope of study of the above topics to cover definition / scope / penalties / salient feature / recent amendments affecting hospital management only for the exam evaluation.

Reference:

- Elements of mercantile law - N.D.Kapoor
- Export management - T.A.S. Balagopal
- Bare acts relating to hospital laws - government of India publications.
- Drug and pharmacy laws in India - H.K.bharathi
- Government of India publications regarding drug policy Planning a community health programme - mabry C esther
- Community health nursing – Stanhop Lancaster
- Textbook of prevention and social medicine - B.K.mahajan M.C. Gupta

REAL ESTATE MANAGEMENT AND MARKET ECONOMICS

Unit 1: Urban Development Management

Concept, approaches, interface with national goals and political economic systems.
Economics & Urbanisation

Unit 2: Urban Land use and City Growth

Growth of cities scale, complexity and its impact on national development, cities as engines of growth, cities as ecosystems, resources in cities Determinants of land prices - why segregation by income within cities? - from monocentric to dispersed cities - reasons for and impact of zonings.

Unit 3: Urban Geography

Urban theories and land use and Town Country planning approach and rules and regulation and uses in India.

Unit 4: Land and Real Estate Development

Economic concepts of land, Land Pricing / valuation; Economic principles of land use; demand forecasting for land use: factors affecting land supply and demand; Land development methods, Supply Management, Demand side Management; Real estate markets, type of property development and its impact on supply and demand, method of development, environmental considerations.

Unit 5: Real Estate and Housing Market

Economics concepts of Housing market, factors affecting housing supply and demand, Governmental, non-governmental & cooperative organization efforts; spatial housing programmes

SUGGESTED READING

1. A. Arulraj (2006) Methodology for Real Estate Market Analysis, Serials Publications, New Delhi

2. Adrian, Charles R.; State and local Governments : A study in the political process; New York, McGraw-Hill Book 1960

3. Hames, Samuel; Structure of local governments throughout the world; Hague, Martinus Nijhoff 1976

4. New Delhi, IIPA; Urbanization and urban development; New Delhi, IIPA 1968

5. India, Ministry of Welfare & Housing, TCPO, Project Planning Division; Report on norms and space standards for planning of public sector project towns; Delhi, Govt of India Press

**LEGAL ISSUES AND PROFESSIONAL PRACTICE IN
REAL ESTATE MANAGEMENT**

Unit 1: Understanding of Law

Concepts, Sources, terminologies. Significance of law and its relationship to Urban Planning, benefits of statutory backing for schemes- eminent domain and police powers. Indian Constitution: concept and contents. 73rd and 74th Amendment Act, Provision regarding property rights.

Unit 2: Planning Legislation

Evolution; An over view of legal tools connected with Urban Planning and Development, Town and Country Planning Act, Improvement Trust Act, Urban Planning and Development Authorities Act – objectives, contents, procedures for preparation and implementation of Regional Plans, Master Plans and Town Planning Schemes. Various acts related to urban governance, planning and development organizations, land resources, environment protection, and public participation in statutory planning process.

Unit 3: Professional practice

Aims and objectives of professional institutes, sister bodies, professional role and responsibility of planning consultants, professional ethics, code of conduct and scale of professional charges. Formulation of project proposal and outlines, consultancy agreements and contracts, managerial aspects. Role in inter disciplinary groups: Appreciation of the decision-making processes and the process in relation to varied consultancy assignments of planning

Unit 4 Urban Land (Ceiling and Regulation) Act, 1976,

Land Acquisition Act, 1894, The Transfer of Property Act 1882, The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006 and The Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013

Unit 5 REGISTRATION ACT, 1908,

Guideline value & Property valuation, Ascertain the guideline value of the property and the Stamp Duty, Registration Fees etc and other rules and regulations

SUGGESTED READINGS

1. A. Arulraj (2006) Methodology for Real Estate Market Analysis, Serials Publications, New Delhi.
2. Mary Mclean. (1959) *Local planning Administration*, The International City manager.
3. R. Derrick Sewell (1977) *Public Participation in Planning*, John & Sons.
4. D. P. Karrigan. (1948) *Town & Country Planning Act-1947*, Botter Worth & Co. Ltd.
5. W. C. Graper. (1949) *Development Procedures under Town & Country Planning Act-1947*, Crosby Lock Wood & Sons Ltd.

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Real Estate Development Finance and Investments

Unit 1: Overview of Development Finance

Approaches, concepts, components, process, credit rating and Development finance for Real estate and Housing. SEBI (Real Estate Investment Trusts) Regulations, 2013

Unit 2: State and Municipal Finance

Finance Commissions, Funding for climate change in urban areas, Fiscal agenda of JNNURM, Sources of revenues; Equities; Loans; Debt financing; Pooled finance development fund, National urban infrastructure fund, Municipal Bonds, Miscellaneous sources; Structure of finances, fiscal problems and issues of financial management, implications of 74th Amendment for municipal finance, expenditure pattern, Bilateral and multi lateral lending intuitions mobilizing resources for a project - financial resources, land resources, project resources, and other resources.

Unit 3: Investment Planning

Link with spatial plans, process, components, investment needs, budgeting, financial investments in infrastructure and services

Unit 4: Financing Mechanism

Financing of urban development, infrastructure and services – mechanisms and instruments, subsidy reduction, cost recovery, public private partnerships; Financial appraisal, investment appraisal; Financial Risk – Sources, Measures and perspectives on risk, Sensitivity analysis.

Unit 5: Housing Policy and Finance

Housing Policy and its role National Development, aims and Objectives of National Housing Policy. Housing Finance, Finances in urban and rural sector; public & private sectors investment in housing, Housing Market studies; factor affecting housing markets prices, public and private and cooperative.

SUGGESTED READING

1. A. Anilraj (2006) Methodology for Real Estate Market Analysis, Serials Publications, New Delhi.
2. Fisher, Thomas.; Sriram, M S. (2003) Beyond micro credit : Putting development back into micro finance, New Delhi, Vistaar.
3. Milwaukee. (1964) Milwaukee's Financial Capability for Urban Renewal, Wisconsin, Department of City Development.
4. Bahl, Roy w.; Linn, Johannes F. (1992) Urban public finance in developig countries, New York, Oxford University Press.
5. Bahl, Roy ed. (1981) Urban Government Finance, emerging trends, London, Sage.
6. Saini, N.S. (1989) Urban development finance : An outcome of seminar course on urban development management, New Delhi, SPA.
7. Betman, Nathan S. (1976) Housing finance agencies : A comparison between states and hud, New York, Praeger Publishers.

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Real Estate Project Formulation and Appraisal

Unit 1: Project planning:

Introduction to Projects; Nature of planning projects; Project Life Cycle; Identification of projects

Unit 2: Project Formulation and Appraisal:

Relationship between projects and planning issues including sectoral policy at: Local, State and National levels Project appraisal: Market analysis – Macro environment survey, survey methods, market characterization, demand forecasting; Technical Analysis – Magnitude, processes, materials, equipment, factors of production availability, implementation schedule; suitability of the plans, layout and design, location of the project; location analysis; supporting infrastructure requirements.

Unit 3: Project Management and Implementation:

Project characteristics - pitfalls in management of a project; Techniques of management; Planning milestones - responsibility charts and principle responsibility, principles of activity planning and activity planning; Project Implementation – methods, hurdles, facilitative factors; Project culture: line management, steering committee, role of project manager; Project Control: cost and time, quality - ISI standards and its application to Indian context; Introduction to Project Management Software (Ms Projects) and its usage.

Unit 4: Project Evaluation and Monitoring :

Types of evaluation - concurrent, ex-ante and ex-post. Methods of evaluation, techniques of evaluation, end results, Presentation of evaluation findings, Techniques of Monitoring of Development Works

Unit 5: Financial, Economics & Social Cost:

Social cost – Benefit analysis, Cash Flow Analysis, Measures of Project profitability, based on market prices etc., Case study method; real estate market analysis.

SUGGESTED READING

1. A. Arulraj (2006) Methodology for Real Estate Market Analysis, Serials Publications, New Delhi
2. Goodman, Louis T.; Love; Ralph N.; *Project Planning and Management : an Integrated approach*; Pergamon Press, NY 1980
3. Klein Hartmut; *Basic Project Planning*; Uppal Publishing, New Delhi 1981
4. Jain D. K.; *Project planning and appraisal in planned economy the Indian context*; New Delhi, Uppal Publishing, 1981