

SEMESTER - I
Paper - 1
MANAGEMENT AND ORGANISATIONAL BEHAVIOUR
(Theory – 4 hrs /week)

OBJECTIVES:

Familiarise the students with the fundamental concepts of Management and highlight approaches in organisation behaviour.

UNIT I EVOLUTION AND GROWTH OF MANAGEMENT THOUGHT (16 hrs)

Concepts, Theory and Practice: The Evolution of Management Thought - Scientific Management School, Organisational School, Behavioural School, Quantitative School, Integration School, Contemporary School, The operational or management process approach.

Recent Contributions- Patterns of Management Analysis - The managerial roles approach, Mc Kinsey's 7-S approach.

UNIT II PLANNING, ORGANISING AND DIRECTION (16 hrs)

Planning –Nature, Purpose, Types, Process for Planning -Concept of MBO, MBE, MBWA.

Objectives, Policies, Procedures, Strategies.

Decision Making-Approaches, Decision Making under Certainty, Uncertainty and Risk, Group Decision Making, Guidelines.

The Nature of Organising -Types of Organisations, Organisational Levels, Process of Organising, Line/Staff Authority, Decentralisation and Delegation, Effective Organising.

Direction - Supervision - Span of Supervision - Factors - Graicuna's theory of span of management.

UNIT III MOTIVATION, CONTROL AND COORDINATION (16 hrs)

Motivation - Elements - Importance - Methods - Morale.

Controlling -Control Process, Requirements for effective Control, Critical Control Standards and Techniques, Maintenance Vs Crisis Management, Overall Control Process.

Coordination - Definition - Characteristics - Objectives - Principles – Techniques.

Leadership: Theories, outlines, approaches-Power and Authority.

UNIT IV ORGANISATIONAL BEHAVIOUR (16 hrs)

Individual Behaviour – Foundations – Personality, Perception, Learning, Attitudes & values.

Group Behaviour - Foundations – Group Process, Group Tasks, Types, Group Development – Conflict Management – Case incidents.

UNIT V LATEST CONCEPTS (16 hrs)

Global Management-Managerial Functions in International Business. ERP: -SCM-CRM-Re-engineering. TQM-Six Sigma-Information Technology in Management.

Reference:

1. Aswathappa K., 'Organisational Behaviour', Himalaya Publishing House, New Delhi, 2005.
2. Fred Luthans-'Organisational Behavior', McGraw Hill Publishing Company, New York, 2005.
3. Gene Burton & Manab Thakur, 'Management Today-Principles & Practice', Tata McGraw Hill Public Company Ltd., New Delhi, 2005.
4. Heinz Wehrich and Harold Koontz, Management - A Global Perspective, Tata McGraw-Hill Publishing Company Limited, 2000.
5. James A.F. Stoner, R. Edward Freedom And Daniel R. Gilbert - 'Management', Prentice Hill Inc., New Jersey, 2002.
6. Jit S.Chandan, 'Organisational Behaviour', Vikas Publishing House, New Delhi, 2000.
7. Prasad, L.M. -Principles and Practice of Management, Sultan Chand & Sons, 2005.
8. Ramasamy.T. - Principles Of Management, Himalaya Publishing House, New Delhi, 2000.
9. Reddy, Tripathi & Appannaih - Essentials Of Management, Himalaya Publishing, 2000.
10. Robins, S.P., 'Management ', Englewood Cliffs, Prentice Hall Inc., New Jersey, 2004.
11. Sharma.R.A - Organisational Theory & Behaviour, Tata McGraw-Hill, New Delhi, 2004.

12. Srinivasan & Chunawalla - Management Principles and Practice, Himalaya Publishing House, 2004.
13. Uma Sekaran - Organisational Behaviour Text & Cases, Tata McGraw Hill Public Company Ltd., New Delhi, 2005.
14. V.S.P.Rao ,V.Hari Krishna "Management- Text and Cases", Excel Books, New Delhi 2009.

SEMESTER I
Paper No - 2
QUANTITATIVE ANALYSIS
(Theory – 4 hrs /week)

OBJECTIVES:

Familiarise the students with basic statistical techniques and business decision-making applications.

UNIT I MATHEMATICAL BASIS FOR MANAGERIAL DECISIONS: (16 hrs)

Concept of Functions - Applications of Functions. Sequence and Series - Arithmetic and Geometric Progressions - Applications to Business. Optimisation through differentiation - Business Applications- Matrix Operations and Applications.

UNIT II BASIC STATISTICAL CONCEPTS: (16 hrs)

Summarisation of data - Presentation of data - Frequency distribution - Measures of central tendency - Measures of dispersion - Skewness. Simple Correlation and Regression.

UNIT III PROBABILITY THEORY: (16 hrs)

Statements of addition, multiplication and Bayes theorems - Application to business problems. Elementary statistical distributions - Binomial, Poisson, Negative exponential, and Normal distributions.

UNIT IV SAMPLING: (16 hrs)

Population and samples - types of sampling - Errors in statistics - point estimates - interval estimates - standard error. Testing of hypothesis - Test of significance for large and small samples - T, F and CHI-square tests.

UNIT V BUSINESS FORECASTING: (16 hrs)

Forecasting procedures - Regression methods- moving average methods - time series analysis.

INDEX NUMBERS:

The concept of Index numbers - uses of index numbers - types of index numbers - unweighted aggregates index - weighted aggregates index - tests for consistency of index numbers.

References:

1. Dr.Aditham B Rao, 'Quantitative Techniques in Business' Jaico Publishing house, Mumbai – 2003.
2. Arora P.N., Sumeet Arora, Mrs.S.Arora, Amit Arora 'Comprehensive Statistical Methods , ' S.Chand & Companies Ltd., New Delhi – 2008.
3. Gupta S.P., M.P. Gupta, 'business Statistics', Sultan Chand & Sons., New Delhi, 2000.
4. Kazmier, L.J. and Pohl, N.F., 'Basic Statistics for Business and Economics', McGraw Hill, New York, 2000.
5. Saha.S., S. Mukherji, ' Quantitative Methods' – mathematical, Statistical Economic Technique – New Central Book Agency (P) , Collate, 2002

SEMESTER I
PAPER NO - 3
MANAGERIAL ECONOMICS
(Theory – 4 hrs /week)

OBJECTIVES:

- To acquaint the students with concepts and techniques used in micro economic theory and to enable them to apply this knowledge in business decision-making.
- To give in-depth knowledge in emerging global trends in business environment and Macro economic management.

UNIT I CONCEPTS AND TECHNIQUES

(16 hrs)

Introduction to Managerial Economics, Fundamental Concepts Basic techniques, Objectives of business firms.

UNIT II DEMAND AND SUPPLY

(16 hrs)

Concepts - Analysis - Elasticity - Estimates and forecasting.

INPUT - OUTPUT DECISIONS

Production Concepts and analysis, Cost concepts and analysis, Empirical estimates of production and costs.

UNIT III PRICE - OUTPUT DECISIONS

(16 hrs)

Market environment of price output decision by the firm and the Industry Analysis of market structure - large group case, Analysis of market structure - small group case, Pricing strategies and tactics.

UNIT IV INVESTMENT DECISIONS

(16 hrs)

Capital Budgeting, Public Investment Decision, Profit concepts and analysis.

UNIT V MACRO ECONOMICS

(16 hrs)

Macro Economics Aggregates and Concepts – GNP and GDP – Aggregate Consumption-Gross Domestic Savings-Gross Domestic Capital Formation – Inflation – Employment – Balance of Payments-Money Supply and Monetary Policy- Fiscal Policy; Concept and Measurement of National Income; Determination of National Income Consumption Function, Fiscal impact and Investment, Synthesis of Monetary and Real Factors.

References:

1. Adhikary, M., 'Business Economics'. Excel Books, New Delhi, 2000.
2. Baumol, W.J. Economic Theory and Operations Analysis, 3rd Ed., Prentice Hall Inc., New Delhi, 2000.
3. Chopra, O.P 'Managerial Economics', Prentice Hall Inc., New Delhi, 2001.
4. Joel Dean, 'Managerial Economics', Prentice Hall Of India, New Delhi, 2002.
5. Markar & Pillai – 'Business & Managerial Economics', Himalaya Publishing Co – 2000.
6. Nellis & Parker – 'The Essence Of Business Economics', Prentice Hall Of India. Varshney & Maheshwari – 'Managerial Economics', Sultan Chand & Sons, New Delhi, 2002,
7. Warren W. Haynes – 'Managerial Economics', Home Wood - Richard D. Irwin Inc. 2002.

7. R.S.N Pillai, 'Modern Marketing', S.Chand & Company Ltd., New Delhi, 2008
8. Warren J. Keegan, 'Global Marketing Management', Prentice Hall of India, New Delhi, 2002

SEMESTER – I
PAPER NO - 7
BUSINESS COMMUNICATION
(Theory - 2 hrs/week Practical - 2 hrs /week)

OBJECTIVES:

Describe the communication function in an organisation and the role of electronic media in facilitating communication process.

UNIT I **(16 hrs)**
COMMUNICATION IN BUSINESS

An overview of communication - its pervasive nature - Relationship between communication and organisation effectiveness - Objectives - Media Types – Barriers and gateways in communication principles.

UNIT II **(16 hrs)**
WRITTEN COMMUNICATION

Structure and layout of letters - Orders and Execution - Complaints and Adjustments - Collection and circular letters - Application letters.

REPORT WRITING

Types of reports, Structure of report - methods of collecting and preparing materials - Drafting of report.

UNIT III **(16 hrs)**
MEETINGS

Notices - Agenda and Minutes of Meetings -Reports of the Board of Directors - Press report.

OFFICE CORRESPONDENCE

Office circulars and office notes. Suggestions, Complaints and office memorandums.

UNIT IV **(16 hrs)**
ORAL COMMUNICATION

Presentation of reports, public speaking and negotiations. Body Language and Presentation Aids.

UNIT V **(16 hrs)**
COMPUTER APPLICATIONS:

Computers in Business Communication, Introduction to Windows-Use of Access, Excel, Power Point and Word.

References:

1. Dona J yong, Foundation of Business communication, Tata Mc Graw Hill Publishing House, New Delhi, 2006.
2. Krishna Mohan, Meena Banerji, Developing communication skills, Macmillan India ltd, New Delhi, 2002.
3. Gorman – ‘The Complete Idiot’s Almanac Of Business Letters And Memos’, Prentice Hall of India Pvt Ltd., New Delhi, 2000.
4. Korlahilli.S. & Rajender Paul – ‘Essentials of Business Communication’, Sultan Chand & Sons, New Delhi, 2000.
5. Reddy, Appannaiah, Nagaraj, Raja Rao, ‘Essentials of Business Communication’, Himalaya Publishing House, New Delhi, 2000.
6. Urmila Rai, S.M. Rai, ‘Business Communication’, Himalaya Publishing House, Mumbai, 2001.
7. Ramachandran – ‘Business Communication’, Macmillan India Ltd., New Delhi – 2008.

SEMESTER – II
PAPER NO – 8
PRODUCTION AND OPERATIONS MANAGEMENT
(Theory - 4 hrs/week)

OBJECTIVES:

Acquaint the students with Production and operation functions in both manufacturing and services sectors.

UNIT I

(16 hrs)

INTRODUCTION

Production and Operations management: Meaning and Definition - Production as a system; Operations Strategies – Operations Technology - Forecasting in POM – Productivity.

PRODUCT AND PROCESS DESIGN

Product design: product development process – approaches to product design.

Process Planning and Design: Process Analysis – Process Flowcharting - Types of Processes – Process Selection – Process Design – job, batch, assembly line, continuous production - Measuring Process Performance - Value Engineering.

UNIT II

(16 hrs)

FACILITY LOCATION AND LAYOUT

Facility Location: steps in Location - Factors Influencing Location Decision – Location Models. Facility Layout: Types of layout – Product, Process, Group, Fixed Position, Cellular and service layout – Assembly line balancing- computerized layout techniques – CRAFT, SLP.

CAPACITY AND AGGREGATE PLANNING

Long-range and short-range capacity planning - Aggregate Planning – Material requirement planning - Master Production Scheduling - Procedures, MPS in produce to stock and produced to order firms, Computerized MPS.

UNIT III

(16 hrs)

PRODUCTION PLANNING AND CONTROL

Objective and Functions of PPC – PPC in job, Intermittent, continuous production and process industry.

SHOP FLOOR PLANNING AND CONTROL

Scheduling Process - Scheduling Problems – Scheduling techniques for job shop, process focused system, product focused system, continuous production, Batch Scheduling.

DESIGN OF WORK SYSTEMS

Work design: Work-study – Method Study - Work Measurement - Time Study – Motion Study.

UNIT IV

(16 hrs)

MAINTENANCE MANAGEMENT

Types of maintenance – Planned, Preventive, breakdown, predictive, Routine - Planning and scheduling of maintenance – Total Productive Maintenance.

INVENTORY MANAGEMENT AND CONTROL

Inventory models - Inventory Planning and control – Approaches To Inventory Systems – P system, Q system - inventory control techniques - ABC , HML, VED, SDE, FSN, Max-Min system, Two bin system and EOQ.

UNIT V

(16 hrs)

TOTAL QUALITY MANAGEMENT

Total Quality Control - Role of Inspection - Statistical process control, Acceptance plans, Quality Management Concepts - Deming's way, Kaizen Technique, JIT, Quality circles, TQM, TPM, six sigma, Quality standards - ISI, ISO 9000 and other international standards.

References:

1. Aswathappa.K & Sridhara Bhatt, 'Production & Operations Management', Himalaya Publishing House, Mumbai, 2008.
2. Chunawalla, S.A. and Patel, D.R., 'Production and Operations Management', Himalaya Publishing House, Mumbai, 2008.
3. Khanna.K.K – 'Physical Distribution Management: Logistical Approach', Himalaya Publishing House, Mumbai 2002.
4. Martinich , 'Production and Operations Management – An Applied Modern Approach', Wiley India (P) Ltd., New Delhi, 2008.
5. Paneer Selvam R. - 'Production and operations Management', Prentice Hall of India, New Delhi, 2005.
6. Dan R.Reid; Sanders R. Nada, 'Operations Management – An Integrated Approach', 3rd Edition, Wiley India (P) Ltd., New Delhi, 2008.
7. Russel, 'Operations Management ', Wiley India (P) Ltd., New Delhi, 2008.
8. Richard chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal, 'Operations management for competitive advantage', Tata McGraw Hill Publishing Ltd., , 2006.
9. Chary S.N, 'Production and Operations Management', Tata McGraw Hill, New Delhi, 2008
10. L.Suganthi, Anand A..Samuel - 'Total Quality Management', Prentice Hall of India Private Ltd., 2004.

SEMESTER II
PAPER No. 10
FINANCIAL MANAGEMENT
(Theory - 4 hrs/week)

OBJECTIVES:

Acquaint the students with the broad frame work of financial decision making in a business unit and to emerging global trends in financial environment.

UNIT I **(16 hrs)**
CONCEPT

Concept, objectives, Scope and functions of Financial Management - Financial organisation, Roles and functions of financial manager.

UNIT II **(16 hrs)**
SOURCES

Sources of Long-term and Short term financing - Procedure for obtaining finance through primary and secondary market instruments.

Leverage: Financial and operating leverages - Application in decision making.

Time value of money - valuation of shares and securities - cost of capital - Capital Structure Theories - planning the Capital Structure.

UNIT III **(16 hrs)**
CAPITAL BUDGETING

Investment decisions - Capital Budgeting - techniques and criteria - Risk - Sequential decision making.

WORKING CAPITAL MANAGEMENT

Concepts- types and factors affecting the determination of working capital.

Current Assets Management - Cash, Debtors and Inventory Management - Different committee's recommendations.

UNIT IV **(16 hrs)**
DIVIDEND POLICIES

Dividend policies - Dividend decision - Types of dividends - Gordon - Walter & MM models - Determination of dividend - Dividend policy.

MIS in financial management - Role of computers in FIS. Application soft ware and the World Wide Web – Internet -Components in the system unit - Input, output and storage -Operating systems and utility programs- Communications and networks- Information system development- Multimedia- Security, privacy and ethics.

UNIT V **(16 hrs)**
INTERNATIONAL FINANCE

World Financial Environment: Foreign Exchange Market Mechanism; Determinants of exchange rates; Euro –currency market; offshore financial centres; International banks; Non-banking financial service firms; stock markets; global competitiveness – E-banking.

Case studies.

Application of Excel, Wings and Tally.

References:

1. Bhalla VK and S Shivaramu, 'International Business environment and Business', Anmol, New Delhi, 2008.
2. Bhalla, V.K., 'Financial Management and Policy', Anmol, New Delhi, 2008.
3. Khan M.Y. & Jain P.K. Financial management Text, Problems And Cases, Tata McGraw Hill Publishing company Limited, Delhi, 2008
4. Kulkarni, Satyaprasad, 'Financial Management', Himalaya Publishing House, Mumbai, 2006.
5. Maheswari, S.N., 'Principles and Practice of Financial Management', Sultan Chand & Sons, New Delhi, 2008.
6. Pares. P. Shah, Financial Management, Dream Tech Press, Delhi, 2008.
7. Reddy, Appanaiah & Satyaprasad, 'Financial Management', Himalaya Publishing House, Mumbai, 2008.
8. Van Horne, James, C. , 'Financial Management and Policy', Prentice Hall of India, New Delhi, 2009.
9. Sharma R.K. & Shashi K Gupta, Management Accounting Principles and Practices, Kalyani Publishers, Delhi, 2009.
10. Wayne L. Winston, 'Microsoft Excel Data Analysis and Business Modelling', Prentice Hall of India Pvt Ltd, 2008.
11. Sudarsana Reddy – Financial Management, Principles & Practice, Himalaya Publishing House Pvt Ltd., 1st Ed, 2008.
12. Sudhindra Bhat – Financial Management Principles & Practice, Excel Books, 2nd Ed, New Delhi, 2008.

SEMESTER II
PAPER No- 11
APPLIED OPERATIONS RESEARCH
(Theory - 4 hrs/week)

OBJECTIVES

Introduce the students to the principles of operations research techniques and their applications in decision making

UNIT I INTRODUCTION TO OPERATIONS RESEARCH (16 Hrs.)

Concepts, genesis, application potential to diverse problems in business and industry - scope and limitations.

LINEAR PROGRAMMING

Concepts - formulation of models - graphical explanation of solutions - simplex algorithm - use of slack, surplus, and artificial variables - Interpretation of optional tableau unique optimum, multiple optimum, unbounded-ness and infeasibility. Duality - dual simplex method.

UNIT II TRANSPORTATION PROBLEM (16 Hrs.)

Concepts - solution procedures for initial feasible solutions - optimality check - balanced / Unbalanced, minimization / maximization, prohibited routing - problems.

ASSIGNMENT PROBLEM

Concepts - formulation of model - Hungarian method of solution – maximization /minimization, balanced / unbalanced, prohibited assignments - problems.

UNIT III NETWORK ANALYSIS (16 Hrs.)

Project planning and control by use of PERT/CPM – concepts, arrow diagrams - time analysis and derivation of the critical path - concepts of a slack / float - Crashing of CPM network - probability assessment in PERT network.

DECISION THEORY

Concepts - decision making under conditions of uncertainty and condition of risk. The expected value of perfect information. Decision tree analysis.

UNIT IV REPLACEMENT THEORY (16 Hrs.)

Concepts - replacement of items subject to deterioration, subject to random total failure - group vs. individual replacement.

QUEUING THEORY

Concepts- basic characteristics of a queuing system - Kendall's notation - problems based on M/M/1 and M/M/C models.

UNIT V SIMULATION (16 Hrs.)

Concepts - areas of application - random numbers - Monte Carlo simulation - Simple applications.

Dynamic programming

Concept and Applications

Reference:

1. Gupta, M.P. and Sharma, J.K., 'Operations Research for Management', National, New Delhi 2002.
2. Kapoor, V.K., 'Operations Research', Sultan Chand & Sons, New Delhi, 2001.
3. Mathur K & Solow D, 'Management Science, Prentice Hall Inc., Englewood Cliffs, New Jersey, 2000.
4. Narang, A.S., 'Linear Programming and Decision Making', Sultan Chand & Sons, New Delhi, 2001.
5. Sharma, J.K., Fundamentals of Operations Research, Macmillan New Delhi, 2001.
6. Sharma, S.J.K., Operations Research, Theory and Applications, Macmillan, New Delhi, 2001.
7. Srinath, L.S., 'Operations Research for Executives', Affiliated East West Press, New Delhi, 2004.
8. Taha Harndy, A., 'Operations Research – An Introduction ', Macmillan, India, New York, 2002.

SEMESTER II
PAPER No. 12
LEGAL SYSTEMS
(Theory - 4 hrs/week)

OBJECTIVES:

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

UNIT I **(16 Hrs.)**

Law of contracts - agreement - capacity of parties- consideration - contingent contracts - performance - discharge of contracts - quasi contract - remedies for breach.

UNIT II **(16 Hrs.)**

Indemnity and guarantee - Bailment - conditions and warranties - Transfer on owner ship - performance - remedies - Law of insurance - partnership Act.

UNIT III **(16 Hrs.)**

Negotiable Instruments - Notes - Bills - Cheques - Parties - Negotiation - crossing - endorsement, marketing - presentment - discharge - Hundies. Law of Agency - Law relating to carriage of goods.

UNIT IV **(16 Hrs.)**

Company Law - Formulation - Memorandum. Articles - Prospectus - share capital. Directors, their appointment, powers, rights, duties.

UNIT V **(16 Hrs.)**

Meetings - Proceedings - Management - Accounts Audit - compromise - arrangements - oppression & mismanagement - winding up of companies.

References:

1. Aswathappa, K., 'Legal Environment of Business', Himalaya Publishers Ltd. - 2002.
2. Gogna, P.P.S., 'A Text book of Mercantile Law', Sultan Chand and Company, 2007
3. Gogna, P.P.S., 'A Text book of Company Law', Sultan Chand and Company, 2006
4. Gordon, K. Natarajan, 'Banking Theory, Law & Practice', Himalaya Publishers Ltd. - 2002.
5. Kapoor, N.D., 'Mercantile law', Sultan Chand and Co., 2000.
6. Pillai.R.S.N, Bagavathi.V., 'Business Law', Sultan Chand and Co, 2000.
7. Reddy, Appannaiah, & Prabhudev, 'Company Law and Secretarial Practice' – Himalaya Publishing House –2004.
8. Saravanavel P. & Sumathi S., 'Legal Systems in Business', Himalaya Publishing House. -2002.
9. Shukla .M.C., 'Mercantile Law', Sultan Chand and Co., 2007
10. Tutesa, S.K., 'Business Law for Managers', Sultan Chand, New Delhi, 2001.
11. Varsheney.G.K., ' Elements of Business Laws'., Sultan Chand & Co., 2003.

SEMESTER II
PAPER No. 13
RESEARCH METHODS FOR MANAGEMENT
(Theory - 3 hrs/week Practical - 1hr /week)

OBJECTIVES:

The Objectives of this paper aims to demonstrate the research tools and techniques that aid Managerial Decision Making and the use of computers in various researches.

Unit I **(16 Hrs.)**

Introduction: Meaning of Research – Objectives- Types of Research- criteria of a good research- Research Process

Research Problem: Problem definition – selection and techniques in defining a problem

Unit II **(16 Hrs.)**

Research Design: Meaning- Need and features of a good design- Types of research designs

Sampling Design: Need for sampling-Steps in sampling design- criteria of selecting a Sampling Procedure- characteristics of a good sample design- types of sample designs

Unit III **(16 Hrs.)**

Scaling: Measurement Scales- bases of scale classification- Important scaling and scale construction techniques.

Data Collection: Primary data collection methods – Observation, Interviews, Questionnaires and schedules; guidelines for Questionnaire and Schedule construction and successful interviewing ; secondary data collection

Unit IV **(16 Hrs.)**

Testing of Hypothesis: Concepts- procedure for testing hypothesis, Analysis of variance- one way and two-way Anova,

Non-parametric tests- Sign Tests, Wilcoxon Matched-pairs Test, U-test, H-test, One Sample Runs Test

Unit V **(16 Hrs.)**

Report Writing: Steps in writing report-layout of the research report-types of report

Training in the use of SPSS and other statistical software packages.

References

1. Kothari, C.R, Research Methodology - Methods and Techniques, New Age International Publishers, 2004
2. Suja.R.Nair, Marketing Research, Himalaya Publishing House, Mumbai, 2003.
3. K.N.Kishnaswamy, Appaiyer Sivakumar, M. Mathiajan, Management Research Methodology- integration of principles, methods and techniques, Pearsons education,NewDelhi,2006.
4. R.Panerselvam, Reseach Methodology, PrenticeHill of India pvt ltd, New Delhi,2004.
5. Paul.Egree,Donald.S.Tull,Gerald Albaum, Research for Marketing Decision, Prentice Hill of India Pvt ltd, New Delhi, 2000.
6. O.R.Krishnaswami, M.Ranganatham, Methodology of Research in social science, Himalaya publishing house, Mumbai-2008.
7. Gupta,S.P., Statistical Methods', Sultan Chand & Sons Company, NewDelhi, 2001

SEMESTER II
PAPER No-14
STRATEGIC HUMAN RESOURCE MANAGEMENT
(Theory - 4 hrs/week)

Objective:

Focus on the vital aspects and applications of the various principles of Human Resource Management.

Unit I Nature and scope of Human Resource Management (16 hrs)

Personnel Management Vs. Human Resource Management, Human Resource Development – Strategic Human Resources Management-Linkages between HRM and Strategic management process-Role of HRM in strategy formulation-Traditional HR Vs. Strategic HR- HR policies-functions-Roles

Human Resource management Model -Model for effective HRM practices- Toyoto model - Ten C model- Michigan Model- Harvard Model - Core competencies model for HRM professional David Guest model HRM strategy HRM practices - HRM outcomes- Behaviour outcomes -Performance outcomes -Financial outcomes

Unit II Human Resource Planning and Placement (16 hrs)

Job Analysis: Competancy Approach- Job Description, Job Specification - Job Evaluation Methods

Human Resource Planning: Recruitment - process, screening, evaluation and control. Selection-process, barriers to effective selection. Talent identification tools-Orientation and placement - orientation programme, requisites, evaluation and problems – Video supplements.

Unit III Human Resource Maintenance (16 hrs)

Compensation and Rewards Management - Calculation of Pay Roll - Employee Incentive Schemes - Stock Option Schemes - Monetary and Non-Monetary Rewards - Fringe Benefits-employee benefit and welfare schemes-Design And Implementation of Incentive compensation- QWL.

Unit IV Performance Appraisal and Training and Development (16 hrs)

Development of Human Resource: Performance Appraisal-Appraisal Process-Techniques-Challenges-Performance Appraisal vs. Performance Management-performance counselling Training and Development-Training Need Analysis-Training Process- Training Models- Design and Development-Learning cycle-Learning Curve. Four level model for training Evaluation-Donald Kirkpatrick's Evaluation Model-Five phase model for competency Assessment and Development – video supplements – experiential exercise.

Career Planning and Career Development-Career Anchors-process map- Targeted Career Development model

Unit V Applications of Organizational Behaviour and HRM in a dynamic Environment (16 hrs)

Applications of Organizational Behaviour in Human Resource Management: Values, Attitudes and Job Satisfaction-Perception and Individual Decision Making- Case Studies.

Technological changes-TQM-Reengineering-FMS-Work force Diversity-Assessing HRM effectiveness- HR climate- -Employee Engagement-HR scorecard

References:

- 1 Aswathappa.K, 'Human Resource & personnel Management'- Text and Cases, Tata McGraw-Hill publishing Company Ltd, New Delhi, 2008.
- 2 Edwin Flippo, 'Personnel Management', Prentice Hall India Ltd., New Delhi, 2000.
- 3 Gary Dessler, Human Resources Management, Prentice Hall Of India Private Ltd, New Delhi, 2006.
- 4 Memoria, C.B.,Gankar.S.V, 'Personnel Management & Industrial Relations', Himalaya Publishers Co., New Delhi,2007.
- 5 Ramaswami, N. 'The Management of Human Resources', T.R. Publications, Chennai, 2000.
- 6 Rao P.L, 'Human Resource Management', Excel book, New Delhi, 2004.
- 7 Raymond J Stone , Human Resources Management, John Wiley & Sons, Singapore,2005
- 8 Robert L. Mathis, John H Jackson, Personal / Human Resource Management, West Publishing Company, USA, 2000.
- 9 Sahu.R.K., Performance Management System, Excel Books, New Delhi, 2007.
- 10 Srinivas R.Kandula, Human Resource Management In Practice with 300 models,Techniques and Tools, Prentice Hall Of India Private Ltd, New Delhi, 2005.
- 11 Subbarao, R. 'Personnel & Human Resource Management – Text and Cases', Himalaya Publishing House, New Delhi, 2007
- 12 Venkatarathnam and Srivastava - Personnel Management and Human Resource, Tata McGraw Publication Co., New Delhi, 2000.

SEMESTER III
PAPER No. 16
STRATEGIC MANAGEMENT AND BUSINESS POLICY
(Theory - 4 hrs/week)

OBJECTIVES:

Focuses on the strategic issues in business organisations and development of skills to utilise the various methods and models for effective formulation and implementation of strategies.

UNIT I

INTRODUCTION :

(16 hrs)

Business, Forms of Business Organisation, Business goals, Policy - Definition, Scope, Strategy - Definition, Types. Strategic Management - Evolution, Corporate Planning, Strategic Planning, Strategic Management Process, Benefits.

Organisational purposes - Mission - Corporate objectives –Business Ethics- Social responsibility – the role of individuals/leaders

UNIT II

ENVIRONMENTAL ANALYSIS

(16 hrs)

Understanding the nature of business environment –Structural analysis of competitive environment, competitive analysis, Strategic group analysis – market segments and market power, BCG model, GE model, Analysing resources and strategic capability-Resource audit, value chain analysis, Comparative analysis, Historical analysis, Comparison with Industry norms, Best practice analysis Assessing the balance of resources – Portfolio analysis, Balance of skills / personalities, Flexibility analysis, identification of key issues – SWOT analysis, Core competence.

Culture and stakeholder expectation- The cultural context of strategy, Stakeholder mapping, Methods of assessing power- Case Studies.

UNIT III

STRATEGIC ALTERNATIVES AND EVALUATION

(16 hrs)

Strategic options -Generic strategies, Market-based generic strategies, Sustaining and operationalising generic strategies, Alternative directions for strategy development, Alternative methods of strategy development

Strategy evaluation - Evaluation criteria , A framework for evaluating strategies , Strategic logic - Portfolio analyses - Life cycle analyses - Value chain analyses, Cultural fit - Screening options, Analysing return, Analysing risk, Analysing stakeholder reactions , Selection of strategies

UNIT IV

STRATEGY IMPLEMENTATION

(16 hrs)

Resource planning at the corporate level and business level - Preparing resource plans - Critical success factors and key tasks, Planning priorities, Testing key assumptions, Financial planning and budgeting , Manpower planning, Network analysis Organisation structure and design - Structural types, The elements of organisational design, Organisational configurations, Management systems and control, influences on organisational design

Managing strategic change - Understanding processes of strategic change - Diagnosing strategic change needs - Managing the strategic change process - Leadership and change agency

UNIT V

STRATEGIC CONTROL

(16 hrs)

Strategic Control - Control Process, Definition, Strategic Control, Role of information in Strategic Control, Information Systems - MIS - Strategic Review. Corporate Planning Practices in India, Future of Indian Industries.

References:

1. Kazmi, Azar, 'Business Policy', Tata McGraw-Hill Publishing Co. Ltd, New Delhi, 2009
2. Fred R. David, "Strategic Management – Concepts and cases", Pearson Prentice Inc, U.K 2006.
3. Pearce II, John, Robinson Richard B, Amita Mitta., 'Strategic Management – Strategic formulation and Implementation', Tata McGraw Hill Publishing Company Ltd, New Delhi, 2008.
4. Kim Warren, "Strategic Management Dynamics' John Wiley Publication, 2007

SEMESTER -III
PAPER NO- 17M
IT Promotion and Customer Relationship Management
(Theory - 4 hrs/week)

Objectives:

- Describe the evolution of the e-economy business model
- Provide In-depth analysis of successful CRM-enabled e-commerce sites
- Understanding the nature of IT based promotion

Unit I **(16 Hrs)**

Advertising Management:

Definition, Nature, Scope and Classification

Advertising Agency –Functions, Organisation and Compensation

Copy Strategy- Characteristics of a good copy, elements of a good copy, design and layout

Production of advertisements, Evaluation of Advertising Effectiveness

Unit II **(16 Hrs)**

Web Marketing

Evolution of Web marketing-Promotion of web-brands-web advertising- Choosing an ideal ISP- Producing web copy.

Unit III **(16 Hrs)**

CRM in Marketing

CRM Marketing Initiatives: Cross Selling and Up-selling- Customer Retention, Behaviour Prediction- Customer Profitability and Value modelling- Channel Optimisation- personalization- Event Based Marketing

Sales Force Automation: Sales Process Activity Management- Sales & territory management- Contact Management- Lead Management- Configuration Support- Knowledge Management- Field Force Automation

CRM in e-Business: In ERP, SCM, Supplier Relationship Management- Partner Relationship Management.

Unit IV **(16 Hrs)**

Delivering CRM

Preparing the CRM Business Plan- Choosing the CRM Tool- CRM Implementation- CRM Road Blocks.

Unit V **(16 Hrs)**

Analysis of successful CRM Sites.

Customer relationship management: Software and Implementation Modules.

Reference:

1. Jill Dyche, 'The CRM Handbook', Pearson Education, 2002
2. J.Jonathan Gabay, ' Web- Marketing in a Week' Hodder & Stoughton, 2000
3. John W.Gosney and Thomas P. Boehm, 'Customer Relationship Management Essentials', Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
4. S. Shajahan, Relationship marketing, Tata McGraw Hill Publishing Company Ltd, 2004.
5. Kruti Shah, Alan D' Souza, Advertising and Promotions an IMC Perspective, Tata McGraw Hill Publishing Company Ltd, 2008.
6. Arens, Arens, Contemporary Advertising, Tata McGraw Hill Publishing Company Ltd, 2007
7. Kamlesh K Bajaj, Debjani Nag, &." E-Commerce – the cutting edge of Business" Tata Mc Graw Hill, 2004

SEMESTER - III
PAPER NO: 17F
INTERNATIONAL FINANCIAL MANAGEMENT
(Theory - 4 hrs/week)

OBJECTIVES

- To Understand the application of financial management tools for success of business
- To Acquaint the student of the nuances of foreign exchange dealings
- To Know the sources of infra-structure financing
- To Learn the roles of various financial services

Unit I (16 Hrs)

International Financial Management - An overview - Motivation for International Business - Development of Global competition - Expansion of technology and geographical frontiers - International monetary system - The International Monetary fund - Exchange rate arrangements - The European Monetary systems.

Unit II (16 Hrs)

The Foreign Exchange Market - Features of Foreign Exchange Market - The Indian Foreign Exchange Market - Determination of foreign Exchange rates - Key issues in Foreign Exchange risk management - Approaches in currency risk management - Spot hedging - Leading & Lagging - Structural Adjustments - Types of foreign exchange exposures - Managing translation exposure.

Unit III (16 Hrs)

Fundamentals of risk management - Delineating efficient portfolios - Marking to markets including security positions - Measuring portfolio returns - Frequency distribution of portfolio returns - Making the transition from return to risk - Interest rate risk - Quantification of risk - Yield curves - Maturity gap - Simulation - Duration Approach - Net interest income and duration gap - Limitations of duration analysis - Value at risk model.

Unit IV (16 Hrs)

Forward rates and contracts - Definition of Forwards/Futures - Term structure and forward rates - Synthetic forwards and "Law of one price"- Euro dollar future contract - Hedging application - Forward prices - Risk -Reward contract - Covered & uncovered interest parity - Basic Option transactions - Straddles, Strangles & Spreads - Product analysis - option valuation - Various Models - Swap structure - Types of Swaps - Swap risk dynamics and cash management - Currency swap - Currency swaps with currency option - Concepts and definitions of Collars, Caps & Floors - Forward rate agreements - Zero -fee collar relationship to swap.

Unit V (16 Hrs)

The Balance of payments - Balance of Payments accounting - Monetary adjustments - Balance of Payments for India.
International project financing - Concepts, types & techniques and key elements - Structuring project financing - International project evaluation - Key elements - Indian perspective - International capital budgeting.

References:

1. Apte P.G, "International Financial Management", Tata McGraw Hill Publications, 2006.
2. Jeevanandam.C, "Foreign Exchange and Risk Management", Sultan Chand & Sons, New Delhi, 2006.
3. Madhu Vij, "International Finance", Excel books, 2007
4. Shapiro A.C, "Multinational Financial Management", Prentice Hall of India, 2007
5. Vihang R Errunza, Devi Singh, Srinivasan T.S, "International Business finance", Global business press, 2008.

SEMESTER III
PAPER NO -17HR
HUMAN RESOURCE DEVELOPMENT
(Theory 4 hrs/week)

Objectives

Facilitate an understanding of the Concepts, Methods and Strategies for HRD.
To impart knowledge on Design, Development of Training programs and evaluation techniques.

Unit I: HRD Introduction

(16 Hrs.)

Introduction of HRD Methods, Changing paradigm of HRD -concepts-scope-objectives-principles-framework. –contribution of subsystems to HRD goals
Planning and organising HRD system-principles in designing HRD system – Linkage between HRD and organisational growth – Simultaneous Vs Sequential introduction of HRDS - HRD models-HRD in Indian industries- Challenges of Future HRD Professionals – Roles and competency requirements of HRD Professionals.
Framework of HR - The strategic HR Framework Approach – The integrative framework – Human Capital Appraisal Approach – HRD Score card approach – P-CMM Approach.

Unit II: Individual Development

(16 Hrs.)

Analyzing the Role for development (Role Analysis)-Matching the Role and the Person (Recruitment and Placement)-Developing the Person in the Role (Performance Appraisal)-Beyond the Present Role (Potential Appraisal)-Developing Dyadic Relationships (Performance Review and Counseling)-Preparing for Advancement (Career Planning and Development).

Unit III: Learning

(16 Hrs.)

Concept of Learning, Learning Principles-components-learning cycle-learning pyramid
Learning models-Bloom's Taxonomy, Kolb's, MUD Models of learning.
Learning Process, approaches-learning styles: Hermenn's Model, LSQ.
Learning Types: Blended Learning-Synergogy for team Learning-Self-direct learning-Transformative learning-double loop Learning-CRAMP Model-e-learning basics, LMS (Learning Management Systems – HRD in learning organisations video supplements.

Unit IV: Training and Development

(16 Hrs.)

TNA-Types-Model: six component Model; ADDIE model-Training Paradigms-Types and Methods-Training Models. General model for Training intervention – Designing Management Development programmes.
Design and Development: Principles of Training Design-Motivational Dynamics-Design Process-Models of training design- Determining training content- Selecting training method-Learning Activities and Lesson plan- Evaluation Criteria – Video supplements.
Evaluation of Training Programs:
CIRO Model of evaluation--design of Training evaluation-Training cost benefit analysis
Designing and Managing Assessment – Centres – Prerequisites – Tools used – 360° feedback as an instrument in assessment center.

Unit V: Career Planning and counseling

(16 Hrs.)

Career planning and Development: Nature-Principles-Strategies-Career Branding
Counseling: Participants- counseling relationship-objectives and goals, counseling Process, types and approaches – Developing Dyadic relationships – Preparing for advancement.
Latest Trends in HRD: Employee Empowerment-Emotional Intelligence -Quality of Work life- - HR Accounting-HR Research-Competency Mapping- HR Matrix –HRD Audit – methodology – HRD Score card – Experiential Exercises.

Reference:

- 1 Aswathappa. K, Human Resource & Personnel Management - Tata Mc Graw Hill, New Delhi, 2005.
- 2 Dalip Singh, Emotional Intelligence at Work, A Professional Guide, Sage Publications, New Delhi, 2001.
- 3 Dayal, Ishwar, Designing HRD Systems, New Concepts, New Delhi, 2000.
- 4 Rao T.V. & Uday Pareek - Designing and Management of Human Resource System, Oxford & IBH Publishing Co., Pvt., Ltd., New Delhi, 2007.
- 5 PanduNaik.G-Training And Development-text, Research and cases, Excel Books, NewDelhi,2007
- 6 Rao, T.V. Alternative Approaches & Strategies of Human Resource Development, Rawat, Jaipur, 2000.
- 7 Sheikh.A.M-Human Resource Management, Sultan Chand & Co Ltd., NewDelhi,2003
- 8 Samuel.A.Malone- A to Z of Training and Development-Tools and Techniques, Jaico Publishing House, Mumbai, 2005.
- 9 Subba Rao.P- Essentials of HRM and IR-Text, Cases and Games, Himalaya publishing house New Delhi-2008.
- 10 Tapomoy Deb-Human Resource –Theory and Practice, Ane Books India, NewDelhi, 2006.

SEMESTER III
PAPER NO - 17 P
VALUE MANAGEMENT AND WASTE CONTROL
(Theory - 4 hrs/week)

Objectives

1. Impart the concepts of Value management tools and techniques to the students.
2. Analysing the methods for Value engineering techniques.

UNIT I

(16 Hrs.)

Introduction to value engineering - its significance, relationship to other fields of management - role of management in value engineering.

Principles of value engineering - problem recognition and definition, meaning and analysis of functions.

UNIT II

(16 Hrs.)

Value engineering techniques - Selection of products and operation for value engineering action - assigning P cost equivalents - alternative-measuring benefits - reporting results - follow up.

UNIT III

(16 Hrs.)

Decision process in value engineering - decision matrix - Concept of utility - make or buy - Application of other quantitative techniques.
Scheduling of value engineering activities - Manual system GNATT Chart, PERT & CPM, Use of control charts.

UNIT IV

(16 Hrs.)

Organising and Staffing: Level of value engineering in the organisations - Staff requirements job specification - Consultants. Training - objectives - knowledge and skills to be developed.

UNIT V

(16 Hrs.)

Waste Control - forms of waste, control of waste, techniques. The role of creativity, the comparison - the element of choice.

REFERENCE :

1. Anil Kumar Mukhopadhyaya, Value Engineering: Concepts, Techniques and Applications, Sage Publications, New Delhi, 2003
2. Iyer.S.S, Value Engineering: A How to Manual, New Age International Pvt. Ltd Publishers, New Delhi, 2009
3. Del L. Younker; Younker & Younker, Value Engineering-Analysis and Methodology, Marcel Derkker Inc, CRC Press, New York, USA, 2003

SEMESTER III
PAPER NO – 17T
TRAVEL BUSINESS MANAGEMENT
(Theory - 4 hrs/week)

Objectives:

To understand the retail and wholesale travel business and develop the necessary management skills

Unit I INTRODUCTION (16 hrs)

Emergence of Travel Business Growth of Travel Agency business - Definition of Travel Agent & Tour Operator – Differentiation – Interrelationship of TA/TO and principles of present business strengths and future prospects, problems & issues

Unit II SETTING UP OF TRAVEL BUSINESS (16 hrs)

Market Research, Sources of funding-comparative study of various types of organisation proprietorship, partnership, private limited and limited-Govt. rules for getting approval-IATA rules, regulation for accreditation-Documentation-Sources of earning: commissions, service charges etc.-Entrepreneurial skill for travel, tourism and hospitality trade; problems of entrepreneurship in travel trade

Unit III ITINERARY PREPARATION (16 hrs)

Documentation – Passports, Visa etc, Important consideration for preparing itinerary, costing, packaging and promotion

Unit IV INTRODUCTION TO PACKAGES (16 hrs)

Types of Packages – Nature cure, health tourism, yoga and meditation, Beach holidays, pilgrimage tours, Soft and hard adventure tours- concepts and guidelines

Unit V TAILOR MADE TOUR PACKAGES AND SELLING (16 hrs)

Advantages and limitations of package tours to the supplier and buyer, special requirement for out bound packages, designing a brochure, concept selling, importance of sales close

References:

1. Gee. Y. Chuck, Boberg B. Kevin, Choy J.L. Dexter & Macken C. James, Professional Travel Agency Management, Prentice Hall, 2000.
2. Gordon Oxen , Business Travel Management, Books Surge, 2006.
3. Negi J.M.S , Travel Agency and Tour Operations, Concepts and Principles, Anmol Publications, New Delhi, 2005.
4. Talwar Prakash , Business of Tourism Management, Isha Books, New Delhi, 2006.
5. Pond Kathleen Lingle , The Professional Tour Guiding, Wiley, 2002.
6. Foster D.L. , The Business of Travel Agency and Management, Mc Graw Hill, US, 2001.

**SEMESTER III
PAPER NO-18M
SUPPLY CHAIN AND LOGISTICS MANAGEMENT
(Theory - 4 hrs/week)**

Objectives

Provides insights into the changing logistics environment and the strategic issues in SCM
Indicate the factors influencing logistics and supply chain management
Design strategies for various modules of logistics and supply chain management

UNIT I INTRODUCTION TO SUPPLY CHAIN MANAGEMENT (16 HRS)

Understanding the Supply Chain – Definition – Decision Phase – Importance of Supply Chain Flows - Supply Chain Drivers and Obstacles - Supply Chain Performance – Competitive and Supply Chain Strategies- Future Trends in Supply Chain Management.

UNIT II OPERATION ISSUES IN SUPPLY CHAIN MANAGEMENT (16 HRS)

Demand forecasting – Forecasting Techniques - Replenishment – Aggregate Planning- Master Production Schedule- Materials Requirement Planning - Inventory Management - Procurement – ERP.

UNIT III DISTRIBUTION, WAREHOUSING IN SUPPLY CHAIN MANAGEMENT (16 HRS)

Transportation – Fundamental of Transportation - Transportation Structure – Documentation – Warehouse Operations – Warehouse Decisions – Packaging – Materials Handling.

UNIT IV SUSTAINING COMPETITIVE ADVANTAGE/COORDINATING A SUPPLY CHAIN (16 HRS)

Coordination in a supply chain - Customer relationship management - Supply Chain Process Integration – integrated logistics- creating and managing vendor relationship - Performance Measurement along with Supply Chain .

UNIT V INTERNATIONAL LOGISTICS (16 HRS)

Role of e-business in SCM – Future of SCM - supply chain reconsideration to suit local and global environment – SCM issues in global environment - innovative approaches, managing international logistics, internationalizing a distribution brand.

REFERENCES:

1. B.S Shay, Supply Chain Management for Global Competitiveness, Macmillan Publishers, 2004.
2. Christopher. Martin, Logistics and Supply Chain Management, First Indian Reprint, Pauls Press, New Delhi, 2000.
3. Coyle, Bardui, Langley , The management of business logistics –South-Western Cengage Learning, 2003.
4. Joel D.Winser, G.Keong Leong,Keah- Choon Tanh, Principles of Supply Chain Management A balanced approach - South-Western Cengage Learning, 2005.
5. Narayan Rangaraj, G Raguram, Mandyam M. Srinivasan, Supply Chain Management for competitive advantage Concepts and cases –The Tata Mc Graw – Hill publishing company, 2009.
6. Robert B Handfield, Ernest I. Nichols, Introduction to Supply Chain Management - Junior, Prentice Hall of India, 2006.
7. Ronald H. Ballou, Samir K Srivastava, Business logistics / Supply Chain Management –Pearson & Edu, 2007.

(Theory - 4 hrs/week)

Objectives:

Acquaint the student with the implications of Tax Structure and Corporate profit planning in operational as well as strategic terms.

UNIT I

INTRODUCTION

(16 hrs)

Introduction to I.T Nature scope and objectives - Tax planning - concept - Relevance - Objectives - Tax planning and Tax Management - Tax planning Vs Tax avoidance and Tax Evasion.

UNIT II

CONCEPTS

(16 hrs)

Basic concepts - Residence and incidence of Tax. Tax free incomes - Salaries - House properties - Profits and gains of Business or profession - Tax planning in each case.

UNIT III

DIFFERENT HEADS

(16 hrs)

Capital Gains - Income from other sources clubbing of income - set off and carry forward of Losses - Deductions from Gross total income and Rebate of Tax - Tax planning management.

UNIT IV

ASSESSMENT

(16 hrs)

Individuals - HUF - Partnership firms - Companies - Computation of Tax and Tax Management

UNIT V

TAX PLANNING

(16 hrs)

Tax consideration in setting up of New Business - Tax factor in Management decisions - Tax planning for Employee's Remuneration - Tax planning and Forms of Business Organisations and Foreign Collaboration - Tax implication of Amalgamation - Tax considerations in conversion of a firm into a company. Electronic Commerce and Taxation – Sales Tax (CST and TNGST)

Case Studies

Reference

1. Ahuja G.K. & Gupta Ravi, 'Systematic Approach to Income Tax', Bharat Law House, Ahmedabad, 2008.
2. Gaur, V.P., Narang, D.B., 'Income Tax Law & Practice', Kalyani Publishers, New Delhi, 2009.
3. Hariharan, "Income Tax Law and Practice", Tata McGraw Hill, New Delhi, 2009.
4. Ranina, H.P., 'Corporate Taxation - A Handbook', Orient Law House, New Delhi, 2000.
5. Singhania, V.K., 'Direct Taxes, Law and Practice', Taxman, Delhi, 2007.
6. Srinivas E.A., Handbook of Corporate Tax Planning, Tata McGraw Hill, New Delhi, 2000.
7. Vinod, K. Singhania and Minica Singhania, "Corporate Tax Planning and Business Tax Procedures", Taxman, New Delhi, 2008.

SEMESTER III
PAPER NO –18 HR
ORGANISATIONAL DYNAMICS AND DEVELOPMENT
(Theory - 4 hrs/week)

OBJECTIVE:

The purpose is to offer a theoretical and strategically focused understanding of organizational dynamics incorporating dynamic processes such as decision-making, power, politics, organisation communication and conflict management and its implications on change management.

UNIT I

ORGANISATIONAL CHANGE AND STRESS MANAGEMENT (16 Hrs)

Organizational change – Forces for change – managing planned change – Role of change agents – Resistance to change – Approaches to organizational change – Contemporary issues of change.

Work stress and its management – Meaning of Stress – Consequences – Potential sources of stress – Stress management techniques.

UNIT II

ORGANISATION POWER AND POLITICS / ORGANISATION CONFLICT (16 Hrs)

Organization power – power vs. authority – characteristics – sources – dynamics of power – Bases of power – power tactics – politics – dimensions – factors contributing to potential behavior – Impression management – techniques.

Organizational conflict – Definition – Conflict process – conflict leading intentions – conflict management techniques.

UNIT III

ORGANISATIONAL CULTURE AND CLIMATE (16 Hrs)

Organizational culture – Definition – kinds – organizational cultures impact on behavior – creating and sustaining culture.

Organizational climate – meaning – factors influencing climate- Organisation Climate Models

UNIT IV

ORGANISATIONAL DEVELOPMENT (16 Hrs)

Organizational Development – Meaning – characteristics – process - Models – Comprehensive intervening – sensitivity training, survey feed back, process consultation, for system management, MBO, TA, Grid training, Stream analysis, Organization mirror – Team interventions.

UNIT V

ORGANISATIONAL EFFECTIVENESS (16 Hrs)

Achieving excellence in organizational effectiveness – Perspectives – Approaches to organizational effectiveness – Local attainment – Goal optimism – systems – Strategic constituencies Approach – Behavioral Approach – Time Dimension And OE

REFERENCES:

1. Stephen P. Robbins, Organisational Behaviour, PHI India Pvt Ltd., New Delhi, 2001.
2. Wendell L.French, Cecil H Bell, Organisational Development, PHI India Pvt Ltd, New Delhi, 2002.
3. French, Wendell and Cecil Bell, Organisation Development, Prentice Hall, New Delhi, 2002.
4. Madhurendre K Varma, Nurturing change through your Human Assets optimising Organisational Challenger in the New Millennium, Sage Publications, New Delhi, 2000.

5. Neal M. Ashkanasy, Celeste P.M. Wilderom, Mark F. Peterson, Handbook of Organisational Culture and Climate, Sage Publications, New Delhi, 2000.
6. Kavita Singh, Organisation change and Development, Excel Books, New Delhi, 2005
7. Sujata Mangaraj, Globalization and Human Resource Management , Excel Books, New Delhi, 2008
8. Tidd, Managing Innovation: Integrating Technological, Market and Organisational Change 3ed, Wiley India Pvt Ltd, New Delhi, 2008

SEMESTER IV
PAPER NO – 18P
PRODUCTION PLANNING AND CONTROL
(Theory - 4 hrs/week)

OBJECTIVES:

Acquaint the students with production Planning and Control, decision making for effective and efficient purchase, storage and flow of materials in manufacturing and service organisation; model material planning and delivery systems.

UNIT - I PRODUCTION PLANNING AND CONTROL (PPC) DEFINITION (16 hrs)

Nature of Production process, Production planning and Control systems, Benefits of effective PPC.

PRODUCTION DESIGN:

Product Design - Product Research and development

Product final design, quality and reliability, standardization and simplification preferred number, components and organizing standardization value Engineering and value analysis.

UNIT II PRODUCTION DESIGN: (16 hrs)

Process planning - process Design, operation design workstation selection, material handling, adapting to major product changes.

Quantity planning - Forecasting techniques, EOQ, Economic Manufacturing quantity, modifications of Economic Production quantity, theory, use of Nomo graphs and slide Rules.

Capacity Planning - Analysis of capacity, Total capacity in terms of time units, long-range planning, short range planning and medium range planning.

UNIT III MATERIAL REQUIREMENT PLANNING: (16 hrs)

The parts requirement problem, MRP concepts and advantages, Lot sizing, uncertainty and change in MRP.

Production activity planning - routing, Loading, Scheduling and dispatching for high volume - Production activity and Job shop production activity.

UNIT IV PRODUCTION CONTROL SYSTEM: (16 hrs)

Prerequisite system and procedure, Advantages, Elements of production control - plans, materials, capacity, activity, quantity, and material handling, due dates and information.

PRODUCTION ACTIVITY CONTROL:

High volume production activity control - continuous production, sequencing, and line balancing techniques, Batch processing techniques.

Job Shop Production activity Control:

Corrections to short-term capacity, status control, factors affecting the completion time of jobs, techniques for Aligning completion time and due dates.

UNIT – V (16 hrs)

Application of schematic and Analytical techniques for scheduling and control - graphs, charts, network, techniques linear programming, Queuing theory, Game theory, Monte Carlo Methods, Symbolic logic.

Information and decision making systems for PPC. Computer Application in PPC

Reference:

1. Mukhopadhyay.S.K, Production Planning and Control: Text and Case, Prentice Hall of India pvt ltd, New Delhi, 2009
2. Singh.S.K, Process Control: Concepts, Dynamics and Applications, Prentice Hall of Pvt Ltd, New Delhi, 2009
3. Kenneth N.Mc.Kay and Vincent C.S Wiers, Practical Production Control: A survival guide for planners and schedulers, J. Ross Publishing, USA, 2004
4. Chary.S.N, Production and Operations Management, Tata McGraw-Hill Publishing Co.Ltd New Delhi, 2004

**SEMESTER III
PAPER - 19Sy
IT BUSINESS MODELLING
(Theory - 4 hrs/week)**

OBJECTIVES

The objective of the courses to develop the basic understanding of Management Information System and Decision Support System through Object Oriented Analysis and Design of the Artificial Intelligence for Business Organisation.

UNIT I

THE APPLICATION DEVELOPMENT PROCESS

(16hrs)

Management Information System: Definitions – Basic Concepts Frameworks – Major Trends in Technology, Applications of Information Technology. Management Decision Making: Decision Making Process Problem Solving Technique how decision are being supported – Decision styles group decision making features of various CBIS.

Methodologies vs. Lifecycle process – Basic issues in software development, Methodologies, object oriented methodologies, The software Lifecycle, Process Attributes.

Evolution of the process – Classical phases in software development, The Waterfall Model, The Prototyping Model, OO Models, Incremental development, Spiral Model.

A Process – Lifecycle of Process Models, An Application Development Process, System Analysis and Design, Increments, Requirements and Project Planning, Analysis and Design, Testing, Increment Focus.

Methodologies and Work Products- OO Methodologies, Modelling Techniques for SW Development, Modelling Views, Static Models, Dynamic Models, Work Products, VMT Analysis Over view, VMT System Design Overview, VMT Object Design Overview

Application Development Roles – Sample Application Development Project Roles, Sample Roles and responsibilities.

UNIT II

BASIC PRINCIPLES OF OBJECT- ORIENTATION

(16hrs)

It models key concepts - Principles of model-building: the modelling process - Specific modelling tools, models in support of Real – World Modelling, Real – World Modelling using Objects, What is an Object?, The Object / Message Paradigm, Basic principles of object – orientation.

Principle of OO: Abstract Data Types - Classes, Classes in typed versus type less languages, Benefits of abstract data typing, Messages and methods. Encapsulation.

Polymorphism - Ad-hoc polymorphism – overloading, Dynamic binding (late binding), Advantage of Dynamically binding overloaded operations, Parametric Polymorphism.

Inheritance – Finding Commonality, Object at Runtime, Inheritance of Structure, Inheritance of behavior, Inheritance versus Aggregation, Single Versus multiple inheritance, Advantages of Inheritance.

Object Identity – Object Identity, Identity: Implementation, The Type/ State/Identity Trichotomy.

UNIT III

LIFECYCLE PROCESS: ANALYSIS

(16hrs)

Actors, Use Cases, and Objects – Object–Oriented analysis and design – basic rules. An Application Development Process, OO A&D – data-driven versus behavior- driven school, OO A&D – a complementary approach. Object-oriented Analysis and Design, Analysis activities, VMT Analysis Overview, A Case Study. Requirements Modelling, Finding candidates objects-object behavior stereotypes, Preparing a data dictionary,.

Object Modelling: Object modelling & CRC analysis, Object modelling, Messages and methods, Attributes, Values, and domains, Classes, Links, Association attributes, Association attributes versus classified associations, Constraints, Inheritance.

CRC Analysis – Responsibility analysis, Collaborations, CRC analysis.

Dynamic Modelling: Messages and responses, Interaction Diagrams, Object states, State transitions, sending messages or responses, conditions/guards, Relation between interaction diagrams / state transition diagrams, Relation between dynamic model / CRC cards, An

UNIT IV

LIFECYCLE PROCESS : DESIGN

(16hrs)

Design Activities – An Application Development Process, Design activities, Object-Oriented analysis and design – a complementary approach, Design activities.

Application Architecture, VMT System Design Overview, Basic principles, Weak coupling – information hiding, Client-Server versus peer-to-peer, Layered construction, Tree impurity, Sage complexity metric, Architectural components, The “observer” design pattern, The Model-View-Controller framework in a client / server environment, Advantages of the Model-View-Controller framework.

Object Design – VMT Object Design Overview, Object design, Representing associations: one-way associations, two-way associations, Classified associations, Association attributes. Derived Data Policy.

Persistence: Translating the object model from an ER model, Replicating objects data policies, Database integrity strategies. Detailed CRC Cards.

UNIT V

GUI DESIGN & TESTING

(16hrs)

What is a User Interface? – An Application Development Process, What is an OOUI? Characteristics of an OOUI.

Mapping the User Model – Mapping the User model, User’s conceptual model, Programmer’s model, Designer’s model, The usability iceberg

GUI Components – Views, Choices, Action choice, Routing Choice, Setting choice, Controls, Menus, Entry field, List box, Combination box, Drop-down list, Drop-down combination box, Spin button, Push button, Predefined push buttons, Radio button, Value set, Check box, Slider, Group Box.

Testing the Application – An Application Development Process, Traditional Testing in the Lifecycle Process, Unit testing, Integration testing, Use Case testing, Test Objects, Acceptance testing, Testing of analysis / design work products.

Project: Develop a Management Information System

References:

1. Cario Ghezzi, Mehdi Jazayeri, Dino Mandrioli, ‘Fundamentals of Software Engineering’, Prentice Hall of India, 2002.
2. Bruegge, “Object-Oriented Software Engineering: Conquering Complex and Changing Systems”, Pearson Education India, 2002.
3. James Martin, ‘Principles of Object Oriented Analysis and Design’, Prentice Hall, 2000.
4. Valacich, George & Hoffer, Essentials of System Analysis and Design, 4/E, Prentice Hall International inc., USA, 2008.
5. Kendall & Kendall, Systems Analysis and Design, 7/E, Prentice Hall Inc., USA, 2008.
6. Lejk & Deeks, An Introduction to Systems Analysis Techniques, 2/E, Addison-Wesley, USA, 2002.

SEMESTER III
PAPER - 20Sy
e-BUSINESS PROGRAMMING USING JAVA – 1
(Theory - 2 hrs/week Practical – 2 hrs/ week)

OBJECTIVES

Impart knowledge in developing application programs using Java 2 and design web sites with Java Applets and HTML.

UNIT I

INTRODUCTION

(16 hrs)

What is programming? – An overview of various programming languages – What is Java? – What is its significance in the evolution of programming languages? – What are the building blocks that constitute Java?

UNIT II

FLOW CONTROL AND OBJECTS

(16 hrs)

The logical system of control flow in Java – The use of various program control mechanisms in Java - An overview of classes and objects in Java.

UNIT III

EXCEPTIONS AND INPUT/OUTPUT

(16 hrs)

The mechanism of “Exceptions” and “Exception-handling” used in Java to identify and handle abnormal conditions, which arise during program execution – Input and Output techniques in Java with relevance to files, systems and inter-program communication.

UNIT IV

CLASSES AND INTERFACES

(16 hrs)

What are classes and interfaces? -- What are the mechanisms they offer in making Java the powerful language it is -- How to deploy them effectively in creating applications.

UNIT V

USER INTERFACE

(16 hrs)

What is a Java Applet? – How does it differ from an ordinary Java application? – What is HTML? – How do Applets and HTML make the internet the rich medium of information and commerce that it is? – How to create Applets? -- Security issues and Applets – Communication between Applets.

PROJECT: Development of Website and other Applications

References:

1. Arnold, “The Java Programming Language” – 3/e, Pearson Education India, 2001.
2. Balagurusamy E., “Java 2 – Programming Hand Book”, Tata McGraw Hill Book Ltd., 2000.
3. Deitel & Deitel, “Java 2 – the Programmer’s Companion“, Addison Wesley Publishers, 2001.
4. Herbert Shield, James Gosslings “Java 2 – The Complete Reference”, Tata McGraw Hill Book Ltd., 2001.
5. Vander Linden, “Just Java 2 “- 4/e, Pearson Education India, 2002.

UNIT IV Advanced JavaScript**(16hrs)**

Developing Interactive Forms- Accessing Form Objects- Cookies and JavaScript Security- Image Maps- The Navigator Object- JavaScript Custom Objects- Communication Between Applets and JavaScript- Calling JavaScript Functions from java Applets- Accessing JavaScript Objects and Properties- Illustrative Examples

UNIT V Servlets and JSPs**(16hrs)**

Servlets: What is servlet – The basic servlet architecture – Session tracking – An image servlet – Inter servlet communication - – Communication with Active Server resources – sharing data between servlets – deployment using tomcat.

JSP: Introduction to JSP – JSP Advantages - JSP architecture – JSP Access models.

Project: Develop an E-Commerce application.

References:

1. Bryan Basham and Kathy Sierra, 'Head first servlet and JSP', SUN Microsystems, USA, 2008.
2. Marty Hill and Larry Brown, Core servlets and JSP, SUN Microsystems, USA 2003.
3. David Kosiur, 'Understanding Electronic Commerce' Prentice Hall of India Ltd, New Delhi. 2004
4. Murthy.C.S. and V.Murthy, 'e-Commerce, Concepts, Models and Strategies', Himalaya Publishing House, Mumbai, 2002.
5. Sandeep Krishnamurthy, 'E- Commerce Management, Text and Cases, Vikas Publishing House, New Delhi, 2004.

Web Reference:

6. W3Schools.com (XML & Java script)
7. w3.org/XML

SEMESTER III
PAPER NO – 21A
SECTORAL SPECIALISATION
HOTEL MANAGEMENT
(Theory - 3 hrs/week Practical – 1 hr/ week)

OBJECTIVES:

Train the students on the concepts of Hotel Management and Practical Applications with respect to different activities in Hotel Administration.

UNIT I **(16 hrs)**
INTRODUCTION

Development of Hotel Industry in India

Over view of Hotel Management - Internal environment - Sales and Marketing - Personnel and training - front office - Food and Beverage - House-keeping - Maintenance and engineering - Leisure Facilities department.

Hotel Industry: Commercial hotel, resort hotel, residential hotel, motel, hotel chains, classification and star system, Federation of Hotel and Restaurant Association of India, International Hotel Association, Institute of Hotel Management, Catering and Nutrition.

UNIT II **(16 hrs)**
SERVICE MANAGEMENT

Front office management - Role, importance, organisation and responsibility.

House keeping functions - Role, Importance, housekeeping control, cost of labour and material - Budget - Housekeeping records and documents - Role of supervision.

Catering Function - Responsibilities & organisation, catering outlets, functions and policies.

Types of Accommodation – Intermediary accommodation and grouping of accommodation.

UNIT III **(16 hrs)**
PRODUCTION PLANNING AND CONTROL

Production Planning - Methods of Preparation Nutrition Content, Types of menu, standard recipes - Various types of service - Bar, room table, lounge, buffet and drive ins - production cost control.

Materials Management: Purchasing - Daily market list, specifications and quality control - Preservation, stock-taking, storage systems, Inventory levels.

Food and beverage management - Types of customers and food service styles - Functions - Control and performance measurement.

UNIT IV **(16 hrs)**
FINANCIAL MANAGEMENT

Accounting department: Cash management, credit handling, Profit and loss account, computerisation of accounts, operating yard sticks, targets and gaps- Costing – Food cost reports – recipe costing – menu pricing - Control measures, Budgets, Cost and prices, sales tax, service tax, service charges, cover charge, stock- taking.

UNIT V **(16 hrs)**
HUMAN RESOURCE MANAGEMENT

Personnel department functions: Man power planning, selection recruitment and training, performance appraisal and compensation.

Marketing department: Market environment, Market segments, Sales Promotion, Advertising and public relations – Problems & Prospects of Hotel Industry

References:

1. Sudhir Andrews,"Hotel House keeping Management And Operations",Tata MacGrawHill,2007
2. Sudhir Andrews,"Text book of Front Office Management and Operations", Tata MacGrawHill,2008
3. Demmey.G. Rutherford, Michael J O Fallon"Hotel Management And Operations",John Wiley,2007

SEMESTER III
PAPER NO – 21B
SECTORAL SPECIALISATION
HOSPITAL MANAGEMENT
(Theory - 3 hrs/week Practical – 1 hr/ week)

OBJECTIVES:

Impart knowledge on Hospital Administration, Planning and Control.

UNIT I

(16 hrs)

Hospitals – History, Growth and Classification - Hospital Administration – Introduction – Principles – Responsibilities – Functions – Types of medical care – Review of Health administration in India – Problems unique to India. Indices for measuring the efficiency of a Hospital.

UNIT II

(16 hrs)

Principles in Planning Hospital Facilities and Services – Stages in promoting and building a new hospital – Administrative services – Finance, Personnel, Marketing – Planning and Designing Medical and Ancillary services.

UNIT III

(16 hrs)

Clinical services – Out patient – Medical – Surgical – Paediatric – Dental – Psychiatric – Imaging – Ophthalmology – Orthopaedic – Casualty and Emergencies – Anaesthesia – Neuro – ICU – Coronary Care – Special Clinics.

Non-Clinical services – Enquiry – Business nursing – Ward Management – House keeping – Pharmacy – Blood bank – Central Sterile Supply Services – Dietary Services – Hospital laundry – Medical Records - Mortuary – Maintenance and Repair – Communication and Transport – Campus security with Fire Prevention.

(All dealing with importance – Function – Organisation – Staffing pattern – Utilisation and Work load – Records – Location – Area and Space – Equipment and Supplies – Standards and evaluation)

UNIT IV

(16 hrs)

Control Aspects:

Financial – Hospital budget Planning Forecast fund allocation – Accounting procedure – Records – Internal audit – Cost benefit analysis.

Materials – Inventory control Medical stores – Surgical stores – Linen stores – General stores – ABC analysis – Lead time – EOQ – Carrying cost – Safety stock – Re-order level.

UNIT V

(16 hrs)

Hospital Information System – Computer system design. Evolution of HIS, HIS solution: A model – Patient Information System, Drugs Information System, comprehensive Enterprise wide system.

Reference:

- 1.) A.V.Srinivasan, Managing A Modern Hospital, Sage Publications, New Delhi, 2008.
- 2.) Dr.S.L.Goel, Health Care System and Management, Deep & Deep Publications Pvt Ltd, New Delhi – 110007, 2006.
- 3.) Nagendra V Chowdary, Health Care Sector, ICFAI University Press, Hyderabad, 2003.
- 4.) R.C.Goyal, Hospital Administration and HRM, PHI Pvt Ltd, New Delhi – 110001, 2006.
- 5.) G.D.Kunders, Hospitals – Facilities Planning and Management, Tata McGraw – Hill Publishing Co. Ltd, New Delhi – 110008, 2006.

SEMESTER III
PAPER NO - 21C
COMPUTER FACILITIES MANAGEMENT
(Theory - 3 hrs/week Practical – 1 hr/ week)

UNIT I

INTRODUCTION

(16 hrs)

Computer application in Business and management - Information Technology - office - industry - manufacturing - finance and commerce - Communication services - Publishing and printing.

UNIT II

HARDWARE

(16 hrs)

Computer Hardware Trends - Different types of CPU's memory Technology - Secondary storage devices - Testing of system configuration.

UNIT III

DEVICES

(16 hrs)

Input and output devices - Different types of Input devices - Keyboard - Monitor - Printers - Dot Matrix Printers - Laser printers - plotters.

UNIT IV

SOFTWARES

(16 hrs)

Software Trends - DOS and Unix operating system - Comparison - Different Generation of Programming Languages - applications - 4GL - Languages and applications - advantages - Graphical user interface - Multimedia Trends and implications.

UNIT V

NETWORKING

(16 hrs)

Computer communication - Application of LAN & Wan - LAN Management data protection - security - performance - Electronic mail.

Reference:

1. Haag, "Computing Concepts." McGraw Hill, 2002.
2. Norton, "Introduction to Computers," 4th Ed, Tata McGraw Hail, New Delhi, 2001.
3. Hue-Senn, William D. and Camp, James L., "Business Systems for Microcomputers: Concept Design and Implementation," Prentice Hall of India, New Delhi, 2001.
4. Curtin, "Information Technology," Tata McGraw Hill, New Delhi. 2001
- 5 Siddiqui, Manaulah, Khan , Fundamentals of Computer, Cybertec, Delhi, 2003

SEMESTER III
PAPER NO - 21D
ORGANISATION & MANAGEMENT OF NGOs
(Theory - 3 hrs/week Practical – 1 hr/ week)

UNIT I
INTRODUCTION TO NGOS **(16 hrs)**

Concept, Meaning & definition of NGOs. Role of NGOs in the upliftment of the economy as a whole and women and downtrodden in specific.

UNIT II
INTRODUCTION TO SYSTEMS **(16 hrs)**

- Legislature
- Executive
- Judiciary
- Legislative Support

UNIT III
INTRODUCTION TO ADVOCACY **(16 hrs)**

- Elements of Advocacy
- Advocacy - a tool for Social Change
- Advocacy - in Indian perspective

UNIT IV
MEDIA ADVOCACY **(16 hrs)**

- Print Media
- Use of Electronic Media
- Communications plans tools and samples.

UNIT V
COALITION **(16 hrs)**

- Coalition
- Coalition net work.
- Case Studies “ Managing dynamic Tensions”.

Reference:

1 Snehlata Chandra, Non-Governmental Organisations: Structure, Relevance and Function, Kanishka Publishers, Distributors, 2007.

2 Michael Edward and David Mulme, "Non Governmental Organisation-performance and Accountability beyond the magic bullet", Earthscan Publication, UK, 2002

SEMESTER III
PAPER NO – 21E
RESORT MANAGEMENT
(Theory - 3 hrs/week Practical – 1 hr/ week)

Objectives: To understand the conceptual meaning of resort development and formalities required for resort planning

UNIT I ORIGIN, EXPANSION & DEPARTMENTS OF HOTEL (16 hrs)

Conversion of Tavern; Inns, Chalets and places into hotels, creation of private, Public and multinational hotel chains in India. Regional, National and International Hotel Associations and their operation Departments - Front Office, House Keeping, Food and Beverage, Personnel and Accounts. Role and functions of different departments

UNIT II REQUIREMENTS AND PROCEDURE FOR CONSTRUCTING CLASSIFIED HOTEL (16 hrs)

Prescribed application form for approval of Hotel Projects. Regulatory conditions and Guide lines for approval of Hotel Projects. Star categorisation, sources of Finance, Incentives and subsidy extended to Hotels in Tourist areas, and Tourist Backward areas. Hotel Related technical words.

UNIT III RESORT CONCEPT (16 hrs)

Characteristics of Resort Management as opposed to Hotel Management, Historical Perspective, Indian Scenario

UNIT IV RESORT PLANNING (16 hrs)

Preliminary Consideration in Resort Planning and Development and Phases of Resort Planning and Development. Trends and factors in Developed Tourist Markets leading to growth of Resort Concept. Factors affecting rate.

Basic Elements of a Resort Complex: Loading facilities, landscaping, Dinning and drinking facilities, Family Oriented Services, shops and services, Entertainment; Use of Community Resources

UNIT V RESORT MANAGEMENT (16 hrs)

Resort Management and Sales Promotion: Research and Analysis: The environment, current market, properly analysis, Market segmentation and potential guest markets, Tools of marketing, Advertising, Promotion and Publicity.

Reference books:

1. Hotton Georgia, Introduction to Resort Management, Burnham Inc., April 2000.
2. Mill Robert Christie, Resorts – Management and Operations, Wiley, Sep 2007.
3. Murphy Peter, The Business of Resort Management, Butterworth – Heinemann, Oct 2007.
4. Lawson Fred, Hotels and Resorts, Butterworth – Heinemann, 2000.
5. Tong Wimberly Allison, Designing the World's Best Resort, Images Publishing , 2007.
6. Selected case studies from Sterling. Delmia, Toshali and R.C.I. International will be managed from concerned organisations.

SEMESTER - III
PAPER NO– 21 F
CYBERPRENEURSHIP
(Theory 3 hrs/week Practical 1 hrs/week)

OBJECTIVES:

To strengthen and promote the creation and development of Cyberpreneurs as to support the growth of IT/Multimedia industry

To produce highly competent cyberpreneurs who are able to design and develop innovative solutions and technology for real life problems using IT

UNIT I INTRODUCTION

(16 Hrs.)

Cyberpreneur- meaning-Cyberpreneurial Culture and views on cyberpreneurship – Traits – Types – Behavioural Platforms —motivators – Compelling factors – Facilitating factors – Intrapreneurs. Challenges and opportunities of Cyberpreneurship-starting and running a business.

Creativity and innovation and their Commercialisation

Introduction to creativity – innovation- Example of creativity that leads to innovation. The commercialization of creative and innovative ideas. Trends in technology development.

Practical

Identification of IT enabled business ventures and design of business cases

UNIT II Establishing New Venture

(16 Hrs.)

Opportunities for Entrepreneurship, Products Identification in various fields, Risk Management. - Sources of ideas for new products or services - products suitable for different sizes of organizations - Pitfalls in a selecting New Venture opportunities -project identification-project formulation, Project report, Project appraisal, Project design and Network Analysis-MS-Project

The Business Plan Development

Business Plan: The Need for a Business Plan. Preparing a Business Plan: a) Forecasting Developments and Charting an Action Plan b) Identifying the Product/Service c) Evaluating the Business Venture d) Market Research and Feasibility Study.

Practical

Applications in project management

UNIT III Project evaluation

(16 Hrs.)

Evaluating New Venture opportunities in IT: Establishing the feasibility of a new ventures - Feasibility analysis - Technical, Marketing, Finance Human resource and Social Cost Benefit Analysis. Assessing organisational capabilities - Guidelines to evaluate new venture opportunities.

Financing Business Sources of Debt Financing, Sources of Equity Financing Financial Controls.

Marketing Products Creating the Marketing Plan, Pricing for Profit, Creative Advertising and Promotion.

Practical

Designing products and services, and marketing plans, Designing and Marketing website

UNIT IV Support systems

(16 Hrs.)

Special problems in the management of small business in various functional areas- Finance, Marketing, Production and Personnel.

Management Control: The control process - cost - finance - production - quality - inventory.

Developing Support Systems: Role of financial institutions - Government and private organisations promoting Entrepreneurship.

Practical

Designing Management control systems and Support systems, formulating documentation systems to suit mandatory systems

UNIT V Special issues in Cyber Ventures (16 Hrs.)

Incentives and subsidies: Central and State Government - Budget incentives - Transport subsidy - Seed capital assistance-Industrial licensing. Taxation benefits to small-scale units, export oriented units and also units located in the backward areas declared by Government – Export Promotion Councils – Global Perspectives of Small Business in selected countries

Environmental Management: Fundamentals – Sustainable Development – Environmental Management system - Environmental Auditing, Clearance / permissions for establishing Industry, Environmental ethics

Practical

Co ordination with official bodies and documentation for mandatory certificates

References:

1. Amat Taap manshore,Ridhwan Fontaine,Mohd.Rizal Abdul Razad,Nor Asiah Abdullah,Introduction to Cyberpreneurship. McGraw Hill,Malaysia,2001
2. Aswathappa – ‘Essentials of Business Environment’, Himalaya Publishing House, New Delhi, 2001.
3. Battacharya. S.N., ‘Entrepreneurship Development in India and at South East Asian Countries’, Amirshing Prashan Publishing, New Delhi, 2003.
4. Cherunelam Francis, ‘Business Environment Policy, Himalaya Publishing House, 2001.
5. Dale Meyer. G & Kurt A Hepparel, ‘Entrepreneurship as Strategy competing on the Entrepreneurial edge’, Sage Publications, 2000.
6. Gupta, C.B. Srinivasan N.P., ‘Entrepreneurial Development’, Sultan Chand & Sons, New Delhi, 2003.
7. Schaper.M and Volery.T– ‘Entrepreneurship and Small Business –A Pacific Rim Perspective’- John Wiley and sons, Australia, 2004.
8. Kanungo, Rabinda. N, ‘Entrepreneurship & Innovation, Models for Development’, Sage Publications, 2002.
9. Khanka .S.S., ‘Entrepreneurial Development’, Sultan Chand & Co, New Delhi, 2003
10. Pickle, Hal B and Abrahamson, Royce L, ‘Small Business Management’, New York, John Wiley, 2001.
11. Richard P Green II & James S Carroll, ‘Investigating Entrepreneurial Priorities, A Practical Guide for Due Diligence’, Sage Publications, 2000.

**SEMESTER III
PAPER NO. 22
DISASTER MANAGEMENT**

(Theory - 4 hrs/week)

Objective:

Familiarize the students with the significance of disaster management, various approaches, elements and tools of disaster management.

Provide in-depth knowledge about various dimensions of disasters, their characteristics, causes and impacts.

UNIT I CONCEPTS AND TECHNIQUES

(16 hrs)

Concepts of disaster; Types of disaster – natural and manmade: Cyclone, flood, land slide, land subsidence, fire and earthquake. Issues and concern for various causes of disasters.

Disaster management, mitigation, and preparedness; Techniques of monitoring and design against the disasters.

UNIT II DISASTER MANAGEMENT

(16 hrs)

Management issues related to disaster; Mitigation through capacity building, legislative responsibilities of disaster management; disaster mapping, assessment, pre-disaster risk & vulnerability reduction, post disaster recovery & rehabilitation; disaster related infrastructure development.

Remote-sensing and GIS applications in real time disaster monitoring, prevention and rehabilitation.

Principles of Disaster Management, Natural Disasters, Hazards and Risks

UNIT III RISK ASSESSMENT

(16 hrs)

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

Risk assessment applications for disaster mitigation and management problems.

UNIT IV DISASTER MITIGATION

(16 hrs)

Disaster Mitigation through Development: Disaster Mitigation: Basic Concepts, Structured and Non Structured Mitigation, Relationship between Disaster and Development, Sustainable Development for Disaster Mitigation.

Information and Communication in Disaster Mitigation: Information Technology and Disaster Mitigation, Role of database in Disaster Mitigation, GIS and GPS applications.

UNIT V CRISIS MANAGEMENT

(16 hrs)

Disasters Issues and Crisis Management: Definitions and Overview of risks and dangers, Impact of globalisation on crisis and mass disasters.

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

References:

1. Goel S.L. and Kumar Ram, Disaster Management, Deep and Deep Publications, 2001
2. Mutchopadhyaya, A.K. , Crisis and Disaster Management Turbulence and Aftermath”, New Age International Publications, New Delhi, 2005
3. Sampoorna Singh , The Immanent Disaster – A Vision on Climate Change, Kalpag Publications 2008.
4. Jagadish Gandhi. P, Disaster Mitigation and Management – Post Tsunami Perspectives, Deep & Deep Publication, 2007.
5. Uberoi. N.K, Environmental Management, Excel Books, 2005
6. Goel S.L, Disaster Administration and Management. Deep & Deep Publication, 2007

SEMESTER IV
PAPER NO. 23
ENTREPRENEURIAL DEVELOPMENT
(Theory - 4 hrs/week)

OBJECTIVES:

Highlight the need for entrepreneurship and to familiarise the growth of entrepreneurship in India. Expose the students regarding the assistance from financial Institutions and Government.

UNIT I

(16 hrs)

Entrepreneurial Culture and views on entrepreneurship – Traits – Types – Behavioural Platforms – Entrepreneurial Systems – Entrepreneurial motivator – Compelling factors – Facilitating factors – Intrapreneurs.

UNIT II

(16 hrs)

Factors-Successful entrepreneurs. Women entrepreneurship - Functions and role of Women entrepreneurship - profile – problems.

UNIT III

(16 hrs)

Identifying New Venture opportunities: External and internal orientation - Sources of ideas for new products or services - products suitable for different sizes of organisations – pit falls in a selecting New Venture opportunities. Special problems in the management of small business in various functional areas Finance, Marketing, Production and Personnel.

Evaluating New Venture opportunities: Establishing the feasibility of a new ventures - Feasibility analysis - Technical, Marketing, Finance and Human resource. Assessing organisational capabilities - Guidelines to evaluate new venture opportunities.

UNIT IV

(16 hrs)

Management Control: The control process - cost - finance - production - quality - inventory. Developing Support Systems: Role of financial institutions - Government and private organisations promoting Entrepreneurship.

UNIT V

(16 hrs)

Incentives and subsidies: Central and State Government - Budget incentives - Transport subsidy - Seed capital assistance-Industrial licensing. Taxation benefits to small scale units, export oriented units and also units located in the backward areas declared by Government – Export Promotion Councils – Global Perspectives of Small Business in selected countries.

Environmental Management: Fundamentals – Sustainable Development – Environmental Management system - Environmental Auditing. Clearance / permissions for establishing Industry. Environmental Management & valuation - Environmental ethics – Trade and Environmental Management.

Practical – Designing, Trading and Selling a Product or Services, Counselling Sessions

References:

1. Aswathappa – 'Essentials of Business Environment', Himalaya Publishing House, New Delhi, 2004.
2. Dale Meyer. G & Kurt A Hepparel, 'Entrepreneurship as Strategy competing on the Entrepreneurial edge', Sage Publications, 2000.
3. Richard P Green II & James S Carroll, 'Investigating Entrepreneurial Priorities, A Practical Guide for Due Diligence', Sage Publications, 2000.
4. Mathew J.Manimala, Biztantra , Entrepreneurship theory at the crossroads Paradigms and praxis, 2005.
5. Poornima M Charantimath, Entrepreneurship development small business enterprises, Pearson Education, 2007.
6. Thomas W.Zimmerer, Norman M. Scarborough , Essentials of Entrepreneurship and small business management, 2007.

SEMESTER III
PAPER NO: 24M
INTERNATIONAL MARKETING
(Theory - 4 hrs/week)

OBJECTIVES

Acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

UNIT I

INTRODUCTION

(16 hrs)

Global marketing – Concepts, Principles, Theories, Driving and restraining factors, Orientations of management, Global Marketing Planning and Strategies, the new face of global competition, the global economy and building blocks of the global economies.

UNIT II

GLOBAL MARKETING ENVIRONMENT

(16 hrs)

Country factors, Social and cultural environment, Economic environment, Legal and Regulatory environment, Trade and investment environment, Strategy and Structure of international Business, Business Operations, Comparative and C competitive advantage of nations, Theory of Competitive Alignment.

UNIT III INTERNATIONAL PRODUCT AND PRICING STRATEGIES

(16 hrs)

Global Segmentation , targeting and Positioning strategies , Product Strategy – Characteristics of global products, product design, Strategies for geographic expansion, New Products in global markets., Product Market Analysis, Pricing strategy: Export pricing, factors influencing price Decisions - Legal constraints, Exchange, Fluctuations and Price Escalation, International Dumping Regulation, Pricing in an inflationary situation. Foreign Exchange and Financial Decisions.- global pricing strategies and policies and transfer pricing.

UNIT IV GLOBAL ENTRY AND EXPANSION AND PROMOTION STRATEGIES

(16 hrs)

Strategy and structure of international Business, Entry strategies and strategic Alliances, global sourcing strategies, Global Business operations –manufacturing and logistics management.

Channel decisions – Objectives and Constraints, structure strategies and innovations. Factors affecting Channel choice.

Export Promoting: Measures, Federations of Indian Export organization. Export promotion councils, commodity board, export promotion through trade fairs, personal visits and advertising. Global advertising and branding –global appeals and media decisions

UNIT V EXPORTING AND IMPORTING

(16 hrs)

National policies governing Exports and Imports, Choosing export markets and market access considerations, Export financing and methods of payment finance
Export Procedures in India, Policies relating to global ventures – collaboration, mergers, acquisitions.

Reference:

1. Charles .W. L Hill , Arun K. Jain, International Business – Competing in the Global Marketplace, Tata McGraw Hill Publishing Company Limited, New Delhi, 2006
2. Arvind V. Phatak, Rabi S. Bhagat, Roger J. Kashlak, “International Management”, Tata McGraw- Hill, 2006.
3. Warren. J.Keegan,, Global Marketing Management, Pearson Prentice Hall,2006
4. P.Subba Rao ,International Business ,Himalaya Publishing House ,New Delhi,2008

SEMESTER – IV
PAPER NO: 24F
INVESTMENT & SECURITY ANALYSIS
(Theory - 4 hrs/week)

Objectives:

To impart knowledge in the theory and practice of security analysis and investment decision making.

To give an in- depth knowledge of the functioning of derivative in securities market.

UNIT I INTRODUCTION

(16 hrs)

Investment - Objectives - Risks - Stock Market - Primary Market - Listing of Securities - Investment Avenues - Returns - Relationship between risk and return.

UNIT II ANALYSIS

(16 hrs)

Fundamental analysis - Technical analysis - Efficient market theory.

UNIT III PORTFOLIO SELECTION

(16 hrs)

Portfolio analysis - Risk and Return - Markowitz model - Sharpe model - CAPM- Utility theory and Indifference curve - Arbitrage Pricing theory - Portfolio Investment process and Performance evaluation.

UNIT IV INNOVATIONS

(16 hrs)

Financial Derivatives - Options - Futures - SWAPS - Convertible Securities - Warrants.

UNIT V GENERAL TOPICS

(16 hrs)

Commodity Market- Foreign Portfolio Investment- Mutual Fund- Guidelines for Investment

Reference:

1. Avathani.V.A. Investment Management, Himalaya Publishers, Mumbai, 2005.
2. Bhalla, V.K., 'Investment Management, Security Analysis and Portfolio Management', Sultan Chand, New Delhi, 2008.
3. Fisher, Donal, E. and Jordan, Ronald J., 'Security Analysis and Portfolio Management', Prentice Hall of India, New Delhi, 2008.
4. Fuller, Russel J. and Farrel, James L., 'Modern Investment and Security Analysis', McGraw Hill, New York, 2008.
5. Gupta. S.L. Financial Derivatives, Theory, concepts and Problems, Prentice Hall Of India Private Limited, 2008.
6. John Hull, Option, Futures and Swaps, Prentice Hall of India Private Limited, 2008.
7. Kevin. S. Portfolio Management, Prentice Hall of India Private Limited, 2007.

**SEMESTER – IV
PAPER NO – 24 HR**

**INDUSTRIAL AND LABOUR RELATIONS
(Theory - 4 hrs/week)**

OBJECTIVES:

Organisational Efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations.

UNIT I

(16 hrs)

Industrial Relations - Definition - Scope - Functions - Limitations. Changing facets. Industrial Relations in India - Role of Government - Management - Labour.

UNIT II

(16 hrs)

Trade Unions - Definition - Objectives - Functions - History of Trade Unionism - Factors affecting growth of Trade Unions - Limitations of Indian Trade Unions - Trade unions Act.

UNIT III

(16 hrs)

Participative management - Definition – Scope, nature - works committees - joint Management Councils - shop Councils - Collective bargaining - Features - Principles - Forms.

UNIT IV

(16 hrs)

Labour unrest - Industrial disputes - Introduction. Forms - causes - Industrial disputes Act - standing orders and Grievance procedure - Factories Act

UNIT V

(16 hrs)

Industrial relations and the Government National Commission on labour – Recommendations - IR in public sector undertakings - Labour welfare measures - ESI Act, Wages Act, PF Act, Gratuity Act, Payment of Bonus Act, workmen's Compensation Act.

References:

- 1 P.C. Tripathi, Personnel Management & Industrial Relations , Sultan Chand & Sons,2002
- 2 C.B. Mamoria, Satish Mamoria, S.V. Gankar, Dynamics of Industrial Relations, Himalaya Publishing House,2008
- 3 Jayashree Kulkarni, Hiremathi ,Participative Management and Industrial Performance, Anmol Publications Pvt Ltd , 2007
- 4 B.D. Singh , Industrial Relations and Labour Laws, Excel Books, New Delhi, 2008
- 5 B.D. Singh , Industrial Relations, Excel Books, New Delhi, 2008
- 6 B.D.Singh, Labour laws for manager, Excel Books, New Delhi, 2007
- 7 L. Mishra, Case Laws on Industrial Relations, Excel Books, New Delhi, 2008.
- 8 Sen – 'Industrial Relations in India', Macmillan India Ltd., New Delhi, 2008.

SEMESTER – IV
PAPER NO – 24 P
PROJECT MANAGEMENT
(Theory - 4 hrs/week)

OBJECTIVES;

Understand the framework for evaluating Capital expenditure proposals, their planning and management.

UNIT – I **(16 hrs)**

Project Management: Definition, Project life cycle, Project ideas & innovation. Planning and Implementation of R and D Project Resource survey, Market researches Industrial policy, government incentive and regulations.

UNIT – II **(16 hrs)**

Scanning Project opportunities - Market appraisal, Economic appraisal, Technical appraisal and financial appraisal

UNIT – III **(16 hrs)**

Cost estimation - cost of the project, sources of finance, international finance and foreign exchange regulation, Profitability analysis.

UNIT – IV **(16 hrs)**

Project contracts planning and co-ordination. Project scheduling and monitoring through PERT, CPM AND OTHER TOOLS and techniques.

UNIT – V **(16 hrs)**

Writing a Project Proposal - Project Appraisal criteria NPV, Internal Rate of Return, Payback period and other methods.

Project Appraisal in line with banker's viewpoint.

References:

1. Gary Heerkens, Project Management, Tata McGraw-Hill publishing co Ltd, New Delhi, 2003
2. John M. Nicholas, Project Management for Business Technology: Principles and Practice, Pearson education, New Delhi, 2002
3. Nagarajan.K, Project Management, New Age International Publishers Pvt Ltd, New Delhi, 2004
4. Bhattacharjee.S.K, Fundamentals of PERT/CPM and Project Management, Khanna Publishers, New Delhi, 2004
5. Dale F. Cooper, Project Risk Management Guidelines: Managing Risk in Large projects and Complex Procurements, Wiley Publications, 2005
6. Prasanna Chandra, Projects-Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw-Hill Publishing Co Ltd, 2002

PAPER - 25Sy
e-BUSINESS PROGRAMMING USING JAVA – 2
(Theory - 2 hrs/week Practical – 2 hrs/ week)

Objectives

Impart knowledge in developing Application Programs, Graphics, Animation using Java 2 and design web pages with Java Applets, Chatting, Remote Method Invocation and HTML.

UNIT I NETWORKING (16 hrs)

What is Networking – An overview of networking terminology and TCP/IP which is the most popular networking standard used in the internet -- What is client-server programming about? – How to use Java in a client-server environment and create powerful communication and e-commerce applications.

UNIT II GRAPHICS, IMAGE SUPPORT (16 hrs)

How to draw images and create visually appealing graphics in Java – How to use customize Fonts and Colour in Applets and normal Java applications?–What are Event Adapters and Inner Classes?

UNIT III COLLECTIONS (16 hrs)

An overview of the Java Collection Interfaces – How to use the methods and facilities available in these to empower programming in Java.

UNIT IV THREADS (16 hrs)

What are threads? -- The advantages of threads in Java -- How to use create and use threads and determine conditions when their use is critical to performance.

UNIT V SERIALIZATION (16 hrs)

What is serialization? – How to design a Chat Room and create a platform for open communication in an Internet application? – Java Native Interface and its use in enabling Java applications to make us of the advantages of applications created in other languages – What is RMI and how is it used in a networked world of interconnectivity?

PROJECT: Develop an E-Commerce Application using JAVA.

Reference books:

1. Budd, "Understanding Object-Oriented Programming with Java", Pearson Education India, 2002.
2. Glenn Vanderburg, "Maximum Java 1.1", Sams Publishing, 2001.
3. Herbert Shield, "Java 2 -The Complete Reference", Tata McGraw Hill Book Ltd., 2001.
4. Michael Foeley, Mark McCulley, "JFC Unleashed", Sams Publishing, 2001.
5. Rebelsky, "Experiments in Java", Pearson Education India, 2002.
6. Rossbach, "Java Server and Servlets", Pearson Education India, 2002.

SEMESTER - IV
PAPER NO- 25sy
ENTERPRISE RESOURCE PLANNING
(Theory - 2 hrs/week Practical – 2 hrs/week)

OBJECTIVES

Discuss the role of ERP in organizations.
Provide insights into various modules of ERP system and their interrelation
Provide practical exposure to ERP package.

Unit I (16 hrs)

Introduction

Introduction - Evolution - Reasons For The Growth - The Advantages Of ERP.
Enterprise-An Overview - Integrated Management Information –Business Modeling-
Integrated Data Model.

Technology- C/SIDE Development Environment, Server Options, Navigator Application
Server, Multilanguage Functionality.

Purchase order processing and management

Purchase order-creation, receiving and invoicing, purchase master-design and creation,
managing purchase prices, discounts and line discounts, purchase order analysis reporting.

Sales order processing and management:

Sales master-design and creation, creating sales quota, sales order, processing sales order
and receivables, managing sales prices, line and invoice discounts, sale of non stock items,
order processing-estimating, order process and transfer order receipts, sales analysis and
reporting.

Unit II (16 hrs)

Manufacturing

Overview, items and item card, production bill of material, routing, planning, production order,
consumption and output journals, finishing orders and auto reporting.

Inventory management

Inventory valuation, inventory age composition, Item register, order processing, returns
management, item tracking, location transfers, cycle counting

Advance manufacturing, trade and inventory:

BOM scrap and routing scrap, non-productive time, parallel scheduling, multi-level
manufacturing, serial and lot number processing, sales prices and discounts, purchase order
management, item charges, requisition management.

Unit III (16 hrs)

Human resources:

Maintain comprehensive employee records, absence tracking methods, track equipment
issued to employees, employee absence reports, staff absence register, employee birthday
report, payroll management

Finance:

Overview, chart to accounts, general ledger, receivables management, payable management,
journals, posting transaction to the general ledger, taxation India localization (VAT).

Other functional areas:

Overview, marketing, resource planning, service management, business notification,
e-commerce.

Unit-IV (16 hrs)

Database concepts

Types of concepts-standard database, SQL server option

Dynamic NAV database administration-understand basic and advanced database features,
understand how to backup and restore database in the SQL server option, know advanced

backup and restore information

Unit V

(16 hrs)

Introduction to development I

Basic table, basic forms, introduction to C/AL programming, intrinsic data types, identifiers and variables, assignment statements, simple expressions, terms and operators, numeric expressions, logical and relation expressions, arrays, reports.

Order Processing , Purchases, Payables, and General Ledger

Overview, Processing Overview, New Vendor and Item Setup, Creating an Item and Vendor, Purchase Order Processing, Creating a Purchase Order, Receiving and Invoicing a Purchase Order, Record Automobile Maintenance Expense .Payables Processing, Pay the Automobile Maintenance Expense, General Ledger Adjustments.

References:

1. Alexis Leon, ERP Demystified, Tata McGraw, Hill, 2005.
2. Alexis Leon, Enterprise Resource Planning, Tata McGraw, Hill, 2006.
3. Jaya Krishna. S. ERP New Insights, ICFAI University,2005
4. Pankaj Sharma, Enterprise Resource Planning PHI, 2006
5. Promod M Mantravadi, ERP Concepts and Cases, ICFAI University, 2006
6. Vinod Kumar Garg, and Venkitakrishnan. N.K., Enterprise Resource Planning Concepts and Practice, PHI, 2005.

PROJECT

Two Projects are introduced.

I. Project to be pursued and completed during the summer vacation, immediately succeeding the II Semester. This Project is to be valued internally and Carries 100 marks (Paper No.15)

II. The Major Project to be pursued and completed in the fourth semester on the areas of specialisation, valued both internally and externally, Carrying 100 marks for viva and 100 for the Project work (Paper No. 25).

Broad areas of Research:

- Industry Analysis – Competitive Structure
- Infrastructure projects - Financing & Management – Road, Post, Telecom, Power projects.
- Strategic groups Identification – Industry specific.
- Brand Valuation.
- Testing market Integration Hypothesis.
- MNC Vs Indian Marketing Strategic comparison, product / service specific.
- Information system Development for knowledge Management.

The evolution of management thinking I. are you a new-style or an old-style manager? Management philosophies and organizational forms change over time to meet new needs. This exercise helps students determine. - MSW 01 HISTSORY & DEVELOPMENT OF SOCIAL WORK Unit 1 (a) Social Work in UK and USA & India :Evolution and Development Introduction, History of Social Work in U.K. History of Social Work in, U.S.A. More information. Re-Definition of Leadership and Its Implications for Educational Administration Daniel C. Jordan. Knowing the story behind the evolution of management thought and evolution of theories is essential. If you are familiar with them, including the development that brought about the current practices in business, then you will have a better understanding of management principles that can help you to manage people more effectively. Now the focus is on employees. However, there are theories on the factors that motivate employees, but understand that knowing how these theories came about can give you the needed knowledge to manage your employees appropriately. Read to understand the evolution of management thought and management theories. Evolution of Management Concept. The evolution of management thought is a process that started in the early days of man.