1. PROGRAMME MISSION AND OBJECTIVES

- MISSION STATEMENT

To be a catalyst of progressive knowledge through continuous management education thereby elevating the entrepreneurial, managerial and leadership qualities among the potential human resources.

- OBJECTIVES FOR THE PROGRAMME

- To provide alternative mode of affordable quality education in the field of management
- To offer comprehensive state-of-the-art curriculum leading to MBA Professional Degree
- To disseminate teaching and learning process through the use of educational technology to suit the academic pursuits of educated citizens.
- To identify and offer courses in par with the industrial expectations to all qualified personnel.
- To provide the change management in Distance mode through inquiry based curriculum updating and with use of innovative E-Learning teaching aids.

- INDUSTRIAL / LEARNERS DEMAND

MBA Degree Programme is offered to train students with Professional management practices in all the functional areas that are essential for effective sustainable and holistic development of individuals and organisations. It is offered with the following wide array of specializations to help students acquire a market relevant combination of skills and knowledge:

1. MBA (General Management)
2. MBA (Technology Management)
3. MBA (Marketing Management)
4. MBA (Human Resource Management)
5. MBA (Financial Services Management)
6. MBA (Health Services Management)
7. MBA (Hospitality and Tourism Management)
8. MBA (Operations Management)

2. RELEVANCE OF THE PROGRAMME WITH HEI'S MISSION AND GOALS

- HEI'S GOALS

- To constantly raise the quality of engineering education thereby to produce superior human resource to match rapid technological developments
- To share its academic experience and infrastructure with other institutions for providing quality education across the State and help students to fulfill their dreams.
- To uphold the highest ethical and professional standards while imparting engineering education and while fulfilling its obligations to students and staff.
- To serve the society with technological advancement and to actively take part in building knowledge-based society.
HEI'S MISSION

Anna University shall strive towards a World Class Institution by producing professionals with high technical knowledge, professional skills and ethical values. The University shall be a preferred partner to the industry and community for contribution towards their economic and social development by providing high quality manpower through excellence in teaching, research and consultancy. Anna University shall be recognized as a point of reference, a catalyst, a facilitator, a trend setter and a leader in technical education.

PROGRAMMES OFFERED TO ACHIEVE HEI'S MISSION AND GOALS

The Centre for Distance Education was established in 2006 to impart quality technical and professional education through distance learning that would provide competitive edge for students and working population in the global business environment. The Centre aims to develop and disseminate professional education to every nook and corner of the state that will foster economic and social development in line with the mission of the university and HEI. The programmes are designed with a broader vision to enhance the ability of the future managers to operate in an increasingly diverse environment.

2. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

MBA Programme is designed and intended primarily to meet the needs of working professionals for enhancing their knowledge and for those who wish to broaden and deepen their understanding of the various techniques and strategies of managing organization and people. It provides flexibility to the learner to continue their studies without compromising on quality of education and course content, as they are pursuing their professional work.

COMPOSITION OF THE TARGET GROUP

This group largely include working or self employed professionals in business, corporate companies and IT and IT enabled service industry. Nevertheless, a good part of the enrolled students include fresh graduates who want to study at leisure or engaged at some other profession. It also comprises of women learners who wish to continue their education after taking a break in study due to family life cycle, thereby unleashing their potential.

3. APPROPRIATENESS OF THE PROGRAMME TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

All our programmes are designed to address the specific need based industrial requirements and impart students with specific skills like Communication skills, Negotiation skills, Selling skills, Entrepreneurial skill & Counseling skills that permit them address real life problems effectively. This skill improvement based curriculum and the unique delivery method adopted at CDE with a conscious effort to make the sessions interactive by using case studies and references of latest developments in the relevant field adds value to the programme. In addition, students are encouraged to undertake projects to sharpen their research and analytical skills that produces post graduates with exemplary competence in their field of specialization and makes them stand out from the crowd.
LEARNING OUTCOMES

In its effort towards contribution of knowledge generation and dissemination the program is expected to

- Enhance employability by upgrading their professional and managerial skills
- Nurture creativity and entrepreneurship by gaining business acumen through case studies
- Educate how to communicate and negotiate effectively to achieve organizational and individual goals.
- Instill sensitivity among the students to become thought provoking leaders to face the challenges of a dynamically unstable environment.
- Sensitize them to understand ethical issues and dilemmas that businesses often face.

SPECIFIC SKILLS ACQUIRED - The students in the process of learning acquire the following skills:

- Negotiation skills
- Counseling skills
- Selling skills
- Entrepreneurial skills
- Communication skills

COMPETENCIES ACQUIRED – The various competencies acquired by students include:

- Personal Competencies - How to manage self
- Interpersonal competencies - How to work with people in teams
- Informational competencies- How to use and process information
- Action competencies- How to perform a work in a systematic way

4. INSTRUCTIONAL DESIGN

Need based courses have been identified and the courses are developed. They have been fine-tuned taking into consideration industry/social requirements and also to educate rural people professionally. The course, curriculum and syllabi are designed and evaluated by a Departmental Committee and a Syllabus Subcommittee with experts both from academia and industry. The curriculum and syllabi is then placed in the Board of Studies of the faculty of Management Sciences for MBA. The finalized curriculum and syllabi are then placed in the Academic Council for the final approval. The governing body of the distance education ensures that the distance education curriculum has equivalent amount of credits as the regular programmes. In addition, electives have been introduced specifically for distance education programmes to suit the requirements of the dynamic changes taking place in the economy and Industry.

The course curriculum is completely revised periodically once every four years. However electives can be introduced as and when the need arises after obtaining necessary approvals from the appropriate academic bodies of the University. Approval of Board of Studies and Academic Council are obtained whenever modifications/additions are made in the existing curriculum and syllabi.
## CURRICULUM DESIGN

### MBA (GENERAL MANAGEMENT)

#### REGULATIONS - 2018 CURRICULUM

##### SEMESTER - I

<table>
<thead>
<tr>
<th>Course Title</th>
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**Total No. of Credits and Marks**

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*Each credit is equivalent to 30 hours of student study comprising of all learning activities.*
### MBA (TECHNOLOGY MANAGEMENT)
### REGULATIONS - 2018 CURRICULUM
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**TOTAL** 18 700

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**TOTAL** 18 700

| Total No. of Credits and Marks   | 72       | 2800  |

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MBA (MARKETING MANAGEMENT)
REGULATIONS - 2018 CURRICULUM

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<td>Brand Management</td>
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<td>Retail Management</td>
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### MBA (HUMAN RESOURCE MANAGEMENT)

**REGULATIONS - 2018 CURRICULUM**

**SEMESTER - I**

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**SEMESTER – IV**

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# MBA (FINANCIAL SERVICES MANAGEMENT) REGULATIONS - 2018 CURRICULUM

## SEMESTER - I

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<td>100</td>
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<td>Enterprise Resource Planning</td>
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<tr>
<td>Indian Banking Financial System</td>
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<tr>
<td>Security Analysis and Portfolio Management</td>
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<td>Hire Purchasing, Leasing and Venture Capital</td>
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### MBA (HEALTH SERVICES MANAGEMENT)
#### REGULATIONS - 2018 CURRICULUM

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### MBA (HOSPITALITY AND TOURISM MANAGEMENT)

**REGULATIONS - 2018 CURRICULUM**

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<td>Facility and Security Management</td>
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<td>Food Safety and Quality</td>
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• **DETAILED SYLLABI**

Enclosed vide Annexure I

• **DURATION OF THE PROGRAMME**

The minimum and maximum period for completion of the MBA Programme is given below:

<table>
<thead>
<tr>
<th>Programme</th>
<th>Minimum No. of Semesters</th>
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<tbody>
<tr>
<td>M.B.A.</td>
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*includes the period of **break of study**.

**Break of study:** If any candidate intends to temporarily discontinue the programme at any point of time during the programme for valid reason he/ she shall apply for break of study in the prescribed format with necessary documents to the Director, Centre for Distance Education not later than the last date for enrolling for the semester examination of that concerned semester. The candidates permitted to rejoin the programme after break of study / prevention due to lack of attendance, shall be governed by the Curriculum and Regulations in force at the time of rejoining.

• **FACULTY AND SUPPORT STAFF**

CDE is functioning with a Director, one Additional Director in the rank of full time Professor and three Deputy Directors in the rank of Associate Professors. The Additional Director and the Deputy Directors are in-charge of each of the academic programmes offered by the CDE. They are responsible for Curriculum & Syllabi Design, Identification of Course Writers and Reviewers and Editing of the Course material.

**DIRECTOR**

CDE is headed by the Director, who is a full time faculty member of the University appointed by the Vice-Chancellor of Anna University to facilitate the development, implementation and monitoring the programmes offered at CDE and to attend to all administrative matters concerned with the activities of the Centre.
Director is responsible for the following functions:

- Ensures programmes offered through distance education and the instructional design of each programme meet the educational standards of the University.
- Develop and implement policies and guidelines for effective delivery of distance education programmes.
- Co-ordinate with the Deputy directors, Regional Centres and Study Centres to respond swiftly to problems related to distance learning.
- Continuously monitor the student support services mechanism and incorporate technology based changes in the system to deliver services more effectively and efficiently.
- Supervise the staff at CDE, set priorities, assign work and conduct employee evaluations.
- Administer an effective financial discipline in line with the budget allocated by the University.

DEPUTY DIRECTOR

- Deputy Director is a full time faculty member of the University appointed by the Vice Chancellor of the Anna University to administer, monitor and take care of each of the program offered by the CDE.
- Oversees the implementation of the curriculum and the academic programs.
- Assist the Director, CDE in carrying out the academic calendar, starting with the admission process, preparation of the norms for study centres in conduct of classes, identification and managing faculty for contact classes.
- Monitors the internal and University evaluation process and attend all administrative matters concerning the program including the revision of electives and curriculum at appropriate timeline.
- Serve as convener of the Central Steering Committee, that completely monitors the project work, from approving the Guides for each semester, approve schedule project work, monitoring committee and help process the results for the University.
- Empowered by the University to operate the funds for the set assigned to them as well as the study centres of the CDE also.

FACULTY- ASSISTANT PROFESSORS

- Handling MBA classes for the Distance Education students and guiding them for their project work.
- Assisting in the change of Regulations and Curriculum.
- Coordinating with all Study Centres, to maintain academic activities for all specializations including project work.
- Coordinating for the preparation of study materials for all semesters.
- Assisting in the admission work, counseling new students and other issues such as break of study, exemptions etc.
• Assisting the Central Steering Committee for the project work done by the end Semester students.
• Scrutinizing the list of project guides received from all the Study Centres to prepare approved list of guides.
• Preparation of Project Schedule and Report for first and second reviews.
• Co-ordinating with the Central Steering Committee members in the evaluation of project works of students, study centre, project guides and viva voce examinations.

SOFTWARE DEVELOPER

• A customised software has been created for the collection of fees and it has been integrated with dedicated accounting software to have consolidated report on receipts and payments with breakup.
• Refund of Caution Deposit is being made by NEFT based on their data provided in the application at the time of admission. To monitor and track the status of caution deposit application, a software has been designed.
• An integrated Student Tracking System has also been created which includes queries relating the Spelling Correction in the name, Change of Study Centre, Change of Specialization, Break of Study, Change of DOB, Request of Duplication ID card etc.
• An exclusive Software for recording and monitoring the students attendance has been created and uploaded in Anna University portal to enable Study Centres to feed their data through online within the prescribed time limit. After the completion of all the contact classes, prevention list is automatically generated by the software for submission to the Controller of Examinations. Fee receipts are also being generated automatically after duly verified regarding the students eligibility for subsequent semesters.

WEB DESIGNER CUM DEVELOPER

• Advertisement for admission are being uploaded in Anna University Website.
• Candidates those who are unable to come in person, they can download the application form from AU website, for which blank application has been uploaded and monitored by the web designers by assigning the application number etc.
• After the entrance examination, rank list cum counseling call letter is being uploaded. Candidate can download the counseling call letter after entering their registration number and date of birth.
• Semester Fee Schedule, Contact Classes and other details are uploaded in AU website regularly.
• Regulations & Syllabi, Previous years semester examination question papers and other online study materials are uploaded for the benefit of students.
• Study Centre related activities are also being uploaded for effective communication Correspondence from the Controller of Examinations regarding examination, fee etc. are also being uploaded in AU website.
• MBA Project and M.Sc. Projects are also monitored through online.
SUPPORT STAFF

Administrative staff i.e. Deputy Registrar, Assistant Registrar, Superintendent/Section Officer, Assistant are co-ordinating the activities of the Centre for the following activities with the assistance of other dedicated temporary Professional Assistants, Web Developers, Software Developer, Clerical Assistants, Office Assistants and menials.

ADMINISTRATION

- To prepare the advertisement for inviting applications for calendar year / academic year admissions and hosting the advertisement in Anna University web portal.
- To identify the examination centre for the conduct of Entrance Test
- Allotment of candidates for the entrance examination
- Processing the answer sheets
- Publishing the Rank list cum Call letter to the candidates to attend counseling session for admission
- Counseling for admission to distance education programmes
- Allotment of study centres to the candidates based on their choice
- Intimation of schedule for contact classes
- Disbursement of study centre charges to the Study Centres
- Disbursement of honorarium to the experts
- Purchase of Computers and other lab equipments
- Purchase of furniture and other office equipments

FINANCE

- Budget Estimates for every year are projected and submitted to the Finance Committee for approval.
- Expenditure being met based on the approved budgetary amount
- To monitor the cash flow, Centre is maintaining the mandatory finance and accounts registers such as Appropriation Register, Cash Book, Compilation Register, Advance Register, Cheque issue Register etc.
- Every year Annual Accounts for this centre being prepared and submitted to the Concurrent Audit Section for necessary audit.

MATERIAL DISTRIBUTION

- Material distribution is done at CDE office and a Professional Assistant who is qualified in library science is in-charge of maintaining and distributing study materials.
- Stock register is maintained for receipt and disbursement of study material. Orders are placed well in advance and CDE provides study material to the students immediately on the day they are admitted.
- The material issue is completely integrated and hence, once the student pays his/her fees in the subsequent semester, they become eligible to receive the books.
At the end of every semester physical stock verification is done to ensure the quantity for which orders are to be placed in the subsequent semester.

**INSTRUCTIONAL DELIVERY MECHANISM**

The program comprise four semesters of which the three semesters contain course work and the last semester has course works in addition to a project work leading to the submission of a master’s thesis.

The course work comprises the contact classes for each semester announced by the Study Centre Coordinator and courses enrolled are offered by the faculty members approved. The contact classes will be held during the weekends, the Saturdays and Sundays.

Students are given two assignments during each semester for each course enrolled by the Course Instructors. Students should do this as assignments and submit at dates announced. Evaluation of the assignments will make up the Continuous assessment marks.

Students will write an end semester examination for the theory at the end of each semester by the Controller of Examinations, Anna University.

The project work will be done under the supervision of a Guide approved by the University.

**MEDIA FOR DELIVERY**

The university adopts a unique methodology of instruction which is different from that being adopted for our regular mode programmes. The methodology is more learner - oriented and the students are expected to take active participation in the teaching learning process. The university follows a multimedia approach for delivering knowledge to the students.

**Print Material**: Self Learning Material which is self explanatory, self directed is developed and supplied to the students. The learning material is designed as per the credit structure of the programme. It is more interactive in that it contains learning objectives, learning activities and problem solving activities for self assessment. The contents are divided into small sections and sub sections for effective learning and two way communication between the learner and the content.

**E-learning Material**: Power Point Presentation are prepared by the faculty at CDE and is uploaded in our website and made accessible to the students for all the courses of each programme.

**Counseling Sessions**: Counseling Sessions are held as per the schedule designed by the CDE well in advance prior to the conduct of classes. They are held on week-ends, i.e. Saturday and Sundays. The contact sessions are decided as per the credits allotted to each course in each programme. For example, four credit theory course is assigned 16 hours of contact session. The coordinator of the study centre shall ensure that contact classes are conducted as per the
schedule and every academic counselor outlines the salient points and adopt a blended mode of learning making it more learner centered.

- **STUDENT SUPPORT SERVICE SYSTEM**

The CDE centre of Anna University has established four Regional Centres and seven Study Centres throughout Tamil Nadu. They are engaged in providing pre-admission counseling for potential learners, support for admission activities, act as information centres, distribute study material to the students admitted. Apart from providing counseling facilities they also act as examination centres.

Once a student gets admitted to CDE, the CDE headquarters creates a database with all the essential particulars that provides online solutions to all the student related queries.

The queries relating to Corrections in name, Change of Study Centres, Change of Specialization, Break of Study, Corrections in DOB, Refund of Caution Deposit, Issue of Duplicate ID Card are made by forms available online and are dealt with by the technical support team of CDE retrieving data from the database.

Each batch is assigned a set in charge who responds swiftly to all the demands of the students relating to that particular batch. The entire batch in charges and administrative staff are connected through intranet and every change made by them after the approval of the Director gets reflected in the database.

Information regarding Schedule of classes, Internal marks, End semester examination schedule are provided through study centers and is also available on the web. Model End semester question papers are also available on the web.

The End semester examination results are announced within a month after completion of the examinations and are available on the web.

5. **PROCEDURE FOR ADMISSION, CURRICULUM TRANSACTION AND EVALUATION**

- **ADMISSION PROCEDURE**

Admission is done directly by the Headquarters. Students are admitted in two sessions every year; the Academic year batch during July session and Calendar year batch during January session. Advertisements are placed in media to invite applications for each session.

Students Admitted to MBA program are required to have obtained any degree. Degrees must have been obtained through formal mode (10+2 or equivalent).

Apart from the basic eligibility, the candidate should pass in the Entrance Test conducted by Centre for Distance Education, Anna University, Chennai.
Students admission is done by the Centre for Distance Education, Anna University. Student enrolment is done programme wise in every year: **CY** – Calendar Year – (January Session) and **AY** – Academic Year - (July Session)

Blank application form can be downloaded from the web-site “annauniv.edu/cde” and the same may be filled up. The completed application along with the demand draft towards application fee should be sent “The Director, Centre for Distance Education, Anna University” before the last date for receipt of application as prescribed from time to time.

**Distance Entrance Exam Test (DEET)**

All candidates who have made an application should write the DEET on the specified date, except those who have a valid TANCET score.

The question paper will be designed to test the capability of the candidates in the following areas: Data analysis, Comprehension skill, Basic Quantitative ability, English. While evaluating the answers, one mark is awarded for each correct answer. No negative marks for wrong answers.

Candidates who are provisionally eligible for admission will be informed through counseling call letter based on their rank obtained in the DEET/TANCET.

Candidates or their authorized representative should attend the counseling with all original certificates with Demand Draft towards 1st semester fee.

Selection is based on the marks in the Entrance Test (DEET score) / TANCET score card. Based on the rank, Study Centre/Specialization will be provisionally allotted through counseling as per their choice.

**FINANCIAL ASSISTANCE**

Financial Assistance is extended as follows:

- Tuition Fee is fully exempted for Differently abled persons provided they produce a certificate from the Chairman, District Medical Board in the prescribed format.
- 50% tuition fee concession is given to for regular staff members who are working in Anna University.

**DELIVERY MECHANISM (WEB BASED)**

The contact classes are conducted at Class rooms available in the Headquarters of CDE, regional centres & study centres which are departments of the Anna University / Affiliated Colleges. These class rooms are equipped with facilities including multi-media projection systems, white boards, internet connectivity and smart boards. Each centre is headed by a
coordinator and assisted by counselors and faculty according to the strength of the students. On the Academic front, the functions of the staff through whom academic transaction takes place is shown below:

<table>
<thead>
<tr>
<th>Staff</th>
<th>Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Study centre Coordinator</strong></td>
<td>In charge for all the students studying through the distance education scheme of Anna University Chennai.</td>
</tr>
<tr>
<td></td>
<td>Is responsible for maintaining all accounts pertaining to the activities of the study centre.</td>
</tr>
<tr>
<td></td>
<td>Is responsible for receipt and distribution of course material.</td>
</tr>
<tr>
<td>The Study centre coordinator is either the Principal of the Institution or a Senior faculty member.</td>
<td></td>
</tr>
<tr>
<td><strong>Counselors</strong></td>
<td>Is responsible for arranging senior faculty members to handle contact classes and/or labs.</td>
</tr>
<tr>
<td>The study centre coordinator is required to appoint separate counselors for each of the programmes of each set admitted.</td>
<td></td>
</tr>
<tr>
<td>A Counselor can at a time be in charge for maximum of 4 batches of 60 students each.</td>
<td></td>
</tr>
<tr>
<td>The Counselor is a faculty member / visiting faculty of the respective programmes.</td>
<td></td>
</tr>
<tr>
<td><strong>Faculty handling classes</strong></td>
<td>Is responsible for teaching classes regularly according to the syllabus and clearing the doubts of the students.</td>
</tr>
<tr>
<td>The study centre coordinator and counselor are expected to identify faculty from their own institution or from affiliated institutions for handling classes.</td>
<td></td>
</tr>
<tr>
<td>The course is all about presenting the material using PowerPoint to include insights and supporting data. Design principles for effective visuals and slides.</td>
<td></td>
</tr>
<tr>
<td>Is responsible for taking attendance regularly.</td>
<td></td>
</tr>
<tr>
<td>Is responsible for conducting and evaluating periodic assessments for calculation of internal marks.</td>
<td></td>
</tr>
<tr>
<td>MONTHS</td>
<td>WEEKS</td>
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<tr>
<td>--------</td>
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</tr>
<tr>
<td>October</td>
<td>First</td>
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<td>Third</td>
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<td>First</td>
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<tr>
<td>November</td>
<td>Third</td>
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<td>Fourth</td>
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<tr>
<td>December</td>
<td>First &amp; Second</td>
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<td>Third</td>
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<td>January</td>
<td>Third</td>
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<td>Fourth</td>
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<td>February</td>
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<td>Fourth</td>
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<td>March</td>
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<tr>
<td>Month</td>
<td>Event</td>
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<td>-------</td>
<td>-----------------------------------------------------------------------</td>
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<tr>
<td>April</td>
<td>First</td>
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<tr>
<td>First</td>
<td></td>
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<tr>
<td>Third</td>
<td></td>
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<tr>
<td>May</td>
<td>First</td>
</tr>
<tr>
<td>Third</td>
<td></td>
</tr>
<tr>
<td>Fourth</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>First &amp; Second</td>
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<tr>
<td>First</td>
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<tr>
<td>Third</td>
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<tr>
<td>Fourth</td>
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<tr>
<td>Fourth</td>
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<tr>
<td>July</td>
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</tr>
<tr>
<td>Fourth</td>
<td></td>
</tr>
<tr>
<td>August</td>
<td>First</td>
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<tr>
<td>First</td>
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<tr>
<td>Second</td>
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<td>Second</td>
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<td>Fourth</td>
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<td>Fourth</td>
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<tr>
<td>Fourth</td>
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</tr>
</tbody>
</table>


### EVALUATION PROCEDURE

Each course has internal and External evaluation to pass the course and earn credits.

#### INTERNAL EVALUATION

Periodical assignments are given and internal tests are conducted periodically. These assignments and tests are used to calculate the internal marks.

#### COURSE EVALUATION

<table>
<thead>
<tr>
<th>Type of Course</th>
<th>Internal Assessment</th>
<th>End Semester Examination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory</td>
<td>20%</td>
<td>80%</td>
</tr>
<tr>
<td>Practical</td>
<td>20%</td>
<td>80%</td>
</tr>
</tbody>
</table>

#### Project Work

<table>
<thead>
<tr>
<th>Type of Evaluation</th>
<th>Evaluation of Project report by External Examiner</th>
<th>Viva-Voce Examination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Assessment</td>
<td>20%</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>50%</td>
</tr>
</tbody>
</table>

#### EXTERNAL EVALUATION

The End semester Examinations in case MBA will be conducted during February and August months of each year by the Controller of the Examinations, Anna University. All the activities like paper setting, Conduct of examination, Declaration of results and Assessing the examination papers are done in-house by the Office of the Controller of Examinations, Anna University.

The question papers are set by experts in the respective fields of study. They are chosen from among a panel of experts (prepared from the list of teachers & experts sent by the various Universities and leading colleges). This is done directly by the confidential section of the Office of the Controller of Examinations.
There shall be one end semester examination of 3 hours duration for each theory course. The examinations shall ordinarily be conducted between May and July during the odd semesters and between November and January in the even semesters. For the practical examinations (including project work), both internal and external examiners shall be appointed by the Controller of Examination.

The end semester evaluation of the Project work will be based on the project report and a Viva-Voce Examination by a team consisting of the guide and External Examiner(s) who are appointed depending on the chosen areas of specialization of the students. The External Examiner(s) shall be appointed by the Controller of Examinations, Anna University Chennai.

If a student indulges in malpractice in any of the end semester / internal examinations, he / she shall be liable for punitive action as prescribed by the Director, Academic Courses as per the University regulations from time to time.

The End semester examinations are conducted by the Office of the Controller of Examinations, Anna University Chennai as per the method followed for regular programmes. The Examinations are conducted at various study centre/colleges in the region throughout the country by appointing a Chief Superintendent who in turn conducts the examination with the Hall invigilators from among the faculty of local colleges. The overall conduct is supervised by the Anna University representatives sent by the University.

A candidate who secures not less than 50% of total marks prescribed for the courses with a minimum of 50% of the marks prescribed for the end-semester Examination in both theory and practical courses shall be declared to have passed in the Examination.

If a candidate fails to secure a pass in a particular course he / she shall reappear for the examination till he / she secures a pass. However, the internal assessment marks obtained by the candidate in the first attempt shall be retained and considered valid for all subsequent attempts.

A student who has passed any course / all the courses prescribed in the curriculum for the award of the degree shall not be permitted to re-enroll to improve his/her marks in a course or the aggregate marks respectively.

**REVALUATION**

Revaluation procedure is available for the students who opt for the same by paying Revaluation fee. Also Photocopies of Answer papers are given to the students who requires the same on payment of fees for the same.

A candidate can apply for revaluation of his/her semester examination answer paper in a theory course, within 2 weeks from the declaration of results, on payment of a prescribed fee through
proper application to the Controller of Examinations through the Coordinator of the Study Centre concerned and Director, Centre for Distance Education. The Controller of Examination will arrange for the revaluation and the results will be intimated to the candidate concerned through the Coordinator of the Study Centre. Revaluation is not permitted for practical courses and for project work.

Copies of the answer scripts for the theory course(s) can be obtained from the Controller of Examinations, Anna University on payment of fee specified for this purpose.

The final Project Report for all the programmes shall be submitted at the end of the final Semester as per the schedule announced by the Central Steering Committee. The Project Report prepared according to approved guidelines and duly signed by the guide(s) shall be submitted to Coordinator of Study Centre or Coordinating Centre. The final project report must also be submitted online as a word document to the Director, CDE on or before the specified date.

If the candidate fails to obtain 50% of the Continuous Assessment marks in the Project Work, he/she will not be permitted to submit the report and has to re-enroll for the same in the subsequent semester.

If the candidate fails to submit the Project Report on or before the specified deadline he/she is deemed to have failed in the Project Work and shall re-enroll for the same in a subsequent semester.

If the candidate fails in the viva-voce examination he/she shall re-enroll for the same in the subsequent semester.

6. LABORATORY SUPPORT AND LIBRARY RESOURCES

- LABORATORY SUPPORT

The CDE has a Computer Lab with state-of-the-art infrastructure located in a spacious air conditioned hall, housing a local server, 84 personal computers connected by high speed Internet and wireless networks, LAN and printers, white board with multi-media projection facilities.

<table>
<thead>
<tr>
<th>SL.NO.</th>
<th>SERVER MODEL</th>
<th>CONFIGURATION</th>
<th>SOFTWARE</th>
<th>USAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dell PowerEdge VRTX M620</td>
<td>Intel Xeon processor 2.30 GHz/ 96 GB RAM/ 4 TB Storage</td>
<td>Windows 2008 Server OS/ Oracle 10 g</td>
<td>Fees collection/book material stock/accounts/ Counseling</td>
</tr>
<tr>
<td>2</td>
<td>Dell PowerEdge VRTX M620</td>
<td>Intel Xeon processor 2.30 GHz/ 96 GB RAM/ 4 TB Storage</td>
<td>Windows 2008 Server OS/ Oracle 10 g</td>
<td>Web server</td>
</tr>
</tbody>
</table>
LAB COMPUTERS WITH CONFIGURATION

<table>
<thead>
<tr>
<th>SL.NO.</th>
<th>COMPUTER MODEL</th>
<th>TOTAL NO. OF COMPUTER</th>
<th>CONFIGURATION</th>
<th>SOFTWARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Acer</td>
<td>60 Nos.</td>
<td>Intel i5 processor /4 GB RAM/500 GB Storage</td>
<td></td>
</tr>
</tbody>
</table>

The Centre for Distance Education, Anna University Chennai utilizes the services of Ramanujan Computing Centre, the centralized computing facility available at the University in times of necessity.

In addition, the Centre for Distance Education, Anna University Chennai has the provision to utilize the services of Educational Multimedia Research Centre for studio facilities for preparation of Multimedia material.

- **LIBRARY RESOURCES**

The centre has an exclusive library which caters to the needs of the students of distance education. Library books are maintained in racks and shelves with glass doors. Library caters to the information needs to the faculty, and PG students. Books are available on the following areas of study

- Management Studies.
- Information & Communication Studies.
General Knowledge & Languages.
Competitive Examinations (TNPSC, UGC-NET, RRB, SSC, UPSC, etc.).
Dictionaries and University annual magazines and daily news papers.

A stock register is maintained and all purchases and issues are registered in it. Books are maintained and issued with the help of a Library management system software designed for this purpose.

Books are available both for closed reference and also for issue. Students can borrow books returnable in two weeks time. Online reference is also made available to both staff and students.

**Subject wise and title wise count for Library books:**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Department (Programme)</th>
<th>No. of Titles</th>
<th>No. of books</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>GENERAL</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>2.</td>
<td>MBA</td>
<td>566</td>
<td>2294</td>
</tr>
<tr>
<td>3.</td>
<td>MCA</td>
<td>142</td>
<td>439</td>
</tr>
<tr>
<td>4.</td>
<td>MSC</td>
<td>54</td>
<td>250</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>837</strong></td>
<td><strong>3058</strong></td>
</tr>
</tbody>
</table>

A Professional Assistant who is qualified Librarian is in-charge of the library of the CDE and the library is kept open on all working days.

### 7. COST ESTIMATION OF THE PROGRAMME

<table>
<thead>
<tr>
<th>COST ESTIMATION</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROGRAMME DEVELOPMENT COST</strong></td>
<td></td>
</tr>
<tr>
<td>Printing of Study Material</td>
<td>7700000</td>
</tr>
<tr>
<td>Course Reviewer charges</td>
<td></td>
</tr>
<tr>
<td><strong>PROGRAMME DELIVERY COST</strong></td>
<td></td>
</tr>
<tr>
<td>Study Centre charges</td>
<td>20000000</td>
</tr>
<tr>
<td><strong>PROGRAMME MAINTENANCE COST</strong></td>
<td></td>
</tr>
<tr>
<td>Remuneration to CSC Members</td>
<td>16363000</td>
</tr>
</tbody>
</table>

**AMOUNT (Rs.)**
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated Pay for Faculty</td>
<td></td>
</tr>
<tr>
<td>Entrance Test and Counseling expenses</td>
<td></td>
</tr>
<tr>
<td>Wages / Emoluments for temporary staff members</td>
<td></td>
</tr>
<tr>
<td>Postage and Telegrams</td>
<td></td>
</tr>
<tr>
<td>Remuneration &amp; Honorarium</td>
<td></td>
</tr>
<tr>
<td>Stationery &amp; Printing charges</td>
<td></td>
</tr>
<tr>
<td>Advertisement charges</td>
<td></td>
</tr>
<tr>
<td><strong>INFRASTRUCTURE DEVELOPMENT COST</strong></td>
<td></td>
</tr>
<tr>
<td>Purchase of furniture and repairs</td>
<td></td>
</tr>
<tr>
<td>Computer &amp; other Accessories</td>
<td></td>
</tr>
<tr>
<td>Purchase and maintenance of office equipments</td>
<td></td>
</tr>
<tr>
<td>Books &amp; Periodicals</td>
<td></td>
</tr>
<tr>
<td>Building &amp; Amenities</td>
<td></td>
</tr>
<tr>
<td><strong>ADMINISTRATIVE COST</strong></td>
<td></td>
</tr>
<tr>
<td>fuel charges</td>
<td></td>
</tr>
<tr>
<td>Contingencies</td>
<td></td>
</tr>
<tr>
<td>Maintenance of Vehicles and hire charges</td>
<td></td>
</tr>
<tr>
<td>Security &amp; Housekeeping charges</td>
<td></td>
</tr>
<tr>
<td>Refreshments and Hospitality</td>
<td></td>
</tr>
<tr>
<td>Telephone charges</td>
<td></td>
</tr>
<tr>
<td>Travel expenses</td>
<td></td>
</tr>
<tr>
<td>Design &amp; Development</td>
<td></td>
</tr>
<tr>
<td>Conduct of meeting</td>
<td></td>
</tr>
<tr>
<td>Civil Maintenance</td>
<td></td>
</tr>
<tr>
<td>Electrical Maintenance</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>56819000</td>
</tr>
</tbody>
</table>

8. **QUALITY ASSURANCE MECHANISM AND EXPECTED OUTCOMES**

**EXECUTIVE COMMITTEE**

The Centre for Distance Education of Anna University is governed by an Executive Committee, chaired by the Vice-Chancellor of the University. Executive Committee comprises of internal members from related departments of Anna University, subject experts from other Universities / Institutions and renounced management experts from industry.

The Executive Committee is convened once in 6 months to review the academic, administrative and finance related activities of the centre. The approval of Executive Committee is mandatory for all the ongoing activities and future development plans.
CENTRAL STEERING COMMITTEE

In addition to the CIQA, to ensure quality in the Project work CDE is already functioning with a Central Steering Committee for each programme headed by the Director, CDE and includes experts from our University departments of the concerned Programmes. It is established to directly approve, monitor, track and administer the project work and its internal evaluation at the Centre for Distance Education, Anna University, Chennai.

CENTER FOR INTERNAL QUALITY ASSURANCE (CIQA)

In order to have a dynamic quality assurance system, CDE has established a Center for Internal Quality Assurance (CIQA), to carry out the various functions relating to maintenance of quality, continuous improvement, regular monitoring of academic and administrative activities, deciding the programme delivery mechanism and to oversee and report the effectiveness of the system specified in the UGC (ODL) regulations 2017.

• REVIEW MECHANISM

CURRICULUM REVISION

As per Anna University policy, the Curriculum Revision takes place every four years. The curriculum Revision for MBA as per UGC ODL Norms 2017 was approved and will be implemented from 2018-19. The faculty to teach the contact classes are selected as per University norms for teaching staff and approved by the Central Steering Committee appointed by the Vice Chancellor of the University.

STUDENTS FEEDBACK

Every semester the students of each batch are invited to provide an online “Student Feed Back” questionnaire form for each of the course studied by them. The questionnaire is designed to assess the quality of teaching, coverage of the syllabus, class room tools used, and overall conduct of classes and the infrastructure of the Study Centre concerned. All the feedback responses are pooled/evaluated for each course and is considered in the management of faculty for the next semester classes.

The students are free to meet the counselors / Technical Staff / Program in charge / Director CDE during office hours for any of their requirements. They can also interact through the CDE website also.

• MONITORING MECHANISM

ATTENDANCE FOR CONTACT CLASSES

Ideally every student is expected to attend all counseling sessions / classes and secure
100% attendance. However, the student must have a minimum of 50% attendance, to be eligible to appear for the end-semester examination in that semester, failing which, he / she is required to repeat the incomplete semester in the next semester.

Every course instructor is required to maintain an ‘ATTENDANCE AND ASSESSMENT RECORD’ which consists of attendance marked in each counseling session or practical or project work interaction. This should be submitted to the Coordinator of the Study Centre for checking the conduct of the interactive counseling sessions, syllabus coverage and the records of assessment marks and attendance.

Online portal for attendance entry is kept opened for the subsequent 3 days after the weekends on which classes are conducted. The study centres will make online entry of the attendance provided by the course instructors. It is locked on the third working day and no study centre can enter attendance without the approval of the Director, CDE. After 50% classes are over, the attendance particulars of all the students are published to enable them to know their status. At the end of the semester, prevention list for all centres are prepared at the office of the Director, CDE and sent to the Controller's office to arrive at preparing the eligible list of students for writing the examination. Hence CDE insists on monitoring the students attending the contact classes.

PROJECT WORK

Since project work is an integral component of the MBA program, and carries more credits, CDE adopts a two stage monitoring system. A project proposal validated by the guide has to be submitted online to the Central Steering Committee, for approval, as per the schedule in the project semester. The students can proceed with their project work only after their proposals are reviewed and approved by the Central Steering Committee, Centre for Distance Education.

In the next stage, there shall be two project reviews (each 100 marks) by the Project Monitoring Committee (PMC) at the study centers constituted by the Coordinators and approved by the Director (CDE), in the project semester. The student is required to make a presentation on the progress made before the PMC. The continuous assessment marks from both reviews shall be 40 marks which includes marks provided by the guides of the concerned project based on their interaction with them.

• GRIEVANCE REDRESSAL MECHANISM

The Anna University has in place an grievance redressal mechanism for its members including the sexual harassment cell. Any member of the University can access the services through the University portal to avail the services and get their problems resolved.

The CDE will develop an internal cell comprising three members to address the needs / problems of the students. A link will be created in the CDE website for the students to access the services online.
I and II Semesters are Common to:

- MBA - General Management
- MBA - Technology Management
- MBA - Marketing Management
- MBA - Human Resource Management
- MBA - Financial Services Management
- MBA - Operations Management
- MBA - Health Services Management
- MBA - Hospitality and Tourism Management

**SEMESTER – I**

**MANAGEMENT CONCEPTS**

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**COURSE OBJECTIVE:**

The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

**COURSE OUTCOME:**

Completing this course will make the students knowledgeable on the historical, current, and future issues in management.

**UNIT I  INTRODUCTION TO MANAGEMENT** - Evolution of Management thoughts – Contribution of Selected Management Thinkers – Various approaches to management – contemporary management practice – Managing in global environment – Managerial functions.

**UNIT II  PLANNING** - Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.

**UNIT III  ORGANISING** - Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Committees – Line and Staff relationships – Recent trends in organisation structures.


**UNIT V  CONTROLLING** - Managements control systems – techniques – Types of control.

**TEXT BOOKS:**


**REFERENCE BOOKS :**

COURSE OBJECTIVE: To understand and communicate statistical findings, to learn to apply statistical tools to solve managerial questions, to learn to critically assess statistical designs and methods.

COURSE OUTCOME: Students will be able to think critically about the data arising in management environments, selecting the best tools to describe, analyze, and exploit this data for decision support.

UNIT I PROBABILITY - Basic definitions and rules for probability, conditional probability, independent of events, Baye’s Theorem, random variables, Probability distributions: Binomial, Poisson, Uniform and Normal Distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION - Introduction to sampling distributions, sampling techniques, sampling distribution of mean and proportion, application of central limit theorem. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - Hypothesis testing: one sample and two samples tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations.


UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS - Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations.

TEXT BOOKS:


REFERENCE BOOKS:

COURSE OBJECTIVE: The course is designed to enable the students to make sense of the array of economic data and events that are surrounded by and to place those into a logical and consistent framework. It helps to make own judgments about the likely consequences of various economic events, including the likely policy response of decision makers.

COURSE OUTCOME: At the end of the course the students will be able to identify the major economic problems that may affect an economy and to apply simple microeconomic theory to some practical problems.


TEXT BOOKS:
COURSE OBJECTIVE: To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.

COURSE OUTCOME: Students will be able to apply problem solving and critical thinking abilities to analyze the kinds of choices available for developing alternative organizational behavior approaches in the workplace.


TEXT BOOKS:

REFERENCE BOOKS:

COMUNICATION SKILLS

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COURSE OBJECTIVE: To understand how communication works, and to manage the assumptions more effectively. Helps students communicate effectively, appropriately and clearly in all situations.

COURSE OUTCOME: Students will be able to identify barriers to effective communication and how to overcome them.

UNIT I COMMUNICATION IN BUSINESS - Systems approach- forms - functions and principles of communication - management and communication - communication patterns - barriers to communication - interpersonal perception – SWOT analysis - Johari Window - Transactional Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION - Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT III ORAL COMMUNICATION - Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews-participating in discussions, debates - and conferences - presentation skills- para-linguistic features - fluency development strategies.


TEXT BOOKS:

REFERENCE BOOKS:

ACCOUNTING FOR MANAGEMENT
COURSE OBJECTIVE: Students acquire knowledge of internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making.

COURSE OUTCOME: Students will be able to apply cost relationship for analysis, use costs in pricing and decision making.


UNIT II COMPANY ACCOUNTS - Meaning of Company - Maintenance of Books of Account - Statutory Books - Profit or Loss Prior to incorporation - Final Accounts of Company. Employees stock option - Buy back of securities.

UNIT III ANALYSIS OF FINANCIAL STATEMENTS - Analysis of financial statements - Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.


UNIT V MANAGEMENT ACCOUNTING - Marginal costing including decision making - Budgetary Control & Variance Analysis - Standard cost system.

TEXT BOOKS:

REFERENCE BOOKS:

LEGAL ASPECTS OF BUSINESS

COURSE OBJECTIVE: To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

COURSE OUTCOME: Helps students to avoid/resolve legal problems in a variety of business situations.
UNIT I
MERCANTILE AND COMMERCIAL LAW
THE INDIAN CONTRACT ACT 1872 -
Essential of a valid contract, Void Agreements, Definition of contract, Formation of a
contract, performance of contracts, breach of contract and its remedies, Quasi contracts.
THE SALE OF GOODS ACT 1930 - Sales contract, Transfer of title and risk of loss,
Guarantees and Warranties in sales contract, performance of sales contracts, conditional
sales and rights of an unpaid seller.
NEGOTIABLE INSTRUMENTS ACT 1881 - Nature and requisites of negotiable
instruments. Transfer of negotiable instruments and liability of parties, enforcement of
secondary liability, holder in due course, special rules for Cheque and drafts, discharge of
negotiable instruments.
AGENCY - Nature of agency – Creation of agency, types of agents, Agent’s authority and
liability of principal and third party: Rights and duties of principal, agents and Third party,
liability of agents torts, termination of agency.

UNIT II
COMPANY LAW - Major principles – Nature and types of companies, Formation,
Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of
Directors, winding up of companies, Corporate Governance.

UNIT III
INDUSTRIAL LAW - An Overview of Factories Act, Payment of Wages
Act, Payment of Bonus Act, Industrial Disputes Act.

UNIT IV
INCOME TAX ACT AND SALES TAX ACT - Corporate Tax Planning, Overview of
central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of
CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical
Implications of VAT.

UNIT V
CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS - Consumer
Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types
of consumer Redressal Machineries and Forums, Cyber crimes, IT Act 2000 and 2002,

TEXT BOOKS:

REFERENCE BOOKS:
   2012.

SEMESTER - II

PRODUCTION & OPERATIONS MANAGEMENT

COURSE OBJECTIVE:
To understand the production function, Design of Product, Planning
functions, Material Planning and Layout and Scheduling.

COURSE OUTCOME:
Effective Forecasting of Production functions, Enhanced Planning of
Product Design and Service Operations. Facility Planning and Project

UNIT II  FORECASTING, CAPACITY AND AGGREGATE PLANNING - Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP


TEXT BOOKS:

REFERENCE BOOKS:

MARKETING MANAGEMENT
COURSE OBJECTIVE: To understand about Marketing concepts, Marketing Strategies, Buyer Behavior, and Marketing Trends.


UNIT II MARKETING STRATEGY - Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing –– Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.


UNIT IV BUYER BEHAVIOUR - Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.


TEXT BOOKS:

REFERENCE BOOKS:

HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE: To understand the organizations HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal
systems.

COURSE OUTCOME: Enhanced Recruitment activities, Better Training and Development programme, Motivated Workforce and reduced Employee Grievances.


UNIT III TRAINING AND EXECUTIVE DEVELOPMENT - Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.


TEXT BOOKS:


REFERENCE BOOKS:


FINANCIAL MANAGEMENT

COURSE OBJECTIVE: To understand the foundations of Finance and financing decisions, Working Capital and Long term sources of finance.

COURSE OUTCOME: Better Portfolio Management, dividend decisions, Inventory management
and long term financing decisions.

UNIT I  FOUNDATIONS OF FINANCE - Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

UNIT II  INVESTMENT DECISIONS - Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital


UNIT V  LONG TERM SOURCES OF FINANCE - Indian capital and stock market, New issues market Long term fi nance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

TEXT BOOKS:

REFERENCE BOOKS:

INFORMATION MANAGEMENT

COURSE OBJECTIVE: To understand about Information Technology and Information systems, Functional Information systems, DBMS, Disaster Management, Data Mining and Cloud Computing.


UNIT III DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart


UNIT V NEW IT INITIATIVES - Role of information management in ERP, e-business, egovernance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXT BOOKS:


REFERENCE BOOKS:


QUALITY MANAGEMENT

COURSE OBJECTIVE: To understand about Quality, Contributions of Quality gurus, Six sigma, BPR, Tools used for Quality Management and Quality systems.

COURSE OUTCOME: Enhanced Quality Products with higher customer Satisfaction. Better use of different tools used to enhance Quality.

UNIT I INTRODUCTION TO QUALITY MANAGEMENT - Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements.


UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT - Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Benchmarking and POKA YOKE.


TEXT BOOKS:

REFERENCE BOOKS:

BUSINESS RESEARCH METHODS

COURSE OBJECTIVE: To understand about the Research Process, Design and Measurement, Data Collection Techniques and Report Writing.


UNIT I INTRODUCTION - Business Research – Definition and Significance – the research


TEXT BOOKS:


UNIT III  APPLYING STATISTICAL PROCESS CONTROL TO SERVICES  - Statistical process control (SPC) – application of SPC to services. Six sigma for services. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Business process Improvement (BPI) – principles, applications, process, benefits and limitations.

UNIT IV  TOOLS AND TECHNIQUES FOR SERVICE QUALITY  - Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Applying the seven old and new tools for service quality. Benchmarking in services, FMEA.


TEXT BOOKS:


REFERENCE BOOKS:

1. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
2. Valarie A Zeithmal and Parasuraman, Service Quality, Marketing Science Institute, Massachusetts.

SEMESTER – III

APPLIED OPERATIONS RESEARCH

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COURSE OBJECTIVE: Students learn about linear programming and extensions of LP models and the optimization algorithms. Helps students learn the replacement model, sequencing problems and processing of ‘n’ jobs through ‘m’ machines.

COURSE OUTCOME: Enable students to make decisions under conditions of certainty and
uncertainty. Improves the ability to formulate effective models for real world OR problems.

UNIT I  INTRODUCTION TO LINEAR PROGRAMMING (LP) - Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases.


UNIT III  INTEGER LINEAR PROGRAMMING AND GAME THEORY - Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.


UNIT V  QUEUING THEORY AND REPLACEMENT MODELS - Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TEXT BOOKS:


REFERENCE BOOKS:


INTERNATIONAL BUSINESS MANAGEMENT

COURSE OBJECTIVE: Students become familiar with the theoretical background of international business. To understand the economic, cultural and ethical issues relating to international business.
COURSE OUTCOME: Enable students to apply theory it in a variety of ways to varied international business situations, formulate frameworks for complex cross-border decision making


UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT - Disadvantages of international business – Conflicts in international business- Sources and types of conflicts – Conflicts resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TEXT BOOKS:


STRATEGIC MANAGEMENT
**COURSE OBJECTIVE:**
To understand about Strategic Management, Globalisation, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profit Organisations.

**COURSE OUTCOME:**

**UNIT I**
**STRATEGY AND PROCESS**

**UNIT II**
**COMPETITIVE ADVANTAGE**

**UNIT III**
**STRATEGIES**

**UNIT IV**
**STRATEGY IMPLEMENTATION & EVALUATION**
- The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

**UNIT V**
**OTHER STRATEGIC ISSUES**
- Managing Technology and Innovation- Strategic issues for Non-Profit organisations. New Business Models and strategies for Internet Economy-case study

**TEXT BOOKS:**

**REFERENCE BOOKS:**

| UNIT I | INTRODUCTION | Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems |
|-----------------------------------------------|
| UNIT IV | POST IMPLEMENTATION | Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation |
| UNIT V | EMERGING TRENDS ON ERP | Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on. |

TEXT BOOKS:

REFERENCE BOOKS:

GENERAL MANAGEMENT

SEMESTER – III
INTEGRATED MARKETING COMMUNICATIONS

COURSE OBJECTIVE: This course introduces students to the basic concepts of marketing communication which includes advertising and sales promotion and how business organisations and other institutions carry out such activities.

COURSE OUTCOME: Insight into the importance of marketing communications planning and objective setting in relation to consumer decision making processes.

UNIT I INTRODUCTION TO ADVERTISEMENT - Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns.

UNIT II ADVERTISEMENT MEDIA - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.


UNIT IV INTRODUCTION TO SALES PROMOTION - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT V SALES PROMOTION CAMPAIGN - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Outsourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions

TEXT BOOKS:


REFERENCE BOOKS:

CONSUMER BEHAVIOR

COURSE OBJECTIVE: To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

COURSE OUTCOME: The student will understand the influences on customer choice and the process of human decision making in a marketing context.


UNIT II CONSUMER BEHAVIOR MODELS - Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES - Psychological influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV EXTERNAL INFLUENCES - Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior

UNIT V PURCHASE DECISION PROCESS - High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.

TEXT BOOKS:


REFERENCE BOOKS:


TRAINING AND DEVELOPMENT

COURSE OBJECTIVE: To know the role and function of training and development organization, learning theories, and principles and their implications for the effectiveness of training programs.
COURSE OUTCOME: Develop the skills, abilities, and practical elements of employee development and performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs.


UNIT II  TRAINING NEEDS ANALYSIS - Objectives of training needs analysis - Identification of training needs and the process, tools and techniques – organizational analysis, task analysis and individual analysis – consolidation.


UNIT IV  DELIVERING THE TRAINING PROGRAMS - Conducting the programs – ice breaking and games – relevance of culture of participants – layout facilitating interactions – audio visual aids.

UNIT V  EVALUATION OF TRAINING PROGRAMS - Objectives of evaluation – micro and macro levels – methods of evaluation – reaction, learning, behavior and results – Cost benefit analysis – Role of trainer and line manager in evaluations – Design of Evaluation – Kirkpatrick’s model

REFERENCE BOOKS:

GENERAL MANAGEMENT

SEMESTER – IV

INDUSTRIAL RELATIONS AND LABOUR WELFARE

COURSE OBJECTIVE: To explore contemporary knowledge and gain a conceptual understanding of industrial relations and human resource management.

COURSE OUTCOME: Students will know how to manage workplace conflict and they understand how to resolve industrial relations and human resource problems.

UNIT I  INDUSTRIAL RELATIONS - Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.


UNIT III  LABOUR WELFARE - Concept – Objectives – Scope – Need – Voluntary Welfare


TEXT BOOKS:


REFERENCE BOOKS:


STRAATEGIC INVESTMENT AND FINANCING DECISIONS

COURSE OBJECTIVES: Enable students to acquire techniques of evaluating strategic investment decisions understand the causes of prediction modes of financial distress

COURSE OUTCOME: Possess good knowledge in techniques for making strategic investment decision and tackling financial distress


UNIT II  CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES - Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.


UNIT IV  FINANCING DECISIONS - Capital Structure – Capital structure theories – Capital structure planning in Practice.

UNIT V  FINANCIAL DISTRESS - Consequences, Issues, Bankruptcy, Settlements,
reorganization and Liquidation in bankruptcy.

TEXT BOOKS:


REFERENCE BOOKS:

5. Website of IDBI Related to Project Finance.

INDIAN BANKING FINANCIAL SYSTEM

COURSE OBJECTIVES: Grasp how banks raise their sources and how they deploy it and manage the associated risks. Understand e-banking and the threats that go with it.

COURSE OUTCOMES: Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.


UNIT II SOURCES AND APPLICATION OF BANK FUNDS - Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT III CREDIT MONITORING AND RISK MANAGEMENT - Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION - Mergers and diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

TEXT BOOKS:


REFERENCE BOOKS:


SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVE: To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

COURSE OUTCOME: Ability to build and manage a competitive supply chain using Strategies, models, techniques and information technology.


TEXT BOOKS:

REFERENCE BOOKS:


MATERIALS MANAGEMENT

COURSE OBJECTIVES: Understand how material management should be considered for profitability and how to establish the best methods of inventory analysis and create performance measures.

COURSE OUTCOME: Student gains knowledge on effective utilization of materials in manufacturing and service organization

UNIT I INTRODUCTION - Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan


UNIT III INVENTORY MANAGEMENT - Policy Decisions-objectives-control-Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages-Quantity discount models. Probabilistic inventory models.

UNIT IV PURCHASING MANAGEMENT - Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

UNIT V WAREHOUSE MANAGEMENT - Stores management-stores systems and procedures - incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management - operational efficiency-productivity-cost effectiveness-performance measurement

TEXT BOOKS:


REFERENCE BOOKS:

TECHNOLOGY MANAGEMENT

SEMESTER – III

TECHNOLOGY FORECASTING AND ASSESSMENT

COURSE OBJECTIVE: To understand the technology growth, changes, forecasting techniques, Assessment and competitiveness.

COURSE OUTCOME: To adopt recent technological changes, Assess alternatives and Compete in Industry.

UNIT I  INTRODUCTION - Technology origin and evolution – Tailoring technology to fit specific industry requirements – Organization redesign – Organizational re-engineering – Financial considerations for technology Planning.

UNIT II  TECHNOLOGY CYCLE - Technology cycle and understanding technologies change - Responding to technological changes - Adoption of technology - Overcoming resistance - different approaches.


UNIT IV TECHNOLOGY ASSESSMENT - Dissemination of technology information and strategic planning - Technology choice and evaluation methods – Analysis of alternative technologies - Implementing technology programmes.

UNIT V TECHNOLOGICAL COMPETITIVENESS IN COUNTRIES - Factory and office automation - Business Process Reengineering - Quality Management –Use of Transferred Technology - Collaborative innovation environment - Collaborative knowledge-intensive industry environment – Business and government relations – Technological competitiveness in some of the developing and developed countries.

REFERENCE BOOKS:


TECHNOLOGY COMMERCIALISATION AND TRANSFER

COURSE OBJECTIVE: To understand Technology Commercialization, Negotiation, Transfer Mechanisms, Licensing.


UNIT IV  TECHNOLOGY LICENSING AND PARTNERING - In-house development - Partnerships with intermediaries - Sponsored development - Joint development - Collaborative development - International networks of technology brokers. Technology Licensing - Rights of license holders- Financial terms – documentation - cross licenses - Collaboration and public policy


REFERENCE BOOKS:

RESEARCH AND DEVELOPMENT MANAGEMENT

COURSE OBJECTIVE: To understand how to design and lead R&D processes and manage R&D Organization.

COURSE OUTCOME: To ensure an effective, efficient and sustainable R&D


UNIT II  INNOVATIVE ENVIRONMENT - Structural Components – Organizational Environment, Functional Organization, organization structure for innovation, Corporate R & D, Global R & D, Outsourcing R & D, Virtual R & D. Creativity – Tools – Climate - MBTI Creativity
UNIT III R & D QUALITY MANAGEMENT - Quality management system, Good laboratory practices, Good management practice, Quality environmental management system- Data recording. TQM in R & D – Quality procedures, Continuous improvement, measurement techniques, Benchmarking.

UNIT IV PEOPLE AND R&D - Building scientific skills base - Skill audit process, skill requirements, skills gap assessment, selection & induction, Developing people – Performance management, reviewing and monitoring, appraisal schemes, T & D, Career Management & Development - Succession planning. R & D team Manager – Leadership, Creative groups.


TEXT BOOKS:


REFERENCE BOOKS:


TECHNOLOGY MANAGEMENT
SEMESTER – IV

COURSE OBJECTIVE: To understand Intellectual Property Rights, Patents, GATT, Copyright, Trademarks and Geographical Indications.


UNIT II INTERNATIONAL PROTECTION OF INTELLECTUAL PROPERTY RIGHTS - Establishment of WIPO, General Agreement on Trade and Tariff (GATT). Patent Co-Operation Treaty, TRIPS agreement, Bern Convention, Rome convention, WTO and
Intellectual Property Rights.


UNIT IV  COPYRIGHTS, TRADEMARKS, OTHER INTELLECTUAL PROPERTY RIGHTS
- Copyrights and related rights - Trade Marks and rights arising from Trademark registration - Defi nitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and International levels, Plant Varieties - Application Procedures, Trade Secret,

UNIT V  LEGAL ASPECTS OF INTELLECTUAL PROPERTY RIGHTS - Infringement of Patents and Remedies. Modiﬁ cation of granted patents, Case Studies on - Patents - Copyright and related rights - Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights

REFERENCE BOOKS:

MANAGING TECHNOLOGICAL INNOVATION

COURSE OBJECTIVE: To understand Innovation types, Technology Change, Innovation Strategy, Management and Entrepreneurship.

COURSE OUTCOME: Creativity Techniques, Entrepreneurs opportunities, Formulating innovation strategy.

UNIT I  INTRODUCTION - Innovation types, Process - Economic scale of innovation – Innovation system – Innovation research & development - Creativity techniques.

UNIT II  TECHNOLOGY CHANGE - Technology change – Organizational issues – Entrepreneurs opportunities and Technology changes – Technology change and productivity.

UNIT III  INNOVATION STRATEGY - Importance - innovation strategy in practice –types – formulating strategy - building innovative capabilities - returns from innovation strategy - innovation strategy in SMEs.


UNIT V  INNOVATION ORGANISATION - Entrepreneurship - Technology based, knowledge spillover in large and small fi rms – fi nancing - contribution of public entities.
REFERENCE BOOKS:


E-BUSINESS MANAGEMENT

COURSE OBJECTIVE: To understand the practices and technology to start an online business

COURSE OUTCOME: To know how to build and manage an e-business


UNIT II TECHNOLOGY INFRASTRUCTURE - Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

UNIT III BUSINESS APPLICATIONS - Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals


UNIT V LEGAL AND PRIVACY ISSUES - Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

TEXT BOOKS:


REFERENCE BOOKS:


SOFTWARE PROJECT AND QUALITY MANAGEMENT

COURSE OBJECTIVE: To understand project management cycle in software development. To study various project estimation and quality models in software development

COURSE OUTCOME: Knowledge of software development process and quality models. Knowledge of software project estimation and quality assurance


UNIT II SOFTWARE METRICS - Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.


TEXT BOOKS:

REFERENCE BOOKS:
COURSE OBJECTIVE: To know how to derive meaning from huge volume of data and information. To understand how knowledge discovering process is used in business decision making

COURSE OUTCOME: Big Data Management. Appreciate the techniques of knowledge discovery for business applications

UNIT I INTRODUCTION - Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI

UNIT II DATA WAREHOUSING - Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES - Regression and correlation; Classification - Decision trees; clustering – Neural networks; Market basket analysis- Association rules- Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES - Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

UNIT V BI AND DATA MINING APPLICATIONS - Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

TEXT BOOKS:

REFERENCE BOOKS:
7. Elizabeth Vitt, Michael Luckевич Stacia Misner, Business Intelligence, Microsoft, 2011.
MARKETING MANAGEMENT  
SEMESTER – III  

MARKETING RESEARCH

COURSE OBJECTIVE: To understand the methods of understanding the market needs and the tools to quantitatively analyse such needs.

COURSE OUTCOME: To successfully identify the methods for product launch after a market analysis.


UNIT II  MARKETING RESEARCH PROCESS - Characteristics of a good Marketing Research Plan, Steps in Marketing Research, Types of Research design – exploratory, descriptive, causal – their importance and limitations, Special techniques of Marketing Research – Panel Research, Retail/Shop research, Image Research, Omnibus surveys, Trade Research.

UNIT III  DATA COLLECTION - Primary and Secondary data – meaning and types – Nominal, Ordinal, Interval, Ratio, Specific scales for measuring attitudes – Rating scales, Semantic, Thurston – Likert’s, Guttman, Q-sort, Stapel scale, Methods of collecting Primary data – observation, personal interview, telephone and mail survey – Designing of questionnaire, distinction between questionnaire and interview schedule, Methods of sampling, Basic consideration in deciding upon sample size, Sampling errors.

UNIT IV  MULTIVARIATE ANALYSIS - Preliminary steps – editing, coding, tabulation – Multivariate analysis – Discriminant, Canonical, Factor and Cluster analysis, Multi dimensional scaling, Multiple Regression - Structural Equation Modeling – Presentation of research findings – factors to be considered while drafting a Marketing Research report – contents of Marketing Research report.

UNIT V  APPLICATIONS OF MARKETING RESEARCH - Product research, Packaging, Pricing, Customer satisfaction, Sales and distribution, Advertising, Media and Brand researches, Ethical issues in Marketing Research, Future of Marketing Research, Case studies in the above areas.

TEXT BOOKS:


REFERENCE BOOKS:

BRAND MANAGEMENT

COURSE OBJECTIVE: To understand the methods of managing brands and strategies for brand management.

COURSE OUTCOME: To successfully establish and sustain brands and lead to extensions.


UNIT III  BRAND COMMUNICATIONS - Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – Online Brand Promotions.

UNIT IV  BRAND EXTENSION - Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.


TEXT BOOKS:

REFERENCE BOOKS:

RETAIL MANAGEMENT

COURSE OBJECTIVE: To understand the concepts of effective retailing

COURSE OUTCOME: To manage the retail chains and understand the retail customer’s behavior.

UNIT I  INTRODUCTION - An overview of Global Retailing – Challenges and opportunities –
UNIT II  RETAIL FORMATS - Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC’s role in organized retail formats.


UNIT V  RETAIL SHOPPER BEHAVIOUR - Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

TEXT BOOKS:


REFERENCE BOOKS:

6. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent Solution.

MARKETING MANAGEMENT
SEMESTER – IV

SERVICES MARKETING

COURSE OBJECTIVE:  To understand the meaning of services and the significance of marketing the services.

COURSE OUTCOME:  Will be able to apply the concepts of services marketing in promoting services.


UNIT II  SERVICE MARKETING OPPORTUNITIES - Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and
trends – Service market segmentation, targeting and positioning.


UNIT IV  SERVICE DELIVERY AND PROMOTION - Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.


TEXT BOOKS:


REFERENCE BOOKS:


INTEGRATED MARKETING COMMUNICATIONS

COURSE OBJECTIVE: This course introduces students to the basic concepts of marketing communication which includes advertising and sales promotion and how business organisations and other institutions carry out such activities.

COURSE OUTCOME: Insight into the importance of marketing communications planning and objective setting in relation to consumer decision making processes.

UNIT I  INTRODUCTION TO ADVERTISEMENT -Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns.

UNIT II  ADVERTISEMENT MEDIA - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.


UNIT IV  INTRODUCTION TO SALES PROMOTION - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented
and consumer oriented.

UNIT V SALES PROMOTION CAMPAIGN - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions

TEXT BOOKS:


REFERENCE BOOKS:


CONSUMER BEHAVIOR

COURSE OBJECTIVE: To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

COURSE OUTCOME: The student will understand the influences on customer choice and the process of human decision making in a marketing context.


UNIT II CONSUMER BEHAVIOR MODELS - Industrial and individual consumer behaviour models - Howared- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES - Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV EXTERNAL INFLUENCES - Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior

UNIT V PURCHASE DECISION PROCESS - High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.

TEXT BOOKS:
CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OBJECTIVE: To understand the need and importance of maintaining a good customer relationship.

COURSE OUTCOME: To use strategic customer acquisition and retention techniques in CRM.


UNIT II UNDERSTANDING CUSTOMERS - Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments.


UNIT V TRENDS IN CRM - e-CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

TEXT BOOKS:

REFERENCE BOOKS:
1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing
2010.


MARKETING ANALYTICS

COURSE OBJECTIVE: To understand the role of financial perspectives in marketing.

COURSE OUTCOME: To apply analytics concepts in marketing.


UNIT III COMMUNICATION AND PRICING ANALYTICS - Communication analytics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

UNIT IV CHANNEL ANALYTICS - Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.


REFERENCE BOOKS:


HUMAN RESOURCE MANAGEMENT
SEMESTER – III
MANAGERIAL BEHAVIOR AND EFFECTIVENESS

COURSE OBJECTIVE: To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organizational characteristics.

COURSE OUTCOME: Students will gain knowledge about appropriate style of managerial behavior.


UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS - Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS - Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.


REFERENCE BOOKS:

STRATEGIC HRM & DEVELOPMENT

COURSE OBJECTIVE: To help students understand the factors of change in the political, social, environmental and the economic scenarios that has transformed the role of HR functions from being a support function to strategic function.

COURSE OUTCOME: Students will have a better understanding of the tools and techniques used by organizations to meet these challenges.


TEXT BOOKS:


REFERENCE BOOKS:


PERFORMANCE MANAGEMENT

COURSE OBJECTIVE: To understand the definition, developments and use of tangible and intangible measures of performance management, understand the performance management cycle and how to manage it.
COURSE OUTCOME: Students are enabled to set business based objectives including SMART targets and measures, the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions.


REFERENCE BOOKS:

COURSE OUTCOME: Develop the skills, abilities, and practical elements of employee development and performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs.


UNIT II TRAINING NEEDS ANALYSIS - Objectives of training needs analysis - Identification of training needs and the process, tools and techniques – organisational analysis, task analysis and individual analysis – consolidation.


UNIT IV DELIVERING THE TRAINING PROGRAMS - Conducting the programs – ice breaking and games – relevance of culture of participants – layout facilitating interactions – audio visual aids.

UNIT V EVALUATION OF TRAINING PROGRAMS - Objectives of evaluation – micro and macro levels – methods of evaluation – reaction, learning, behavior and results – Cost benefit analysis – Role of trainer and line manager in evaluations – Design of Evaluation – Kirkpatrick's model

REFERENCE BOOKS:

INDUSTRIAL RELATIONS AND LABOUR WELFARE

COURSE OBJECTIVE: To explore contemporary knowledge and gain a conceptual understanding of industrial relations and human resource management.

COURSE OUTCOME: Students will know how to manage work place conflict and they understand how to resolve industrial relations and human resource problems.

UNIT I INDUSTRIAL RELATIONS - Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.


TEXT BOOKS:

REFERENCE BOOKS:

ORGANISATIONAL THEORY, DESIGN & DEVELOPMENT

COURSE OBJECTIVE: To learn why and how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

COURSE OUTCOME: Students will analyze organizations more accurately and deeply by applying organization theory to actual organizations in order to solve real-life problems.


UNIT III ORGANISATIONAL CULTURE - Understanding Culture – Strong and Weak Cultures –
Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.


UNIT V ORGANISATION EVOLUTION AND SUSTENANCE - Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications

TEXT BOOKS:


REFERENCE BOOKS:


SOCIAL PSYCHOLOGY

COURSE OBJECTIVE: To study social interaction and social influence. To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.

COURSE OUTCOME: Students will gain knowledge on dynamics of intergroup relationships, conflict and cooperation and relationship between the individual and society.

UNIT I INTRODUCTION TO SOCIAL PSYCHOLOGY - Social Psychology – Origin and development – Social behaviour and social thought – Applications in society and business.

UNIT II PERCEIVING AND UNDERSTANDING OTHERS - Social perception – Nonverbal communication – Attribution – Impression formation and impression management.


TEXT BOOKS:

REFERENCE BOOKS:

STRESS MANAGEMENT

COURSE OBJECTIVE: To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

COURSE OUTCOME: Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.


UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUING - Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.


REFERENCE BOOKS:
4. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery- The art of coping
COURSE OBJECTIVES: Grasp how banks raise their sources and how they deploy it and manage the associated risks. Understand e-banking and the threats that go with it.

COURSE OUTCOMES: Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.


UNIT II SOURCES AND APPLICATION OF BANK FUNDS - Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT III CREDIT MONITORING AND RISK MANAGEMENT - Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION - Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.


TEXT BOOKS:

REFERENCE BOOKS:
COURSE OBJECTIVE: Security Analysis and Portfolio Management concerns itself with investment in financial assets with specific attention to the returns and risk associated with investing in securities. The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.

COURSE OUTCOME: The objective of this course is to familiarize the participants with the stock markets of India, its terminology, types of securities, the determinants of the price behaviour of securities, evaluation of fair price, and to provide a conceptual insight to the valuation of securities.


UNIT V PORTFOLIO MANAGEMENT - Portfolio analysis – Portfolio Selection – Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

TEXT BOOKS:

REFERENCE BOOKS:
HIRE PURCHASE, LEASING AND VENTURE CAPITAL

COURSE OBJECTIVE: To understand the basic concepts of leasing and the dynamics of venture capital funds in Indian perspectives on fast emerging opportunities.

COURSE OUTCOME: Students are enabled to identify a great start up with high probability success and their valuation techniques.


UNIT V CORPORATE VENTURING - Corporate venturing – Framing and managing the venturing process –selecting opportunities- Locating the venture in the organization –Developing the business plan –Organising and controlling the venture.

REFERENCE BOOKS:


FINANCIAL SERVICES MANAGEMENT SEMESTER – IV

INSURANCE AND RISK MANAGEMENT

COURSE OBJECTIVE: This course introduces the concept of risk and techniques of identifying, measuring and managing it. In this context, insurance as a risk management tool is discussed with references to its role, functions and basic principles as applicable to different classes of insurance.
COURSE OUTCOME: The course aims to provide the students with a broad understanding of risk and insurance as a means to manage it. This forms the foundation to facilitate the students in their further studies on insurance.

UNIT I  INTRODUCTION TO RISK MANAGEMENT - Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk


TEXT BOOKS:

REFERENCE BOOKS:

INTERNATIONAL TRADE FINANCE

COURSE OBJECTIVES: This course provides an overview of essential skills for managing financial transactions in an international trade. It covers practical applications of trade finance including: political and economic risks; foreign exchange tactics and risks; credit and payment risks; optimal terms of payment; arranging financing; and setting the business’s overall financial plan. Material is presented in the form of readings, e-lectures, practical applications, and self assessments.

COURSE OUTCOME: It will enable to assess political and economic risks and cultural issues of the target country to establish the financial costs and viability. Evaluating foreign currency exchange risk and selecting, implementing, and managing risk mitigation techniques to protect the company against financial losses.
uctuation of foreign exchange.


TEXT BOOKS:


REFERENCE BOOKS:

3. Website of Indian Government on EXIM policy.

FINANCIAL DERIVATIVES MANAGEMENT

COURSE OBJECTIVES: To understand the nuances involved in derivatives and to understand the basic operational mechanisms in derivatives.

COURSE OUTCOME: This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.


UNIT IV  SWAPS - Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.


TEXT BOOKS:

REFERENCE BOOKS:
5. Website of NSE, BSE.

STRATEGIC INVESTMENT AND FINANCING DECISIONS

COURSE OBJECTIVES: Enable students to acquire techniques of evaluating strategic investment decisions understand the causes of prediction modes of financial distress.

COURSE OUTCOME: Possess good knowledge in techniques for making strategic investment decision and tackling financial distress.

UNIT II  CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES - Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.


UNIT IV  FINANCING DECISIONS - Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V  FINANCIAL DISTRESS - Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TEXT BOOKS:

REFERENCE BOOKS:
5. Website of IDBI Related to Project Finance

ENTREPRENEURIAL FINANCE

COURSE OBJECTIVE: This course examines the corporate finance issues confronting entrepreneurial firms. The primary areas of study for the course are: financial forecasting, identification and evaluation of real options, assessment of financial needs, and valuation.

COURSE OUTCOME: This course is intended to be ‘hands on’ and provide a theoretical framework useful for addressing typical financial issues of entrepreneurial ventures.


UNIT III  PROJECT APPRAISAL, FINANCIAL PLANNING AND ANALYSIS - Project appraisal methods – Payback Period, Accounting Rate of Return, Discounted cash flow techniques – Risk incorporation techniques, Methods of minimizing risks, Overrun

UNIT IV FINANCING OF VENTURES - Different stages of financing – Seed, Expansion and Mezzanine – Sources of finance – Equity, Bootstrapping, Debentures, Angel funding, Venture capital and Lease financing, Bank loans – different types of fund-based and non fund-based facilities – Financial institutions funding, Financial assistance to women entrepreneurs, Financial incentives and facilities available to entrepreneurs.


TEXT BOOKS:

REFERENCE BOOKS:

HEALTH SERVICES MANAGEMENT
SEMESTER – III

MATERIALS MANAGEMENT AND LOGISTICS IN HEALTH CARE

COURSE OBJECTIVE: To understand Hospital Inventory Management, Logistics Management, Purchasing Activities, Warehousing and Supply Chain Management Concepts.

COURSE OUTCOME: Clear view of how Inventory is maintained, Auditing on Marketing and Logistics, Electronic Data Interchange.

UNIT I INTRODUCTION TO MATERIALS MANAGEMENT - Introduction to principles of material management, Hospital Inventory management: Definition of inventory- Need, objectives, scope & importance, impact on profitability of the organization, types of hospital inventories, categories of materials in hospitals, classification of un-expendable items, hospital maintenance items, spare parts stocking policies for capital items.

concept – Logistics and corporate Profit performance – the financial Impact of Logistics
Decision – Conducting a Logistics and Marketing audit – developing a Logistics Strategy
- Future Challenges.


UNIT V INTRODUCTION TO SUPPLY CHAIN MANAGEMENT (SCM) - Concept of SCM, components, hospital supply chain management, global competitive scenario. Hospital Stores Organization, Objective, function, relevance and importance of store keeping, functions and responsibilities of stores, duties and responsibilities of store keeper; elements of good stores organization, stores organization in hospitals: centralized and decentralized stores.

REFERENCE BOOKS:


MANAGEMENT OF HEALTH CARE SERVICES

COURSE OBJECTIVE:
To understand services in hospitals, Managing Front office operations in hospitals, Record Keeping, Waste disposal management, Pharmacy and ICU maintenance.

COURSE OUTCOME:
Clear view on Hospital Systems in India, Emergency Communication System in Hospitals, Maintenance of Patient Records, Laboratory Accreditation Procedure.

UNIT I INTRODUCTION - Functional areas in hospital services management – Difference types of hospital services – Human capital in hospitals– Specific characteristics of hospital services- Principles of hospital planning and execution-Government – Private – Corporate and public hospital systems in India.
UNIT II **MANAGING FRONT OFFICE** - Front office – Administration of outpatient and inpatient – Emergency services in hospital – Communication system – Admission and discharge procedures.

UNIT III **RECORDS MANAGEMENT** - Significance of record keeping - Types of medical records – Management – Medical statistics – Materials records – Creation and management of patient records and personnel records – Discharge records – Legal and other operational records – Automated hospital services management solution.


**REFERENCE BOOKS:**


**HEALTH INSURANCE**

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**COURSE OBJECTIVE:** To understand about Health Insurance Products, Designing, Types, Insurance Act, IRDA, Marketing and Servicing, Insurance Models.

**COURSE OUTCOME:** An understanding of Insurance Products, Significance of Claims, Regulations and Operations in Health Insurance, Application of Insurance Models.


UNIT II **CLASSIFICATION OF HEALTH INSURANCE** - Concepts of insurance, life and nonlife, Public & private health insurance, Individual medi claim policy, domiciliary hospitalization, proposal questionnaire, Bhavishya Arogya policy, Jan Arogya Bima Policy, Cancer Insurance, Group Mediclaim Policy.

UNIT III **REGULATION AND OPERATIONS IN HEALTH INSURANCE** - The Insurance Act 1938, IRDA- 1999, Introduction to Claims management, significance of claims settlement, nature of claims from various classes of insurance, role of Third Party Administrators.

UNIT IV **MARKETING AND SERVICING OF HEALTH INSURANCE** - Different elements of insurance marketing, uniqueness of insurance markets, distribution, Channels for selling insurance, agents, insurance broker, consultants, Banking outlets, Role of IRDA in
supervising promotional activities.


REFERENCE BOOKS:

3. U. Jawaharlal (editor), Insurance Industry, the current scenario, the ICFAI University Press, Hyderabad, 2005.
4. Insurance Products, Taxman Publications
5. Insurance Management - Dave
7. IRDA Guidelines on Health Insurance - Govt. of India

HEALTH SERVICES MANAGEMENT
SEMESTER – IV

LEGAL ASPECTS OF HEALTH CARE

COURSE OBJECTIVE: To Understand Laws relating to Health services, Nurse licensure, Legal reports, Risk Management, AIDS.

COURSE OUTCOME: An understanding of Ethical issues in Health care, Labour rights, Privileges of medical staffs, Licensing Healthcare Professionals.


UNIT V  

REFERENCE BOOKS:


INTERNATIONAL HEALTH MANAGEMENT  

COURSE OBJECTIVE: To know and understand the international health Scenario and healthcare delivery process and also to develop perspectives for health product and services to go global.

COURSE OUTCOME: WIPO role in new patient regime, Regulations in Health Policy formulations, Access to low income segments and Rural Healthcare.

UNIT I  

UNIT II  
THE REFORMS OF HEALTHCARE SYSTEM - Evolutionary reform (Italy, Portugal, Greece, Australia, etc) in Healthcare - Structural reforms in Healthcare (New Zealand, Sweden, Switzerland and United States etc.) International convergence in Health care system – Health sector reforms, lessons from different countries.

UNIT III  
SYSTEMS OF HEALTH CARE DELIVERY - Basic components of health services – Transition from traditional insurance to managed care – Trends and Directions – Significance for health care practitioners and policy makers – Complying with regulations – Health care systems in other countries

UNIT IV  

UNIT V  
HEALTH POLICY - Health policy – Definition – Different forms of Health policies - Regulatory tools – government as a subsidiary to the private sector – Reforms in the healthcare sector – Decentralized role of the States – Access to healthcare – providers – in rural areas, low income segments – Cost of Care - Quality of care.

REFERENCE BOOKS:
COURSE OBJECTIVE:
Subject is intended to cover the Operations and Maintenance aspects with reference to minimum Utilization of resources in a hospital.

COURSE OUTCOME:
Imbibes knowledge on advanced technology in diagnostics and Therapeutics, Quality control applications in Hospital.

UNIT I
INTRODUCTION TO MEDICAL EQUIPMENT - List of common medical equipments, Justification of purchase proposal, hospital need assessment, Equipment selection guideline, estimation of cost and planning, purchase, installation, commissioning, Replacement and buy back policy, International and indigenous standards

UNIT II
OPERATIONS STRATEGY - Operations strategy a competitive tool, elements, technology selection and process: development, developing operations strategy. Operations of clinical services, supportive services, and administrative services general introduction to the various specialties, super specialties and other subspecialties

UNIT III
VALUE MANAGEMENT - Value engineering, value analysis, quality control, applications in hospital.

UNIT IV
TECHNOLOGY MANAGEMENT IN HOSPITALS - Evolution of technology in hospitals, advanced technology in diagnostics and therapeutics, telemedicine concepts and applications, artificial intelligence and robotics in Healthcare.

UNIT V
MAINTENANCE MANAGEMENT - Objectives, types of maintenance systems, equipment maintenance, quality and reliability, equipment history and documents, maintenance planning, maintenance information system, maintenance and monitoring of biomedical equipments, predictive maintenance, equipment availability, spares management, replacement policy, depreciation and loss of value, economic life, costing, cost of standby, maintenance in hospital. Bio-Medical Technology, application in hospital environment, calibration tests, maintenance features, hazards.

REFERENCE BOOKS:
MEDICAL TOURISM

COURSE OBJECTIVE: To understand the significance of Medical Tourism, Role of government, Communication for medical tourists.

COURSE OUTCOME: Effects of medical tourism in nation’s economy, Pricing of Medical Services, Emerging trends on Medical Tourism.

UNIT I INTRODUCTION - Medical tourism – significance - Medical tourism as industry - Medical tourism destinations – Types and flow of medical tourists - Factors influencing choice of medical tourism destinations.

UNIT II MACRO PERSPECTIVE - Effects of medical tourism in nation’s economy – development of supporting services for medical tourism – role of government – Private sector – voluntary agencies in promotion of medical tourism.

UNIT III MARKETING STRATEGY - Strategy formulation to attract and retain national and global medical tourists – Positioning of Indian medical services – Traditional and nontraditional – Pricing of Medical Services.

UNIT IV COMMUNICATION - Integrated communication for medical tourists – Online and offline communications – Relationship management with medical tourists.

UNIT V EMERGING TRENDS - Understanding Medical tourist satisfaction – Protecting stakeholder’s interests in medical - tourism – Emerging trends.

REFERENCE BOOKS:

MEDICAL WASTE MANAGEMENT

COURSE OBJECTIVE: To understand about Health Care Waste, Legal guidelines on Waste Disposals, Coding different Wastes, Treatment and Disposal, Management issues, Maintenance of records and reports.

COURSE OUTCOME: Ensuring waste being recycled/disposed safely by proper guidelines.


UNIT II IMPACTS & LEGISLATION AND POLICIES - Health impacts – direct and indirect

UNIT III


UNIT IV


UNIT V


TEXT BOOKS:


REFERENCE BOOKS:


OPERATIONS MANAGEMENT
SEMESTER – III

SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVE: To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

COURSE OUTCOME: Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology.

UNIT I


TEXT BOOKS:

REFERENCE BOOKS:

LOGISTICS MANAGEMENT

COURSE OBJECTIVE: To learn the need and importance of logistics in product flow.

COURSE OUTCOME: To enable an efficient method of moving products with optimization of time and cost.

UNIT I  INTRODUCTION - Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service

UNIT II  DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS - Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.


TEXT BOOKS:

REFERENCE BOOKS:

PRODUCT DESIGN & DEVELOPMENT

COURSE OBJECTIVE: Understand the application of structured methods to develop a product

COURSE OUTCOME: Student gains knowledge on how a product is designed based on the needs of a customer


UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS - Industrial Design, Design for


TEXT BOOKS:


REFERENCE BOOKS:


OPERATIONS MANAGEMENT  
SEMESTER – IV  
PROJECT MANAGEMENT  

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COURSE OBJECTIVE: To learn the concepts of managing projects.

COURSE OUTCOME: To apply project management principles in business situations to optimize resource utilization and time optimization.


TEXT BOOKS:

REFERENCE BOOKS:

ROBUST DESIGN

COURSE OBJECTIVE: To learn about effective methods of experimental research design

COURSE OUTCOME: Ability to effectively plan the framework for experimentation

UNIT I INTRODUCTION - Introduction to robust design - Robust Design and Experiments - Planning of experiments - Overview of quality by design - Quality loss function - ANOVA rationale - Single Factor Experiments.

UNIT II FACTORIAL EXPERIMENTS - Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - 2K and 3K factorial designs - Fractional factorial design.

UNIT III SPECIAL EXPERIMENTAL DESIGNS - Randomized blocks - Latin square design - Blocking and confounding - Response Surface Method - Nested designs.

UNIT IV ORTHOGONAL EXPERIMENTS - Comparison of classical and Taguchi’s approach - Selection and application of orthogonal arrays for design - Conduct of experiments - collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.

UNIT V MAKING THE DESIGN ROBUST - Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.

TEXT BOOKS:

REFERENCE BOOKS:

BUSINESS PROCESS MANAGEMENT

COURSE OBJECTIVE: To understand the model of a business process and to structure an enterprise

COURSE OUTCOME: The student will be able to apply the BPM concepts as a precursor to
UNIT I  INTRODUCTION - Definition, need and importance of business process management -
Scope and evolution - core elements of business process management -
Business process lifecycle - Business process classification - evolution of process
architecture - work flow management

UNIT II  PROCESS MODELLING - Concepts and terminologies - six sigma and business process
management - business process model abstraction - activity models, process models,
process - models, instances and interactions, process orchestrations - control flow
patterns - Petri Nets - event process chains - workflow nets - workflow languages -
Yet Another - graph based - semantic business process management - business
process modeling notation

UNIT III  PROCESS CHOREOGRAPHY & QUALITY MANAGEMENT - Terminologies -
development phases - design - implementation - choreography modeling in BPMN -
properties of business process - data dependencies - object life cycle conformance -
soundness - structural - relaxed - weak - lazy - soundness criteria - business process
quality management

UNIT IV  ARCHITECTURES AND METHODOLOGIES - Workflow management - fl exible workflow
- resource driven workflow - service enabled process management - service
oriented architecture - BPM and semantic interoperability - dependencies between
processes - methodology - phases

UNIT V  BPM AND GOVERNANCE - Business process governance - BPM governance -
process of BPM - business process standardization - expertise in BPM - BPM
curriculum - dealing human driven process - knowledge engineering in BPM - cultural
change in process management

TEXT BOOKS:

1. Mathias Weske, Business Process Management Concepts, Languages and Architecture,
2. Brocke and Rosemann, Handbook on Business Process management 1 Introduction,
Methods and Information Systems, Springer, 2012

REFERENCE BOOKS:

1. Brocke and Rosemann, Handbook on Business Process management 2 Strategic Alignment,
Governance, People and Culture, Springer, 2012
2. Naresh varma, Business process Management Profi ting from Process, Global India
Publications, 2009

COURSE OBJECTIVE: To understand how material management should be considered for profitability

COURSE OUTCOME: Student gains knowledge on effective utilization of materials in manufacturing and service organisation

UNIT I  INTRODUCTION - Operating environment-aggregate planning-role, need, strategies,
costs techniques, approaches-master scheduling-manufacturing planning and control
system-manufacturing resource planning-enterprise resource planning-making the

MATERIALS MANAGEMENT

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production plan


UNIT III INVENTORY MANAGEMENT - Policy Decisions--objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

UNIT IV PURCHASING MANAGEMENT - Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

UNIT V WAREHOUSE MANAGEMENT - Stores management-stores systems and procedures- incoming materials control-stores accounting and stock verification-Observe, surplus and scrap-value analysis-material handling-transportation and traffic management - operational efficiency-productivity-cost effectiveness-performance measurement

TEXT BOOKS:

REFERENCE BOOKS:

MAINTENANCE MANAGEMENT

COURSE OBJECTIVE: To understand maintenance strategies, Failure time Distributions, Overhaul and Repair, Recent techniques on maintenance.

COURSE OUTCOME: Maintainability Prediction, Designing Maintenance Policies, Reengineering Maintenance process.

UNIT I MAINTENANCE CONCEPTS - Objectives and functions of Maintenance – Maintenance Strategies – Organisation for Maintenance – Five Zero Concept


UNIT III MAINTENANCE PLANNING AND REPLACEMENT DECISION - Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Spare parts management. Optimal interval between preventive replacement of equipment subject to break down, group replacement.

UNIT V  RECENT TECHNIQUES - Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology – Reengineering Maintenance process.

TEXT BOOKS:


REFERENCE BOOKS:


HOSPITALITY AND TOURISM MANAGEMENT

SEMESTER – III

CULTURE AND ETHOS

COURSE OBJECTIVE: To provide the background of Indian culture and to give the students an understanding of managing cultural diversity in the workplace. The course enables students to understand issues related to cross-cultural management and teaches how to recognize, analyze and implement ethical decisions.

COURSE OUTCOME: The students should be able to i) describe Indian culture and its transition, ii) explain how different national cultures can influence the individuals and groups in social and business settings iii) contrast positive effects of cultural diversity in the workplace with the negative effects, and identify important considerations in managing diversity iv) identify the problems in making ethical decisions and summarize code of ethics.

UNIT I  INTRODUCTION TO INDIAN CULTURE - Salient features of Indian cultures – socio, ethnic historical and religious perspectives of Indian culture; Cultural transition.

UNIT II  CULTURAL DIMENSIONS AND REFLECTIONS - Key elements of Indian cultural dimensions – Dimensions of national cultures - Distinctiveness of Indian culture in personal life, social life and work life - Cultural traits under major religious background – Reflection in arts, paintings, dance, music – Ceremonies celebrations – Place of worships – Belief, attitude and perception – Museum – Special interest – Tourism-

UNIT III  CULTURAL MIX - Cultural dissimilarities across world – across nation; Major issues – challenges to hospitality industry; Influence of global culture – Relationship between national culture and organization structure; International dimensions of organizational culture; Impact on personal and work life – Impact on tourist-
UNIT IV CROSS CULTURAL MANAGEMENT - Frameworks of cross cultural management -
Cultural shock and acculturation - Cross-cultural training - Managing multicultural teams -
Cultural negotiations - Global leadership and motivational issues - Cultural differences in ethics and decision making


TEXT BOOKS:

REFERENCE BOOKS:

ROOM DIVISION MANAGEMENT

COURSE OBJECTIVE: To study the flow of activities and functions in today’s lodging operation. To establish the importance of front office and housekeeping and its role in the hospitality industry.

COURSE OUTCOME: The student understands the best practice in front office and housekeeping operations methodology by the practical application of theoretical knowledge, to a range of front office and housekeeping tasks and situations in a commercial environment.

UNIT I INTRODUCTION - Hotel industry – Classification of Hotels and other types of Lodging –
Hotel Tariff plans – Types of guest rooms and annex – Major departments of a hotel –
Organization structure – Duties and responsibilities of Front office personnel – Inter-department coordination.


UNIT IV HOUSEKEEPING OPERATION - Importance of Housekeeping – Organizational structure – Layout – Coordination with other departments - Duties and responsibilities – Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk

changing trends in hospitality

TEXT BOOKS:


REFERENCE BOOKS:


TOURISM AND TRAVEL MANAGEMENT

COURSE OBJECTIVE: To prepare the learners with knowledge and skills essential to know what is tourism, its types and the Nation’s contribution to the industry

COURSE OUTCOME: The learners will have an idea about the different concepts, trends and strategies used in tourism and travel industry.

UNIT I INTRODUCTION - Tourism - Definitions and Concepts – Components of tourism, Geographic components of tourism - Types of Tourists, Visitor, Traveler, and Excursionist – Differentiation Tourism, recreation and leisure, their inter-relationships – Tourism organization / Institutions – Role and functions of International agencies in Hospitality industry.

UNIT II TRAVEL MANAGEMENT - Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

UNIT III TOUR PLANNING - Tour Packaging & Costing - Importance of Tour Packaging – Classification of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies

UNIT IV TOURISM MANAGEMENT - Tourism infrastructure- Tourism organizations-Travel motivators-Leisure or holiday Tourism-Visiting friends and Relatives (VFR)- Cultural Tourism-Adventure Tourism-Sports Tourism-Religious Tourism-Business Tourism-Medical Tourism-Alternative Forms of tourism-Tourism Products and types.


TEXT BOOKS:

REFERENCE BOOKS:


HOSPITALITY AND TOURISM MANAGEMENT

SEMESTER – IV

FOOD AND BEVERAGE MANAGEMENT

COURSE OBJECTIVE: To study the empirical foundations and develop a professional orientation toward the practice of food and beverage management as it applies to business, culinary arts and hospitality.

COURSE OUTCOME: The students will understand the fundamental principles of food preparation, cooking techniques, material handling, heat transfer and professionalism.

UNIT I KITCHEN MANAGEMENT - Job description – Hierarchy, Attitude and behavior; - Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipments – Fuels - coordination with other departments.

UNIT II MENU - Types of menu – menu planning – Beverage menu - Menu designing – menu merchandising – menu balancing – wine and food pairing.


UNIT IV FOOD AND BEVERAGE PRODUCTION - Food production methods - Beverage production methods – F & B Service areas - Food and beverage service methods – Specializes services.

UNIT V CATERING MANAGEMENT - Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management

TEXT BOOKS:


REFERENCE BOOKS:

EVENT MANAGEMENT

COURSE OBJECTIVES: To understand the process of planning, organizing and conducting variety of events successfully.

COURSE OUTCOMES: Acquisition of skills in organizing all types of events individually or in groups.

UNIT I  EVENT CONTEXT - History and evolution, events industry, impact analysis, participants and spectators, balancing impacts, Handling Unethical Behavior,

UNIT II  EVENT MARKETING - Event planning , pricing and promotion; volunteer team building; sourcing and managing staff Special events-types , traditional, cultural, Riviera, galas, mega-events, trade shows, exhibitions, conferences and conventions, end-to-end tours, excursions, out-door events, social events, seasonal events, environmental impacts, marketing plan; lead-generation, management and follow up,

UNIT III  EVENT PLANNING & ADMINISTRATION - Sponsorships, screening, budget and controls, fund-raising, negotiation and contracts; role of Government, Negotiation and contracts; Promotional Items, give - aways, Event planning, space management, use of web technology , Develop In-Offi ce and On-Site Ethics and Business Etiquette Policies.

UNIT IV  EVENT LOGISTICS - Transportation; booth/space design, internal communications, public relations, networking, media handling, checklists, safety and precautions, Other considerations-entertainment, photo/video coverage, prizes and gifts, risk assessment, safety and security arrangements, Venue and supplier checklist

UNIT V  LOCATION & EVENT DESIGN - Venue Essentials, Creative events concepts, tabletops, other décor props, understanding clients, fundraising galas, Conferences and Conventions, Incentives and Other Special Events, Event Planning Ethics and Etiquette, Protocol, Site selection, requirements and constraints, new venues, ancillaries and amenities, fi nal touches

TEXT BOOKS:

REFERENCES BOOKS:
COURSE OBJECTIVE: To prepare students for responsible, educated, effective and efficient management of the physical plant demands; especially in the areas of energy, water and waste as related to impact on the environment and facilities management.

COURSE OUTCOME: The students should be able to i) explain goals and objectives of facilities and maintenance management and describe the theoretical aspects of utility systems, energy conservation, mechanical equipment and building design.

UNIT I  INTRODUCTION TO FACILITY MANAGEMENT - Role of facilities – Cost associated with facilities- Design considerations- Impact of facility design on facility management- Planning considerations- Planning of office area, food & beverage service outlet areas and service support areas- Management’s responsibilities towards facility management- Responsibilities of facility manager and facility department.

UNIT II MAINTENANCE MANAGEMENT SYSTEM - Goals – Organization in star rated hotels- Types of maintenance and repair- Contract maintenance services- Computerized and internet based services- Budgeting for POM and utilities- Capital expenditure management.


UNIT IV ENVIRONMENT AND SUSTAINABILITY MANAGEMENT - Motivations for environmental concern- Pollution and control: air, water and noise- Water and sanitation- Land use planning and management- Involving staff, customers, communities and partnerships

UNIT V SAFETY AND SECURITY SYSTEMS - Building design, maintenance and safety- Safety in the guest bath- Fire safety: prevention, detection, notification, suppression and control- Evacuation plans- Security: key controls, electronic locks - Terrorism, anti-social and extra ordinary events.

TEXT BOOKS:

REFERENCE BOOKS:
4. Philip Sloan, Willy Legrand and Joseph S. Chen, Sustainability in the hospitality industry,
FOOD SAFETY AND QUALITY

COURSE OBJECTIVE: To study the importance of personal cleanliness; sanitary practices in food preparation; causes, investigation, control of illness caused by food contamination (Hazard Analysis Critical Control Points); and workplace safety standards

COURSE OUTCOME: Ability to assess the quality of food and to provide safe and quality food

UNIT I FOOD SAFETY - Introduction - Food Hazards – Risks – Contaminants - Food Hygiene - Food preservation, Physical agents, Chemical agents, Use of low temperature in food preservation, Preservation by drying, Preservation of meat, fish & egg using different methods.

UNIT II FOOD MICROBIOLOGY - General characteristics of micro-organisms - common food borne microorganisms- Bacteria, Fungi, Viruses, Parasites; - micro-organisms that bring about useful changes in food, fermentation, vinegar, anti-biotic; - Food poisoning - Food infections - Food borne diseases - preventive measures.

UNIT III FOOD QUALITY - Food standards - need for food laws; - Food adulteration & Additives - Detection of food adulterants, Prevention of food adulteration act standards; - Fruit product order standards - Agmark standards - Indian standards institution - International – Codex Alimentarius, ISO, Regulatory agencies; - HACCP.

UNIT IV HYGIENE AND SANITATION - General principles of food hygiene - general hygiene practices for commodities, equipment, work area and personnel; - Hygiene storage – Food spoilage – Food contamination due to pests, cross contamination; - cleaning and disinfection - safety aspects of processing water, waste water & waste disposal.

UNIT V RECENT TRENDS - Emerging pathogens - Genetically modified foods - Food labelling - Newer trends in food packaging and technology - BSE (Bovine Serum Encephalopathy)

TEXT BOOKS:

REFERENCE BOOKS:

DESTINATION MANAGEMENT

COURSE OBJECTIVE: To prepare the learners with knowledge and skills essential to study and plan according to the different destination to suit their need
COURSE OUTCOME: The learners shall be competent for analyzing how the destinations are segmented and handle a destination on their own.

UNIT I INTRODUCTION - Meaning - Factors influencing DM - Destination stakeholders - Segmentation of destinations - Destinations and products - Destination Selection Process - Destination Management Systems - The Values of Tourism


UNIT IV RECREATION MANAGEMENT - Recreation: an overview - Recreation Theories - Recreation and leisure services - Recreational Resources - the Demand and Supply for Recreation and Tourism - Recreational demand - Recreational and Tourist Motivation - Barriers to Recreation - Environmental perspectives


TEXT BOOKS:


REFERENCE BOOKS: