

# **MBA (PRODUCTION AND OPERATIONS MANAGEMENT)**

**E )INSTRUCTIONAL DESIGN**  
**MBA PRODUCTION AND OPERATIONS MANAGEMNT**

<b>Course Code</b>	<b>Title</b>	<b>CIA Max.</b>	<b>ESE Max.</b>	<b>TOT Max.</b>	<b>C</b>
<b>I Semester</b>					
35911	Management – Principles and Practices	25	75	100	4
35912	Organizational Behaviour	25	75	100	4
35913	Managerial Economics	25	75	100	4
35914	Quantitative Techniques	25	75	100	4
35915	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
<b>II Semester</b>					
35921	Research Methods	25	75	100	4
35922	Business Environment	25	75	100	4
35923	Business Laws	25	75	100	4
35924	Management Information System	25	75	100	4
35925	Human Resource Management	25	75	100	4
Total		125	375	500	20
<b>III Semester</b>					
35931	Marketing Management	25	75	100	4
35932	Financial Management	25	75	100	4
35933	Production and Operations Management	25	75	100	4
35934	Re-engineering and Flexi Systems	25	75	100	4
35935	Manufacturing, Maintenance and Waste Management	25	75	100	4
Total		125	375	500	20
<b>IV Semester</b>					
35941	Management of Technology Transfer and Absorption	25	75	100	4
35942	Management of Innovation and R&D	25	75	100	4
35943	Warehousing Management	25	75	100	4
35944	Growth Management	25	75	100	4
35945	Quality Management	25	75	100	4
Total		125	375	500	20
<b>Grand Total</b>				<b>2000</b>	<b>80</b>

## **35911- MANAGEMENT PRINCIPLES AND PRACTICES**

### **Objectives:**

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

### **BLOCK I: BASIC CONCEPTS OF MANAGEMENT**

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

### **BLOCK II: RECRUITMENT AND SELECTION**

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

### **BLOCK III: FUNCTIONS OF MANAGEMENT**

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

#### **BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT**

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

#### **REFERENCES**

129. Stoner, et-al, Management, Prentice Hall, 1989.
130. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
131. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
132. Peter F. Drucker, Management, 2008.
133. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
134. Ricky W. Griffin, Management, South-Western College Publications, 2010
135. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
136. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

## **35912 - ORGANIZATIONAL BEHAVIOUR**

### **Objectives:**

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

### **BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR**

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

### **BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT**

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

### **BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE**

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

#### **BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT**

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

#### **REFERENCES**

- 113.Fred Luthans, Organizational Behaviour, McGraw-Hill/Irwin, 2006.
- 114.Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
- 115.Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
- 116.Griffin and Moorhead, Organizational Behavior: Managing People and Organizations, 2006.
- 117.Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
- 118.K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
- 119.Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

### **35913 - MANAGERIAL ECONOMICS**

#### **Objectives:**

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

#### **BLOCK I: BASICS OF MANGERIAL ECONOMICS**

- UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.
- UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –
- UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.
- UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

#### **BLOCK II: DEMAND AND SUPPLY MANGEMENT**

- UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox
- UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.
- UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly
- UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner's Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

#### **BLOCK III: COST AND BREAK FROM POINTS**

- UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.
- UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.
- UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

#### **BLOCK IV: MACRO ECONOMICS AND REGULATIONS**

- UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.
- UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.
- UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

#### **REFERENCES**

172. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
173. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
174. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
175. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
176. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
177. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson



- 178. Gupta G S, Managerial Economics, Tata McGraw-Hill.
- 179. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
- 180. Mehta P L, Managerial Economics, Sultan Chand and Sons.
- 181. Joel Dean, Managerial Economics, Prentice-Hall.

## **35914 - QUANTITATIVE TECHNIQUES**

### **Objectives:**

- To help develop analytical skills based on problem solving approach
- To learn quadrature problems solving of business issues.
- To acquire the knowledge in statistics and their use in business decision making.

### **BLOCK I: BASICS OF QUANTITATIVE TECHNIQUES**

- UNIT 1 Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development. Variables notion of Mathematical models – concept of trade off – Notion of constants – concept of Interest.
- UNIT 2 Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem Optimization Statistics: Meaning and Applications of Statistics in business decision making and research - Collection, Tabulation and presentation of data - Measures of central tendency: Mean, Median and Mode. Measures of dispersion
- UNIT 3 Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior. Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Decisions on Minimizing Costs and Maximizing output/profits.
- UNIT 4 Linear Programming: Introduction to the linear programming – Concepts of optimization- Formulation of different types of linear programming –Standard form of LP problems - Importance and practical implementation in Industry

### **BLOCK II: LINEAR PROGRAMMING PROBLEMS**

- UNIT 5 Simple regression and Correlation analysis: Introduction, Correlation, Correlation analysis, linear regression analysis and Co-efficient. Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making
- UNIT 6 Special Algorithms of LPP: Transportation Algorithm - Balanced and Unbalanced Problem Formulation and solving methods: North West Corner, Vogel's Approximation-MODI method- Assignment and Travelling Executive Algorithms
- UNIT 7 Theory of Probability: Introduction to the Concept – Development of probability – Areas and Utilisation of probability theories in the Business – Sample space – terminology – Types of probability.
- UNIT 8 Theoretical Probability Distributions: Introduction - Concept of events – Probability of events – Joint, conditional and marginal probabilities Probability

distributions: Binomial, Poisson and Normal – Features and Applications – Use of Normal Tables.

### **BLOCK III: OPERATIONAL RESEARCH AND SIMULATION TECHNIQUES**

UNIT 9 Operational research for Decision Making: Historical background and Developments – Definition – Phases in the use of Operations research – Models – Characteristics of quantitative methods - Benefits and Limitations of Quantitative methods.

UNIT 10 Sequencing /Scheduling Methods : Concepts – terminology – Notations – Assumption for scheduling models – Job sequencing priorities – Processing the job and Mass production system.

UNIT 11 Simulation Techniques: Introduction to simulation as an aid to decision-making- Advantages and Disadvantages of Simulation – Applications of simulations models – Types: Inventory, Cash, and Project – Random Numbers.

### **BLOCK IV: QUERY AND DECISION TREE ANALYSIS**

UNIT 12 Queuing Theory: Introduction – Definition – Queue priorities Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.

UNIT 13 Decision Analysis: Concepts – Definition – Decision Tables Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – decision making process

UNIT 14 Decision Tree Analysis: Decision making environments – Concept of Posterior probabilities Decision Tree approach to choose optimal course of action Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

## REFERENCES

171. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
172. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
173. Sharma, Operations Research: Theory and Applications.
174. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
175. K. Gupta and D.S. Hira, Operations Research.
176. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
177. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
178. V.K. Kapoor, Operations Research.
179. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
180. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

## **35915 - FINANCIAL AND MANAGEMENT ACCOUNTING**

### **Objectives:**

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

### **BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING**

- UNIT 1     Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2     Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3     Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4     Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

### **BLOCK II: FINANCIAL RATIO ANALYSIS**

- UNIT 5     Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6     Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7     Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

### **BLOCK III: CASH FLOW ANALYSIS**

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

### **BLOCK IV: COSTING AND CAPITAL BUDGETING**

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

### **REFERENCES**

159. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
160. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
161. Shukla & T.S. Grewal, Advanced Accounting, S.Chand & Company.
162. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
163. Ravi M. Kishore, Cost Management, Taxman Publications
164. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
165. Manmohan & Goyal, Principles of Management Accounting, Shakthabhan Publication.
166. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
167. Andrew A Haried, Advanced Accounting, Atlantic Publishers.

## **35921 - RESEARCH METHODS**

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

### **BLOCK I: FUNDAMENTALS OF RESEARCH**

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 Economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design

### **BLOCK II: SAMPLING AND ITS TYPES**

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.
- UNIT 8 Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques –Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview

### **BLOCK III: TOOLS OF DATA COLLECTION**

- UNIT 9     Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire– Schedules Vs. Questionnaires
- UNIT 10    Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.
- UNIT 11    Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multi-variant analysis

#### **BLOCK IV: HYPOTHESIS AND REPORT WRITING**

- UNIT 12    Test of Significance: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table - Parametric Test: T test, F Test and Z test
- UNIT 13    Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - The process of interpretation of Test Results– Guidelines for making valid interpretation
- UNIT 14    Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.



## REFERENCES

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

## **35922 - BUSINESS ENVIRONMENT**

### **Objectives:**

- To understand the concepts and constituents of Business environment
- To know the environmental issues in the business context
- To analyze the changes in the global environmental relating to business

### **BLOCK I: BASICS OF BUSINESS ENVIRONMENT**

- UNIT 1 Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro Environment – Micro and Macro Economics to the business – Constituents of Business environment
- UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.
- UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions
- UNIT 4 Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

### **BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT**

- UNIT 5 Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business Opportunities – capacity utilisation – Regional disparities and evaluation - Global Trade and investment environment.
- UNIT 6 Financial System and Business capital: Monetary and Fiscal policies - Financial Market structure – Money and Capital markets – Stock Exchanges and Its regulations – Industrial Finance - Types, Risk - Cost-Role of Banks; Industrial Financial Institutions - Role of Management Institutions
- UNIT 7 Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.

- UNIT 8 Labour Environment: Labour Legislation – Labour and social securities – Industrial Relations – Trade Unions – Workers participation in management – Exit Policy – Quality Circles.

**BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT**

- UNIT 9 Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business Opportunities
- UNIT 10 Technology Environment: Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology. – Time lag in technology – Appropriate technology and Technology adoption- Impact of technology on globalization.
- UNIT 11 Legal and Ecological Environment: Legal Environment as the all-enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses – IDRA and Industrial licensing – Public, Private, Joint and Cooperative Sectors.

**BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT**

- UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.
- UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth
- UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

## REFERENCES

120. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
121. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
122. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
123. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
124. Amarchand D, Government and Business, TMH.
125. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
126. Maheswari & Gupta, Government, Business and Society.

## **35923 - BUSINESS LAWS**

### **Objectives:**

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

### **BLOCK I: BASICS OF BUSINESS LAW**

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

### **BLOCK II: PARTNERSHIP AND COMPANY ACT**

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

### **BLOCK III: IIPR AND IT**

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

#### **BLOCK IV: MSME**

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

#### *REFERENCES*

103. M.S.Pandit and ShobhaPandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
104. Pathak, Legal Aspects of Business, TMH, 2009.
105. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
106. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
107. Relevant Bare Acts.
108. Balachandran and Thothadri, business Law, TMH, 2010

## **35924 - MANAGEMENT INFORMATION SYSTEM**

### **Objectives:**

- To learn the principles of Management Information System for organizations
- To understand the uses , function of application MIS in organization
- To analyze the scope of MIS for business organizations

### **BLOCK I: BASICS OF MANAGEMENT INFORMATION SYSTEM**

- UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS
- UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS
- UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.
- UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS and AI – Overview of AI - DSS models and software.

### **BLOCK II: COMMUNICATION USAGE OF MIS**

- UNIT 5 MIS and Operations Research- Executive information and Decision support systems – Artificial intelligence and expert system – Merits and De Merits – Pitfalls in MIS.
- UNIT 6 MIS in Indian organizations – Recent developments in information technology - Installation of Management Information & Control System in Indian organization
- UNIT 7 Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video
- UNIT 8 Communication Channels: Advantages disadvantages – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS- Usage in Business process.

### **BLOCK III: MIS FUNCTIONS AND FEATURES**

- UNIT 9 Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.

UNIT 10 Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications - Enterprise resource planning systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.

UNIT 11 Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI) - Applications of internet and website management - Types of Social Media - uses of social media in business organization

**BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS**

UNIT 12 Computer System and Resources: Computers systems: Types and Types of computer system processing - Secondary storage media and devices – Input and output devices – Hardware standards – Other acquisition issues.

UNIT 13 Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.

UNIT 14 Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology



## REFERENCES

154. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
155. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
156. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
157. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
158. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
159. Sadogopan S, Management Information Systems, 2001 PHI.
160. Murdie and Ross, Management Information Systems, Prentice Hall.
161. Henri C. Lucas, Information Systems Concepts for Management, McGraw Hill, 1994.
162. Stephen Haag, Management Information Systems, 2008.

## **35925 - HUMAN RESOURCE MANAGEMENT**

Objective:

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

### **BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT**

- UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management
- UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.
- UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.
- UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

### **BLOCK II: RECRUITMENT & SELECTION**

- UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.
- UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors
- UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization
- UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

### **BLOCK III: EMPLOYEES APPRAISALS**

- UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry
- UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives  
Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.
- UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

#### **BLOCK IV: APPRAISAL AND TRAIL UNION**

- UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment
- UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management- Separation: Need and Methods.
- UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

#### **REFERENCES**

169. Mathis and Jackson, Human Resource Management, South-Western College, 2004.
170. Nkomo, Fottler and McAfee, Human Resource Management, South-Western College, 2007.
171. R. Wayne Mondy, Human Resource Management, Prentice Hall, 2011.
172. Venkataraman & Srivastava, Personnel Management & Human Resources
173. Arun Monappa, Industrial Relations
174. Yodder & Standohar, Personnel Management & Industrial Relations
175. Edwin B. Flippo, Personnel Management, McGraw-Hill, 1984
176. Pigors and Myers, Personnel Administration
177. R.S. Dwivedi, Manpower Management
178. Lynton & Pareek, Training and Development, Vistaar Publications, 1990.

### **35931 - MARKETING MANAGEMENT**

#### **Objectives:**

- To help the learners understand markets, consumers and marketing principles.
- To understand the buyer behaviour and influencing factors
- To learn marketing plan, pricing, promotion and distribution in global context

#### **BLOCK I: BASICS OF MARKETING MANAGEMENT**

- UNIT 1 Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing.
- UNIT 2 Marketing segmentation: Meaning – Bases for segmentation, benefits – Systems approach - Four Ps of Product and Seven Ps Service marketing mix and Extensions- Targeting and Positioning - meaning and importance.
- UNIT 3 Marketing Environment: Internal and External and Demographic factors – Adopting marketing to new liberalized and globalized economy – Digitalization – Customization and E business settings.
- UNIT 4 Consumer Behaviour : Meaning and importance – Consumer buying process – Determinants and Theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing-

#### **BLOCK II: MARKETING RESEARCH AND PROCESS**

- UNIT 5 Marketing Research: Procedure. Meaning – Objectives – Process- Demand Forecasting- Marketing Information System – Strategic marketing plan and organization – Changing marketing practices.
- UNIT 6 Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product line management: Practices – Implications and Strategies for current market condition.
- UNIT 7 Product life cycles: Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.
- UNIT 8 Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing. Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle

#### **BLOCK III: DISTRIBUTION MIX**

- UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.

UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.

UNIT 11 Promotional Mix: Personal selling Vs. impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance

#### **BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS**

UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.

UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.

UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

#### *REFERENCES*

169. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
170. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, 2010.
171. Jerome Mccarthy, Basic Marketing, Richard D. Irwin.
172. Cundiff, Still & Govani, Fundamentals of Modern Marketing, Prentice Hall.
173. Memoria & Joshi, Fundamental of Marketing.
174. Paul Peter and James Donnelly Jr, Marketing Management, McGraw-Hill, 2010.
175. William O. Bearden, Marketing: Principles & Perspectives, McGraw-Hill, 2006.
176. William Arens, et al, Contemporary Advertising, McGraw-Hill, 2008.
177. Perreault and McGarthy - Basic Marketing - Tata McGraw Hill, 2002\
178. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases - TMH 13th Edition, New Delhi, 2007.

## **35932 - FINANCIAL MANAGEMENT**

### **Objectives:**

- To help the students to know the basic concepts of financial management
- To understand capital structure, dividend policy and working capital management.
- To learn the various concepts of financial management along with applications

### **BLOCK I: BASICS OF FINANCIAL MANAGEMENT**

- UNIT 1 Introduction: Financial management: objectives - Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Role of Financial management in the organization – Indian Financial system.
- UNIT 2 Financial System: Legal and Regulatory frame work – Financial Functions: Meaning and scope – Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.
- UNIT 3 Investment Function: Meaning and scope - Time value of Money concepts and applications –Risk return relationship - Dividend function – Risk return trade off – Management planning- Global management environment
- UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares – types of preference share - debentures – types - sources of long-term capital.

### **BLOCK II: CAPITAL STRUCTURE**

- UNIT 5 Capital Issues: Meaning, Nature, Purpose – Roles and Guidelines of SEBI in capital issues- Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in financing decision areas.
- UNIT 6 Cost of Capital : Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning - Weighted average cost: EBIT –EPS Analysis- Tax, Capital structure and Value nexus - Computation of overall cost of capital – Tax and cost of capital.
- UNIT 7 Capital structure: Determinates - Concept and Types- Optimum capital structure – Theories of capital structure – Net income and net operative income approach – M.M. Approach – Traditional theory – Their assumptions – Significance and limitations – Management leverage operating leverage – Combined leverage.
- UNIT 8 Capital budgeting: Meaning, Nature and Types of Capital Investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques - Basic and International capital budgeting.

### **BLOCK III: SOURCES OF FINANCE**

- UNIT 9 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures-

- Tax considerations in Investment Decisions Cost of capital and Investment Decisions.
- UNIT 10 Working Capital Management: Definitions and Objectives - Concept and types – Determinants – Financing approaches – Conservative approaches - Sources of working capital finance Factors affecting working capital requirements- Working capital financing by commercial banks – Types of assistance
- UNIT 11 Inventories and receivables Management under conditions of certainty and uncertainty – Operating cycle – Planning of funds through the management of assets – Various techniques used.

#### **BLOCK IV: WORKINGCAPITAL AND DIVIDEND POLICY**

- UNIT 12 Cash and liquidity management: Credit Management and evaluation alternative credit variables Methods and Functions- Tax considerations in Remittances and Purchases.
- UNIT 13 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. Theory – Assumptions – Limitations - Implications and contributions of theories in financial decision making process.
- UNIT 14 Dividend Policy: Types – Share valuation practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

#### *REFERENCES*

- 154.Brigham and Ehrhardt, Financial Management: Theory & Practice, Thomson ONE, 2010
- 155.Brigham and Houston, Fundamentals of Financial Management, Thomson ONE, 2009.
- 156.Van Horne: Fundamentals of Financial Management, Prentice Hall, 2008
- 157.Jeff Madura, International Financial Management,South-WesternCollege Pub., 2010
- 158.Prasanna Chandra, Financial Management, McGraw Hill, 2008.
- 159.Khan and Jain, Financial Management ,Tata McGrawHill,2009
- 160.Pandey I M, Financial Management, Vikas Publishers,2009
- 161.Sheeba Kapil(2010), Financial Management, Pearson Education.
- 162.B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press

### 35933 - PRODUCTION AND OPERATIONS MANAGEMENT

Objectives:

- To know the basic concept and function of Production and Operation Management
- To understand the Production process and planning

#### BLOCK I: BASICS OF PRODUCTION AND OPERATIONS MANAGEMENT

UNIT 1 Introduction to Production and Operation functions: Functions of Production Management

UNIT 2 *Relationship between production and other functions –Types of Production or Manufacturing systems- Job and **Mass production- industrial engineering- Manufacturing engineering- operations research***

UNIT 3 ***Toyota Production System***- principles – Models - CAD and CAM- Automation in Production.- Functions and significance

UNIT 4 Capacity and Facility Planning: Importance of capacity planning- Capacity measurement – Capacity Requirement Planning (CRP) process for manufacturing service industry and

#### **BLOCK II: FACILITY PLANNING AND SELECTION**

UNIT 5 *Facility Planning – Location of facilities – Location flexibility – Facility design process and techniques – Location break even analysis.*

UNIT 6 Production Process Planning: Characteristic of production process systems – steps for production process.

UNIT 7 *Process selection with PLC phases- Process simulation tools- Work Study – Significance – Methods, evolution of normal/ standard time – Job design and rating.*

UNIT 8 Plant Layout: meaning – characters – Importance and function – Objectives – Work Flow patterns - Plant location techniques-types.

#### **BLOCK III: MRP AND LAYOUT DESIGN**

UNIT 9 *Factors for good layout design – REL (Relationship) Chart – Assembly line balancing- Production Planning Control Functions – Planning phase- Action phase- Control phase*

UNIT 10 *Mixed model line balancing- Aggregate production planning – Plant design optimization-Forecasting methods.*

UNIT 11 Material requirement planning (MRP) and control: MRP concept and process – Scope and Functions

#### **BLOCK IV: STATISTICAL QUALITY CONTROL AND MANAGEMENT**



*UNIT 12    Inventory control systems and techniques – JIT and **Lean manufacturing**-  
Embedded JIT and MRP - Network techniques.*

UNIT 13      Quality Management: Preventive Vs Breakdown maintenance for Quality –  
Techniques          for measuring quality

*UNIT 14    Statistical Quality Control: Control charts and Acceptance sampling  
procedures –Total Quality Management- 6 Sigma approach and Zero  
Defect Manufacturing.*

#### *REFERENCES*

17. Mikell P. Groover, Automation, Production Systems, and Computer-Integrated Manufacturing, Pearson, 2007.
18. Amitabh Raturi, Production and Inventory Management, South Western College, 2008.
19. Adam Jr. Ebert, Production and Operations Management, PHI Publication, 1992.
20. Muhlemann, Okland and Lockyer, Production and Operation Management, Macmillan.
21. Buffa E.S, Modern Production and Operation Management, TMH Publications.
22. Monks, Joseph G, Operations Management, Schaum's Outlines
23. Chary S.N, Production and Operations Management, TMH Publications, 2010.
24. Khande O.P, Industrial Engineering.

## **35934 - RE-ENGINEERING AND FLEXI SYSTEMS**

Objectives:

- To know the basic concept of Reengineering and flexi system
- To understand the design and strategies of Reengineering and flexi system
- To have the basic Knowledge of replacement of legacy system with the latest one

### **BLOCK I: BASICS OF RE-ENGINEERING AND FLEXI SYSTEMS**

**UNIT 1** Concept and Requisites of BPR and Flexi System : Nature, Significance and Rationale of Business Process Reengineering (BPR) - Fundamental Rethinking is Fundamental of BPR

*UNIT 2 The Genesis- Requisites: Reengineering Leader, Reengineering Communications, Reengineering Journey, New Process Design,*

*UNIT 3 Reengineering Failure, Reengineering Team, Reengineering Effort, Reengineering Program, Reengineering Will- Speed and Smart Execution-*

*UNIT 4 Concept and Significance of Flexibility- Flexible Vs Fixed systems- Features and superiority of Flexible systems.*

### **BLOCK II: RE-ENGINEERING REPORTING**

**UNIT 5** Process Reengineering: Appraisal of Processes - Processes for Reengineering- Reengineering of Processes- Role of information technology- BPR Cycle: Identify, Analyze As-Is, Envision New Processes- Business process discovery and diagnosis

*UNIT 6 Design/Re-design/Reconstruction – Test and Implement- Monitor- Business process interoperability- Business process Improvement- Business process mapping- Process Reengineer- BPR Process and Participants.*

**UNIT 7** Implementing BPR: Approval of BPR-Preparations for Implementation- BPR Process Chart- Change Management- Communication, Commitment, Control and Contours-

*UNIT 8 Reengineering Reporting- Systems Thinking- Reengineering Enabling Processes- Continuous Improvement- Bottom-up Participation Process- BPR Principles.*

### **BLOCK III: FUNCTIONAL FLEXI SYSTEMS**

UNIT 9 Evaluation of PBR: Reengineering Success- Reengineering Revolution- BPR Vs TQM; BPR Vs CQI; BPR Vs Scientific Management; BPR Vs Industrial Engineering; BPR Vs Value Engineering- BPR Criticisms- BPR Can do well.

UNIT 10 Types of Functional Flexi systems: Simplifying systems - Enterprise Flexibility: Ready for Experimenting and coping with Paradoxes

UNIT 11 *Strategic Flexibility: Ready for Change and Dynamics - Organizational Flexibility: Fluidity and Managing by Walking around- Production Flexibility - Marketing Flexibility*

#### **BLOCK IV: FLEXIBILITY IN BUSINESS EXCELLENCE**

UNIT 12 *Human Resources Flexibility - Information System Flexibility - Manufacturing system Flexibility - Supply Chain Flexibility.*

UNIT 13 Components and Competitiveness of Flexi Systems: Flexibility in Technology- Flexibility in Product offerings- Flexibility in service offerings-

UNIT 14 *Flexibility in Business Excellence- Flexibility in Mergers and Acquisitions- Flexibility in Strategic Alliances- Competitive Edge and Flexi Systems.*

#### **REFERENCES**

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

## **35935 - MANUFACTURING, MAINTENANCE AND WASTE MANAGEMENT**

Objectives:

- To know the basic concept of manufacturing, maintenance and waste management
- To understand issues and factors of waste management
- To examine and understand the implications of waste management

### **BLOCK I: BASICS OF MANUFACTURING, MAINTENANCE AND WASTE MANAGEMENT**

UNIT 1 Concept and Requisites of Manufacturing: Functions of manufacturing management- Basic Manufacturing operations - Organization and planning for manufacturing

*UNIT 2 Engineering, Research and Development- Design of manufacturing processes- Industrial equipment and maintenance- Methods engineering - Work measurement*

*UNIT 3 Materials handling- Physical facilities- CAM and CAD- Manufacturing automation - Control systems, sensors, actuators and other control system components.*

UNIT 4 Types and Trends in manufacturing systems: Single station manufacturing cells - Group technology and cellular manufacturing - Flexible manufacturing systems

### **BLOCK II: VALUE OF MAINTENANCE**

*UNIT 5 Manual assembly lines-Transfer lines and similar automated manufacturing systems - Automated assembly systems- Robotics- Introduction to quality assurance - Statistical process control - Process planning and concurrent engineering*

*UNIT 6 Production planning and control systems - Lean production and agile manufacturing-Material handling- Material transport systems- Storage systems- Automatic data capture.*

UNIT 7 Nature and Needs of Maintenance: Nature of Maintenance- Need for Maintenance– Maintenance and Productivity, Quality and Competitiveness-

*UNIT 8 Types of maintenance systems: planned and unplanned maintenance – breakdown maintenance– corrective maintenance– opportunistic maintenance – routine maintenance*

### **BLOCK III: PREVENTIVE MAINTENANCE**

*UNIT 9 Preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – Total productive maintenance- Selection of maintenance systems - Maintenance planning and scheduling – establishing a maintenance plan–Items to be maintained and their Characters.*

**UNIT 10** Organization and Operations of Maintenance: Maintenance organization – resource characteristics – resources structure– administrative structure – training of maintenance personnel

*UNIT 11 maintenance control- maintenance procedure – guidelines for matching procedures to items – universal maintenance procedure – System operations and documentation – documenting maintenance operations – record keeping – data collection and analysis – failure statistics– planning and scheduling plant shutdowns- evaluation of maintenance performance.*

### **BLOCK IV: SYSTEMS AND STRATEGIES OF WASTE MANAGEMENT**

**UNIT 12** Concepts and contours of Waste Management: Concept of wastes- Nothing is a Waste until it is wasted –Types of Waste (on the bases of): Sources, Nature and Characteristics

*UNIT 13 Rates of Waste generation: Quantities and Qualities- Factors affecting generation- Problems from solid wastes- Changing nature of solid wastes and its Impact- Zero Waste system: Concept, Requisites and Efforts- Trends in e-Waste.*

**UNIT 14** Systems and Strategies of Waste Management: Systems of Collection, Segregation, Handling, Transporting, Treatment, Storage and Disposal of Waste- On-site Collection, Segregation and Storage Strategy: Procedures and Requirements- Handling and Transporting strategy: Devices, People, Vehicles, Routing, Route Balancing and Transfer stations- Treatment Process: Organic and In-organic processes- Recovery and Reuse – Energy and Manure- Disposal Strategy- Industrial and Hazardous solid waste management- Extended Producer's Liability.

## REFERENCES

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

## **35941 - MANAGEMENT OF TECHNOLOGY TRANSFER AND ABSORPTION**

Objectives:

- To understand the need and process of technology transfer and acquisition
- To know the techniques and strategies of technology transfer

### **BLOCK I: BASICS OF MANAGEMENT OF TECHNOLOGY TRANSFER AND ABSORPTION**

**UNIT 1** Technology Transfer and Acquisition: Meaning, Need and Process- The Essence of Technology Transfer- Transfer within and between Nations

*UNIT 2 Price and Return for Transfer of Technology- IPR Protection Regimes and Technology Transfer- Multilateral Policies and Technology Transfer-*

*UNIT 3 Trade and Investment Policy of Host/Source Country- Technology Transfer in Global business environment.*

**UNIT 4** WTO's TRIPs and Technology Transfer Issues: TRIPs and Technology transfer- TRIPs, Technology Transfer and Environment

### **BLOCK II: TECHNOLOGY TRANSFER ROUTES AND IPR STANDARDS**

*UNIT 5 Relaxing IPRs Standards for Environmentally Sound Technologies – TRIPs and Convention on Bio-Diversity (CBD) vis-à-vis technology transfer –*

*UNIT 6 Loose Vs Tight IPR Protective Environment vis-à-vis- Technology Transfer- WTO Article 66.2 Implementation and Technology Transfer.*

**UNIT 7** Technology Transfer Routes: Contractual and Non-contractual Flows of technology-Market Channels:Licensing-JVs- FDI- MOU- MNCs- Bargaining Process-

*UNIT 8 Conditions for Market Channels- Non-market Channels: Imitation and Reverse Engineering- 'Invent Around'.*

### **BLOCK III: CONCEPT OF NATURE OF TECHNOLOGY ABSORPTION**

*UNIT 9 Cross-border movement of personnel- Conditions facilitating non-market channels- Outsourcing as Alternative to Technology Transfer- Local innovation in developing countries as Alternative to Technology Transfer.*

**UNIT 10** Concept and nature of Technology Absorption: Meaning of Technology Absorption- Cycle of Technology Absorption: Transfer> Adoption> Adaptation> Absorption > Assimilation.

*UNIT 11 Absorption and Productivity - Absorption and Human Interactions, Psychological Factors, Organizational Redesign and Re-engineering.*

#### **BLOCK IV: TECHNOLOGY DIFFUSION AND ABSORPTION.**

UNIT 12 Technology diffusion and absorption: Meaning of Technology Diffusion- Key Diffusion Routes: Trade, FDI, R&D, and Labor mobility and training .

*UNIT 13 Proxies for Absorption: Patent Citations, International Co-invention, and Multinational Sponsorship of Local Invention-Diffusion to Innovation- Rate of Diffusion – Time, Speed and Cost of Innovation through Diffusion- Creation of Superior Technology. Trend and Hurdles in Technology Transfer and Absorption: Status of Technology Absorption in India - Need for new outlook on Absorption strategies for acquired technology.*

*UNIT 14 Creating new/improved technologies- Hurdles: Attitude of Technology Transferor and Transferee firms- Market Size- R&D spend level vis-à-vis GDP- Quality of Education and Human Resources – Taxation and Fiscal Policy- PPP for Technology Transfer and Absorption.*

#### **REFERENCES**

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



## **35942: MANAGEMENT OF INNOVATION AND R&D**

Objectives:

- To understand the concept and requirement of management of innovation
- To know the techniques and development of management of innovation

### **BLOCK I: BASICS OF MANAGEMENT INNOVATION AND R&D**

- UNIT 1 Concept of Innovations and R&D: Meaning of Innovation- Requisites for Innovation: Creativity, Scientific Temper, Invention, Proto-type Development, Testing, Refinement, Perfection and Diffusion –
- UNIT 2 Jay Doblin's Ten Types of Innovation – Jennifer Goddard's six focus areas for innovation - Innovation models of John Besant and Joe Tidd- R&D the back-bone of Technological Innovation- R & D and Economic Development Nexus- Technology innovators- Business Model innovators- Process innovators.
- UNIT 3 Innovation and Human Intellect: Creativity and Problem Solving: The Creative Process- Intellect and Creativity- Creative Individuals and Out-of-box thinking-
- UNIT 4 Techniques of Transforming Creativity into Invention and Invention into Innovation- Sources of Innovation- Michael Lee Scritchfield's 4P's of Creativity/Innovation: Product, Process, Person and Press ( Place) –

### **BLOCK II: INNOVATION COMPLEXITY**

- UNIT 5 4 Zones of Innovation: Product Leadership, Customer Intimacy, Operational Excellence and Category Renewal- Innovation failures.
- UNIT 6 Theories of Creativity, Innovation, Technology and R&D: Behavioral theory of R&D Investment and Innovation- Open Innovation theory- Dominant design theory- Technology S-curve theory- Brainstorming theory-
- UNIT 7 Ed DeBono's Six Thinking Hats- Combination method- Brinnovation (breakthrough innovation)- Benchmarking- Complexity Theory-
- UNIT 8 TRIZ/TIPS theory- Chris Grannell's Innovation Strategies- Role of MNCs in R&D – MNCs in US, EU and Japan in R&D Triad.

### **BLOCK III: ORGANIZATIONAL CLIMATE FOR CREATIVITY**

- UNIT 9 Innovating Firms: Understanding the Innovative Features of the selected top innovators of the world, namely: The Facebook, Amazon, Apple, Google, Novartis, Walmart, HP, Nike, Intel, IBM, GE, Disney, Cricket, IPL 20-20, Samsung, Microsoft and Twitter

UNIT 10 Organizational climate for Creativity and Innovation- Autonomy and Entrepreneurship, Close to the Customer, Competitive Spirit, Failure tolerance, organizational support and Managing Ambiguity and Paradox.

UNIT 11 Patenting of Innovation: Patenting Inventions and Innovations- Role of Patents, Copy Rights, Trade Marks and Licenses in Innovation and R&D management–

#### **BLOCK IV: PRODUCTIVE TEAM CULTURE**

UNIT 12 Intellectual property rights - Decision support systems in R& D– Process Vs Product Innovation- Reverse Engineering- Law regarding Protection of Innovations from Imitations.

UNIT 13 Corporate and Government Commitment to Innovation and R&D: R & D as a Corporate Function – In-house R & D Resources and Commitment

UNIT 14 Partnership in Innovation– Financiers of R & D Projects – Role of Consultants in R & D- Creating a productive team culture – Government support for R&D infrastructure and researchers- Role of DST, DBT and CSIR- Global Innovation Index-Innovation Efficiency Index: Input Index and Output Index.

#### **REFERENCES**

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

### **35943 - WAREHOUSING MANAGEMENT**

Objectives:

- To know the function of ware housing Management
- To Understand the functions, Importance and its link to Business function
- To examine the functions of warehousing management and planning
- To explore the implications of warehouse in Distribution of Goods.

#### **BLOCK I: BASICS OF WAREHOUSING MANAGEMENT**

UNIT 1 Warehouse Functions: Meaning of Warehousing - Importance –Functions:

Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording;

UNIT 2 Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing- Grading and branding – Disinfecting services -Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording-

UNIT 3 Handling, Transportation & Storage of ISO Containers– Utility and Advantages of warehouses- Problems and issues in receiving processes.

UNIT 4 Warehouse Types: Own Warehouses- Hired Warehouses- Private Warehouses- Public Warehouses- Government Warehouses- Bonded Warehouses- Co-operative Warehouses

#### **BLOCK II: WAREHOUSES AND INTERNAL OPERATIONS**

UNIT 5 Distribution Warehouses- Fulfilment/ Consolidation Warehouses- Warehouses Providing Value Added Services- Cross Docking and Trans-loading Warehouses

UNIT 6 Break Bulk Warehouses- Storage Warehouses- Refrigerated Warehouses- Characteristics of ideal warehouses- Warehouse Layout- Principles and Facilities- Types.

UNIT 7 Internal Operations: Measures and metrics of warehouse operations- Logistics in the warehouse- Localization of materials in a warehouse- Identification and classification of Materials and products in the warehouse- Managing the material/products turns in warehouse (FIFO/LIFO) - Problems and issues in shipment processes.

UNIT 8 Warehousing Equipment:Material Handling equipment and Systems – Role of Material Handling in Logistics- Unloading and loading equipment- Rolling Ladders-Lifting equipment- Carrying equipment

#### **BLOCK III: INVENTORY MANAGEMENT**

UNIT 9 Platform Trucks-Industrial Carts- Industrial Scales- Pallet Equipment - Pallet Trucks - Rack Systems- Safety Matting, Industrial Safety Equipment- Storage types and storage unit management

UNIT 10 Material Storage Systems – principles – benefits – methods- Industrial Shelving, Industrial Storage Bins - Industrial Storage Cabinets - Spill Containment Systems- Industrial Waste Disposal.

UNIT 11 Inventory Management: Inventory Management- Need and functions- Stock Levels under Conditions of Certainty, Risk and Uncertainty- Cost of carrying or not holding adequate inventory- EOQ- Stock-out cost based inventory decisions

#### **BLOCK IV: WAREHOUSE STRUCTURE AND MANAGEMENT**

UNIT 12 Inventory Classification: ABC, VED and FSN- Methods of Inventory Issue Pricing- Cost and Profit implications- Inventory Ledger- Goods Receipt processing with inbound delivery/without inbound delivery - Goods issue with outbound delivery/internal consumption- Stock transfer Scenarios.

UNIT 13 IT for Warehouse Management (WM): Warehouse documentation- Information flows in the warehouse- ERP-WMS - Bar code – RFID- Organization Data- Warehouse Structure- Warehouse Master Data - WM Material master view- Organization Data

UNIT 14 Define Warehousestructure- Warehouse number - Storage type- Storage section - Storage Bin - Picking Area - Storage unit – Quantity- Creating Transfer requirement automatically/ manually - Creating Transfer requirement for storage

#### **REFERENCES**

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

## **35944 - GROWTH MANAGEMENT**

Objectives:

- To become familiar with concept of growth management
- To understand the techniques and types of growth management
- To examining the various levels of growth management
- To handle change and its implications

### **BLOCK I: BASICS OF GROWTH MANAGEMENT**

- UNIT 1 Sinews of Growth: Defining Growth and Growth Management- Overview of Growth Management 'SIX-S' Process: Sinews, Strategy, Staging, Synchronizing, Securing and Sustenance
- UNIT 2 Sinews: Identifying Growth Opportunities – Entry Enticements and Barriers- Competition and Cooperation- Creativity and Engagement- Prioritizing Growth- Developing a Growth Proposition and Plan- Building up the Growth sinews: Fine-Ware, Soft-Ware and Hard-Ware- Growth propellers and escalators- Reinventing the Future.
- UNIT 3 Strategizing Growth- Strategic thrusts for Growth- Improvement Strategies (Synergy and Value chain based): Vertical growth, Horizontal growth (related growth and unrelated growth), Evolutionary growth and Continuous growth, Organic growth
- UNIT 4 Venture Strategies: Disruptive Ventures and Innovation Strategies: Revolutionary growth, Discontinuous growth, and Acquired growth- Blue Ocean Strategy- Ansoff's model- McKinsey model- SWOT/TOWS model

### **BLOCK II: ENVIRONMENT AND WARDING OFF ORGANISATION**

- UNIT 5 3 Levels of Enterprise Strategies for growth- Porters Generic Competitive Strategies- Choosing the strategic growth choice: Considerations of Internal and External Factors.
- UNIT 6 Staging Growth: Organizing for Growth- Inertia Escape- Activation of growth- Well thought out implementation plan- Competitive compensation programs- Supportive organization culture- Strategic core competencies in place- Frequent, two-way communications- Strategic staffing plan- Efficient decision-making process- Full delegation and accountability.
- UNIT 7 Team based environment- Performance management program- Change management tools in place- Supportive systems and processes- Employee development plans- Succession plan.

UNIT 8 Warding off Organization from signs of Slowing and Losing- Resources for Growth- Mentor for Growth (M4G)- Getting focus and balance- Monitoring growth.

### **BLOCK III: SECURING GROWTH IN DOMAIN**

UNIT 9 Synchronizing for Growth: Synchronized Efforts - Directing the Growth Resource mix – Greiner’s model of Crises Induced Growth-

UNIT 10 Managing Growth fatigue: Concept and Overcoming the same- Managing the momentum of growth: Steady and Speed – Alert and Advancing- High Growth Road Map.

UNIT 11 Securing Growth in every domain: Product & Brand domain, Market & Competition domain, Assets & Capacity domain, Finance & Profitability domain, Networks & Relationship domain,

### **BLOCK IV: HARNESSING DIVERSITY AND RAPID GROWTH**

UNIT 12 Geography & Spread domain and People & Organizational domain- Handling unsought consequences of growth- Turning Risks into Opportunities.

UNIT 13 Sustaining Growth: Efficiency Improvement- Effectiveness Enhancement- Excellence Management- Continuous Innovation- Kaizen and Radical Innovation-

UNIT 14 Harnessing Diversity- Rapid Growth -Strategies- Managing Rapid Growth- Passion for Growth-Significant for growth.

### **REFERENCES**

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

## **35945 - QUALITY MANAGEMENT**

Objective:

- To expose students to various concept of quality management and its applications
- Thread bare understanding of the basic techniques and types of quality management

### **BLOCK I: BASICS OF QUALITY MANAGEMENT**

UNIT 1 Quality: Concepts and Significance: Quality as customer delight – Quality as meeting standards – Actual Vs Perceived quality – Concept of total quality – Design, inputs, process and output.

UNIT 2 Need for quality – Function of quality – Philosophy of Quality : Old Vs. New – Quality as a problem, as a challenge and as a delight.

UNIT 3 6 sigma concept- Contributions of Quality Gurus: Juran, Deming and Crosby. Meaning- Importance – Implication – Need—Types- Scope, Features

UNIT4 Statistical Quality Control: Fundamentals, evolution and objectives – Planning for quality – Quality process.

### **BLOCK II: QUALITY SYSTEMS**

UNIT 5 Statistical Process Control (SPC) and acceptance sampling – Quality Assurance: Vendor Quality - Zero Defect Manufacturing.

UNIT6 Quality Economics: Quality and Cost – Quality and Productivity- Benefits of Quality – Competition in Quality.

UNIT 7 Quality as a Competitive Edge- Role of MNCs in emergence of global quality. Meaning- Importance – Implication – Need—Types- Scope, Features

UNIT8 Quality Systems: Total quality control system Vs. Total quality management system – Total Quality Control (TQC) in Japan, US, Europe.

### **BLOCK III: GLOBAL STANDARDS**

UNIT 9 Elements of TQC – Just in time, SPC, quality circles, quality teams- 6 Sigma Quality approach and process.

UNIT10 Total Quality Management (TQM): Elements – TQM in global perspective – Global bench marking – Business process reengineering.

UNIT 11 Global standards – ISO 9000 series – Environmental QS 14000- Quality manual – Barriers to TQM.

### **BLOCK IV: QUALITY AWARDS**

UNIT12 Total Quality Management and Leadership: Implementing TQM – Market choices – Meeting customer requirements – Maintaining competitive advantage.

UNIT 13	Core competence and strategic alliances for ensuring quality – Quality review, recognition and reward.
UNIT 14	Quality awards: Japanese Deming Award, US Malcolm Baldrige National Quality Award & Indian Golden Peacock National Quality Award.

## *REFERENCES*

15. Armond V. Feigerbaum, Total Quality Control, McGraw Hill, 2004.
16. Ron Collard, Total Quality: Success Through People, Jaico, 2006.
17. Juran, Planning for Quality, The Free Press, 1988
18. Willborn & Cheng, Global Management of Quality Assurance Systems, McGraw Hill.
19. Townsend & Gebhardt, Commit to Quality, John Wiley & Sons, 1990.
20. E. David Spong, The Making of a World-Class Organization, ASQ Quality Press, 2008.
21. Suganthi, L, Samuel, A Anand, Total Quality Management, Phi Learning, 2009.
22. Patrick L. Townsend, Joan E. Gebhardt, How Organizations Learn, ASQ QP, 2007.
23. Joel E. Ross, Susan Perry, Total Quality Management: St. Lucie Press, 1988.
24. P.N. Mukherjee, Total Quality Management, PHI, 2006.
25. Willborn & Cheng, Global Management of Quality Assurance Systems, McGraw Hill.
26. Nancy R. Tague, Quality Toolbox, ASQ Quality Press, 2005.
27. George and Weimerskirch, Total Quality Management: 2009
28. Pyzdek and Keller, The Six Sigma Handbook, McGraw Hill, 2009.