

**BHARATHIAR UNIVERSITY: COIMBATORE-641 046**  
**MBA (CBCS Pattern)**  
**(For the students admitted from the academic year 2018-19 onwards)**  
**SCHEME OF EXAMINATIONS – CBCS Pattern**

Course Title	Ins.hrs / week	Examinations				credits
		Dur. Hrs.	CIA	Marks	Total	
<b>SEMESTER –1</b>						
Management Principles and Practice	4	3	25	75	100	4
Organizational Behaviors	4	3	25	75	100	4
Managerial Economics	4	3	25	75	100	4
Financial and Management Accounting	4	3	25	75	100	4
Quantitative Methods for Management	4	3	25	75	100	4
Corporate Communication	4	3	25	75	100	4
*Computer Applications in Management using SAP	2	-	-	-	-	-
<b>SEMESTER –II</b>						
Operations Management	4	3	25	75	100	4
Marketing Management	4	3	25	75	100	4
Financial Management	4	3	25	75	100	4
Human Resource Management	4	3	25	75	100	4
Quantitative Techniques	4	3	25	75	100	4
Research Methods for Management	4	3	25	75	100	4
Computer Applications in Management using SAP* - Practical	2	3	40	60	100	4
<b>SMESTER – III</b>						
Business Ethics and Global Business Environment	4	3	25	75	100	4
Management Information System	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
**Summer Placement Project Report & Viva-Voce **	-	-	-	-	100	4
<b>SEMESTER – IV</b>						
Strategic Management : Indian Global Context	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
Elective	4	3	25	75	100	4
<b>TOTAL</b>					2500	100

\* The Course will be taught during I and II Semesters and exam only in II semester

\*\* For Project Report 80% Marks,&Viva-Voce 20% Marks

**MBA (CBCS Pattern)**  
**LIST OF ELECTIVES (2018-19 onwards)**

**Students can choose any four in each semester**

<b>III Semester</b> ( Students can choose any four)	<b>IV Semester</b> (Students can choose any four)
<p><b><u>MARKETING</u></b> 1. Integrated Marketing Communication (Promotion Management) 2. Export Management 3. Consumer Behaviour 4. Rural Marketing</p>	<p><b><u>MARKETING</u></b> 1. Services Marketing 2. Brand Management 3. Distribution Management 4. Retail Management</p>
<p><b><u>HUMAN RESOURCE</u></b> 5. Staffing In Organization 6. Performance Management 7. Managing Interpersonal Effectiveness</p>	<p><b><u>HUMAN RESOURCE</u></b> 5. Employee Training and Development 6. Organizational Development 7. Labour Welfare and Industrial Relations (Legislations)</p>
<p><b><u>FINANCE</u></b> 8. Financial Services 9. Equity Research and Portfolio Management 10. Derivatives Management 11. Banking Regulations and Services</p>	<p><b><u>FINANCE</u></b> 8. International Financial Management 9. Principles of Insurance 10. Cost Management 11. Banking Risk Management</p>
<p><b><u>SYSTEMS</u></b> 12. Electronic Commerce 13. System Analysis and Design</p>	<p><b><u>SYSTEMS</u></b> 12. Software Project Management 13. Enterprise Resource Planning</p>
<p><b><u>PRODUCTION</u></b> 14.. Advanced Production Management 15. Integrated Materials Management</p>	<p><b><u>PRODUCTION</u></b> 14. Total Quality Management 15. Supply Chain Management</p>
<p><b><u>HEALTH CARE MANAGEMENT</u></b>  16. Hospital Operations Management 17. Hospital Architecture Planning and design</p>	<p><b><u>HEALTH CARE</u></b>  16. Public Health Systems and Health Insurance 17 International Health Management</p>
<p><b><u>ENTREPRENEURSHIP</u></b> 18. Entrepreneur Development</p>	<p><b><u>ENTREPRENEURSHIP</u></b> 18. The Successful Business Plan</p>

<p><b><u>GENERAL</u></b> 19. Hospitality Management</p>	<p><b><u>GENERAL</u></b> 19. Event Management</p>
<p><b><u>SHIPPING AND LOGISTICS MANAGEMENT</u></b> 20. Logistics Management 21. Export-Import Trade and Documentation</p>	<p><b><u>SHIPPING &amp; LOGISTICS MANAGEMENT</u></b> 20. Logistics and Supply Chain Management 21. International Logistics &amp; Shipping Management</p>
<p><b><u>MEDIA MANAGEMENT</u></b> 22. Mass Communication 23. Advertising Management</p>	<p><b><u>MEDIA MANAGEMENT</u></b> 22. Public Relations, Principles and Practices 23. Media Laws and Ethics</p>
<p><b><u>AGRICULTURE BUSINESS MANAGEMENT</u></b> 24. Basics of Agriculture Business Management 25. Agriculture Marketing System 26. Farm Management 27. Management of Floriculture and Horticulture</p>	<p><b><u>AGRICULTURE BUSINESS MANAGEMENT</u></b> 24. Agricultural Export Management 25. Agriculture Environment Management 26. Management of Dairies and Cooperatives 27. Poultry and Livestock Management</p>
<p><b><u>REAL ESTATE MANAGEMENT</u></b> 28. Introduction to Real Estate Management 29. Urban Real Estate Policies and Regulations 30. Ecology and Landscape Management 31. Heritage Properties and Conservation Practices</p>	<p><b><u>REAL ESTATE MANAGEMENT</u></b> 28. Commercial and Residential Property Management 29. Real Estate Laws and Regulations 30. Real Estate Finance and Investment 31. Valuation and Arbitration in Real Estate Management</p>
<p><b><u>SPORTS MANAGEMENT</u></b> 32. Principles of Sports Management 33. Sports Organization and Administration 34. Sports Media and Event Management 35. Sports Marketing</p>	<p><b><u>SPORTS MANAGEMENT</u></b> 32. Contemporary Sports Management 33. Sports Facility Management 34. Sports Tourism 35. Adventure Sports Management</p>

## **SEMESTER I**

### **1.1 MANAGEMENT PRINCIPLES AND PRACTICE**

#### **Objective:**

To enable the students to learn the basic principles, concepts and functions of management along with the modern trends and apply them to real life situations.

#### **Unit I**

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

#### **Unit II**

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

#### **Unit III**

The Nature of Organizing and Entrepreneurship - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

#### **Unit IV**

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

#### **Unit V**

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

**(Case studies, Seminars and group exercises may be used to supplement the classlectures)**

#### **References :**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
7. Robbins.S.P., Fundamentals of Management, Pearson,

## **1.2 ORGANISATIONAL BEHAVIOUR**

### **Objective:**

To enable the students to understand the basics of individual behaviour and organizational behavior and help them to modify their personality traits which will equip them for better work - place relationships.

### **Unit I**

Organisational Behaviour : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

### **Unit II**

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics.

Perception - Process, Selection, Organisation Errors, Managerial implications of perception.

Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

### **Unit III**

Stress - Nature, sources, Effects, influence of personality, managing stress.

Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation.

Foundations of group behaviour : linking teams and groups, Stages of development Influences on team effectiveness, team decision making. Issues in Managing teams.

### **Unit IV**

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management.

Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

### **Unit V**

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

**(Case studies, Seminars and group exercises may be used to supplement the classlectures)**

**References :**

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellinegal Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Helliregal.et.al, Organisational Behaviour, Thomson Learning.
6. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
7. Harris & Hartman, Organisational Behaviour, Jaico, 2003.

### **1.3 MANAGERIAL ECONOMICS**

**Objective:**

To emphasize the influence of micro and macroeconomics on managerial decisionmaking and to explain the supply,demand and cost functions, its relative impact on the economy and the company

**UNIT I :**

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

**UNIT II :**

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

**UNIT III :**

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

**UNIT IV:**

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

**UNIT V :**

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

**(Case studies, Seminars and group exercises may be used to supplement the classlectures)**

**References :**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

## **1.4 FINANCIAL AND MANAGEMENT ACCOUNTING**

### **Objective :**

To enable the students to learn the basic functions, principles, concepts and application of accounting in management and applications.

### **UNIT I**

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method, Sinking fund method.

### **UNIT II**

Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis.

### **UNIT III**

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

### **UNIT IV**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

### **UNIT V**

Marginal Costing - Definition - distinction 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

**(Case studies, Seminars and group exercises may be used to supplement the classlectures)**

**Note:80% of the questions shall be problems, 20% of the questions shall be theory based.**

### **References:**

1. R.L.GuptaandRadhaswamy ,AdvancedAccountancy-Sultan Chand Publishers
2. KhanandJain , ManagementAccounting- Tata Mc Graw Hill
3. S.N.Maheswari, ManagementAccounting, Vikas Publishing
4. AntonyandRecece , ManagementAccounting, Mc Graw Hill
5. J.Batty , ManagementAccounting-London : Macdonald & Evans,

## 1.5 QUANTITATIVE METHODS FOR MANAGEMENT

### **Objective:**

To enable students to acquire the knowledge of mathematics and statistics and their applications in business decision making.

### **UNIT I**

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem- Optimization

### **UNIT II**

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

### **UNIT III**

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

### **UNIT IV**

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

### **UNIT V**

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**Note: 80% of the questions shall be problems, 20% of the questions shall be theory based.**

### **References:**

1. Richard L. Levin & David S. Rubin - Statistics for Management – Pearson Education, Canada
2. S. P. Gupta - Statistical Methods – Sultan Chand and Sons
3. R. P. Hood - Statistics for Business and Economics – MacMillan India Limited
4. David M. Levin, Timothy C. Krehbiel and Mark L. Berenson “Business Statistics: A First Course”, Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

## 1.6 CORPORATE COMMUNICATION

### **Objective :**

To enable the students to learn the basic communication skills and the usage of communication technology in the modern workplace.

### **Unit 1:**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

### **Unit 2:**

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

### **Unit 3:**

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

### **Unit 4:**

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

### **Unit 5:**

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

**( Case studies, Seminars and group exercises may be used to supplement the classlectures)**

### **References :**

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat , Basic Business communication. Tata Mc Graw Hill.
3. Rajendra Pal and Korlahalli, Business Communication, Sultan Chand and Sons
4. Jaishri Jethwaney, Corporate Communication, Oxford University Press

## **1.7 COMPUTER APPLICATIONS IN MANAGEMENT - PRACTICAL**

### **Objective:**

To introduce the concepts of information technology and their applications in management decision making.

### **UNIT I:**

Components of a Computer - Hardware and Software – Operations Systems – Directories and File properties.

MS OFFICE – Introduction to WORD, EXCEL and POWERPOINT

WORD – Creating a new document with templates & Wizard – Creating own document – Opening/modifying a saved document – converting files to and from other document formats – Using keyboard short-cuts & mouse – Adding symbols & pictures to documents – header and footers – Finding and replacing text – spell check and Grammar check – Formatting text - paragraph formats - adjusting margins, line space – character space – Changing font type, size – Bullets and numbering – Tables – Adding, editing, deleting tables – Working within tables – Adding, deleting, modifying rows and columns – merging & splitting cells.

### **UNIT II:**

EXCEL – Working with worksheets – cells – Entering, editing, moving, copying, cutting, pasting, transforming data – Inserting and deleting of cells, rows & columns – Working with multiple worksheets – switching between worksheets – moving, copying, inserting & deleting worksheets – Using formulas for quick Calculations – Working & entering a Formula – Formatting a worksheet – Creating and editing charts – elements of an Excel Chart – Selecting data to a chart – Types of chart – chart wizard – Formatting chart elements – Editing a chart – Printing charts. Excel Function – Mathematical, logical, Lookup & Reference, Financial, statistical and other functions. Rudimentary data analysis - sort, filtering, conditional formatting and Pivot tables etc.

### **UNIT III:**

POWERPOINT – Creating new presentations – Auto content wizard – Using template – Blank presentation – Opening existing presentations – Adding, editing, deleting, copying , hiding slides – Presentations – Applying new design – Adding graphics – Using headers and footers – Animations text – Special effects to create transition slides – Controlling the transition speed – Adding sounds to slides – Using action buttons.

### **UNIT IV**

TALLY – Introduction and Installation, Required Hardware, Preparation for installation of Tally software, installation, Working in Tally: Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.

### **UNIT V:**

ERP & SAP : Introduction – Need for ERP – Advantages – Major ERP Packages – SAP: Features – ABAP: Logon to SAP Environment – ABAP Dictionary – Functions – Objects – Managing SAP Application

**Note: Practicals: Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above-mentioned topics with more emphasis on EXCEL to develop simple business applications.**

### **References:**

- 1.OFFICE 2000 Complete – BPB Publications.
  2. Windows 98 Complete – BPB Publications
  3. Jane Calabria and Dorothy Burke - Windows 98 6 in one , PHI
  4. Ed, Bott - Using Microsoft Office 2000 , PHI
  5. Murthy, C S V , Enterprise Resource planning (ERP): Text and case studies ,HPH
  6. George Anderson,Danielle Larocca -Teach yourself SAP in 24 hours , Pearson Education
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## **SEMESTER II**

### **2.1 OPERATIONS MANAGEMENT**

#### **Objective :**

To focus on key analytical methods and provide practical insight for operations management.

#### **UNIT I**

Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

#### **UNIT II**

Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

#### **UNIT III**

Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity

requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

#### **UNIT IV**

Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

#### **UNIT V**

Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

**(Case studies, Seminars and group exercises may be used to supplement the classlectures)**

**Note:40% of the questions shall be problems, 60% of the questions shall be theory based.**

#### **References :**

1. Everest E Adam & Ebert -Production and Operations Management ,PHI publication
2. Joseph G Monks- Operations Management (Theory and Problems ) , McGraw Hill Intl.
- 3.S N Chary- Production and Operations Management , TMH Publications
- 4.Pannerselvam- Production and Operations Management , PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. E.S Buffa - Modern Production and operations management –
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano and Jacobs “Production and Operations Management”,Tata McGraw Hill.

## **2.2 MARKETING MANAGEMENT**

#### **Objective:**

To enable the students to understand the market and marketing concepts, functions and systems by emphasizing on strategies for Indian and global market.

#### **Unit I**

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment-Digitalisation, Customisation, Changing marketing practices, Marketing Information System, Strategic marketing planning and organization.

## **Unit II**

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

## **Unit III**

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS.

## **Unit IV**

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing , Telemarketing; Sales force objectives, structure, size and compensation.

## **Unit V**

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship Marketing - Customer database, Attracting and retaining customers, Consumerism in India,.Latest trends in Marketing:Digital Marketing, Internet Marketing, E-Mail Marketing,Social Media Marketing,Mobile Marketing

**(Case studies, Seminars and group exercises may be used to supplement the classlectures)**

## **References :**

1. Philip Kotler -Marketing Management , Pearson Education/PHI 12th Edition, 2006.
2. Rajan Saxena -Marketing Management , Tata McGraw Hill, 2002.
3. VS Ramasamy & S. Namakumari - Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context , Macmilan India, 2007.
4. Marketing Management: A South Asian Perspective –Pearson Education, 11th Edition, 2007.
5. Philip Kotler and Kevin Lane Kotler - Basic Marketing - Perreault and McGarthy - Tata McGraw Hill
- 6.Ramphal and Gupta- Case and Simulations in Marketing , Golgatia, Delhi.
7. R.Srinivasan -Case Studies in Marketing , PHI.
8. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing concepts and cases –TMH 13th Edition, New Delhi, 2007.
9. Marketing Management – S.Jayachandran - TMH, 2003.

## 2.3 FINANCIAL MANAGEMENT

### **.Objective :**

To enable the students to learn the basic functions, principles and concepts of finance in Management along with practical knowledge of applications.

### **UNIT I**

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts – An introduction to Indian Financial System - Role of SEBI in Capital Issues - Valuation of Bonds and Shares

### **UNIT II**

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

### **UNIT III**

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

### **UNIT IV**

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Dividend Policy.

### **UNIT V**

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

**(Case studies, Seminars and group exercises may be used to supplement the classlectures)**

**Note: 40% of the questions shall be problems 60% of the questions shall be theory based)**

### **References :**

1. Richard A.Brealey, Stevart C.Myers, “Principles of Corporate Finance” McGraw Hill, New York.
2. James C.Van Horns, “Financial Management & Policy” Prentice Hall of India (P) Ltd., New Delhi.
3. John J.Hampton, “Financial Decision Making – Concepts, Problems and Cases” Prentice Hall of India (P) Ltd., New Delhi (1994).
4. Prasanna Chandra, “Financial Management–Theory&Practice”, Tata McGraw Hill, New Delhi (1994).
5. B J Camsey, Engene F.Brigham, “Introduction to Financial Management”, The Gryden Press.
6. I.M.Pandey, “Financial Management”, Vikash Publishing, New Delhi.

## **2.4 HUMAN RESOURCE MANAGEMENT**

### **Objective:**

To familiarize the students with the concept of Human Resource Management and its significance in an organization.

### **Unit I :**

Human Resource Function- Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

### **Unit II :**

Recruitment & Placement-Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation. Recruitment and selection process. Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet. 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 III :**

Training & Development-Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success. Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice. Managing careers : Career planning and development - Managing promotions and transfers.

### **Unit IV :**

Compensation & Managing Quality-Establishing Pay plans : Basics of compensation - factors determining pay rate – Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation. Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations. Benefits and services : Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

### **Unit V :**

Labour relations and employee security-Industrial relations and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare : Importance & Implications of labour legislations - Employee health – Auditing-HR functions, Future of HRM function.

**(Case studies, Seminars and group exercises may be used to supplement the classlectures)**

**References:**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. H.John Bernardin & Joyee E.A.Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
3. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
4. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.
5. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

**2.5 QUANTITATIVE TECHNIQUES**

**Objective:**

To enable the students to learn the techniques of Operation Research and understand their applications in business management.

**UNIT I**

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –Dual of linear programming problem – Economic interpretation

**UNIT II**

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model

**UNIT III**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

**UNIT IV**

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model

**UNIT V**

Simulation – types of simulation – Monte Carlo simulation – simulation problems.

Decision Theory – Pay off tables – decision criteria – decision trees.

**(Case studies, Seminars and group exercises may be used to supplement the classlectures)**

**Note : 80% of the questions shall be problems, 20% of the questions shall be theory based.**

**References :**

- 1.Hamdy A Taha- Operations Research – An Introduction, Pearson.
- 2.Kanti Swarup, Gupta And Man Mohan- Operations Research, Prentice Hall of India
3. J.K. Sharma- Operations Research ,Macmillan Indian Ltd.
- 4.R. Panneerselvam- Operations Research , PHI
- 5.Fredrick S Hillier and Herald J Lieberman, Operations Research, Concepts and cases ,TMH
6. Ronald L. Rardin, “Optimization in Operations Research”, Pearson Education
7. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “ Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

## ***2.6 .RESEARCH METHODS FOR MANAGEMENT***

**:Objective:**

To acquaint the students with methodology of research and its application in managerial decision making.

**UNIT I:**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

**UNIT II:**

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

**UNIT III:**

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

**UNIT IV:**

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant ananlysis. (NO Problems). SPSS and its applications.

### **UNIT V:**

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

**(Case studies, Seminars and group exercises may be used to supplement the classlectures)**

**Note : 20% of the questions shall be problems, 80% of the questions shall be theory based.**

### **References:**

1. Rao K.V. Research methods for management and commerce - sterling
2. Zigmund, Business Research Methods
3. Donald R. Cooper and Pamela S. Schindler - Business Research Methods - Tata McGraw Hill, 2007
4. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2004
5. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
6. Anderson et al - Assignment and Thesis writing.
7. Uma Sekaran, Research Methods for Business, Wiley Publications.

## **SEMESTER III**

### **CORE PAPERS**

#### **3.1 BUSINESS ETHICS AND GLOBAL BUSINESS ENVIRONMENT**

##### **Objective:**

To have the students understand the national and international business environment and to inculcate in them the importance of ethics and it's role in governance.

##### **UNIT I**

Business and society - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Business environment - The concept and significance - constituents of business environment

##### **UNIT II**

Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards, compensation issues, ethical leadership for improved Corporate governance and better business education.

### **UNIT III**

Introduction - The Globalization of the World Economy – The Changing Nature of Indian and International Business - National differences in political, legal and culture- The Global Trade and Investment Environment- International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism -Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond. The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact..

### **UNIT IV**

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.The Global Monetary System ,The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

### **UNIT V**

The Strategy and Structure of International Business

The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice. Mode of Entry and Strategic Alliances : Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work, Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance – Counter trade.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References :**

1. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave,
2. Davis and Keith William C. Frederik - Business and society,Abe Books
3. Francis Cherunilam - Business Environment, Himalaya Publications
4. Pruthi P.S. - Economic & Managerial Environment in India,Progressive corp.
5. Shaikh Saleem – Business Environment, Pearson Education
6. Philip R.Cateora, International Marketing, Irwin McGraw Hill
7. Shivaramu, International Business, Macmillan India.
8. Charles W.L., Hill, International Business, Irwin-McGraw Hill

### **3.2 MANAGEMENT INFORMATION SYSTEM**

#### **Objective:**

To study the foundation of management information system and familiarize the students with the latest concepts in MIS.

#### **Unit I**

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

#### **Unit II**

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

#### **Unit III**

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

#### **Unit IV**

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

#### **Unit V**

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.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References**

1. James A O'Brien -Management Information Systems, Tata McGraw Hill
2. Effy Oz - Management Information Systems, Vikas Publishing House
3. Kenneth C Laudon and Jane P Laudon -Management Information System , PHI
4. Waman S Jawadekar - Management Information System Text and cases,Tata McGraw-Hill
5. R.Srinivasan -Strategic Management ,Prentice Hall of India
6. M.Senthil - Management Information System

### **3.3 to 3.6 ELECTIVE SUBJECTS**

### **3.7 SUMMER PLACEMENT PROJECT REPORT & VIVA VOCE**

## **ELECTIVE SUBJECTS FOR III SEMESTER**

### **MARKETING**

#### **1. INTEGRATED MARKETING COMMUNICATION (PROMOTION MANAGEMENT)**

##### **Objective:**

To highlight the role of marketing communications in the marketing of a product and familiarize the students with making the right promotion mix for a product/service.

##### **UNIT I:**

Promotion Mix- Tools, Steps in Communication process, Factors in deciding promotion mix. Personal selling- Sales force Design objectives, strategy structure and compensation. Principles of Personal Selling- Salesmanship, steps in selling process, Negotiation- Models, Strategy and Tactics, Customer Relationship Management. Evaluation of personal selling.

##### **UNIT II:**

Advertising Management: Meaning, Objectives, Importance, Classification of advertisements, Economic and Social Effects of Advertising, Organisation of Advertising Department, Advertising Agency Management, Campaign Planning, Advertising Budget.

##### **UNIT III:**

Advertising Media management: Types - Print, Radio, TV- Cinema- Outdoor and other forms- Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling.

##### **UNIT IV:**

Advertising Creativity: Advertising Copywriting for Print and Broadcast Media- Principles, Styles, Advertising Visualization and Design, Production of Print, Broadcast and other Advertisements, Evaluation of Advertising.

##### **UNIT V:**

Sales Promotion -

Sales Promotion: Objectives, Tools, Planning, Implementation and Control, Evaluation of Sales Promotion.

Public relations: Objectives, Tools, Media and Message, Evaluation of Public Relations.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

##### **References:**

1. John.J.Burnett Promotion Management - AITBS.
2. Advertising-Theory&Practice- Vernon Fryburger- AITBS.
3. Bovee and Hill- Advertising Excellence- McGraw Hill International.
4. Belch and Belch –

- Advertising and Promotion: An Integrated Marketing Communications Perspective, TMH
5. Tony Dakin- Sales Promotion, Abe books
  6. Julian Cummins.-Sales Promotion, Kogan Page, London
  7. Pran Chowdhry –Successful Sales Promotion, MacMillan
  8. Cundiff, Stil & Govani –Sales Management , PHI
  9. Sam Black-Practical Public Relations, Universal Book.
  10. Grunning and Hunt –Managing Public Relations , CBS College Publishing.

## 2. EXPORT MANAGEMENT

### Objective :

To help students gain familiarity of the knowledge and process of export and import trade in India.

### UNIT I :

Export - meaning - scope - functions - Role of export in economic development - Planning for export - market analysis:- market intelligence and market Research - market selection and entry strategies for export.

### UNIT II

: Legal aspects of export trade:- International law: Private Law - Transport contracts - Payment and credit - settlement of disputes - Indian Laws: EXIM policy - Law relating to packaging - pricing - Advertising - distribution.

### UNIT III :

Export financing: methods and sources of export finance - Terms of payment for export - Letter of credit - Institutional aid for export financing: RBI, EXIM Bank, ECGC - commercial banks. Export pricing: Factors influencing export price - Forms of pricing - pricing approaches - Transfer pricing - Dumping - International price quotation - Incoterms.

### UNIT IV:

India's export performance - Problems in export trade- Export promotion - Need - Export promotion in India:- Institutional support for export promotion - Export promotion incentives -EPZ & FTZ, 100% EOU, Export houses, Trading houses - Star Trading houses - Project and consultancy export

### UNIT V:

Export Procedure and documentation: Export order execution - Product preparation - quality control and Pre-shipment inspection - Packaging - freight forwarders - Cargo insurance - customs clearances - Documentation Procedure and clearing Export bills. Import Procedure:- Import licensing - Replenishment license - Advance import license - Pass book scheme - Import of capital goods.

Implications of Goods and sales tax (GST)

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References :**

1. TAS Balagopal - Export management – Himalaya Publishing
2. Varshney & Battacharya - International Marketing Sultanchand & sons
3. Francis chernmilam - International Trade and Export management - HimalayaPublishing
4. B.S Rathor - Export Management - Himalaya.Publishing
5. S. Shivaramu - Export Marketing - HimalayaPublishing

**3. CONSUMER BEHAVIOUR**

**UNIT – I**

Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation and Consumer Behaviour. Learning - nature, conditions relevant to high and low involvement strategies, characteristics and types of learning, Brand loyalty, Brand equity & leverage. Perception - Process, interpretation, Perception and marketing strategy. Perceptual process and buying behaviour. Perception - Elements, Just notice able difference - its application to Consumer Behaviour, Perceptual organization and defense, consumer imagery.

**UNIT - II**

Motivation - Nature, motivational strategies, theories and their relevance, marketing strategies based on motivational conflict.

Personality - Psycho-analytical neo-Freudian and social approaches to personality understanding consumer diversity, Brand personality, Self and self image.

**UNIT - III**

Attitude formation & change - Tricomponent and structural models of attitudes, sources of attitude formation, strategies of attitude change, cognitive dissonance, attribution, self perception theories, Foot in the door phenomenon.

Groups - types, Celebrities, Family, Socialization of family members, Function of family, Family decision-making and consumption - related roles, Family life cycle.

**UNIT - IV**

Culture- Nature - Characteristics - Measurement, Sub-cultures – Nationality, age, geographic, Regional and Sex, Subcultural interaction.

Cross culture : International perspective cross cultural consumer analysis, Multinational strategies, Cross – cultural psychographic segmentation marketing mistakes – undertaking differences.

**UNIT - V**

Opinion leadership & process, Dynamics, motivation and opinion leadership, Measurement and corporate strategy of opinion leadership.

Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References :**

1. Kurder, Consumer Behaviour, PHI/Pearson.
2. Schiffman.L.G. & Kanak.L.L., Consumer Behaviour, PHI/Pearson.
3. Loudon.D, Consumer Behaviour, Concepts & Applications, Albert Biutta, McGraw Hill.
4. Ingel, Roger & Blackwell, Consumer Behaviour.

#### **4. RURAL MARKETING**

##### **UNIT I**

Rural Economy - Policy interventions, reforms Diagnosis challenges to Indian Marketer.

##### **UNIT - II**

Rural Marketing - introduction, nature and attractiveness, rural vs urban Marketing.

##### **UNIT - III**

Selecting and Attracting markets - introduction Segmentation – Concept, degree, guidelines and bases, Targeting and Positioning.

##### **UNIT - IV**

Product Strategy - Introduction, Classification, Significance, Scope. Product Mix, Competitive product strategies. Pricing strategy – Introduction, Concepts, Significance, Objectives policy.

##### **UNIT - V**

Promotion Strategy - introduction, exploring, Target audience, Designing, Comparison Distribution strategy - introduction, channels old, new, pragmatic, approaches covering strategy.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References :**

1. Krishnamacharyalu & Lalitha, Rural Marketing, Pearson Education, 2002.
2. Ramkishen, New Perspectives on Rural Marketing, Jaico Books, 2002.
3. Gopaldaswamy, Rural Marketing, Wheeler Publishing.

## **HUMAN RESOURCE**

### **5. STAFFING IN ORGANIZATIONS**

#### **Objective:**

Familiarise the students with the recruitment ,selection and development of human resources in an organization.

#### **Unit-I**

The Nature of Staffing-staffing models and strategy-staffing ethics-planning-external influences-human resource planning-staffing planning-legal issues-job analysis rewards-job requirements job analysis-competency-based job analysis-job rewards-legal issues.

#### **Unit-II**

Staffing activities: Recruitment-strategy Development-searching-applicant reactions-transition to selection-legal issues-internal recruitment-recruitment planning-strategy development-searching-applicant reactions-transition to selection-staffing activities: selection-measurement-quality of measures-collection of assessment data.

#### **Unit-III**

External selection-preliminary issues-initial assessment methods-legal issues-external selection-substantive assessment methods-discretionary assessment methods-contingent assessment methods-internal selection-preliminary issues-initial assessment methods-substantive assessment methods-discretionary assessment methods-staffing activities: employment-decision making-choice of assessment method-determining assessment scores-hiring standards and cut scores-methods of final choice-decision makers.

#### **Unit-IV**

Final match-employment contracts-job offers-job offer process-new employee orientation and socialization-legal issues.

#### **Unit-V**

Staffing system and retention management-staffing system management-administration of staffing systems-evaluation of staffing systems-retention management-turnover and its causes-analysts of turnover-retention initiatives: Voluntary, Discharge & Downsizing.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **Reference :**

Heneman.HG and Judge TA -Staffing Organizations ,McGraw Hill 2006  
Robbins SP -Human Resources Management

## 6. PERFORMANCE MANAGEMENT

### **Objective :**

To familiarize the students with concepts and challenges of managing and improving employee performance in organizations

### **Unit – 1**

Performance Management: Hostility towards Traditional Appraisals – Managing Performance; Performance Management & Human Resource; Performance Management Theatre.

### **Unit – 2**

Planning Manage Performance & Development : Basic Concept – Research Base for performance planning and Goal-setting; Components of Manage Performance & Development Plan; Setting Mutual Expectations and Performance criteria.

### **Unit – 3**

Monitoring Manage Performance & Mentoring Manage Development : Introduction – Research and Theory – Monitoring and Mentoring Behaviours of the Manager.

### **Unit – 4**

Ongoing Performance Monitoring & Review: Supervision – Monitoring and its objectives – Process of Monitoring – Communication – Problem solving.

### **Unit – 5**

Ongoing Mentoring and Manage Development: Purpose of Manage Development – Process of Manage Development – Briscoe’s principles – Training – Delegating – Mentoring – Engendering Trust – Making a fresh beginning – Role efficacy.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **Reference :**

1. Prem Chandha - Performance Management, Macmillan Publications.
2. Frances Neale -Performance Management -, Jaico publishing House-

## 7. MANAGING INTERPERSONAL EFFECTIVENESS

**Objective:** To understand self and personality development by integrating the course with exercises and experiential learning.

### **UNIT I**

Self Definition and Perception. Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management.

## **UNIT II**

Communication and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication - Barriers - ways of over coming - Nonverbal Communication - Paralanguage, Eye Contract, Facial expression, Kinersics, Body language, Deception, and Detecting deception.

## **UNIT III**

Assertive Training

Nature, importance & relevance to organizational life - Assertion and aggression , Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion Being assertive with oneself - cutting, rewriting, editing , enhance individual assertiveness.

## **UNIT IV**

Transactional Analysis

Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.

## **UNIT V**

Counseling - Introduction - other interventions - steps ,Elements of Counseling -

Counseling in organizations, , Training for Counseling. Anxiety and stress, an introduction to NLP, Emotional Intelligence.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References :**

1. Venkatapathy.R and Jackson.P.T. Managing Interpersonal Effectiveness, Adhithya Publishers, 2003.
2. Thomas Harris I'm okay, you're okay.
3. Fishert Uray Getting to Say yes: Negotiating an agreement without giving in AMA, 1993.
4. www. Ta Tutor.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

## **FINANCE**

### **8. FINANCIAL SERVICES**

#### **Goals:**

To familiarize the students on the latest trends in financial services.

#### **UNIT I**

Merchant Banking - Functions – Categories of merchant bankers-Modes of raising capital from Domestic and foreign markets -Raising short term funds -Recent developments in the capital markets - SEBI guidelines on Obligations & responsibilities of Merchant bankers-Merchant banking in India. NBFCs Types of activities of NBFC's- Regulation of NBFC s in India.

#### **UNIT II**

Hire Purchase - Concept - evaluation of Hire Purchase Proposals.

Leasing -overview - tax aspects - Lease Accounting - Types of leases – Benefits of leasing- Rights & Obligations of Lessor & Lessee-Evaluation of leasing proposals.

#### **UNIT III**

Mutual funds – operations-types- performance measure of a mutual fund- , regulation - SEBI guidelines for mutual funds.

#### **UNIT IV**

Other financial services.

Venture Capital - Bill Discounting - Factoring - credit rating - Asset securitization – Securitisation in India- Depositories Role of depositories in the capital market.

#### **UNIT V**

Mergers and Acquisitions - SEBI code on Take-overs - Business Failures and reorganizations. Case Analysis, Review of relevant articles.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References :**

1. Dr.R.Shanmugam , Financial Services
- 2.M.Y.Khan, Indian Financial Systems.
3. K.Sriram, Hand Book of Leasing Hire Purchase & Factoring.
4. R.M.Srivastava, Indian Financial System.
5. Rajas Parashine and Ashok Kumar, Introduction to Lease Financing.
6. T.Sundar Rajan, Merchant Banking.
7. L.M.Bhole, Financial Institution & Markets.
8. Habel J.Johnson, Financial Institution & Markets.
9. Dr.J.C.Verma, Mutual Funds & Investment Portfolio.
10. Nalini Prava Tripathy, Financial Instruments and Services, Prentice Hall of India, New Delhi.

## **9. EQUITY RESEARCH AND PORTFOLIO MANAGEMENT**

### **Objective :**

To help the students understand the modes of selecting investment opportunities and analyze the securities for investment and to construct and evaluate portfolios.

**UNIT I :** Investment setting - Securities - Securities Market - Sources of investment information - Security market indicators - Security Contract regulation Act.

**UNIT II :** Valuation of Securities : Equity - Preference shares - Debt instruments - Hybrid securities - derivatives - Asset pricing theories - CAPM - APT - Portfolio theory - Option pricing theory.

**UNIT III :** Economic Analysis - Economic forecasting and stock Investment Decisions - Forecasting techniques.  
Industry Analysis - Industry classifications. Economy and Industry analysis. Industry life cycle - Evaluating Industry relevant factors - External industry information sources.

**UNIT IV :** Company Analysis : Measuring Earnings - Forecasting Earnings - Applied valuation techniques - Graham and Dodds investor ratios value investing.  
Technical Analysis : Fundamental Analysis Vs Technical Analysis - Charting methods - Market Indicators - Trend - Trend reversals - Patterns - Moving Average - Exponential moving Average- Oscillators - ROC - Momentum - MACD - RSI - Stoastics.

**UNIT V :** Portfolio - Construction - Diagnostics Management - Performance Evaluation - Portfolio revision, Case Analysis, Review of relevant articles.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References :**

- 1.Reilly and Brown- Investment Management and Portfolio Analysis -
2. Gitman -Fundamentals of Investing , Cengage
3. Graham and Dodd -Security Analysis –Valore Books
4. Clark Francis -Management of Investments –Mc Graw Hill
- 5.Fuller and Farrell- Modern of Security Analysis and Portfolio Management -
- 6.Balla and Tuteja - Investment Management ,

## 10. DERIVATIVES MANAGEMENT

**Objective:**To comprehend the notion of derivatives and study the derivatives market.

### UNIT I

Derivative-common derivative products-Functions performed by derivatives market-risks associated with derivatives- History of derivatives in India-Forward contract-Limitation of Forward contract – Pricing of forward contract

### Unit II

Futures- Future contract specifications- Market participants in a futures contract- Hedging using Futures Contract-Valuation of futures contract- difference between forward & future contract-Futures strategies- Types of futures- Individual stocks-Stock indices-Foreign Exchange futures-Commodity futures-Interest rate futures- Utility of Futures Market

### Unit III

Options – Characteristics- Specifications-Option pricing-Binomial model- Black Scholes model-Option trading strategies-Bullish strategies-Bearish strategies--Strategies for volatile situations- Exotic options-futures Vs Call options

### Unit IV

Warrants-features-gearing effect- Valuing warrants- warrants vs options, Swaps- features-Mechanism of interest rate swaps- Valuation of interest rate swaps-Currency swaps- gain from swaps- rate anticipators

### Unit V

Derivatives- Trading mechanism-Types of orders-Clearing & settlement of orders- regulation of derivative market-Recent developments in Capital market.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### Reference :

1. John C.Hull -Futures & options and other derivatives :
2. ND Vohra & BR Bagri -Futures & options:
3. A.N. Sridhar -Futures & options:

## 11. BANKING REGULATIONS AND SERVICES

### **Objective:**

To provide an overview of the regulatory framework and the structure of Banking system and to familiarize the students with the various services provided by banks .

### **UNIT I**

Banking services-fund based business-Deposit Products – CASA and Term Deposits – Different types of Commercial Loans, Retail Loans and Wholesale Loans – Trade finance – Overdraft Facilities – Primary and Collateral Securities – Modes of creating charges on securities – Hypothecation, Pledge, Mortgage, Lien and Assignment-Non fund based business – Bank guarantee and Letter of Credit

### **UNIT II**

Role of IT-Banking Technology – Electronic Banking – Core Banking, Mobile Banking, Online Banking – Remittance Facilities and Clearing system : National Electronic Fund Transfer (NEFT), RTGS, ECS, SWIFT, MICR – ATMs, Credit / Debit / Smart Cards – Technology Initiatives of RBI/IDRBT –Electronic Benefit Transfers.

### **UNIT III**

Structural framework-Indian Banking System : an Overview – Banking Structure – Different types of Banking – Investment Banking and Commercial Banking – Central Bank – Need and establishment – Organisation and Administration of RBI – Functions of RBI – State Level Banking Committees (SLBCs) – Banking Ombudsman.

### **UNIT - IV**

Regulatory framework-Banking Regulations Act – RBI Act – Credit control measures and Monetary policy of RBI : CRR, SLR, REPO rates, Reverse REPO rates and Base Lending Rate – Bank Capital : Tier I & Tier II – Base I III and Capital Adequacy norms (CAR AND CRAR) – Liquidity Adjustment Facility (LAF) – IBA – Payment and Settlement System Act.

### **UNIT - V**

Marketing of banking services-Marketing Strategies : Segmentation, Marketing Mix for Banking Services – Product and Services. Innovation – Cost effective pricing, One stop shop, Cross selling of products, value added services, Marketing Information System – Importance of Finance Planning – Identification of Investment needs for retail investors – Studying Investment Behaviour - Household Vs Institutional Investors.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### Reference Books

1. Iyengar Vijayaragavan -Introduction to Banking, Excel Books.
2. Muraleedharan. D,- Modern Banking, PHI.
3. Sundharam K.P.M, -Modern Banking, Sultan Chand & Co.
4. Machiraju H.R - Modern Commercial Banking, Vikas Publishing House.
5. Tannan M.L.- Tannan's Banking Law and Practice in India, Jain Book.
6. MacDonald S., Timothy W -Management of Banking., Centage learning.
7. B.S, Deep and Deep -Banking and Finance, Sreekantaradhya, Publications Pvt. Ltd.

## SYSTEMS

### 12. ELECTRONIC COMMERCE

#### Objective:

To introduce the students to the world of e-commerce and its scope and challenges.

#### Unit I

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management

#### Unit II

The Internet and the World Wide Web: The Internet Today - History of the Web - Unique benefits of the Internet - Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages – Launching a Business on the Internet.

#### Unit III

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

#### Unit IV

E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

#### Unit V

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **Referece**

1. Elias. M. Awad, " Electronic Commerce", Prentice - Hall of India Pvt Ltd, 2002.
2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce- A Manager's guide", Addison -Wesley, 2000.
3. Efraim Turban, Jae Lee, David King, H. Michael Chung, "Electronic Commerce – A Managerial Perspective", Addison - Wesley, 2001.
4. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, 2006
5. Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RD Edition, Pearson Education, 2003
6. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Addition–Wesley, 2000.

## **13. SYSTEMS ANALYSIS AND DESIGN**

### **Objective:**

Instill in the students the basic knowledge and skills for system design and implementation.

### **Unit I**

System Concepts & Information System Environment : System concepts - definition, characteristics of a system, Elements of a system, Types of a System, introduction to System Analysis and Design - System Analysis, System Design, System Development Life Cycle.

### **Unit II**

The Information System Analysis : Introduction - where does the system analysis come from? - What does it do? - Preparing for Career as a System Analyst - General Business Knowledge - Technical Skills - Communication skills - Role of System Analyst - Change Agent - Investigator and Monitor - Psychologist, Sales Person, Motivator, Politician, Place of the System analyst position in the MIS organization.

### **Unit III**

System Analysis : Problems who System Development Life Cycle approach, Neet for a Structured approach, Information Gathering. A problem solving approach - Data Flow Diagrams, Data modeling with logical entity relationship. Process modeling with logical data flow diagram, Dta dictionary, Decision Tree, Decision tables and Structured English.

### **Unit IV**

System Design : Introduction, The Process of Logical & Physical design - Modern Computer Databases - Different kinds of databases - E-R models - E-R diagrams - Normalization. Computer outputs and controls, computer inputs and controls, Code design, Computer based methods, procedures and controls.

### **Unit V**

System Implementation : System testing Conversion Compating resistance to change Post Implementation review Software maintenance Hardware/Software Selection Seurity disaster/ recovery and ethics in System development.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References :**

1. Elias M.Awad -System Analysis and Design -.Abe Books
- 2.Jerry L.Whitten, Lonnie D.Bently & Victor M.- System Analysis and Design –Abe Books
- 3.Robert J Thierauf- System Analysis and Design - A case study approach ,Merrill Pub.co.
- 4.Henry F.Korth,Abraham Silberchatz & Sudharsan-, Data base System Concepts –Mc Graw Hill
- 5.Kendall- System Analysis and Design ,, Pearson

**PRODUCTION**

**14. ADVANCED PRODUCTION MANAGEMENT**

**Objective:**

To enable students in learning production management techniques and processes at advanced level.

**UNIT I**

Impact of Technology on Production; Economics and Social Issues – Automation – Operation strategy and competitiveness – economy studies for Investment and replacement in Production Management.

**UNIT II**

Design of the systems and procedures: Product Decision and Process Selection – Design of facilities.

**UNIT III**

Design of Production, planning and control system – design on scheduling system – design of inventory system – design of maintenance system.

**UNIT IV**

Productivity Techniques – Application of quantitative models for production planning and control – process charts, network analysis.

**UNIT V**

Human aspects of production management – Methods of improving business process reengineering

– synchronous manufacturing – production planning and financial planning.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**REFERENCES:**

1. Chase and O' Aqulano – Production and Operations Management
2. J.D. Radford and D.B. Richardson Oriver W. Wight – The Management of Production and Inventory Management in Computer area

3. Powell Niland – Production Planning, Scheduling and Inventory control
4. Floyd C. Mann and L. Richard – Automation and the worker Heffman
5. S.C. Agarwal – Maintenance Management
6. E. Leno J. Miller – Modern Maintenance Management Jerome W. Blood (ed)

## **15. INTEGRATED MATERIALS MANAGEMENT**

### **Objective:**

To acquaint the student with various objectives and functions of Materials Management and related decision making .

### **UNIT I**

Introduction and Basic Concepts-Concept and significance of Integrated Materials Management  
Materials codification and computerization

### **UNIT II**

Materials Planning and Control-Inventory Planning and Control  
Models – Theory and Practice ABC, VED and other classifications EOQ – Reorder point – Lead Time Analysis – Safety – Stocks – Q System – P System – S System.  
Materials Requirement Planning (MRP)  
Materials Problems in Indian Conditions and Inventory Audit and Inventory Audit and Information Systems.

### **UNIT III**

Purchasing- Fundamentals – Make or Buy – Source Selection – Vendor Rating – Value Analysis.  
Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance  
Purchasing Capital Goods, Seasonal Goods, Imported Goods. Deferred Payment Schemes – Lending Institutions – Leasing Trends. Governmental buying – D.G.S.&D – Evaluation of Purchase Performance.

### **UNIT IV**

Warehousing And Stores-Location and Layout of Warehouses and stores – Different typical models. Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking – Kardex Sores Accounting.

### **UNIT V**

Practical problems in Management of Dead Stocks, Surplus stocks and scraps – Evaluation of Stores Performance. Materials Handling and Transportation Management-cases

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **REFERENCES:**

1. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill Publishing Company Ltd.
2. A.K. Datta – Integrated Materials Management A Functional Approach – Prentice Hall of India P. Ltd.

3. M.S. Sandilya and P. Gopalakrishnan – Inventory Management: Text and Cases – Macmillan Indian Ltd.
4. M.D. Patel, A. Chunawalla and D.R. Patel – Integrated Materials Management (Concepts & Cases) – Himalaya Publishing House.

## **HEALTH CARE MANAGEMENT**

### **16. HOSPITAL OPERATIONS MANAGEMENT**

#### **UNIT I**

Meaning and scope of patient care services – significance of patient care – role of administration in -patient care – classification of Hospital. Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services

#### **UNIT II**

Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management

#### **UNIT III**

Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual

#### **UNIT IV**

Nutrition and dietary services – pharmacy services – Medical records services. Laundry services – Housekeeping services – Energy conservation methods- Cost containment measures in a hospital . Transportation services – Mortuary services – Hospital security services

#### **UNIT V**

Facilities Engineering – Maintenance of Civil Assets- Electrical supply and water supply – Medical gas pipeline – plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital. Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References:**

- 1.S.Srinivasan -Management process in Health care –Mc Graw Hill
- 2.G.D.Kunders- Hospital and facilities planning and Design –Tata Mc Graw Hill
3. Jacob Kline -Hand Book of Bio-Medical Engineering –CRC Press
4. Webster J.G. and Albert M.Cook - Clinical Engineering Principles and Practices - Abe
5. Antony Kelly- Maintenance Planning and Control –Mc Graw Hill
6. Hans Pfeiff, Veera -Hospital Engineering in Developing Country -

## **17. HOSPITAL ARCHITECTURE PLANNING & DESIGN**

### **Objective:**

To acquaint the students with hospitals ,its facility, design and operations.

### **UNIT I**

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

### **UNIT II**

Concept of project management – concept of project – categories of projects – projects life Cycle phases – project management concepts – tools and techniques for project management.

### **UNIT III**

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

### **UNIT IV**

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

### **UNIT V**

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

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **Reference:**

1. James Lifton, Owen B Hardy -Site Selection for Health Care Facilities -
  2. Planning & Management of Medical Care Hospital Services(Back Ground Papers) Conducted by Department of Medical Care and Hospital Administration NIH &FW, New Delhi.
- John Rea,J Jaffrey J Fronmelt, Malcolm D.Maccoun.- Building a Hospital – A Premier for Administrator -

Janet Reinstein Carpmqan Myro- A Grant Deborah A.Simmons-Planning Health facilities for patient and visitors -

John Blackman -Hospital waste management -

Henry Alder -How to evaluate equipment and service contract -

G.D.Kuders -Hospital facilities planning and Design -

## **ENTREPRENEURSHIP**

### **18. ENTREPRENEUR DEVELOPMENT**

#### **Objective :**

To enable the students to develop the achievement motivation to develop entrepreneurial competency and settle issues related to starting small business.

#### **UNIT I**

Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial - environment.

#### **UNIT II**

Evolution of entrepreneurs - entrepreneurial promotion: Training and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisations is promoting entrepreneurs - Forms of business for - entrepreneurs.

#### **UNIT III**

Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.

#### **UNIT IV**

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance

#### **UNIT V**

Setting small scale industries - location of enterprise - steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies- Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References:**

1. Vasanth Desai “Dynamics of Entrepreneurial Development and Management” Himalaya Publishing House.
2. N.P.Srinivasan & G.P. Gupta “Entrepreneurial Development” Sultanchand & Sons.

3. P.Saravanelu “Entrepreneurship Development” Eskapee publications.
4. S.S.Khanka “Entrepreneurial Development” S.Chand & Company Ltd.,
5. Satish Taneja, Entrepreneur Development ; New Venture Creation

## **GENERAL**

### **19. HOSPITALITY MANAGEMENT**

#### **Objective:**

To initiate the students into the hospitality sector and make them realize its importance

#### **UNIT I**

Introduction – Concepts - Scope of the Hospitality Industry – Service and Product of Hospitality– careers in Hospitality Industry –

#### **UNIT II**

Relationship of Hospitality to Travel & Tourism – Marketing & Promotion of Hospitality – and Tourism – The Impact of Hospitality Service in Travel & Tourism – Global Issues of Hospitality.

#### **UNIT III**

Lodging – Dynamics of the Lodging Industry – Classification of Lodging properties – Marketing of Lodging services – Hotel management operation – Administrative Department – Service Department .

#### **UNIT IV**

Food and Beverage Services – Forms of services – Types of Restaurant and ownership – Historical overview of cooking of the culinary Arts – Menu planning and Development – Trends in Beverage consumption – Non Alcoholic of Alcoholic Beverages .

#### **UNIT V**

Specialized segments of Hospitality Industry – Meeting, conventions of expositions – Reasons for growth of specialized Hospitality segments – Hospitality functions & Long term Residential Health care – Managing leisure segment of Hospitality industry

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References:**

1. John R. Walker – Introduction of Hospitality Management Pearson Education Inc , New Delhi – Second Edition -.
2. Kye-sung (Kaye) Chon – Raymond T. Sparrowe – “Welcome to Hospitality – an introduction – Cengage learning India (pvt) Ltd, - New Delhi – Second Edition.

## SHIPPING AND LOGISTICS MANAGEMENT

### 20. LOGISTICS MANAGEMENT

#### **Objective:**

To have the student understand the different aspects of logistics and create awareness about the scope of logistics in developing a career .

#### **UNIT I:**

Introduction to logistics management- Definition, scope, functions, objectives - Integrated logistics management, role of logistics in the Supply chain - Logistics & customer service, Role of logistics in competitive strategy, Logistics organization & performance measurement, ERP – SAP - ORACLE

#### **Unit II:**

Inventory planning, inventory costs, classifying inventory, Nature & importance of warehousing, types of warehouses, warehousing functions, warehouse layout & design. Material handling objectives, guidelines & principles, selection of material handling equipments, material handling efficiency. Packaging-role of packaging, packaging materials, consumer & industrial packaging,

#### **Unit III:**

Transportation- role of transportation in logistics, transportation selection decision, basic modes of transportation- Rail, Road, Water, Air, Pipeline- characteristics of different modes- transport economics - Inter modal operations

#### **Unit IV:**

Containerization-concept, types, benefits, Types of carriers- indirect & special carriers, Role of intermediaries- shipping agents, brokers- freight management- route planning Role of ports, ICDs, CONCOR - Global shipping options

#### **Unit V:**

Reverse logistics- scope, design, e-logistics- logistics information system-application of IT in logistics- automatic identification technologies- bar coding, RFID, Logistics outsourcing- 3PL & 4PL, Global logistics- operational & strategic issues

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **REFERENCE BOOKS:**

1. Ailawadi C Sathish & Rakesh Singh ,Logistics Management, Prentice Hall, India.
2. Agarwal D K Textbook of Logistics & Supply Chain Management, , Macmillan India Ltd,
3. The Management of Business Logistics, Coyle et al., Thomson Learning
4. Bowerson Donald J, Logistical Management- The Integrated Supply Chain Process, Tata McGraw Hill

## **21. EXPORT IMPORT TRADE AND DOCUMENTATION**

### **Objective:**

Make the student realize the importance of documentation in international trade and understand the latest trends in documentation for both exports and imports.

### **Unit I:**

Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers  
Scrutinizing export order, opening L/C by buyers

### **Unit II:**

Export Finance - Forex - Major currencies, Exchange rates, relations & impact –  
Export costing - Export Pricing – Influencing factors – forms of export pricing , pricing  
approaches - incoterms

### **Unit III:**

Export Packaging - Preparation of pre shipment documentation - Inspection of Export  
Consignment - Export by Post, Road, Air & Sea - Claiming for Export benefits and Duty  
drawbacks

### **Unit IV:**

Shipment & Shipping documents - Complicated problems in shipments & negotiation of  
Shipping documentations - Corporate marketing strategies - 100% EOU & Free trade zone -  
Deemed Export, Export Marketing

### **Unit V:**

Introduction - Exim policy - customs act - other acts relating to export/import - formalities for  
commencing - customs formalities - export documentation - project exports - export of services –  
export of excisable goods - import documentation - clearance of import goods - 100% export  
oriented units - export processing zones - special economic zones - duty drawback procedure -  
export/import by post customs house agents - import of different products - import/export  
incentives - import licenses etc.

Implications of GST (Goods and Services Tax)

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **Reference Books:**

1. C Ramagopal, Export Import Procedures- Documentation and Logistics, New Age Publishes
- 2.P K Khurana , Export Management,
- 3.Justin Paul & Rajiv Aserkar., Export Import Management,
4. M K Venugopalan, A Handbook on Export Import Trade and Documentation, Sara Book Publication

## **MEDIA MANAGEMENT**

### **22.MASS COMMUNICATION**

#### **Objective:**

To enable the students understand the process of mass communication, media available and methods of engaging these media.

#### **Unit I**

Introduction to Communication Theory - communication as a social science - Need for communication- definition of communication – types - three stages of interpersonal communication - group communication - mass communication – interactive communication - barriers of communication - IT and society - Mass communication and culture.

#### **Unit II**

The Mass Media: History practices, Values - functions of mass media - theories of the press/media - journalism - meaning - tabloid and yellow journalism -what is NEWS - journalism and PR - the role of press - Print media - press codes and ethics – media organisations like PCI, ABC, RNI, INS

#### **Unit III**

Cinema – the beginnings and growth - documentary and short films - the newsreel - impact of cinema on society - film Censorship - guidelines  
Radio – development - Indian broadcasting - All India Radio - radio formats and genres- broadcasting policy – code - FM radio - satellite radio – visual radio - ethics in broadcasting  
Television - the story of Indian television - advertisement revenue - Televisions News - TV documentaries and features - talk shows - cable TV – satellite TV-ownership – control and regulations - broadcasting bill Folk and traditional media – advantages - electronic media and folk media - folk theatre Forms - Street theatre. Advertising and public relations

#### **Unit IV**

Media audience - psychology of audience - public opinion surveys - Mass media and politics - Audience measurement: the ‘rating’ game - Readership surveys

#### **Unit V**

Media development and social change; the Indian experience - effect of media on education - the mass media and Indian family - children and media -representation of women in mass media - need for audience studies - media and consumerism.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References:**

1. Keval J. Kumar -Mass Communication In India , Jaico Publications
2. J. V. Vilanilam,-Mass Communication In India – A Sociological Perspective ,Sage Publications
3. B.K.Chaturvedi & S.K.Mittal -Mass Communication Principles And Practice ,Global Vision Publishing.

## **23.ADVERTISING MANAGEMENT**

### **Objective:**

To enable the students understand the relevance of advertisements, role of media, strategies, and challenges and enable them to develop new advertisements.

### **Unit I**

Advertising – Meaning and importance-History-classification of ads-Functions- Advertising and society- impact –Ethics

### **Unit II**

Advertising Agency Management, Advertising agencies – structure - working of ad agency-how to select it – how agencies are paid.

### **Unit III**

Advertising research and strategy - Consumer behaviour and market strategy-learning, memory and motives-Consumer decision process-Advertising planning-positioning-creative strategy-message strategy-media strategy-advertising budget-implementation and evaluation-advertising research and account planning-working of advertising.

### **Unit IV**

Creativity and advertising - Role of creativity-meaning-elements-planning-appeals-copy writing importance of copy-layout of advertising- components-style-slogan-logo-Layout stages –Types.

### **Unit V**

Advertising media - Print- characteristics- categories-direct ads-direct mail ads outdoor ads-transit ads. Television and Radio- advantages limitations – Web adverting –importance of online ads-its objectives- types- challenges.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References:**

1. Sangeetha Sharma & Raghuvir Singh -Advertising Planning And Implementation ,PHI
2. Jaishri Jethwaney and Shruti Jain ,Advertising Management ,Oxford University Press
3. Rajeev Batra, John G Myers and David A.Aaker -Advertising Management ,PHI.

## **AGRICULTURE BUSINESS MANAGEMENT**

### **24. BASICS OF AGRICULTURE BUSINESS MANAGEMENT**

#### **Objective:**

To develop a basic understanding of the principles and practices of agribusiness in India and to apply them in addressing issues faced by all the stake holders.

#### **UNIT I**

Introduction to Agriculture Business -Nature and scope of Agriculture Business- Types - Evolution and changing business dimensions of Agriculture Business in India. Application of management principles in business of agriculture. Importance of agri-business in the Indian economy.

#### **UNIT II**

Agriculture business Management-distinctive features, nature and role of Agriculture management in developing - agriculture business environment- factors- challenges- Role of government in agricultural business management.

#### **UNIT III**

Agricultural Production-characteristics- determinants - consumption -- Marketable surplus of Agriculture Business in India. Rural Marketing - nature- scope- significance. Distribution system - channels in rural markets. Marketing of agricultural products- marketing by the Government- Role of DPC's - Location factors and other problems in processing of agricultural products.

#### **UNIT IV**

Agro-based Industries: Importance – need - classification of industries -problems faced by agricultural industries- role of agriculture processing industries in the Indian economy.Introduction to Irrigation management, Management of irrigation systems, harnessing renewable sources of energy.

#### **UNIT V**

Institutional Support to agricultural business in India— role of National Bank for Agriculture and Rural Development and Scheduled Banks in India – Microfinance in India- sources and issues. Facilities offered by agriculture universities to promote agriculture business- role of government- role of NGOs. - case studies.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References:**

- 1.Agrawal, A.N. Indian Agriculture: Problems, Progress and Prospects. Vikas Publishing House Pvt. Ltd., Delhi, 1986.
- 2.Mamoria, C.B. Agricultural Problems of India. Kitab Mahal, Allahabad, 2008

3.A Critical Analysis of The Practical Aspects of Agricultural Marketing in India: (With Special Reference to Karnataka) Kindle Edition 2016

4 .Diwase, Smita. Indian Agriculture and Agri-Business Management, Scientific Publishers, 2014.

## **25.AGRICULTURE MARKETING SYSTEM**

### **Objective:**

To understand the Indian model of agriculture and the complexities in the system with the aim of improving the efficiency in the transfer of farm products from producers to consumers.

### **UNIT I**

Agriculture market- definition - components of agriculture market –classification. Market structure – intermediaries. Agricultural marketing - concepts and definition – scope – stakeholders- function of agricultural marketing in India. Cooperative marketing. Producer's surplus: Meaning, Types of producers surplus, marketable surplus, factors affecting marketable surplus.

### **UNIT II**

Agricultural products- characteristics .Grading farm products- need, methods of fruit and vegetable grading - Ware housing corporation; central and state, objectives, functions, advantages. Food corporation of India-objectives and functions. Efficiency of marketing – storage - quality control. Agricultural products – AGMARK- pricing of agricultural products - process, meaning, need for agricultural price policy.

### **UNIT III**

Role of transportation in agricultural Marketing- Cold storage --Cooperative Cold Storages – new concepts of preservation of food products. Risk in agricultural marketing – significance- types of risk - futures trading - contract farming – new trends.

### **UNIT IV**

Agricultural information system- introduction- concepts - benefits - models and its implications – – MIS and arbitrage – storage- policy makers- MIS and agri enterprises, e-choupal, Indian Agribusiness Systems Private Limited (IASL), AGMARKNET, e-NAM, APMC, AFFMMRI - challenges.

### **UNIT V**

Agricultural Marketing- institutions. Schemes offered by Ministry of Agriculture, Government of India- Ministry of food Processing Industries, APEDA- National Co-operative Development Corporation - commodity boards: Spices board of India- Cotton corporation of India -Market research schemes. Rural Marketing Models. -Pesticide and insecticide marketing – case studies.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References:**

- 1 .Acharya S.S and Agarwal NL, Agricultural Marketing in India. Oxford & IBH
- 2.Kahlon, A.S and Tyagi.D S, 1983 Agricultural Price Policy in India. Allied Publishers Pvt.Ltd.,
- 3..Kulkarni, K R.1964, Agricultural Marketing in India. The Co-operators Books Depot, Mumbai.

**26. FARM MANAGEMENT**

**Objective:**

Provide students with economic concepts that can be applied to management decisions using farm and ranch situations, and to develop skills in planning and budgeting, business financial analysis, and investment analysis.

**UNIT I**

Farm management: Definition, nature, characteristics and scope. Farm management principles and decision making, production function, technical relationships.

**UNIT II**

Cost - concepts-cost curves. Functions – factors -- factors relationship- product relationship - optimum conditions- principles of opportunity cost - equi-marginal returns- comparative advantage -time value of money- economies of scale - returns to scale- cost of cultivation ( production)- break even analysis.

**UNIT III**

Concepts of risk and uncertainty – types of uncertainty in agriculture –managerial decisions to reduce risks in production process. Management of important Farm Resources. Farm financial analysis – balance sheet – income statement – cash flow analysis – ratio analysis- farm investment analysis –discounted and undiscounted measures.

**UNIT IV**

Farm planning and control – Meaning, Elements, objectives, steps and methods of planning, steps and formulation of farm plans – Farm level management information systems. Farm Budgeting - partial, enterprise and complete budgeting. Effective plans-characteristics . Organizations – forms of business organizations.

**UNIT V**

Systems of farm organization -Different systems of farming- Peasant farming- corporate farming - state farming -co-operative farming -collective farming. Criteria for choice in India, Suitability of alternative systems. Farm Size and Practices: Measurement of size of farm, Pattern of farm holdings in India, Factors determining economic holdings, Farm size practices – Large scale and small scale farming, Specialized and diversified farming, Mixed farming, Extensive and intensive farming- latest trends – case studies.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References:**

- 1.Dhondyal, S.P. (2007) Farm Management: An Economic Analysis
- 2.Broadway and Broadway (2009), Agri-Business Management.
- 3.Johl and Kapur (2005) Farm Business Management
- 4.Farm Management by Ronald D. Kay, William M. Edwards, and Patricia A. Duffy. McGraw-Hill Companies, Inc., New York,

## **27.MANAGEMENT OF FLORICULTURE AND HORTICULTURE**

### **Objective:**

To develop understanding about the development of horticultural and floriculture and their management.

### **UNIT I**

Fundamentals of Horticulture - Importance - divisions - scope- classification of horticultural plants- Agroecological regions of India - Major horticultural crops grown in different. Agroecological regions of India. Soils- classification of soils, site selection for establishing an orchard- Orchard plan- systems of planting.

### **UNIT II**

Orchard Management - Location and site- Planning of an orchard- Laying out of orchards- Planting methods- Transplanting- Orchard cultivation- methods- Methods of soil management practices

### **UNIT III**

Fruit production and post harvest management- Processing- Value added products and export. Vegetable Production -Organic Farm Management and export. Organic products certification and marketing.

### **UNIT IV**

Meaning of Floriculture,- Floriculture business in India and Abroad. Floriculture marketing practices in India. Production of flowers –storage - Marketing - Export of flowers - new markets- challenges.

### **UNIT V**

Management of floriculture and landscaping- Preparing Floriculture Business Project. Finance for Floriculture. Supply chain Management practices in Floriculture – case studies.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References:**

- 1.J.D. Drilon Jr.,- Introduction to Agribusiness Management
- 2.John N. David and Ray- Concept of Agribusiness Management
- 3.Kenneth D. Dull- Principles of Management in Agri-Business, Western Publication
- 4.Lersen R A -Introduction to Floriculture 1981. Academic press, New York.
- 5.Randhawa G S and Mukhopadhyaya A-.Floriculture in India,. Allied Publishers.

## **REAL ESTATE MANAGEMENT**

### **28.INTRODUCTION TO REAL ESTATE MANAGEMENT**

**Objective:**To familiarize the students to real-estate market mechanisms and their implications on the process of city development and resource mobilization.

#### **UNIT I**

Introduction to Real Estate Management – Meaning and Definition. Real estate -scope and classification. Role of Real Estate in Indian Economy. Factors affecting Real Estate Markets. Career opportunities in real estate markets.

#### **UNIT II**

Statutory provisions- rules regarding property development- registration and licensing requirements. Documentation in real estate processes- Transfer of titles and records- real estate appraisal and valuation.

#### **UNIT III**

Real estate consultants and their role in real estate management. Property managers-roles - responsibilities. Code of ethics for real estate participants. Environmental issues related to real estate practices-.

#### **UNIT IV**

Land systems in India. Methods of valuation – open lands- rental method- capital value- depreciation- valuation of licensed premises. Valuation of agriculture land. Real estate investment analysis and risk assessment techniques. FDI in real estate. Current trends

#### **UNIT V**

Real estate project formulation- development process- asset management- property insurance- market surveys and research- portfolio management- marketing and brokerage- rating system in real estate markets. Infrastructure development -quality control, post development management and maintenance in real estate development- case studies.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References**

1. Wayne Archer, David C Ling, Real Estate Principles: A Value Approach, McGraw-Hill Education, 2017.
2. Gerald R Cortesi, 'Mastering Real Estate Principles'; Dearborn Trade Publishing, New York, U.S.A. 2001.
3. John Ratcliffe, "Urban Planning and Real Estate Development" Routledge, Taylor & Francis Group, London, 2009.
4. Narayan Laxman Rao, 'Real Estate Deals', Asia Law House, India. 2010
5. Rajkumar S Adukia, 'Real Estate: Law Practice & Procedures' Snow White Publications Pvt.Ltd, Mumbai, India. 2009.

6. Brandon Turner, The Book on Investing in Real Estate with No (and Low) Money Down: Real Life Strategies for Investing in Real Estate Using Other People's Money, BiggerPockets, 2014.
7. Karl-Werner Schulte, Real Estate Education throughout the World: Past, Present and Future, Springer Science & Business Media, 2012.

## **29. URBAN REAL ESTATE POLICIES AND REGULATIONS**

**Objectives:** To enable the students to understand the structure of urban society, the distinctive features of urban development and the related legislations in force.

### **UNIT I**

Urban-meaning-introduction to urban life- basic concepts- Culture- Norms- Values -Role- Social Control- Social Change. Urbanization- significance- urban Structure, Urban ways of life- a global analysis of urbanization. Types of Cities-Preindustrial cities- Industrial cities and suburbs. Post Industrial Era-Smart cities of India. Urbanization in India- migration from rural to urban areas-issues- current scenario.

### **UNIT II**

Urban planning –basics-forces driving urban growth – Urban spatial configuration. Settlement hierarchy -Regional influences . Housing organizations in India at national- state and local level- role of improvement trusts- housing boards- development authorities- slum improvement boards – cooperatives. Role of private sector and NGO's. Role of financing agencies- public and private partnerships, organizational reforms and privatization. Human encroachments and urban development

### **UNIT III**

Theories of city development - Concentric Zone Theory - Sector Theory- Multiple Nuclei Theory and other latest theories; Ebenezer Howard's Garden City Concept and Green Belt Concept, City as an organism: a physical, social, economic and political entity, Emerging Concepts: global city, inclusive city, safe city. City of the future and future of the city- Shadow cities- divided cities.

### **UNIT IV**

Urban Quality –degeneration– Urban Renewal – regeneration - Sustainable development. Eco-friendly office and living spaces. Low cost urban housing. Government Policies – on public & private housing – Urban Fiscal Policies – Property Taxation – local Govt. Finance – Public policies on land & real estate, Land acquisition & alienation, Land pooling, Plot Reconstitution, GST on real estate management– Real estate regulation & development act.

### **UNIT V**

Planning Legislation in India and Abroad -Town and Country Planning Act, Improvement Trust Act, Development Authorities Act, State Housing Board Act, Land Acquisition Act 1986, Urban land (ceiling and regulation) Act 1976, Slum Clearance/Slum Improvement Act, Rent Control Act, Apartment Ownership Act 1983 –Significance of land development controls – Zoning-subdivision regulations- building regulation and bye-laws.-case studies

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References:**

1. Frieden, Bernard & Lyne Sagalyn, “Entrepreneurial cities & marvelous developers, deal making, getting & spending”, MIT. Press, U.S.A,1990
2. Jonathan Barnett; “Urban design as a public policy”, Mc graw hill book co; New York.1974.
3. Robert Freestone; “Urban Planning in a changing world – the 20th century experience Taylor & Francis pub. U.K.2000.
4. Kaiser Edward J., et.al. Urban Landuse Planning 4th (ed) Urbana, University of Illinois Press1995.
5. Bola Ayeni, Concepts and Techniques in Urban Analysis, Croom Helm, London,1979

**30. ECOLOGY AND LANDSCAPE MANAGEMENT**

**Objective:**

To understand the role of ecology and its impact on life styles. Urbanization and its impact on energy Consumption. Landscape planning, smart cities and Government subsidies are dwelt in length.

**UNIT I**

Environment and Ecosystem: Environment - Definition, nature, scope, components and typology. Ecology: Definition and types; Importance of environmental studies and emerging issues of development with special reference to India.

**UNIT II**

Renewable and Non-Renewable Resources: Natural resources, definition, importance, classification, distribution patterns and conservation of water, forest, energy resources; Energy crisis and its impact: Management and mitigation.

**UNIT III**

Landscape planning and Recreation - National parks – protective destination – bio-diversity – biosphere reserves – concepts of eco-tourism – sustainable tourism. Energy conservation and sustainability, principles of energy systems, energy and global environment, scope for energy conservation in landscape.

**UNIT IV**

Landscape assessment techniques – Basic quantitative methods of collecting, analyzing – projecting and presenting data – landscape planning – visual assessment – aesthetic dimension. Various methods of energy conservation in landscape architecture, energy conservation techniques in various climates- hot and humid, hot dry, etc. Energy efficient site planning and landscape development. Energy efficient designs.

**UNIT V**

Landscape Conservation – Reclamation – restoration of derelict areas – conservation and preservation of fragile and eco-sensitive areas. Introduction to Surface run off - co-efficient and calculation for various regions in Indian sub-continent . Rain water harvesting techniques and management for horticulture and irrigational purpose in landscape design-ecological balance-

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References:**

1. G. Tyler Miller Jr., Living in the Environment: Principles, Connections, and Solutions, Brooks / Cole publisher's co., 2004.
2. William M. Marsh, Landscape planning – Environmental Application, John Wiley and sons Inc., 1997.
3. William D. Thornbury, Principles of Geomorphology, John Wiley and sons Inc., 1954
4. John.F.Benson and Maggie.H.Roe, Landscape and sustainability, John wiley Publication, Newyork, 2000.
5. Gary O. Robinette, Charles McClenon, Landscape Planning for energy conservation, Van Nostrand Reinhold, 2011
6. Anne simon Moffat and marc schiler, Landscape design that saves energy, William monow and co.,Inc., Newyork, 1981.
7. Dash Fundamentals of Ecology 3E, Tata McGraw-Hill Education, 2009.

### **31. HERITAGE PROPERTIES AND CONSERVATION PRACTICES**

**Objective:** To create awareness on Heritage properties and promote its conservation leading to co existence of smart buildings and heritage properties .

#### **UNIT I**

Concepts of Cultural Heritage- Social, Cultural and Religious Heritage,-Myths and Legends. Indian traditions- Oral and Living. Literary sources: Vedic and Archaeological. Understanding heritage – heritage conservation – need – debate and purpose – defining conservation– preservation and adaptive reuse – International agencies – ICCROM, UNESCO and their role.

#### **UNIT II**

Museums- Definitions-Museology and Museography, History of Museums -International / National. Theories of Museology. Type of Museums- India and abroad - Functions of a Museum- Nature of Museum work. - Professional Museum Organizations, Museum Associations and their work- Professional ethics -Concepts of the new museums-modern museums - Eco – museums - neighborhood museums- living museums.

#### **UNIT III**

Monument –definition-Factors affecting the monuments and historical buildings -archeological sites /historical remains- effect of environment - temperature, humidity, rainfall and air pollution etc.Bio-deterioration - Micro-organism- insects- rodents- Humidity, dampness and other problems in historical buildings (natural and manmade causes) - vandalism-

#### **UNIT IV**

Concept of Conservation: Conservation as a multidisciplinary science, Theories, modern principles and guidelines, Conservation- approach, attitude, professional ethics and scope of entrepreneurship, consciousness towards authenticity.

#### **UNIT V**

Concept of Cultural Property: Definition of cultural property and types, Values, significance, concept of National Heritage, World Heritage Convention, World Heritage Site. Understanding the character, history of cities and historical sites, historic districts. TDR-urban conservation and heritage tourism and national and international policies pertaining- Heritage Conservation.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References:**

1. Gerald Glenn, “Presentation & Rehabilitation”, (1996), ASTM International.
2. A History of Architectural Conservation, (1<sup>st</sup> Pub.1999, Reprint 2005)–Elsevier Butterworth,Oxford, UK.
- 3.Elizabeth Auclair and Graham Fairclough (2015), Theory and Practice in Heritage and Sustainability: Between past and future, Routledge Publishers.
- 4.Robert Pickard.Policy and Law in Heritage Conservation (Conservation of the European Built Heritage Series, 2000, Spon Press, London & Newyork.

### **SPORTS MANAGEMENT**

#### **32. PRINCIPLES OF SPORTS MANAGEMENT**

#### **Objective:**

To introduce the students to the specific fundamentals of sports and application of management techniques to increase efficacy of sports.

#### **UNIT I**

Sports-definition- characteristics- nature- scope-types. General Principles of Management- Sports Management-Nature and scope–Functions of Sports Management – Importance – Basics of Sports Management - Historical Background of Sports Management-Unique Aspects of Sports Management.

#### **UNIT II -**

Starting a sports organization-Legal procedures .Sports Organization Management- types – functions of sports organization--The sports Manager – Role of a Manger – Interpersonal Roles – Manpower Planning – Managing People and Administrative Units- Challenges

#### **UNIT III**

Budgeting and funding for sports events-: Fundamentals of Budgeting - preparing Budget – allocating Resources –Financing and Budgeting Operations – Result Oriented Budgeting –

Control as Measurement and as Accountability – types of budget. Funding- Raising of Funds.  
Funds Collection Process-handling issues

#### **UNIT IV**

Public Relations and Sports : History of Media Relations -- General News Release –program brochure -The Media Guide -Game Programs/Promoting the Special Athlete -Press Conference/One on One Interview -Contest Management -Hosting A Championship- celebrity sports events-Crisis Management

#### **UNIT V -**

Managing Sports Ethics - Gambling Issues ,funding issues- Sponsorship of Alcohol and Tobacco Companies- Athletes as Role Models-sports celebrities as Brand Ambassadors- advantages and disadvantages -Management of Ethical Decision Making

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **Reference Books:**

1. S.S.Roy , “ Sports Management”,New Delhi, Friends Publications,1995
2. Samarian Chakrabarty , “ Sports Management”, Delhi Sports Publications, 1998
3. Jane B.Parks,Jerome Quarterman and Lucie Thibault, “Contemporary Sports Management”, Human Kinetics Publishers, 2006

### **33. SPORTS ORGANIZATION AND ADMINISTRATION**

#### **Objective:**

To familiarize students with the basic organizational structures to enable them to develop effective strategies to deal with the dynamic sports environment.

#### **UNIT I**

Sports Organization- Definition of Sports Organization, Origin and Operations of Sports Organization - Goals, Importance of understanding Organization Goals & effectiveness.

#### **UNIT II**

Sports Organization’s Operating Environment: Meaning, Nature of Organizational Environment, Macro Environment & Micro Environment, Relationship between an Organization’s Structure and its Environment- Organizational Charts – Sports Identity Vs Image -Establishing A Sports Identity.

#### **UNIT III**

Sports Organization Culture- Meaning of Organization Culture,- Strong vs Weak organizational culture- Learning Organizational Culture- Thick & Thin Organizational Culture, Managing a unique Sports Organizational Culture.

#### **UNIT IV**

Sports Organization Strategy- Meaning, Deliberate & Emergent Strategies, Strategy Formulation and Implementation, SWOT analysis- Cases of Strategic Approaches by some Olympic Sports Organizations - FIVB –FIH- IPC- WADA – ISC- ZOC –OCM- OS

#### **UNIT V**

Dealing With Organizational Change- Meaning of Organizational change, Planned Change, Resistance to change – Overcoming Resistance to change & implementation, Managing Resistance to change, Lewin’s and Kotter’s Model. Managing stress in work place.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **Reference Books:**

1. Ruben Acosta Hernandez “Managing Sports Organizations”, Human Kinetics Publishers, 2002
2. Janet.B. Parks & Jerome Quarterman, “Contemporary Sports management” Publishers Human Kinetics publishers, 2003
3. Trevor Slack Milena M.Parent, “Understanding Sports Organizations” Human Kinetics publishers, 2006

### **34. SPORTS MEDIA AND EVENT MANAGEMENT**

#### **Objective:**

To highlight the importance of effective communication and role of media for successful event management and promotion of sports and sports persons.

#### **Unit I**

Sports Media- Introduction to different Sports Media -Television channels,-Sports Magazines. Role of media in promotion of sports and sports persons. Sports sponsorship and media. Media regulations.

#### **Unit II**

Sports media planning and promotion- media coverage, Media Conferences, Sports Channels- Popular Sports Channels Operating in India- ESPN STAR SPORTS, ZEE SPORTS, TEN SPORTS, DD SPORTS NEO SPORTS etc.

#### **Unit III**

Comprehensive Study on Different Sports Channels- Profile, Top Management, Functional Departments, Work Culture, Career Opportunities, Telecast rights for major Sporting Events, Program Mix and Advertising Opportunities.-top celebrity sports persons.

#### **Unit IV**

Sports Journalism- Introduction, Scope of Work, News Value of Sports- Essential Qualifications of Sports Writer –Sports Presenters-current scenario.

#### **Unit V**

Event Management- Meaning of Events- Event Management- Designing an Event- 5C's (Conceptualization, Costing, Canvassing, Customization, Carrying out). Key Elements of Events- Event Infrastructure- Organizers- Clients- Target Audience- Media - Venue. Major Sports Events. Sports stars and players' management. Role of Mass Media in Event Promotion.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **Reference Books:**

1. Jerry Solomon, "Managing Sporting Events", Human Kinetics, 2002
2. S Philip Andrews, "sports Journalism: A Practical Introduction", Sage Publication, 2012
3. Sport and the Media: Managing the Nexus - Matthew Nicholson, Routledge,2015

## **35. SPORTS MARKETING**

#### **Objective:**

To enable the students to link the marketing concepts with the sports arena and highlight the role played by marketing in the management of sports and all stakeholders.

#### **Unit I**

Sports Marketing – Concept and major elements, Unique features of Sports and Sports Marketing, Sports Marketing Mix, Strategic Marketing planning for sports, Future of Sports Marketing, the sports market segmentation, Targeting and Positioning : Differentiating the market offering - tools for competitive differentiation.

#### **Unit II**

Sports consumer behavior – concept: the sport consumption decision making: involvement and decision making, a model of sport consumer behavior. Factors influencing sports consumer decision making. Sports-as a product- product development -sports as a service- managing the intangible component. Sports Branding – importance of Branding- Brand Equity, Development of sports brand equity- Brand ambassadors

#### **Unit III**

Pricing: Strategic pricing process in sports marketing. Place of the sport facility: Facility planning, physical evidence, process, people, Blue printing the sport service delivery system, Marketing Channel for sporting goods and services. Sponsorship and Corporate partnership- Concept, creating and attracting sponsorship, creating win – win situations.

#### **Unit IV**

Promotion of Sports: Promotion: need and importance. Promotional Mix. Personal Selling – concept, importance and process. Advertising – concept & objectives. Advertising copy – main steps in copy development. Evaluation of advertising effectiveness. Advertisement budget, Advertising media. Public Relations – evaluation, reputation management. Sales Promotion: Objectives, Process and evaluation.

#### **Unit V**

Promotion - Licensing – Sports goods and events-logo- trademark, building the sporting organisation's licensing program use of Social media- avoiding pitfalls. Legal aspects of sports marketing. Contractual law issues, Promotion law issues. Coordinating and controlling marketing activities.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **Reference Books:**

1. Rajan Saxena, "Marketing Management", TMH, Tata McGraw Hill, 2009
2. Sisir Kr. Bhattacharyya, "Marketing Management", National Publishing House, 2004
3. Debraj Datta & Mahua Datta, "Marketing Management", Vrinda Publication, 2012
4. Matthew D. "Shank Sports Marketing – A strategic perspective", Prentice Hall Publication, 2003.
5. David Shilbury, "Strategic Sports Marketing", Allen & Unwin Publications, 1992
6. Mullin, Bernard J, "Sports Marketing", Human Kinetics, 2007

## **SEMESTER IV**

### **CORE PAPER**

#### **4.1 STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT**

**Objectives :** Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context..

##### **Unit I**

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

##### **Unit II**

Environment Analysis & Internal Analysis of Firm: General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

##### **Unit III**

Strategy Formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, nonprofit organisations and large multi product and multiple market organisations.

##### **Unit IV**

Tools of Strategy : Planning and evaluation : Competitive cost dynamics - experience curve - BCG approach - cash flow implication - IA-BS matrix - A.D. Little's Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

##### **Unit V**

Strategy implication & Control : Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M. Porter's approach for Globalisation - Future of Strategic Management.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References :**

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, "Strategic Management: Formulation, Implementation and Control", 9th Edition, TMH, 2007
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
9. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

## **4.2 to 4.5 ELECTIVE COURSES**

### **ELECTIVE PAPERS FOR IV SEMESTER**

#### **MARKETING**

##### **1. SERVICES MARKETING**

**Objective:** Bring out the special characteristics of services as compared to goods and identify the marketing practices ideal for services.

**UNIT I :** Services Marketing - meaning - nature of services - Types and importance - Relationship marketing - Mission, strategy, elements of design, marketing plan market segmentation.

**UNIT II :** Marketing mix decisions:- unique features of developing, pricing, promoting and distributing services - Positioning and differentiations strategies, quality of service industries - Achievement and maintenance, customer support service

**UNIT III :** Marketing of hospitality :- Perspectives of Tourism, Hotel and Travel services - Airlines, Railway, Passenger and Goods Transport - Leisure services.

**UNIT IV :** Marketing of Financial services :- Concept - Features of Banking, Insurance, Lease, Mutual Fund, Factoring, Portfolio and financial intermediary services.

**UNIT V :** Marketing of Non-Profit Organisations :- Services offered by charities - Educational service - miscellaneous services - Power and Telecommunication.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References :**

1. S.M.Jha -Services Marketing - - Himalaya Publishing Company
2. Ravishankar -Services Marketing - Indian experiences - - South Asia Publication
3. Ziethaml & Bitner-Services Marketing: Integrating Customer Focus across the Firm  
TMH
4. P.K. Sinha & S.C.Sahoo -Services Marketing - Text & Readings - - Himalay
5. Adrian Pyne - Essence of Services Marketing - - Prentice Hall of India
- 6.Lovelock- Services Marketing -Prentice Hall
7. Gonsalves - Services Marketing -Prentice Hall
8. Palmer -Services Marketing:Principles & Practice -, Prentice Hall.
- 9.Woodruffe -Services Marketing - MacMillan.

## **2. BRAND MANAGEMENT**

**Objective:** To highlight the role of branding and make students understand the benefits and challenges associated with it.

### **UNIT – I**

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

### **UNIT – II**

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers –Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference - Buying decision perspectives on consumer behaviour, Building a strong brand – Method & implications.

### **UNIT – III**

Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

### **UNIT – IV**

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalisation of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

### **UNIT – V**

Brand valuation – Methods of valuation, implications for buying & selling brands.

Applications – Branding industrial products, services and Retailers – Building Brands online.  
Indianisation of Foreign brands & taking Indian brands global – issues & challenges  
**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**Reference:**

1. Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
2. Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
3. Harsh Varma, Brand Management, Excell Books, New Delhi.
4. Majumdar, Product Management in India, PHI.
5. Sengupta, Brand Positioning, Tata McGraw Hill.
6. Rameshkumar, Managing Indian Brands, Vikas.
7. Chandrasekar, Product Management, Himalaya.

### **3. DISTRIBUTION MANAGEMENT**

**Objective:**

To establish the ever increasing role of physical distribution of goods in meeting competition and make the students understand the fundamentals of distribution.

**UNIT I :**

Emergence And Components Of Marketing Channels-Types, Functions, Relationship, Retailing – Structure, operations and strategies, wholesaling –structure, operations and strategies, Physical Distribution – Structure and strategy.

**UNIT II :**

Channel Management-Channel Planning, Designing Channel Systems – Organising patterns – Channels Policies, Channel Communication and information systems, Assessing marketing channel performance, Distribution cost analysis.

**UNIT III :**

Channel Management In Other Contexts-Channel Management by wholesalers and Retailers – Retail formats – Franchise-designing and management Telemarketing, e-marketing, e-tailing, Integrated distribution management

**UNIT IV :**

Retail Management-Identifying and Understanding consumers - Choosing a store Location – Trading area analysis and site selection, Buying and handling merchandise, pricing and financial management – Establishing and maintaining a retail image. Customer service

**UNIT V :**

Physical Distribution Management-Importance of Physical distribution, Logistics System analysis and design, Organization and control, Role and Importance of warehousing, Warehouse

Type, Size, number, location, prerequisite for Warehousing, Warehousing in India, Inventory Control – Cost and issues – Risk Management.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References :**

1. Louis. w. Stern & Abel I. Elansary- Marketing Channels — Prentice Hall India.
2. Berry Berman & Joel. r. Evans- Retail Management – A Strategic Approach — Macmillan, New York.
3. K.K Khanna -Physical Distribution MGT – Logistical Approach ,Himalaya.
4. James C Johnson & Donald F. Wood -Contemporary Logistics , Himalaya.
5. Donald Bowersox, & Bixby Cooper -Strategic Marketing Channel MGT ,Mc Graw Hill International.
6. David Gilbert- Retail Marketing Management — Pearson Education/Prentice Hall.

#### **4.RETAIL MANAGEMENT**

**Objective:** To analyse the role of the retailing in marketing and comprehend the challenges faced by retailer

##### **Unit I**

Retailing - An introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

##### **Unit II**

Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management- positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

##### **Unit III**

Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

##### **Unit IV**

Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations; Customer service management.

##### **Unit V**

Impact of information technology in retailing - Integrated systems and Networking EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, on line retailing,

Factors to be considered in having a Web site, limitations of web and future trends;  
Consumerism and Ethics in retailing - Social and Green issues; Retail audit.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**Reference :**

1. Berman and Evens, Retail Management, PHI.
2. David Gilbert, Retail Management, Financial Time/Prentice Hall.
3. Gibson Vedamani, Retail Management, Jaico Books.
4. Levy & Weitz, Retail Management, Tata McGraw Hill.

**HUMAN RESOURCE**

**5. EMPLOYEE TRAINING & DEVELOPMENT**

**Objective:**

To inculcate the importance of training and development in building a better corporate image through effective team spirit.

**Unit-I**

Introduction to Employee Training and Development: Forces affecting the workplace training- Designing Effective Training- Forces Influencing working and learning-snapshot of training practices-Strategic Training-Evolution of Training role-organizational characteristics that influence training-training needs in different strategies- organization the training department-marketing the training function-outsourcing training.

**Unit-II**

Needs Assessment: Methods used in needs assessment-process-competency models-scope of needs assessment-Training Evaluation-reasons for evaluating training-overview of the evaluation process-determining whether outcomes are good-evaluation practices-evaluation designs-determining return on investment-measuring human capital and training.

**Unit-III**

Traditional Training Methods : Hands-on-methods-group building methods-choosing a training method-E-learning and use of technology in training-Technology's influence on training and learning-Technology and multimedia-computer-based training-developing effective online learning-blended learning-mobile technologies and training methods-intelligent tutoring systems-distance learning-technologies for training support-technologies for training administration-learning management system-systems for training delivery, support and administration.

**Unit-IV**

Employee Development-Approaches to employee development-the development planning process-company strategies for providing development-special issues in training and employee

development-partnership with local community provides job opportunities-training issues resulting from external environment-training issues related to internal needs of the company.

### **Unit-V**

Special challenges in career management-socialization and orientation-dual-career paths-plateauing-skills obsolescence-coping with career breaks-balancing work and life-company policies to accommodate work and nonwork-coping with job loss-dealing with older workers-the future of training and development-increased use of new technologies for training delivery-increased emphasis on speed in design-focus in content, and use of multiple delivery methods-increased emphasis on capturing and sharing-intellectual capital-increased use of true performance support-increased emphasis on performance analysis and learning for business enhancement-key issues in implementing change.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

References :

1. Noe A Raymond- Employee Training and Development ,McGraw Hill
2. Janakiraman “Training And Development” Indian text Edition - Biztantra Publication

## **6. ORGANISATIONAL DEVELOPMENT**

### **Objective :**

To enable the students to learn the principles and practices of developing organizations.

### **UNIT I**

Introduction to Organisation Development:- Concepts, Nature and Scope of O.D. : Historical Perspective of O.D. - : Underlying Assumptions & Values Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems : Group Dynamics, Intergroup - Dynamics and Organisations as Systems.

### **UNIT II**

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

### **UNIT III**

O.D.Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.

### **UNIT IV**

Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organisational performance - The impact of O.D.

## **UNIT V**

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D

### **References :**

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

## **7. LABOUR WELFARE AND INDUSTRIAL RELATIONS (Legislation)**

**Objective :** To familiarise the students with the knowledge of industrial relations and their impact on managing human resource.

**UNIT I :** Industrial Relations - Concepts and systems - IR at National and International levels - Infrastructure that guide and direct Industrial relations - Trends in India.  
Trade unionism - Theory, Policy - their influence on HRM - objectives and functions – structure - Types - Indian Trade Union movement - Their strength and weaknesses.

**UNIT II :** Labour Relations :- Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.

**UNIT III :** Collective Bargaining :- Concept - function and importance - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management:- Role and methods of worker's participation.

**UNIT IV :** Working Conditions: Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

**UNIT V :** The Payment of Wages Act,1936 - The Minimum wages Act, 1948 - The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislations.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References :**

- 1.Tripathi,P.C. Personnel Management & Industrial Relation -
2. Mammoria C.B.,Dynamics of Personnel Management -
3. Nair N G& Latha Nair Human Resource Management - Sultan Chand & Sons.

4. Subbarao. P Essentials of Human Resource Management and Industrial Relations –Himalaya.
5. Kapoor N.D. - Mercantile Law - Sultanchand & Sons
6. Venkatapathy.R& Assissi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.
7. Nandhakumar .B – Industrial Relations, Labour Welfare and Labour Laws – Vijay Nicole Publishers

## **FINANCE**

### **8. INTERNATIONAL FINANCIAL MANAGEMENT**

#### **Objective:**

To understand the operations of foreign exchange derivatives market and manage foreign exchange risk

#### **UNIT – I**

IFM Environment :MNC and Multinational Financial Management – The determination of Exchange rates- the international monetary system- parity conditions in international finance and currency forecasting – The balance of payments and international economic linkage.

#### **UNIT – II**

Derivative Management and Foreign exchange Risk Management: The foreign exchange market – currency futures and options market- swaps interest rate futures. Managing Transaction and translation exposure- Measuring and managing economic exposure.

#### **UNIT – III**

Financing MNCs: International financing and capital markets-Euromarkets, – the cost of capital and foreign investments.

#### **UNIT – IV**

Foreign Investment Analysis: International portfolio investment-corporate strategy and Foreign Direct investment- Capital budgeting for MNCs

#### **UNIT – V**

Multinational Working Capital Management. Financing foreign trade - Current Asset management and short term financing – managing multinational financial system- Foreign Exchange Management Act.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References :**

1. Alan C. Shapiro multinational Financial Management 8th edition. Wiley India
2. Eun / Resnick International Financial Management Tata Mc Graw hill
3. Levi .D Maurice International Finance , Mc Graw Hill New Delhi 2008.
4. Jain P.K. and others. International Financial Management Mac Millan co.

## **9. PRINCIPLES OF INSURANCE**

**Objective :** To help the student to understand the risk and its management process through insurance and other methods.

### **Unit I**

Risk – Risk identification evaluation, Property and liability Loss exposures, Life, Health, and Loss of Income exposures and non insurance risk management techniques. Selecting and Implementing Risk management techniques.

### **Unit II**

Property and liability risk Management- Risk Management of commercial property, Business liability and risk management insurance - Workers' compensation and alternative risk managing.

### **Unit III**

Risk Management of Auto owners - Insurance Claims – the need for insurance-personal automobile policy-personal automobile rating- premium and death rates-cost containment advances in driver and auto safety. Risk management of home owners policy coverage-perils covered by the policy-flood Insurance-personal articles floater-personal risk management

### **Unit IV**

Loss of life –types of life insurance- tax incentives for life insurance- Life insurance contract provisions. Loss of Health- Health insurance providers- mechanics of cost sharing- health expense insurance- disability income insurance - health insurance policy provisions – health care reforms. Annuities- structures of annuities- annuity characteristics- annuity taxation. Employees benefits- health and retirement benefits.

### **Unit V**

Life and General insurance industry in India – IRDA Act- Investment norms – Protection of policy holders Interest

**.(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **Reference:**

1. Jave S. Trieschimam, Sandra G. Gustarson, Robert E Houyt, Risk Management and Insurance Thomson Sowlla Western Singapore 2003.
2. Scoh E Herrington Risk Management and Insurance Mc Graw Hill New Delhi 2003.
3. Dorfman Mark S Introduction to Risk Management and Insurance 8th Edition. Prentice Hill India New Delhi 2007.
4. Harold D Stephen and W Jean Kwon Risk Management and Insurance Blackwell Publicing co., New York 2007.
5. Misra M.N. and Misra S.R Insurance Principles and Practice S .Chand and Co. New Delhi 2007.
6. Gupta P.K. Insurance and Risk Management Himalayan. Publishing House New Delhi 2008.

## 10.COST MANAGEMENT

**Objective:** To make the students understand the benefits of cost accounting systems and the different the different concepts related to ti.

### UNIT I:

Introduction to cost management and basic cost management concepts. A Systems framework; factors affecting cost management; cost assignment: Direct tracing and allocation - Functional -based and Activity -based cost management systems.

### UNIT II:

Cost Behaviour-Basics- Resources. Activities and Cost Behaviour- Methods for separating mixed costs into Fixed and Variable components- Reliability of Cost Formula Cost Estimation using Multiple Regression- The Learning Curve and Non-linear cost Behaviour.

### UNIT III:

Activity Based Costing- Functional based product costing- ABC costing system-Product and service costing - Job order system - Characteristics of the production process – single and multiple overhead rates- An overview of cost allocation-Allocating one department's costs to another department.

### UNIT IV:

Decentralisation and Responsibility Accounting Performance Evaluation-Investment Centers - Transfer pricing - Setting transfer prices.

### UNIT V:

Strategic Cost Management Basic Concepts - Value Chain Analysis- Life Cycle Cost Management - JIT and its effect on cost management system.- Activity Based Management - The Balanced Scorecard- strategic based control.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### Reference:

1. Guan. I lansen and Mower ,Cost Management -. (South Western Cengage Learning)
2. Blocher, Chen, Cokins and Lin , Cost Management: A Strategic Emphasis Tata Me Graw Hill
3. - Atkinson and Robert Haplan , Advanced Management Accounting ,Prentice Hall of India)
4. Jawahar Lai , Cost Management ,Tata Mc Graw Hill
5. Hongren, Sundem and Stratton ,Introduction to Management Accounting , PHI

## 11.BANKING RISK MANAGEMENT

### **Objective:**

To understand the various types of risks faced by banks and the various tools and techniques of measuring and managing bank risks.

### **UNIT I**

Risk: Types -Financial Risks faced by bankers – Credit Risk: Liquidity Risk and Interest Risk – Measures of Risk : Liquidity risk, Interest rate risk, credit risk and capital risk – organizational structure for Risk Management in banks – Risk management process – ALCO.

### **UNIT II**

Liquidity Risk and Operational Risk Liquidity and liquidity risk – need for liquidity by banks – sources of liquidity risks – Static Liquidity. Gap Analysis – Structural Liquidity Gap Analysis – Dynamic Liquidity Gap analysis – Scenario Analysis : Bank Specific and Market Specific – Liquidity Adjustment Facility. Operational Risk and its types – organizational setup for operational risk – Operational Risk Management (ORM) Process in banks.

### **UNIT III**

Interest Rate Risk-Categories of interest rate risk – Theories on interest rates: Pure Expectation Theory. Liquidity Preference Theory and Market Segmentation Theory. Methods used for measuring Interest Rate Risk: Traditional & Standardized Gap Analysis and its pros& cons, Duration Gap Analysis and its pros and cons, Simulation Method, Standard Deviation and Volatility, co-variance and correlation. Techniques of management of interest rate risk: Derivatives, Interest Rate Options, Forward Rate Agreements (interest rate derivative), Interest Rate Features, Interest Rate Swaps, on balance sheet techniques and off-balance sheet techniques.

### **UNIT IV**

Credit Risk: Types of Credit Risk – Default risk, exposure risk, recovery risk, collateral risk, third party guarantee risk, legal risk default, default probability – Measuring credit risk in banking transactions: Historical frequencies of defaults, agency ratings and default frequencies, default rate volatility and horizon, interbank exposure, contingencies, expected exposures and the time profile – Credit risk management in banks.

### **UNIT V**

Non-performing Assets Management (NPA) – Definition and Concept – Managing NPAs – Income Recognition and Asset Classification (IRAC) – Recovery management : Financial and Physical Follow up – Effect of NPAs on Bank's Profitability – Provision for NPAs by banks – The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002. (SARFAESI ACT).

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

Reference Books

1. James W, Commercial Banking – The Management of Risk, 3 Edition, Wiley India edition.
2. Hull John C., Risk Management and Financial Institutions, Pearson.
3. . Dun Bradstreet, Financial Risk Management. Tata McGraw Hill.
4. Vivek, Asthana P.N, Financial Risk Management. Himalaya Publishing House.
5. . RBI's Master Circulars on Risk Management.
6. Peter S. Rose., Commercial Bank Management,

**SYSTEMS**

**12. SOFTWARE PROJECT MANAGEMENT**

**Unit I**

Introduction to Software Projects : Introduction- software projects - software projects versus other types of projects - Projects Management - Requirements specification - An overview of project planning - Project evaluation: Strategic and technical assessment - Risk evaluation - Project Analysis and Technical planning - Software Estimation.

**Unit II**

Activity planning : Objectives- Project schedules and activities-Different planning models - Sequencing and Scheduling projects - Network planning model - shortening project duration - Identifying critical activities - Risk Management: Nature of risk-Management risk-Evaluation risk

**Unit III**

Resource Allocation : Nature of resources-Resource requirements-Creating Critical path and counting the cost- Monitoring and control: Responsibility-assessing progress-setting check points- taking snap shots- collecting data - visualizing progress - Cost monitoring – Priority monitoring - Managing people and organizing teams.

**Unit IV**

Software Configuration Management : Basic Functions - Responsibilities - Standards - Configuration management - Prototyping - Models of Prototyping - Planning for small projects: Introduction - Some problem with student projects - Content of project plan.

**Unit V**

Software maintenance and configuration Management : Maintenance characteristics - Management tasks - Maintenance side effects - Maintenance issues - Configuration Management - Source code metrics - Case study - PRINCE project management.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

## **Reference**

1. Mike Cotterell, Bob Hughes, "Software project management", Inclination/Thomas Computer press, 1995.
2. Darrel Ince, H.Sharp and M.Woodman, "Introduction to software project management and Quality Assurance", Tata McGraw Hill, 1995.

## **13. ENTERPRISE RESOURCE PLANNING**

### **Objective**

To understand the role of ERP in an organization, its various modules, implementation issues major vendors and the emerging trends.

### **Unit I**

Enterprise –An overview – Basic concepts of ERP-Risks and benefits of ERP-Related Technologies such as Business process Reengineering, Data warehousing, data Mining, Online analytical Processing, Product life cycle Management, Supply Chain Management and Customer Relationship Management.

### **Unit II**

ERP Modules – Manufacturing – Plant maintenance – Materials Management - Quality Management – Operations and Maintenance – Human Resources Finance – Marketing – Sales Distribution and services.

### **Unit III**

ERP Implementation basics – Life cycle- Package selection- implementation strategies – Implementation process, Project team, Success and failure factors of an ERP implementation- Maximizing ERP system.

### **Unit IV**

ERP Market place and Dynamics – SAP AG – People soft – Baan – JD Edwards – Oracle – SSA , MS Dynamics and others.

### **Unit V**

ERP and e-business – ERP, Internet and WWW – ERP II – Future direction and trends in ERP. Case studies in Indian and Global scenario.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References**

1. Alexis Leon, Enterprise Resource Planning, TMH, 2010
2. Joseph A. Brady Concepts in Enterprise Resource Planning, ,
3. Mary Sumner , Enterprise Resource Planning, Pearson, 2007
4. David L. Olson, Managerial Issues in ERP System, TMG, 2004

## **PRODUCTION**

### **14. TOTAL QUALITY MANAGEMENT**

#### **Aim**

To introduce the concept of quality in production including total quality in business Management.

#### **UNIT I**

Total quality management – concepts – quality management in retrospect – evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality. Total Quality :- Value & Differential advantage

#### **UNIT II**

Pillars of Total quality management – Strategic thinking and planning, the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches – Leadership for TQM. Attitude & involvement of top management. Organizational implications.

#### **UNIT III**

Total quality models – Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management.

#### **UNIT IV**

Quality education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback – Internal customer conflict – customer retention and problems.

#### **UNIT V**

Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for Quality – TQM and ISO 9000 – Auditing for TQM – TQM in services – TQM in education – The leverage of productivity and Quality – Pitfalls in operationalising Total Quality.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **REFERENCES :**

1. Bharat Wakhlu -Total quality ,
2. Sundararaju -Total quality Management ,
3. Bill Creech -Five Pillars of TQM,
4. Joseph and Berk -Total quality management ,
5. Stephen George -TQM Strategies and Techniques,
6. R.P. Mohanty and R.R. Lakhe - TQM in service sector ,

## 15. SUPPLY CHAIN MANAGEMENT

### **Objective:**

To familiarize the students with the concepts of supplies pertaining to purchase, storage and issue of materials and stock maintenance of finished goods.

### **UNIT I**

Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM. SCM current scenario – Value chain management and customer relations management.

### **UNIT II**

Customer focus in SCM – Demand planning, Purchase planning – Make or Buy decision – Indigenous and global sourcing Development and Management of suppliers – Legal aspects of Buying – Cost management – Negotiating for purchasing / sub contracting – Purchase insurance – Evaluation of Purchase performance (performance indices). Inventory management – Financial impact of inventory.

### **UNIT III**

Manufacturing Scheduling – Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system design and decision. Ware housing and store keeping – Strategies of ware housing and store keeping – Space management.

### **UNIT IV**

Logistics management – Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – Logistics and customer service.

### **UNIT V**

Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence. Best practices in Supply Chain Management – Organizational issues to implement SCM.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References:**

1. B.S. Sahay -Supply Chain Management – For Global Competitiveness — Macmillan India Limited
2. Sunil Chopra and Peter Meindal, -Supply Chain Management: Strategy planning and operations –3rd Edition, PHI
3. Levi, Kaminsky and Simchi-Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies –Simchi- , TMH
4. Robert B.Handfield & Ernest L.Nichols.JR.- Introduction to Supply Chain Management, PHI

## **HEALTH CARE MANAGEMENT**

### **16.PUBLIC HEALTH SYSTEMS AND HEALTH INSURANCE**

#### **Objective:**

To provide knowledge in the area of health sector reform with a special emphasis of Indian Health sector related policies.

#### **UNIT I**

Issues, Theories And Concepts In Policy Formulation-Welfare economics and investments in human capital – Health Economics – Demand of health and health services - Demand, elasticity and health – Production, Health and Health care – Economic Evaluation of Health Care – Economics of Markets and market intervention – Role and Responsibility of Governments in the health sector.

#### **UNIT II**

Financing, Resource Allocation And Health Sector Reform-Mobilising finances and models of financing – Public Expenditure in Health Mobilization of Private Resources – Selection of a suitable option – Role of International Agencies- Health Sector reform – Health Systems around the world – Govt and the improvement of health behaviours – Implementation. Policy Objectives – Policy Environment and consequence of reform – National Health Policy – Drug Policy – Framework for newer health care policy settlements – Impact of structural changes, globalization and public economy, environment and health status – current health care status of India

#### **UNIT III**

Plan Implementation And Control- National health program – Tools – Regulation – Health services research – Measurement of health / medical needs and services. Utilization – Resources Allocation – cost benefit analysis – Eco based budgeting – System analysis and operation research in health care programs – Control mechanism.

#### **UNIT IV**

Risk Insurance And Management- Introduction to risk and insurance – Risk Identification and Risk Evaluation – Risk Management Techniques – Risk Management and Insurance Industry – WTO – Insurance Law and Regulation – International Laws (Salient features of above topics) Principles of health insurance – Health insurance products - Group Insurance products – Product design, development and evaluation- Risk Assessment – Underwriting and Premium Setting - Claims Management – Third Party Administration – Current Developments.

#### **UNIT V**

Actuarial Principles And Premium Setting-Actuarial Principles – Demography – Survival distributions and life tables – Interest and life contingencies – Loss distribution – Principles of Ratemaking - Data required for Ratemaking – Insurance Models – Application of Models – Current Developments. (Salient Features of above topics)

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References:**

1. William A Reinks -Health Planning for Effective Management –, Oxford University Press.
2. Peter Berman-Health Sector Reform in Developing Countries - Harvard University Press
3. Piggot, Carolyn Semple -Business Planning for Health Care Management — UK open University Press.
4. Rajiv Jain and Rakhi Biswas -Insurance Law and Practice, , Vidhi Publishers, Delhi
5. Shailendra K Singh -Safety and Risk Management, , Mittal Publishers.

**17. INTERNATIONAL HEALTH MANAGEMENT**

**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.

**UNIT I**

Healthcare – A Global Perspective-Healthcare challenges – a global perspective- Wide gap in healthcare delivery – Healthcare financing in developed and developing countries – Developing National health Accounts – application in developing countries.

Health Insurance And Managed Care-Concept - Risk pooling concept – concept of managed care – Components - Managed health care models - Study of socialized Medicine, Social insurance, Mandatory insurance and Voluntary Insurance

**UNIT II**

The Reforms Of Healthcare System - Comparison Of Health Insurance And National And International Perspectives.Evolutionary reforms in Healthcare - Structural reforms in healthcare – International convergence in healthcare systems – 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**

Intellectual Property Rights- TRIPS – IPR - The Patent Cooperation Treaty (PCT) – PCT system – PCT for product design – World Intellectual Property Organisation (WIPO) and its role in new patent regime – International Registration of Trademarks

**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.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

## **References**

1. Leiyu Shi and Douglas A Singh- Delivering Health Care in America- A systems Approach – Third Edition –
2. Oxford Textbook of Public Health, Volume Three.
3. J.E. Park- Textbook of Preventive and Social Medicine (1997), 15th edition –
4. Blane, David, Brunner, Eric -Health and Social Organisation: Towards a health policy for the 21st century, Calrendon Press.

## **ENTREPRENEURSHIP**

### **18. THE SUCCESSFUL BUSINESS PLAN**

#### **UNIT I**

Starting the Process – The Successful Business. Getting Your Plan Started. Making Your Plan Compelling.

#### **UNIT II**

Business Plan Components – The Executive Summary. Company Description. Industry Analysis and Trends. Target Market. Competition. Strategic Position and Risk Assessment. Marketing Plan and Sales Strategy. Operations. Technology Plan. Management and Organization. Community Involvement and Social Responsibility. Development, Milestones, and Exit Plan. The Financials. The Plan's Appendix.

#### **UNIT III**

Putting the Plan to Work – Preparing, Presenting, and Sending Out Your Plan. Looking for Money. Using Your Plan for Classes and Competitions. Internal Planning for Existing Businesses and Corporations. Time Saving Tips.

#### **UNIT IV**

Special Considerations – Considerations for Internet, “e-businesses”. Considerations for Retailers. Considerations for Manufactures. Considerations for Service Businesses. Business Planning in a Weak (or Strong) Economy.

#### **UNIT V**

Outline of a Business Plan. Business Terms Glossary. Funding Sources. Research Sources. Entrepreneurs' Sources. Index. Sample Plan – Cover Letter. Executive Summary. Company Description. Industry Analysis and Trends. Target Market. The Competition. Strategic Position and Risk Assessment. Marketing Plan. Operations. Technology Plan. Management and Organization. Community Involvement and Social Responsibility. Development, Milestones & Exit Plan. Income Statement, Three – Year Projection. Income Statement, Annual. Cash – Flow Projection. Balance Sheet. Sources and Uses of Funds. Assumption Sheet.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References :**

1. Abrams, Rhonda, 'Successful Business Plan' , -
2. Jason Fried & David Heinemeer Hansson , 'Rework'-
3. Marty Cagan, Inspired: How to Create Products Customers Love
4. Steve Johnson, 'Where Good Ideas Come From'-

**GENERAL**

**19. EVENT MANAGEMENT**

**Unit I**

Events - nature definition and scope, C's of events, designing, interaction and importance. As a marketing tool - various needs addressed by events, focusing and implementing events, advantages and disadvantages of events.

**Unit II**

Elements of events - event infrastructure, target audience, organizers, venue, media activities to be carried out. Concept of market in events, segmentation and targeting of the market events.

**Unit III**

Positioning in events and the concept of event property. Events as a product. Methods of pricing events, Events and promotion, various functions of management in events.

**Unit IV**

Strategic market planning, Development and assessment of market plan.

**Unit V**

Strategic alternatives arising from environment, competition and defined objectives. Pricing objectives, Evaluation of event performance - measuring performance & correcting deviations, **(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References :**

1. Gaur.S.S. and Saggere.S.V., Event Marketing Management.
2. Panwar.J.S., Marketing in the New Era, Sage Pub., 1998.
3. Kotler.P., Marketing Management, Analysis, Planning, Implementation and Control, Prentice Hall, 1997.
4. Avrich.Barry, Event and Entertainment, Delhi, Vision Books, 1994.

## **SHIPPING AND LOGISTICS MANAGEMENT**

### **20. LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

#### **UNIT I**

Development of concepts of supply chain management – concepts and definitions – strategic supply chain

Management- Global Supply Chain integration – Logistics in a global economy – Regional differences in Logistics –

managing global risks – issues in international supply chain management

#### **UNIT II**

Role of Procurement in SCM – Procurement process - Supplier selection – Auctions and negotiations –

Supplier Assessment – E-procurement. Outsourcing – benefits and risks

Inventory Management – Types of Inventory – Inventory Costs – Inventory management and control

strategies in supply chain management

#### **Unit III**

Logistics and Customer value: Dimensions of customer value - Customer focused marketing - Customer

service – Customer satisfaction - Customer Relationship Management. Role of Forecasting- Characteristics of forecasts - Forecasting techniques – Forecasting Accuracy- Role of IT in forecasting

Distribution Strategies – Direct shipment, Traditional warehousing, Crossdocking, Inventory pooling–

Factors influencing Distribution network design -E Business and Distribution network

#### **Unit IV**

Coordination in Supply chain Management: Bullwhip effect- Obstacles to coordination- achieving

coordination – Building strategic partnerships in Supply chain – Collaborative Planning, Forecasting and

Replenishment (CPFR)– Vendor Managed Inventory (VMI) – Strategic Alliances in Supply Chain – Role of IT in Coordination

#### **Unit V**

Information Technology and Supply Chain Management : Information system for Logistics and SCM- DSS, Artificial Intelligence, ERP – IT Infrastructure For SCM – Electronic Commerce – Barcode – RFID.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### References:

1. Donald J Bowersox, David J Closs & M Bixby Cooper Supply Chain Logistics Management, , Tata McGraw Hill, 2nd Edition, 2008.
2. David Simchi-Levi Designing & Managing the Supply Chain- Concepts, Strategies and Case Studies, , , Tata McGraw Hill, 3 Edition, 2008
3. Sunil Chopra, Supply Chain Management-Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, Pearson Education , 3rdEdition, 2007.

## 21. INTERNATIONAL LOGISTICS AND SHIPPING MANAGEMENT

### Unit I

International logistics- Definition, International Trade, Historical development of international logistics, components of international logistics, economic importance of international logistics

### Unit II

International commercial documents, invoices, export document- import document- transportation

Documents-International insurance- risk management- marine insurance policies-coverage under a marine cargo insurance policy – airfreight policy- Lloyd’s principles- commercial credit insurance.

### Unit III

International ocean transportation – types of service- types of vessels World Sea borne trade and world

shipping- volume and value of trade- world tonnage- constraints Flags, conferences, chartering, Baltic

exchange, UN convention on liner code of conduct.

International air transportation – Advantages, disadvantages, types of aircrafts- international regulations – Air Cargo handling – Types of air cargo- Air Cargo Tariff Structure, IATA

### Unit IV

International logistics infrastructure Transportation infrastructure- ports, canals, waterways, airports, road, warehousing Communication infrastructure, utilities infrastructure- electricity, water, energy.

### Unit V

Indian Shipping- Ports in India, Govt. Policy, Port Infrastructure development, Major Indian shipping

companies, Shippers association, shipment of Govt. Controlled Cargo

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

## REFERENCE BOOKS

1. Krishnaveni Muthaiah, Logistics Management and World Sea borne trade, Himalaya publishingHouse
2. Pierre David, International Logistics
3. Paul Murphy, Donald Wood, Contemporary Logistics ,Prentice Hall

## MEDIA MANAGEMENT

### 22.PUBLIC RELATIONS PRINCIPLES AND PRACTICES

#### **Objective:**

To enable the students understand the process of Public Relations, process and practice in promoting organisations.

#### **Unit 1**

Public relations – fundamentals – definition – practice - duties and responsibilities of PR – emergence of PR - ancient times - 20<sup>th</sup> century-first world war - corporate interest in PR- Second World war-public Relations –changing role – PR in India – historical perspective – Pre and post Independence Era – emergence of professionalism - media scene - Crisis management needs -PR agencies - growth and challenges.

#### **Unit 2**

PR Process and practice - PR plan - scan the environment-develop a Communication plan - implementation of communication plan - evaluation of impact.

#### **Unit 3**

Communication and Public Relations - Communication process – Barriers –effective communication characteristics - negotiations and public relations -negotiations and conflict - negotiation process

#### **Unit 4**

Public Relations support to marketing - Customer relations - Dealer Relations - Vendor Relations - Employee public relations - Investor relations - Media relations - CSR and Community Relations - Corporate image - Corporate Identity Management - Event Managements - PR and crisis management - Government Public Relations - PR and Lobbying - Corporate Advertising - Ethics and Public Relations

#### **Unit 5**

Public Relations Agency - Functions - historical perspective – Selection of a PR agency - the structure of PR agency - Agency evaluation and audit.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**REFERENCE:**

1. Iqbal S. Sachdeva- Public Relations: Principles and Practices , Oxford university press
2. Reddi C. V Narasimha- Effective Public Relations And Media Strategy, Phi Learning
3. Sailesh Senguptha -Management Of Public Relations And Communications , Vikas Publishing House

**23.MEDIA LAWS AND ETHICS**

**Objective:**

To enable the students understand the Media Laws and the legal aspects of managing media.

**Unit I**

History of Media Law in India - Indian Constitution (Specific Provisions Related to Media) - fundamental rights - Directive principles of state policy - Freedom of media introduction - Defamation

**Unit II**

Provisions of Indian Penal Code & Criminal Procedure Code- Official Secrets Acts 1923 - The Contempt of Courts Act 1971 - Print Media: Acts - The Press and Registration of books Act – Registration of News Papers - Press council Act

**Unit III**

Intellectual Property Rights - Patents Act - The copyright Act - The Monopolies and Restrictive Trade Practices Act - Types of cyber crimes - Information Technology Act

**Unit IV**

Media Law and Women - Indecent Representation of Women (Prohibition) Act –salient features of the act-media and children - The Children’s Act-broadcasting- The Prasar Bharati Act, features - The Cable Television Network Act - Film media - Cinematograph Act.

**Unit V**

Ethics Vs Law - Ethics VS principles of journalism - Code of Ethics- broadcasting Ethics.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

**References:**

1. M .Neelamalar -Media Law And Ethics , PHI Learning Private Limited
2. Jan R. Hakemulder, Fay A. C, de Jonge, P.P.Singh - Media Ethics And Laws , Anmol Publishing
3. Paranjy Guha Thakurta - Media Ethics ,Oxford University Press
4. Kiran Prasad -Media Laws And Ethics – Readings In Communication Regulation ,B.R.Publishing Corporation. BRPC (India) Ltd.

## **AGRICULTURE BUSINESS MANAGEMENT**

### **24.AGRICULTURAL EXPORT MANAGEMENT**

#### **Objective:**

To expose the students to basics of export-import trade ,with emphasis on the agricultural export business, Agricultural import formalities are also covered.

#### **UNIT I**

Introduction to Export Management: Definition and Nature of Export Management, Scope of Export Management in Agri business. Incentives for Agri exports.

#### **UNIT II**

Agricultural export procedure: Selection of proper commodities for export. Backward linkages in production areas for achieving desired exportable produce.

#### **UNIT III**

Mode of export: Individual, through group, through private exporters, through corporations or through Govt. agencies.

#### **UNIT IV**

Export documentation: Licensing, primary documents required for exports from different agencies. Export Promotion Councils and their role.

#### **UNIT V**

EXIM policies: Past and present Export Import policies, canalisation, quota permit system, tariffs, trade barriers –current Foreign Trade Policy 2015-'20- impact of GST (Goods and Sales Tax)- current issues of farmers – case studies

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References:**

- 1.R.L. Varshneya, International Marketing
- 2.Publication and Report of Maratha Chamber of Commerce, Industries and Agriculture, Pune.
- 3.Central and State Government Resolutions and Circulars issue from time to time

### **25.AGRICULTURAL ENVIRONMENTAL MANAGEMENT**

#### **Objective:**

To expose the students to the Agricultural environment and its management so that they can understand and contribute to the emerging challenges in the global economic scenario.

#### **UNIT I**

Environment - Meaning of Environment, Components of environment, Structure of environment, Functioning of environment, Environmental–Social –Economic- Political- Cultural- Legal and constitutional sub-systems of environment and their impact on Business.

## **UNIT II**

Human Impact on Natural Environment - Human impact on climate –atmosphere- vegetation- animals- soil and water. Impact of Human agencies in geomorphology-Measures to mitigate human impact – environment protection. Water conservation-current problems of farmers on water – Role of all stakeholders in water conservation.-suggested measures.

## **UNIT III**

Environmental Legislation: Introduction to Environmental Acts- Safety Related rules. Environmental Policy of the Government of India for Location of an industry with respect to Ecology- Government restrictions on usage of agricultural land for other purposes.

## **UNIT IV**

Internet and Environmental Management: Use of internet as a tool - specific websites related to environmental management-updating of websites on environment protection in India.

## **UNIT V**

Software packages for GIS(Geographic Information System) for farmers- Overview of GIS: Definitions, components, applications - GIS Data Models - Projections and Coordinate Systems - Data Sources and Data Entry, Digitizing, GPS, Remote Sensing - Attribute Data: - Implementation Issues and the Future of GIS. MIS (Management Information Systems):Application software for farmers. - Case studies.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References:**

- 1.Anil Kumar, R.N.Pandey- Wasteland Management in India, Ashish Publishing, 1989(N.Delhi)
- 2.Hanumant Rao C.- Agricultural Production: Functions Costs and Returns in India, Asia,1965(Delhi)
- 3.Khusro A.M -,The Economics of Land Reforms and Farm Size in India, IEG, Delhi
- 4.Paul Bolstad -A First Text on Geographic Information Systems (2nd edition), by, Eider Press.
- 5.Tim Ormsby et al-Arc GIS Desktop,Environmental Systems Research Inc. (ESRI).

## **26.MANAGEMENT OF DAIRIES AND COOPERATIVES**

### **Objective:**

To provide basic input to students about production, planning and management of dairy farms, dairy processing and management, co-operative industry in India.

## **UNIT I**

Dairy –definition–Importance- Issues in establishment and management of dairy projects - Important dairy projects in India - Export of dairy products. R&D Efforts in Dairy Processing in India and abroad. Management of financial and human resources in dairy Industry:

## **UNIT II**

Traditional dairy products : Present status of traditional dairy products; globalization of traditional dairy products; plans and policies of the Government and developmental agencies. Principles of Quality and safety systems including QMS (Quality Management System), HACCP(Hazard Analysis and Critical Control Point), SSOP(Sanitation Standard Operating Procedures), personnel hygiene and food handling in dairy industry.

## **UNIT III**

Nature and objectives of Co-operative Business and Agro based Industries – Types of co-operative structure developed in India: Vertical versus horizontal co-operative organization structure - Multi-purpose vs single commodity based integrated co-operative structure. Relevance of professional management for efficient co-operative enterprises.

## **UNIT IV**

Co-operative Management : Concept – characteristics-Functions of co-operative Management - frame work of single and multiple purpose co-operatives. Major tasks and issues in co-operative management - relevant management techniques to resolve these problems.

## **UNIT V**

Management practices of successful cooperatives in India. (AMUL, AAVIN, NANDINI , MILMA etc). Co-operative dairy development in India - National Dairy Development Board (NDDB) – case studies

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References:**

1. J.D. Drilon Jr., Introduction to Agribusiness Management.
2. John N. Devid and Ray, Concept of Agri-Business Management.
3. Achaya KT & Rangappa KS. 1975. Indian Dairy Products. 2nd Ed. Asia Publishing House.
4. Aneja RP, Mathur BN, Chandhan RC & Banerjee AK. 2002. Technology of Indian Milk Products. Dairy India Publ., Delhi.

## **27. POULTRY AND LIVESTOCK MANAGEMENT**

### **Objective:**

To acquaint students on basic aspects of livestock ,issues and prospects of livestock business in India.

### **UNIT-I**

Poultry-meaning- significance in India-challenges.- outlook for Poultry Industry in India. Livestock- meaning- role -Significance of livestock.. Various systems of livestock production. – Major problems faced in India and suggested solutions. Future prospects of livestock development in India

## **UNIT-II**

Definition of breed- Important breeds of cattle and buffalo- traits of economic importance and their inter-relationships - Selection of high breed animals – Importance- Breed characteristics - major types of cattle. Importance of indigenous breeds – Better management for improving the reproduction efficiency in farm animals.

## **UNIT-III**

Poultry housing systems -Cage Vs floor system- litter management – effective lighting for poultry, duck and quails - Management of chicks - breeding flocks- broiler production, selection and culling of laying flocks - Procuring, care and pre-incubation storage of hatching eggs - Method of incubation, sanitation disinfection and management of hatchery-Current issues.

## **UNIT-IV**

Sheep farming-introduction - Population structure- importance - advantages and disadvantages of sheep farming under different systems of management – type of housing and equipments- Important sheep and goat breeds- Advantages and disadvantages of sheep and goat farming. Feeding Management and Methods.

## **UNIT-V**

Care and management of livestock - Diseases-classification-viral, bacterial and metabolic- General control and preventive measures. Classification of Poultry diseases - Bacterial diseases – Nutritional deficiency diseases and its control - symptoms and preventive measures. Animal behaviour - Importance of animal behaviour studies - Daily and seasonal cycles of behavior - Environmental modification of behavior – case studies.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References:**

- 1.Sastry, N.S.R. and Thomas, C.K. (2005) Livestock Production Management 4th Ed.
- 2.Arora SP. 1997. Feeding of Dairy Cattle and Buffaloes. Kalyani
- 3.Singh RA. 1996. Poultry Production. 3rd Ed. Kalyani.
- 4.Devendra C & Mecleroy GB. 1982. Goat and Sheep Production in Tropics. LongmanClutton
- Brock, J.(2004)A Natural History of Domesticated Mammals, 2ndEd.
- 5.Arora MP. 1995. Animal Behaviour. WB London.
- 6.Bouenger EG. 1994. Animal Behaviour. WB London

## **REAL ESTATE MANAGEMENT**

### **28.COMMERCIAL AND RESIDENTIAL PROPERTY MANAGEMENT**

#### **Objective:**

To enable the students to understand the concepts of residential and commercial properties which are unique to this industry

#### **UNIT I**

Housing: Concepts, definitions and components. Role of housing in socioeconomic development of a nation- Housing in relation to non-residential components of settlement.Effects of Urbanization and Industrialization- Slums and Squatters settlement in India and abroad-problems- future outlook.

#### **UNIT II**

Urbanizations and its Impact: Origin- Patterns- Structure- Functions. Urban Planning- Introduction to City Planning- Historical Prospective - Current scenario. Urban Planning and Development -Social ,Economic, Environmental Aspects - Control issues. Urban Poverty- Concept- Facts- Delivery of Basic Services to the Poor- Shelter- Anti Poverty Programs.

#### **UNIT III**

Real Estate Management – Basic concepts and fundamental principles of property and facility management – tenure arrangements – Relevant Legislations – Ownership – Management of different types of Property developments. Housing for special groups- Housing for Aged/ Differently abled. Housing for Women/ Children. Pradhan Mantri Awas Yojana(PMAY) and various subsidies for housing.

#### **UNIT IV**

Housing for special areas Inner city housing- housing transformation of core city, impact of transformation, problems of inner cities,policies &programmes. Arid/ Coastal/ Hilly Region. Housing- settlement and shelter characteristics.Commercial and residential properties in disaster prone/ affected areas, environmentally sensitive areas.

#### **UNIT V**

Smart Cities: - Concept, challenges, initiatives benchmark and instruments.Components of Smart Village: Internet, devices, network. National and International policies for smartcities. Urban Environment: Water Resources Management, Waste Water Management, Solid WasteManagement Hazardous and Biomedical Waste Management.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References:**

1. David M Geltener - Commercial Real estate Analysis & Investments South western Educational Publication,2000.
2. CT. Walker, “Privatised infrastructure: The Build, Operate, Transfer approach”, Thomas Telford, Publishing, Westminster, London,1995

3. JW Rully, “The language of Real estate, Dearborn Real estate education, Chicago, 2000.
4. Mathew S Chan, Real estate partnership & alliance, Ascend beyond Publishing, Columbus, USA.
5. Robert Alan Corporate Real estate Development, Rowan & Littlefield Publication.1976.

## **29.REAL ESTATE LAWS AND REGULATIONS**

### **Objective:**

To provide students with a comprehensive understanding of major functional areas of real estate, including legal aspects, finance, economics, real estate practice and appraisal.

### **UNIT I**

Urban Law- Meaning, Concept and Importance. Difference between Urban law and Indian Constitution, Urban Development Policies in India. Good Urban Governance: Participation, Transparency, Decentralization, Responsiveness, Accountability, Right to information, Public Disclosure.

### **UNIT II**

Real estate investment analysis and portfolio management - Foreign direct investment (FDI) - Role of NRIs and PIOs in the investment market - Marketing and brokerage - Introduction to various laws related to real estate.

### **UNIT III**

Construction Contracts – Indian Contracts Act – Elements of Contracts – Types of Contracts – Features – Suitability – Design of Contract Documents- International Contract document – Standard Contract Document – Real Estate Regulatory Authority (RERA 2016). Environmental Laws & Policies: Air and Water Legislation, Environment Protection Act, Ecology. Review of Town and Country Planning Act of Tamil Nadu, Urban Development Act.

### **UNIT IV**

Health Act, Slum Improvement Act, Housing Act, and Pollution Act - Acts related to Environment- Legal aspects of ownership - Lease and tenancy transfers - Development management – Law relating to utilities and services - Implications of land ceiling, betterment levy and development charges - Concept of arbitration.

### **UNIT V**

Labour Regulations – Social Security – Welfare Legislation – Laws relating to wages – Bonus and Industrial disputes – Labour Administration – Insurance and safety Regulations – Workmen’s Compensation Act – Other Labour Laws.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References:**

1. Richard Willmot Constructions Contracts – Law & Practice, Oxford University Press, U.S.A.,2006.
2. Daniel F Hinkel, “Practical R Elano”, Thomas Delimar Learning,2003.
3. Anil Chaturvedi, ‘District Administration’, Sage Publications India Pvt. Ltd, New Delhi, 1988.
4. Gopal Bhargava, ‘Socio-economic and Legal Implications of Urban Land Ceiling and Regulations’, Abhinav Publishing Company, New Delhi.1983
5. Joshi. A, ‘Town Planning: Regeneration of Cities’ New India Publishing, 2008
6. Patsy Healey, Robert Upton, ‘Crossing Borders: International Exchange and Planning Practices’ Routledge, 2010.

### 30.REAL ESTATE FINANCE AND INVESTMENT

#### **Objective:**

To enable the students to develop the skills necessary to analyze real estate markets, investments, risk and financing thereby equip them to become skilled decision makers.

#### **UNIT I**

Real estate finance-Principles - analytical methods and tools for decision making- investment and finance decisions regarding individual properties (Commercial, Industrial, Residential). Institutional real estate decision making (pension funds, banks, life insurance companies, investment trusts, joint venture). Real estate Investment-Forecasting cash flows -estimating risk in real estate investments

#### **UNIT II**

Urban finance issues – Strategies – Raising additional revenue – Expenditure planning to improve effectiveness and efficiency – Private Participation in the provision of urban services. Introduction to urban financial analysis – financial analysis framework – uses of financial analysis – data needs – Revenue mobilization – local revenue generation – local taxation – user charges.

#### **UNIT III**

Globalization of capital markets – impact on real estate finance and investment – institutional investors – portfolio investment. Housing and office finance options. Expenditure Planning – Budget functions and formats- budget classification – budgetary responsibilities and stages – revenue estimation – expenditure estimation – balancing the recurrent budget – capital budgeting and investment planning.

#### **UNIT IV**

Better finance management and management process – Asset management and receivables management - Cost centre approach – Financial operating plan -City corporate plan - Development of urban indicators – Computerization and management information system.

#### **UNIT V –**

Planning for Sources of Finance (Domestic and International); Capital Structure; Leverages; Cost of Capital; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach; Capital Gearing/Debt-Equity Ratio, Generation of Internal Funds.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### References

1. Terrence M Clauritie, “Real estate finance: Theory & practice”, (2005), Prentice hall, U.S.A
2. Steve Bergsman, “Maverick real estate financing”, (2006), John Wiley & Sonss Inc, New Jersey, U.S.A.
3. Ira Nachem, The complete guide to “Financing real estate development” 2007- Mc Graw hill companies, USA.
4. Nathan. S. Collier, “Construction finding – the process of RE development, Appraisal & finance (2007); John Wiley & Sons Inc; New Jersey.
5. Prashant Das, Divyanshu Sharma, Real Estate Finance in India, SAGE Publications India, 2013.
6. Edward Glickman, An Introduction to Real Estate Finance, Academic Press, 2013.

## 31. VALUATION AND ARBITRATION IN REAL ESTATE MANAGEMENT

### Objective:

To equip the students with the techniques of valuation of properties which will strengthen their understanding of real estate.

### UNIT I

Open market value – Property and Property Market – Government Statutory valuation process - Property as an Investment. Housing and office valuation. Valuation function – Role and functions of valuer – Scope – Value Theory – Process. Urban and rural valuation process – Definition and differences.

### UNIT II

Techniques to determine the values for loan, sale and insurance – Professional standards – reportwriting – Leasehold Valuation – different methods. Discounting and compound interest – Income Estimation and forecasting – debt financing – capitalization and discount rates – tax considerations – introduction to mortgage equity analysis – financial residual techniques.

### UNIT III

Valuation for financial statements: accounting treatment of reserve created by revaluation of assets, effects of legislation on valuation: rent control law, town planning law, Value’s role, functions and responsibility, Code of ethics for valuers, valuer as an Expert witness in Court.

### UNIT IV

Valuation of special types of properties: Hotels, Cinema, Petrol Pump, Hill station properties – Time shared property. Valuation of transferable development rights: easement rights – life interest. Valuation of properties: forcible or unauthorized occupancies. Mass appraisals techniques: value contour maps. Valuation for financial statements: accounting treatment of reserve created by revaluation of assets.

## **UNIT V**

Arbitration agreement – statement of defense – proceedings – Arbitral Body – Multi – party Arbitration– Independence of arbitrators – acceptance – forwarding act – procedural rules – disputes – settlements – arbitral award – Time Limit – Contents of award – Costs of Proceedings.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References**

1. Valuation of Immovable properties” (Under Direct Taxes) Edition(2002), Grish Chand Gupta, Bharath Law House, New Delhi-83.
2. “Law Relating to Arbitration and A.D.R, New Edition(2002), N.K. Acharya’s Asia Law House, Hyderabad, India.
3. Howard C Gelbtuch, “Real estate valuation in global markets”, (1997), Appraisal institute.
4. Aswanth Damodaran, Investment Valuation (2002), John Wiley & Sons, UK.
5. Joshua Kahr, Michael C. Thomsett, Real Estate Market Valuation and Analysis, 2006.

## **SPORTS MANAGEMENT**

### **32.CONTEMPORARY SPORTS MANAGEMENT**

#### **Objective:**

To ensure that the students learn to recognize and distinguish critical issues that are relevant to modern sports and do a critical analysis of the challenges.

#### **Unit I**

Modern Sports- A Historical Overview of Sports- Evolutionary Processes of Modern Sports- other forms of Organized Physical Activity- Relation between Physical Education and Sport profession- physical fitness.

#### **Unit II**

Sports and infrastructure-importance, role of infrastructure to improve performance and financial stability. Sports and business- relationship- role and responsibility of business in promoting sports- ethics – impact on society- social media and sports

#### **Unit III**

Role of Government in Promotion of Sports - Role of the Ministry of Human Resource Development in Development of Sports and Physical Education - various Boards and Statutory Bodies established by Govt. for control and promotion of Sports- their roles and functions- importance and contributions.

#### **Unit IV**

Roles and Functions of National/International Sports Organizations- Roles of IFA, FIFA, BCCI, ICC, IPL, Sports Authority of India (SAI), National Hockey Association, Volley Ball Association, Tennis Association , their Functions and Importance in the Promotion and Management of Sports- issues and challenges

#### **Unit V**

Social, Cultural and Political Environment of Sports Organizations - Deviance, Drugs in sport, Gamesmanship, Commercialization of sport, regionalism. Corruption, Racism, Sponsorship, Advertising, Endorsements, Merchandising and impact on sportsmen

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **Reference Books:**

1. Andrew Yiannakis, Merrill J. Melnick, “Contemporary Issues in Sociology of Sport”, Human Kinetics, 2001
2. Paul Mark Pedersen, “Contemporary Sport Management”, Human Kinetics, 2011
3. Dr. Terri Byers, “Contemporary Issues in Sport Management- A Critical Introduction”, 1st Edition, - University of New Brunswick, Canada, 2015

### **33. SPORTS FACILITY MANAGEMENT**

#### **Objective:**

To instill a working knowledge of sports facility, so as to optimize the internal processes of a sport facility by aligning the resources, capabilities and skills of people who collaborate with the facility .

#### **Unit I**

Introduction to sports facility management – Principles of facility management- Access and opportunities- Location and transport, Keys and booking system, Security- Quality, safety and sustainability, Asset maintenance plan, Safety and standards-Multiple-use of facilities - Management agreements- History of Sport and Public Assembly Facilities, , The Future of Sport Facilities- Trends That Will Affect Future Facilities.

#### **Unit II**

Management Plan of a sports facility: Potential demand and activities offer analysis, Organizational structure of a sports facility, Management of human resources, Maintenance management, Communication and commercialization plan, Economic and financial study.

#### **Unit III**

Facility System and operation – Facility system - Air conditioning, Air quality, Plumbing, interior design, heating, ventilation and air conditioning.– Space management, Establishing&, maintaining grass fields. Facility maintenance – Maintenance and repair program, maintenance audit, facility repair management, basic maintenance and cleaning. Green facility management – The need for green strategies, Green building operations.

#### **Unit IV**

Facility Administration: Marketing and sales - The marketing process, Facility marketing and sales. Finance and budgeting – Revenue and expenses, financial analysis and budgeting, New facility financing. Legal responsibilities – Risk management and insurance, contracts, property law, constitutional law, government regulations.

#### **Unit V**

Facility and Event planning –facility management overview- Event planning and types of planning- demand forecasting-event scheduling – tools – latest trends.

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

#### **References :**

1. Fried, Gil , 3E, Managing Sport Facilities, Human Kinetics, 11-May-2015
2. Ruben Acosta Hernandez, “Managing Sports Organizations”, Human Kinetics, **2002**
3. Marcia L. Walker, “Sports Facility Management”, Jones and Bartlett Publishers, 1997
4. Thomas H. Sawyer, “Facility Management for Physical Activity and Sport”, Second Edition, Sagamore publication,2014

## **34.SPORTS TOURISM**

#### **Objective:**

The students will be able to analyze the key concepts insport tourism that is grounded in both sport and tourism studies as also the career opportunities and current issues, to analyze the positive and negative aspects of sports tourism.

#### **Unit I**

Definition of Sport tourism-types - Economic Forces that Drive Sport Tourism -Technological innovations and Sports Tourism- Economic impacts of sport tourism - Socio-Cultural Impacts of sport tourism - General Benefits of Sport Tourism

#### **Unit II**

Sports Tourism in India - Overview- Glimpse of Past Activities in India- The Current Scenario- Inbound Sports Tourism in India- Outbound Sports Tourism in India-characteristics of sport tourists- importance- creation of a proprietary sports event-attracting sponsors-

#### **UNIT III**

Sports Tourism: A Growing Opportunity: The relationship between sport and tourism – Accommodation and catering, Transport, entertainment, attraction and culture. Sports Tourism Phenomena - Sports tourism events, attractions, tours, resorts, cruises. Motivational aspects of a sports tourist, sports tourism and wellness.

#### **UNIT IV**

Adventure Tourism: Concept of adventure tourism, classification of adventure tourism, Adventure on Ground: Mountain climbing, trekking, skiing, ice skating, motor car rally, rock climbing, camel safari, bungee jumping. . Adventure in Water: - River running-canoeing, kayaking, white water rafting, diving, rowing, surf boating, wind surfing etc. River reading Adventure in Air:- Ballooning, parachuting & sky diving, paragliding, Para sailing, gliding, soaring, hang gliding.,: Air based adventure. Future prospects of adventure tourism in India, Importance of human resource in adventure tourism, emerging trends of adventure tourism.,

#### **Unit V**

Institutional support for sports tourism -Government and private sector supporting structures that foster development of sports tourism – The roles the media plays in sports tourism - - The partnerships that exist between government and private sector -- Funding sources for major sporting organizations =- Examine procedures for attracting sporting events

#### **References:**

1. M.Saayman. An Introduction to Sports Tourism and Event Management, Sun Press Imprint, 2012
2. By Thomas Hinch, James E. S. Higham. Sports Tourism development, Clevedon: Channel View, 2004
3. [Mike Weed](#); [Chris Bull](#), Sports tourism: participants, policy and providers, Amsterdam; Boston ; London : Butterworth-Heinemann, 2009

### **35.ADVENTURE SPORTS MANAGEMENT**

#### **Objective:**

The main objective of the course isto develop an understanding of principles and methodologies of outdoor curriculum and to develop critical awareness about the social realities among the students.

#### **Unit I**

Introduction to Outdoor Sports, Definition, Classification of outdoor Sports, Scope of outdoor Sports: New Trends, Training Institutes, Job Opportunities, Advantages & Disadvantages, Fitness Training

#### **Unit II**

Introduction to Water Sports & Aero Sports, Types of Water Sports: Canoeing, Kayaking, Rafting, Scuba Diving, Snorkeling, Surfing, Water skiing, Rafting & Kayaking: Equipment &Clothing, Scuba Diving & Snorkeling: Equipment & Clothing. Types of Aero Sports:

Ballooning, Hang gliding, Paragliding, Parasailing, Skydiving. Hang gliding & Paragliding: Equipment & Clothing, Parasailing: Equipment & Clothing. Sites of Water & Aero Sports in India

### **Unit III**

Introduction to Mountaineering, Definition of Mountaineering, Types: Trekking, Rock Climbing, Bouldering, Ice Climbing, Wall Climbing, Trekking: Mountain Manners, Trek Planning, Trekking Sites in India. Rock Climbing: Principles, Route Planning, Equipment, Clothing, Uses of Knots: Thumb, Reef, Clove Hitch, Fisherman, Simple Bowline, Figure of Eight, and Introduction to Techniques: Abseiling (Rappelling), Jumaring, River/Valley Crossing Techniques, Bushcraft.

### **Unit IV**

Safety Measures & Rescue Techniques, Safety Measures: Safety Equipment & Clothing. Introduction to Rescue Techniques & Stress Calls, Injuries & first aid: classification of Injuries, General first aid. Introduction to CPR Techniques and Life Saving Skills & Stress Calls, First-Aid of Injuries, Bandaging & Carrying Techniques

### **Unit V**

Planning & Organisation, Requirements for Planning & Organizing an Activity, Backpacking list. Outdoor Management, OBT Training Personality Development, Team Building, Cooperation, etc

**(Case studies, Seminars and group exercises may be used to supplement the class lectures)**

### **References:**

1. Ralf Buckley, "Adventure Tourism", Elsevier Ltd, 2010
2. Ralf Buckley, "Adventure Tourism Management" Elsevier Ltd, 2012
3. Paul Fawcett, "Aquatic Facility Management", Human Kinetics, 2010
4. Jim Stiehl, Tim Ramsey, "Climbing Walls", Human Kinetics, 2005
5. Aram Attarian, "Risk Management in Outdoor and Adventure Programs", Human Kinetics, 2010