

AMERICAN SCHOOL OF BUSINESS ADMINISTRATION
M.Phil. (Management) one year full time programme
(for candidates admitted from the academic year 2016 -2017 onwards)
Course Structure

SEMESTER	COURSE NO.	TITLE OF THE PAPER	HOURS WEEK	MARKS
Semester I	MMB6501	Functional Management Decision	5	100
	MMB6503	Research Methods in Management	5	100
		Advanced Elective Paper (The Scholar should choose any ONE PAPER from the following streams of the elective)		
	MMB6505	Marketing Management	5	100
	MMB6507	Human Resource Management	5	100
	MMB6509	Financial Management	5	100
	MMB6511	Banking and Insurance Management	5	100
	MMB6513	Trade and Logistics Management	5	100
	MMB6515	Operations Management	5	100
	MMB6517	Entrepreneurship Development	5	100
	MMB6519	Information Technology	5	100

SEMESTER	COURSE NO.	TITLE OF THE PAPER	HOURS WEEK	MARKS
Semester II	MMB6600	M. Phil Dissertation and Viva-Voce	-	200

M.PHIL - MANAGEMENT

Objective:

The main objective is that all students get the needed proficiency to pursue Master in Philosophy in Management.

Program Description

The M. Phil course is of one year's duration. The first semester will comprise of course work followed by exams. There will be a total of 3 papers – 2 compulsory and 1 optional from each area of specialization, i.e. Marketing, Human Resource Management, Finance, Banking and Insurance , Trade and Logistics Management, Operations Management, Entrepreneurship Development and Information Technology. (Optional areas offered will depend upon students' area of interest and faculty expertise). During the second semester the students will work on their dissertation. Following viva voce, successful candidates will be awarded an M. Phil degree in Management.

I SEMESTER

MMB6501 FUNCTIONAL MANAGEMENT DECISION

5Hrs& 5 credits

An Introduction

This course provides an introduction to the management function. It will focus on the theory and fundamental concepts of principles of management- human resource- marketing- operations and financial management. Further it develops an understanding of the development thoughts through innovative practices.

Objectives:

To enable the research scholars gain exposure in core areas of functional management. To facilitate the research scholars in carrying out research pertaining to Human resources management-marketing- finance and in operational management.

Skills acquired in this course:

Scholars acquired in this course include the ability to understand the fundamental management decision and critically evaluate a range of applied business management principles and practices to complex problem in the context of business

Teaching/Learning Strategy:

Researchers will learn through lectures-management activities-case studies-invited lectures and focused workshop.

SYLLABUS

UNIT I - GENERAL MANAGEMENT

Planning -Organising-Staffing and Controlling - Mergers and Acquisitions -Professional ethics -Business environment-Benchmarking- Management by Objectives & Exception- Management By Walking Around -Corporate social Responsibility - Business Adoption - Work-life balance-

Personality -Perception -Attitude and Values -Motivation - Job satisfaction -Leadership - Group dynamics -Organisational Climate and Culture-Organisational development.

UNIT – II HUMAN RESOURCES MANAGEMENT

Selection and recruitment -Training and Development -Industrial relations - Industrial Disputes- Labor welfare -Man power planning - Job evaluation and merit rating - Performance appraisal- Employee compensation and rewards-Knowledge management - Employee engagement - Retention strategies and outplacement.

UNIT –III MARKETING MANAGEMENT

Concepts of Marketing and market- Marketing Mix- Product- Price- Promotion- Place- Product: Product concept- Product classification- New Product Development- Product life cycle- Product mix decision- Branding- Packaging-Labelling decisions-- Pricing policies- Pricing methods. Recent innovations in online marketing.

UNIT IV – OPERATIONS MANAGEMENT

Plant Location-Plant layout -Product design & process selection -Production planning and control - Inventory Management -Materials management –Maintenance management and Emerging trend in Supply chain management.

UNIT V-FINANCIAL MANAGEMENT

Introduction to finance- Fundamental principles objectives of financial- Functions of Financial Management. Time value of Money- Investment decisions- Capital Budgeting- Investment evaluation techniques- Estimation of cash flow for new project-replacement projects- Risks in capital budgeting- Factors affecting cost of capital-- Dividend policy- Working Capital.

TEXT BOOKS

1. Peter F. Drucker- Principles and Practice of Management Practice Hall Ltd.-New Delhi.
2. L. M. Prasad(2008)- Management Principles and Practice- Himalayas Publishing House- New Delhi.

REFERENCES

1. Philip Kotler: Marketing management (Millennium edition)- prentice hall of India P (ltd)- New Delhi 2001.
2. IMP Pandey- “ Financial Management”-Vikas Publishing House Pvt.Ltd- 8th edition- 1999.
3. James C Varnhorn-“ Financial Management and Policy-” Pearson Education Asia (Low Priced Edition) 12th edition- 2002
4. Prasanna Chandra-“ Financial Management - Theory and practice-” Tata McGraw Hill Publishing Company Ltd.
5. Decenzo and Robbins- Human Resource Management-Wilsey- 6th edition- 2001
6. S. N. Chatterjee- Production and Operation Management.
7. Kazami Azhar- Strategic Management and Business Policy.

EVALUATION METHODOLOGY

Maximum - 100 marks

External - 50 marks

Internal - 50 marks

MMB6503 RESEARCH METHODS IN MANAGEMENT

5Hrs& 5 credits

An Introduction:

This course presents the fundamentals of qualitative research methods. It prepares researcher to design, carry out report, read and evaluate qualitative research projects. Scholars learn how to collect data using methods including interviewing- focus groups- participant observation- and historical work. The challenges and opportunities of research design- quality indicators and ethics are addressed. Scholars will use these theoretical underpinnings to begin to critically review literature relevant to their field or interests and determine how research findings are useful in informing their understanding of their environment (work- social- local- global).

Objective:

To enable the research scholars understand the advanced concepts of research methods. To expose the research scholars have a thorough knowledge on Research.

Skills acquired in the course:

Research skills acquired in this course to enhance their knowledge of qualitative and quantitative research methods and able to learn how to apply in their respective discipline and interpret research findings.

Teaching/Learning Strategy:

Teaching methods include readings, lectures, group discussions, exercises using SPSS and assignments. Lectures are designed such that ensure greater scholar participation.

SYLLABUS

UNIT I: RESEARCH IN MANAGEMENT

Research: Meaning – Purpose – Types of research- Significance of research – Research in Management – Steps in research – Identification- selection and formulation of research problem – Research Design – Hypothesis; concepts- sources and types – Formulation of hypothesis – Review of literature: Nature and Purpose.

UNIT II: SAMPLING METHODS AND DATA COLLECTION

Meaning of sample – Sampling theory – Sampling techniques – Probability sampling – Non probability sampling – Advantages and disadvantages of sampling – Sampling and Non-Sampling errors – Estimation of sample size -Sources of Research data: Primary and secondary sources. Primary data collection methods: Questionnaire and testing of questionnaire. Attitude measurement: Scales of measurement (Nominal- Ordinal- Interval- Ratio). Rating scales: Attitudes scales (Likert scale- semantic differential scale). Observation- Interview- Schedule.

UNIT III: STATISTICAL ANALYSIS I

Univariate analysis with the help of descriptive statistics. Investigation of association (Bivariate data). Pearson's correlation coefficient (Interval and ratio scales). Spearman's rank correlation coefficient (ordinal data). Contingency coefficient (Nominal data). Simple regression analysis – Testing of hypothesis: Framing null and alternate hypothesis. Critical region- test statistic- standard error and its role Parametric Test: Tests based on normal- t- f- Chi-square distributions.

UNIT IV: STATISTICAL ANALYSIS II

Non-parametric test; Kolomogrov – Smirnov one and two sample test- run test-MannWhitney U test- Will Coxson signed rank test – Kruskal – Wallish test – Fried mann test andKendall’s W test. Overview of some advanced statistical tools: Principle component analysis– Measures of association of minimal data: Lamda- Phi coefficient.

Unit V: REPORT WRITING

Chapter Format – Pagination –Indentation – Using Quotations – Presenting Footnotes – Abbreviations- Presentation of tables and figures – Referencing – Documentation – Use and format of Appendices – Indexing – Technique- style and linguistic aspects of Report Writing.

TEXT BOOKS

1. Kurtz- R. Norman- 1983. Introduction to Social Statistics- New Delhi- McGraw-Hill International.
2. Donald R.Cooper and Pamela S.Schindler- 2000- 6th Ed.-Business Research Methods-Tata McGraw Hill Publishing Company Limited.

REFERENCES

1. Sullivan-Monette and Dejong- 2001.Applied Social Research (Tools For The HumanServices)- Harcourt Brace College Publishers.
2. Baker- T.L.- 1999. Doing Social Research- III edition- New York- McGraw Hill.
3. Gilbert- A. and Churchil Jr.- 1983. Marketing Research: Methodological Foundations- India- Prentice Hall
4. Tull- D.S. and Hawkins- D.I.- 2000. Marketing Research: Measurement and Methods- Prentice hall India.

EVALUATION METHODOLOGY

Maximum - 100 marks

External - 50 marks

Internal - 50 marks

MMB6505 MARKETING MANAGEMENT

5Hrs& 5 credits

An Introduction

This subject aims to cover the marketing concepts and philosophies and focus on the impact of various marketing environmental factors in business. The emphasis will also be given to the difference between individual and business buyer behaviour based on their varied geographic- demographic phenomenon and how the marketers can create the competitive advantage through identifying and serving the most lucrative target group by creating distinct position in the industry. Moreover this course will also stressed on the building blocks of marketing mix and extended marketing mix and its implications for the domestic and international marketing strategies.

Objectives:

This course enable tounderstand the factors affecting consumer behavior and make the scholars carry out research on marketing management.

Skills acquired in the course:

The skills acquired in this course to investigate basic principles/concepts and practices and to develop a strong foundation in the specialized area of marketing

Teaching/Learning Strategy:

Teaching methods include readings, lectures, group discussions, exercises and assignments. Lectures are designed such that ensure greater scholar participation.

SYLLABUS**UNIT I :ADVERTISING**

Purpose and Functions of Advertising Process - Advertising in the marketing mix-Setting Advertising Objectives - The Budget Decision - Visualization of Ad Layout - Elements of Ad Copy and Creation-Media-The Internet as an Advertising Medium-Measuring Advertising Effectiveness-Sales Promotion as a Promotion Tool - Types of Sales Promotion Techniques - Evaluation of Sales Promotion Schemes.

UNIT II :SERVICE MARKETING

Nature and Scope of Services – Unique characteristics of services - Challenges and issues-opportunities-Classification of services – Expanded marketing mix –Service Life Cycle – New service development –GAP model of servicequality – Measuring service quality – SERVQUAL – Service Quality function development.Designing service delivery System– Service Marketing Strategies for health – Tourism – Financial – Logistics -Educational – Entertainment & public utility Services.

UNIT III :CONSUMER BEHAVIOUR

Introduction to the study of Consumer Behaviour- Social and Societal Marketing Concepts- Role of Research in understanding consumer behaviour: The consumer research process Model of Consumer Behaviour-Internal and external Influences- Basics of Motivation- Motivation Theories-Personality: Basics of Personality- Theories of Personality and Marketing Strategy- Applications of Personality concepts in Marketing- Personality and understanding consumer diversity Brand Personality and Perception-Consumer Learning.

UNIT IV :ANALYSING MARKETS AND MARKETING RESEARCH

Analysis of marketing opportunities -Marketing Intelligence -Analysis of micro and macro environment-Understanding individual and industrial buyer behavior-Buying decision processStrategies for market segmentation- targetingand positioning- brand management-application of marketing research-productlaunching- advertising- brand preferences-customer satisfaction-retail stores image- customer perception- distribution- competitor analysis.

UNIT V:OTHER AREA IN MARKETING

International marketing – Rural Marketing - Online marketing – Web based marketingprogrammes - Marketing to non-profit organizations - Marketing to organizations - Marketing of services – Event marketing – Emotional marketing – Holistic marketing - Emerging new trends and challenges to marketers - Building customer satisfaction -Database marketing - Customer Relationship Management.

TEXT BOOKS

1. Philip Kotler: Marketing management (Millennium edition)- Prentice Hall of India Pvt (ltd)- New Delhi 2001.
2. Zikmund & Amico, Marketing South western, Thomson Learning, 2000.
3. Sherlekar S.A., Marketing Management, Himalaya publishing, New Delhi

REFERENCES

1. Wells- Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES- Prentice-Hall
2. Suja Nair - Consumer Behaviour in Indian Himalaya Publishers-2004.

EVALUATION METHODOLOGY

Maximum - 100 marks

External - 50 marks

Internal - 50 marks

MMB6507 HUMAN RESOURCE MANAGEMENT

5Hrs& 5 credits

An Introduction

This course focuses on maximizing employee performance to meet the employer's strategic objectives. It involves concentration on policies and systems, recruitment, training, development, performance appraisal, managing payments and benefits, industrial relations, harmonious employer and employee relations and also balancing of organizational practices. To learn the major initiatives taken by a company's top management on behalf of corporates-involving resources and performance in external environments. It entails specifying the organization's mission- vision and objectives- developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

Objective:

This course enables the research scholars to gain a complete insight into different domains of human resources management. Able to help them and have a thorough theoretical as well as research knowledge of human resource practices.

Skills acquired in the course:

The scholar's learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

Teaching/Learning Strategy:

Students will learn through lectures, case study, guest lectures from corporate, management games and conference.

SYLLABUS**UNIT I: ORGANISATIONAL DEVELOPMENT**

Definitions-Characteristics of Organization Development-Evolution of human resource management-Importance of the human factor –Objectives of human resource management - Scope of HRM - HRM Models -Role of human resource manager -Skills and qualities of HR manager-Human resource policies.

UNIT II: MAN POWER PLANNING & SELECTION

Importance of human resource planning – Forecasting human resource requirement –Man power planning techniques - Recruitment and Selection - Sources of recruitment -Selection process - Screening tests – Interviews - Placement - Induction – Orientation.

UNIT III :TRAINING AND DEVELOPMENT:

Objectives of training – Training needs - Training methods – Benefits – Executivedevelopment programmes – Common practices – Organisation development –Self-development – Knowledge management.

UNIT IV: SUSTAINING EMPLOYEE INTEREST:

Motivation – theories and application – Rewards – Job satisfaction - Job design - Empowerment of employees - Participative Management - Quality of work life-Work place counseling-emotional intelligence–Career management - Development cycle - Need assessment –relationships – Employee Compensation plans - Employee Benefits - Safety and Welfare.

UNIT V: PERFORMANCE EVALUATIONS AND CONTROL PROCESS

Job evaluation - Performance Appraisal: process- methods of performance evaluation – feedback – industry practices - Control process: Importance- Methods – Requirement of effective control systems – Career planning – Grievance: causes- handling procedure – Types of industrial disputes - Machinery for settlement of disputes – Computer applications in HRM

TEXT BOOK

1. Decenzo and Robbins- Human Resource Management-Wilsey- 6th edition-2001
2. Biswajeet Pattanayak- Human Resource Management- Prentice Hall of India-2005
3. Human Resource Management-Eugene Mckenna and Nic Beach- Pearson Education Limited- 2002
4. Mamoria C.B. and Mamoria S. Personnel Management- Himalaya Publishing Company- 1997

REFERENCES

1. Arun Monappa and Mirza S. Saiyadain- “Personnel Management”- New Delhi- Tata McGraw Hill- 1995.
2. Robert L. Mathis and John H. Jackson- “Human Resource Management”- 9th Edn.- South Western College Publishing- 1995.
3. Wendell L. French- Cecil H. Bell, Jr “Organization Development”- Prentice Hall of India New Delhi 2008.

EVALUATION METHODOLOGY

Maximum - 100 marks

External - 50 marks

Internal - 50 marks

MMB6509 FINANCIAL MANAGEMENT

5Hrs& 5 credits

An Introduction

This course provides a brief introduction to the fundamentals of finance, emphasizing their application to a wide variety of real-world situations spanning personal finance, corporate decision-making and financial intermediation.

Objective:

This course make the scholars to learn the advance financial concepts and scope of Financial Management .To help the scholars to understand the application of tools and techniques of Financial Management in research in issuing securities, acquire financial evaluation technique of leasing and hire purchase.

Skills acquired in the course:

Skills acquired to manage a financial firm, to describe and apply financial concepts, theories, tools and to evaluate the role of technology and the legal, ethical and economic environment as it relates to financial institutions

Teaching/Learning Strategy:

Scholar's will learn through cases, problems, analysis of published accounts of companies, computer based exercises and understanding of real life organizations.

SYLLABUS

UNIT I: ADVANCED FINANCIAL ANALYSIS

Financial Statement Analysis – Ratio Analysis – Fund Flow and Cash Flow Analysis – Cost – Volume - Profit analysis. Advanced Financial Planning: Financial forecasting – Budgeting – Inter firm comparison-Objectives- scope and functions of Financial Management. Financial Planning – meaning and importance of Financial planning.

UNIT II: DIVIDEND POLICY

Types of Dividend – Dividend Theories – Dividend policy and Share Valuation – Factors influencing Dividend policies – Dividend policies in practice.

UNIT III: FINANCIAL SERVICES

Classification- Scope- Some special fund and non-fund based financial services: Leasing- Hire purchase- Factoring- Retail finance- Mutual funds- Credit rating- Merchant banking and venture capital.

UNIT IV: CORPORATE VALUATION

Approaches to Valuation- Stock and Debt Approach – Direct Comparison Approach – Discounted Cash Flow Approach.

UNIT V: INVESTMENT & SECURITY ANALYSIS

Introduction- Characteristics and objectives of Investment Management- Investment vs gambling and speculation- New Issue market and Stock Exchanges- Trading mechanisms in stock exchanges- Risk & Return- Stock Return and Valuation- Bond valuation- Fundamental Analysis and Economic / Industry / Company Analysis- Technical Analysis- Efficient Market Hypothesis-Corporate Governance in Developed Countries and in India.

TEXT BOOKS:

1. Prasanna Chandra- 2001 Financial Management: Theory and Practice-5th Ed.- McGraw Hill.
2. Ross-Westerfield- Jaffe- 1999 Corporate Finance-5th Ed.- McGraw Hill.
3. Brigham-Gapenski- and Ehrhardt- 1999 Financial Management: Theory and Practice-9th Ed.- Dryden Press.

REFERENCES:

1. Pandey- I.M.- 2006-Financial Management-Vikas Publishing House.
2. Vishwanath- S.R.- 2000 Corporate Finance: Theory and Practice-Response Books.
3. Fred J. Weston-Kwang S. Chung- and Susan E. Hoag- 1997-Mergers- Restructuring and Corporate Control-Prentice Hall of India.
4. M.Y.Khan- Financial Services- Tata McGraw-Hill- 12th Edition- 2012
5. NaliniPravaTripathy- Financial Services- PHI Learning- 2011.
6. Stulz- Risk Management and Derivatives-Cengage Learning- 2nd Edition-2011.

EVALUATION METHODOLOGY

Maximum - 100 marks

External - 50 marks

Internal - 50 marks

MMB6511 BANKING AND INSURANCE**5Hrs& 5 credits****An Introduction**

This course provides the new era of globalization in the banking sector and has witnessed drastic changes at structural and organizational levels. Banks act as an intermediary to transfer the resources from those who spend more than their earning to those who spend less. Banking plays a key role in deciding the best business practices in developing new markets and clients and creates new products for e-commerce and net based technologies.

Objective:

This course intends to familiarize the banking theories and practices, grasp how banks raise their sources and how they deploy it and manage the associated risks.

Skills acquired in the course:

Skills acquired in this course include the ability to understand the banking practice and credit analysis to a financial firm and critically analyze the loans and clients using e-banking.

Teaching/Learning Strategy:

Scholar's will learn through lectures, cases, invited lectures and workshop.

SYLLABUS**UNIT I: OVERVIEW OF INDIAN BANKING SYSTEM**

Overview of Indian Banking System- Functions of banks- key Acts governing the functioning of Indian banking system- Negotiable Instruments- Banking Regulations Act 1948. Types of Banks- Structure and function of commercial banks- functions of monetary policy- note issue-bankers bank- custodian of foreign exchange- credit control- interest rate and clearing function.

UNIT II :SOURCES AND APPLICATION OF BANK FUNDS

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

UNIT II CREDIT MONITORING AND RISK MANAGEMENT

Need for credit monitoring- Signals of borrowers' financial sickness- Financial distress prediction models – Rehabilitation process- Risk management – Interest rate- liquidity-forex- credit- market-Deposit account- types of accounts and demand draft.

UNIT IV MERGERS- DIVERSIFICATION AND PERFORMANCE EVALUATION

Mergers and acquisition in banks: Concept- forms of merger-acquisition -Motives for mergers and acquisition- rationale of mergers in banking sector.

UNIT V HIGH TECH E-BANKING

Payment system in India – Paper based- e-payments – Electronic banking – advantages – Plastic money- E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

TEXT BOOKS:

1. Padmalatha Suresh and Justin Paul- “Management of Banking and Financial Services- Pearson- Delhi- 2012.

REFERENCES:

1. Meera Sharma- “Management of Financial Institutions – with emphasis on Bank and Risk Management”- PHI Learning Pvt. Ltd.- New Delhi 2010.
2. Benson-Commercial banks in india-New Century publication New Delhi 2008

EVALUATION METHODOLOGY

Maximum - 100 marks

External - 50 marks

Internal - 50 marks

MMB6513 TRADE AND LOGISTICS MANAGEMENT

5Hrs& 5 credits

AnIntroduction

This course will explore the elements of integrated business logistics and the role and application of logistics principles to supply/demand/value chain management. Logistics and the supply chain strengthen the business or corporate strategy to achieve the company objectives in sales- market share- share price- returns on shareholder funds- investment and assets.

It also covers transportation, warehousing, inventory management, customer service and purchasing.

Objective:

This course intends to familiarize the students with an overview of logistics management in organisations based on the concept of supply chain management, logistical implications in the functions of the organization.

Skills acquired in this course:

Skills acquired in this course include the ability to understand with the different areas of the supply chain and their interrelationships, be familiar with the key decisions in the process of Sourcing & Procurement, to organise the Sourcing & Procurement function of the company and know how to apply techniques for supplier evaluation.

Teaching/Learning Strategy

Students will learn through various activities which may include lectures, assignments, prescribed readings, case study, researching and analysing specific information.

SYLLABUS**UNIT 1: INDUSTRIAL POLICY OF INDIA**

Review of Industrial policy and its role in Industrial development; Micro Small and Medium Enterprise Act-2006; Servicesector policy; New Economic policy (1991) and its effect; Competition Act; Public Business Vs. Private Business.

UNIT II: INTERNATIONAL TRADE

Modes of International Trade- Significance- Export Import (EXIM) Policy and Procedure – Documentation of International Trade; Balance of Trade and Balance of Payment; Changing Direction of International Trade; FEMA; Regional Co-Operation with emphasis on SAARC- NEFTA and EEC – Export Promotion Council – WTO and its Role.

UNIT III: TRANSPORT

Concept- Significance- Means of Transport- Pricing issue In Transport- Transport Competition and Co-ordination- Recent Development in Transport Sector in India.

UNIT IV: SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Role in Distribution Management Functions of players in logistics Management- Vendor Development – Present Position.

UNIT V DISTRIBUTION LOGISTICS

Elements of Distribution Logistics – Elements of cost in physical distribution system – Distribution Importance Developing Customer Service Strategic & Customer service Logistics- The Economics of Logistics- Cost associated With Logistics- Logistics in International Trade Materials handling packaging and transportation systems

TEXT BOOKS:

1. Exim Policy – Govt. of India
2. International Business – Francis Cherunilam – Himalaya Publication- Mumbai.

REFERENCES:

1. Keith Flether, Marketing Management and Information Technology Prentice Hall, 1998
2. M.L.Seth - Money, Banking, International Trade and Public Finance, LakshmiNarainAgrawal, Agra.
3. Report on Small Enterprises in India – Ministry of MSE Govt. of India
4. RBI Reports.

EVALUATION METHODOLOGY

Maximum - 100 marks External - 50 marks

Internal - 50 marks

MMB6515 OPERATIONS MANAGEMENT**5Hrs& 5 credits****An Introduction**

This course provides the management of resources and activities that produce and deliver goods and services for customers. It focuses on the basic concepts, issues and techniques for efficient and effective operations through operations strategy, product and service design, process design and analysis of capacity planning and quality management.

Objective :

This course intends to familiarize with the theories and practices of operation management so as to develop critical managerial way of thinking.

Skills acquired in this course:

Skills acquired in this course include the ability to understand the strategic role of operations management in creating and enhancing a firm's competitive advantages and issues of OM in both manufacturing and service organizations.

Teaching/Learning Strategy

Students will learn through various activities which may include lectures, assignments, case study and experts from the companies.

SYLLABUS**UNIT I :PRODUCT MANAGEMENT**

Types of products.Product development – characteristics- duration and cost-challenges.Development Process- Product Planning Process and Steps.Product Life Cycle-Technology Life Cycle - Understanding Customer Needs- Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps-Techniques.Concept Selection – Importance- Methodology- concept Screening- Concept Scoring.Concept Testing. Product Architecture- Definition- Modularity- implication- Establishment- DelayedDifferentiation-Platform Planning

UNIT II :MATERIAL MANAGEMENT

Operating environment-aggregate planning-master scheduling-manufacturing planning and control system-manufacturing resource planningenterprise resource planning-making the production plan. Materials requirements planning-bill of materials- resource requirement planning-manufacturing resource planning-capacity management- scheduling orders-production activity control-codification.Policy Decisions–objectives-control-Retail

Discounting Model- Newsvendor Model; EOQ and EBQ models for uniform and variable demand -Quantity discount models and purchase Management.

UNIT III:INDUSTRIAL DESIGN AND DESIGN TOOLS

Industrial Design- Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-RobustDesign- Design for X-failure rate curve-product use testing-Collaborative Product development-Product development economics-scoring model- financial analysis.

UNIT IV:TOTAL QUALITY MANAGEMENT

Meaning and scope of TQM-TQM and the management of change-TQM and its implication for Performance Management- Quality control and quality assurance- HRM and quality improvement measures-Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performanceimprovements.

UNIT V:SCHEDULING AND PROJECT MANAGEMENT

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shopfloor control; Flow shop scheduling – Johnson’s Algorithm – Gantt charts; personnel scheduling in services.

TEXT BOOKS:

1. J.R.Tony Arnold- Stephen N. Chapman- Lloyd M. Clive- Materials Management- Pearson- 2012.
2. P. Gopalakrishnan- Purchasing and Materials Management- Tata McGraw Hill- 2012
3. A.K.Chitale and R.C.Gupta- Materials Management- Text and Cases- PHI Learning- 2nd Edition-2006
4. ShridharaBhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.

REFERENCES :

1. A.K.Datla- Materials Management- Procedure- Text and Cases- PHI Learning- 2nd Edition- 2006
2. Karl T. Ulrich- Steven D. Eppinger- Anita Goyal Product Design and Development-Tata McGraw – Hill- Fourth Edition- reprint 2009.
3. Kenneth B.Kahn- New Product Planning- Sage- 2010.
4. A.K. Chitale and R.C. Gupta- Product Design and Manufacturing-PHI- 2008.

EVALUATION METHODOLOGY

Maximum - 100 marks

External - 50 marks

Internal - 50 marks

MMB6517 ENTREPRENEURSHIP DEVELOPMENT

5Hrs& 5 credits

An Introduction

This course provides to develop an entrepreneurial mindset that incorporates creativity, innovation, understanding of the nature of entrepreneurship, characteristics of the entrepreneur and the role of the socio-cultural and global economic environment in fashioning innovative entrepreneurship.

Objective:

This course intends to familiarize with the theories and practices of entrepreneurship so as to develop a successful entrepreneur.

Skills acquired in this course:

Skills acquired in this course to understand the entrepreneurial innovation and development within their business, workplace or community. Students will gain knowledge and skills needed to run a business.

Teaching/Learning Strategy

Students will learn through various activities which may include lectures, case study and guest lecture from successful entrepreneur.

SYLLABUS

UNIT I: INTRODUCTION TO ENTREPRENEURSHIP

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II :ENTREPRENEURIAL ENVIRONMENT

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business- Entrepreneurial Entrepreneurial success and failures.

UNIT III: SETTING UP OF A SMALL BUSINESS ENTERPRISE.

Identifying the Business opportunity - Business opportunities in various sectors formalities for setting up of a small business enterprise. – Environmental pollution Related clearances. Sickness in Small Business Enterprises- Causes of sickness –Government policies on revival of sickness and remedial measures.

UNIT IV:PREPARING A BUSINESS PLAN

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT V:LAUNCHING THE NEW VENTURE

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups- Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of BusinessUnits- Effective Management of small Business.

TEXT BOOKS:

1. Charantimath, Entrepreneurship Development Small Business Entreprises-- Pearson
2. VasantDesai, Small Scale Industries and Entrepreneurship- HPH.
3. Kuratko&Hodgetts, Entrepreneurship in the new Millennium-Cengage

REFERENCES :

1. Sahay&Sharma , Entrepreneurship& New Venture Creation- EB
2. Dr.S.S. Kharkha Entrepreneurial Development, Sulthan Chand.
3. Roy, Entrepreneurship, Oxford
4. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
5. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.
6. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
7. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.

EVALUATION METHODOLOGY

Maximum - 100 marks

External - 50 marks

Internal - 50 marks

MMB6519 INFORMATION TECHNOLOGY

5Hrs& 5 credits

An Introduction

Introduction: The main objective to guides researcher through choosing, developing and managing information systems to achieve business aims. In modern business, good development and management of business information systems are central to the success or failure of the organisation. Researcher is equipped with relevant business management tools to take on the challenges of the global business scenario.

Objective:

Able to develop a critical understanding of the information systems life-cycle, together with an appreciation of issues involved in the design, implementation and management of business information systems from the perspective of the business user.

UNIT –I Foundation of Information Systems

Data, information and knowledge from a systems perspective- Information systems strategy and competitive advantage. The impact of IS on organisational forms. Outsourcing and resource management- The value of information systems. IS failures and their implications. The systems life-cycle: feasibility study, system investigation, system analysis and design, systems development and testing, implementation and training, review and maintenance. Systems analysis tools and techniques: data flow diagrams, entity models, process diagrams. The role of the business/systems analyst.

UNIT- II Web Technology

Web services- Architecture-Key Technologies-UDDI-WSDL-ebXMLSOAP And Web Services In E-Com-Overview Of. NET And Role Of XML-XML and The Web-XML Language Basics-SOAP-Web Services-Revolutions Of XML -Service Oriented Architecture (SOA).

UNIT -III DATABASE IMPLEMENTATION

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing –ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

UNIT-IV SECURITY, CONTROL AND REPORTING

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

UNIT-VNEW INITIATIVES

ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXT BOOKS

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning,
2. RamezElmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th ,Pearson Education, 2004.
3. Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012,

REFERENCES :

1. Abraham Silberschatz, HenryKorth, S, Sudarshan, Database System concepts' *, 5 thEdition , (McGraw Hill International)
2. Jiawei nan, MichelineKamber,Data Mining : Concepts and Systems'*, (MorganKaufmann Publishers)
3. Rob Coronel,Database Systems : "Design implementation and management", ,4th Edition, (Thomson Learning Press)
4. Alexis Leaon, Mathews Leon, Database Management System, (leon press)
5. SandeepChatterjee, James Webber, "Developing Enterprise Web Services",Pearson Education, 2004
- 6.S. Tanenbaum, Distributed Operating System - Andrew . 1994, PHI

EVALUATION METHODOLOGY

Maximum - 100 marks

External - 50 marks

Internal - 50 marks

SEMESTER II MMB 6600 DISSERTATION & VIVA VOCE

1. THE PREAMBLE

This manual is intended to provide broad guide lines to the students of Management programme at The American College in carrying out an independent scientific inquiry and emphasis on report writing and presentation. The students are expected to carefully read the instructions given in the sequel and meticulously follow then in the preparation of the report. Non-compliance with any of these instructions may lead to the summary rejection of the report submitted.

2. THE CONTENT

The researcher deals with a goal-oriented system of people and other resources like money, equipment, information and material. He sets objectives for the research, which he consciously builds up. In the process of accomplishing these objectives, the researcher will have several alternative courses of action from he has to choose the best one that is optimal. The researcher would be highly effective if he were capable of making an optimum choice every time he makes a decision. The research approach or investigative approach aims at this effectiveness. Since decision making is a problem solving process in an organizational context, research becomes important. In this, the student will identify a decision problem lay down the detailed steps of the investigation, collect accurate data, use statistical or logical procedures to verify the idea or a concept. Thus a student preparing to manage business, not-for-profit, and public organizations – in all functional areas- need building in a disciplined process for conducting an inquiry related to a management dilemma. To encourage them to think in a holistic and strategic mode this module should be beneficial.

3. ACTION PLAN FOR PROJECT WORK

The student identifies a company and has to choose a topic as per the procedures listed below and in consultation with organization guide and finally approved by the faculty guide. In the entire process the student is advised to strictly adhere to the time schedule /deadlines.

4. AN OUTLINE GUIDE FOR THE DESIGN OF RESEARCH PROBLEM

(Based on Russell L. Ackoff, The Design of Social Research (Chicago: University of Chicago, 1953) adapted by Delbert C. Miller in Handbook of Research Design and Social Measurement, 3rd Ed. New York: David McKay Company, Inc. 1977.)

1. *The Problem*

1. Present, clear, brief statement of the problem with concepts defined where necessary.
2. Show that the problem is limited to bounds amenable to treatment or test .

2. *Describe the significance of the problem with reference to one or more of the following criteria:*

1. It is timely
2. Relates to a practical problem

3. relates to a wide population
 4. relates to an influential or critical population
 5. fills a research gap
 6. permits generalization to broader principles of social interaction or general theory
 7. sharpens the definition of an important concept or relationship.
 8. has many inflection for a wide range of practical problems.
 9. may create or improve an instrument for observing and analyzing data
 10. provides opportunity for gathering data that is restricted by limited time available for gathering particular data.
 11. provides possibility for a fruitful exploration with known techniques.
3. *The Theoretical Framework*
 1. Describe the relationship of the problem to a theoretical framework.
 2. Demonstrate the relationship of the problem to the previous research
 3. Present alternate hypotheses considered feasible within the framework of the theory.
 4. *The Hypotheses*
 1. Clearly state the hypotheses selected for the test. (null and alternate hypothesis should be stated)
 2. Indicate the significance of test hypotheses to the advancement of research and theory.
 3. Define concepts or variables(preferably in operational terms)
 - a. Independent and dependent variables should be distinguished from each other.
 - b. The scale upon which variables are to be measure (quantitative, semi-quantitative, or qualitative) should be specified.
 5. *Design of experiment or inquiry*
 1. Describe ideal design or designs with special attention to the control of interfering variables.
 2. describe selected operational design.
 - a. Describe stimuli, subjects, environment, and responses with the objects, events, and properties necessary for their specification.
 - b. Describe how control of interfering variables is achieved.
 3. Specify statistical tests including dummy tables for each test.
 - a. specify level of confidence desired.
 6. *Sampling procedures*
 1. Describe experimental and control samples
 - a. Specify the population to which the hypotheses are relevant.
 - b. Explain determination of size and type of sample
 2. Specify method of drawing or selecting sample
 - a. specify relative importance of Type 1 error and type II error.
 - b. Estimate relative costs of the various sizes and types of samples allowed by the theory.
 7. *Methods of Gathering data*
 1. Describe measures of quantitative variables showing reliability and validity when these are known. Describe means of identifying qualitative variables.
 2. include the following in description of questionnaires or schedules, if they are used:

- a. Approximate number of questions to be asked of each respondent.
 - b. Approximate time needed for interview
 - c. The schedule as it has been constructed to this time.
 - d. Preliminary testing of interview and results.
3. Include the following in description of interview procedure, if this is used.
 - a. means of obtaining information i.e., by direct interview, all part by mail, telephone or other means.
 - b. Particular characteristics interviewers must have or special training that must be given to them.
4. Describe use to be made of pilot study, pretest , or trialrun.
 - a. Importance of and means for coping with unavailables, refusals, and response error.

8. *Working Guide*

Prepare working guide with time and budget estimates.

- a. planning
- b. pilot study and pretests.
- c. Drawing sample
- d. Preparing observational materials
- e. Selection and training
- f. Trial plan
- g. Revising plans
- h. Collecting data
- i. Processing data
- j. Preparing final report

9. *Analysis of results*

Specify method of analysis

- a. use of tables, calculator, sorter, computer etc.
- b. use of graphic tables
- c. specify type of tables to be constructed.

10. *Interpretation of results*

- Discuss how conclusions will be fed back into theory.

11. *Publication or reporting plans*

- Write these according to department requirements.
- Select for journal publication in the most significant aspects of the problem in succinct form(probably not in excess of fifteen typewritten pages double spaced). Follow style and format specified by the journal to which article will be submitted.

5. **THE REPORT**

The whole exercise culminates with a submission of a report by each student. The dissertation submitted should be a report of the research work carried out by the student, leading to the discovery of new facts or to a establishment of a correlation between facts which are already known. The nature of the research work thus

carried out may be analytical, experimental or descriptive or case study or a combination of any the one. It is further expected that the work reported be of such quality and nature and adds value to the existing body of knowledge in the discipline where the student specializes.

6. EVALUTION PATTERN