

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.

Teaching and Examination: Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

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.Littles 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.

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

ELECTIVES FOR IV SEMESTER

A) MARKETING

1.SERVICES MARKETING

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.

References :

1. Services Marketing - S.M.Jha - Himalaya Publishing Company 1998, Mumbai.
2. Services Marketing - Indian experiences - Ravishankar - South Asia Publication 1998, Delhi.
3. Services Marketing: Integrating Customer Focus across the Firm – Valarie A Zeitnamd and Mary Jo Bitmer, 3rd Edition, TMH, 2003.
4. Services Marketing - Text & Readings - P.K. Sinha & S.C.Sahoo - Himalaya, Mumbai.
5. Essence of Services Marketing - Adrian Pyne - Prentice Hall of India, New Delhi.
6. Services Marketing - Lovelock - Prentice Hall
7. Services Marketing - Jeithaml - I.S.E.
8. Services Marketing - Gousalves - Prentice Hall
9. Services Marketing - Principles & Practice - Palmer, Prentice Hall.
10. Services Marketing - Woodruffe - McMillan.
11. Ravi Shankar, Services Marketing, Excel, 2000.

2. BRAND MANAGEMENT

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

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

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.

References :

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

4.RETAIL MANAGEMENT

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.

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.

B) HUMAN RESOURCE

5. EMPLOYEE TRAINING & DEVELOPMENT

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 departmentmarketing 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 designsdetermining 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 systemsdistance learning-technologies for training support-technologies for training administrationlearning 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 pathsplateauing-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 deliveryincreased emphasis on speed in design-focus in content, and use of multiple delivery methodsincreased 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.

References :

1. NoeNR Employee Training and Development McGraw Hill 2007
Janakirama "Training And Development" Indian text Edition - Biztantra Publication 2009

6. ORGANISATIONAL DEVELOPMENT

AIM : To enable the students on the principles and practices of developing organizations. The specific areas covered are:

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)

AIM : 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.

References :

1. Personnel Management & Industrial Relation -P.C.Tripathi
2. Dynamics of Personnel Management - C.B.Mamoria
3. Human Resource Management - N.G.Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P.SubbaraoHimalaya.
5. N.D. Kapoor - Mercandile Law - Sultanchand & Sons
6. R.Venkatapathy & Assissi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

FINANCE

8. INTERNATIONAL FINANCIAL MANAGEMENT

Subject Description:

IFM describes the international financial environment, foreign exchange and derivatives market, managing foreign exchange risk, foreign Investment analysis and the ways to managing multi national working capital management.

Objectives:

On successful completion of the course the students must be able to

1. Understand International Financial Environment
2. Understand the operations of foreign exchange derivatives market
3. Manage the foreign exchange risk
4. Analyse the foreign investment proposals
5. Manage the working capital of MNCs .

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.

References :

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

9. INSURANCE AND RISK MANAGEMENT

Subject Description: Provides an overall view of the risk, risk management process. It further elaborates on property and liability risk management, Life, Health and income exposures. It explains the state of affairs of insurance industry in India. **Goals :** To help the student to understand the risk and its management process through insurance and other methods. **Objectives:** On successful completion of the course the student should be able to 1. Calculate the risk and manages it 2. Understand the Property and Liability Risk Management techniques 3. Understand the risk management techniques of Life, Health and Income exposures. 4. Understand the functioning of Insurance Industry in India. **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 . *MBA – 2011-12 & Onwards -Colleges Annexure No.67A Page 12 of 12 SCAA - Dt. 23.03.2011*

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

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.

Reference:

1. Cost Management - Guan. I lansen and Mower. (South Western Cengage Learning)
2. Cost Management: A Strategic Emphasis - Blocher, Chen, Cokins and Lin. (Tata Me Graw Hill)
3. Advanced Management Accounting - Atkinson and Robert Haplan. (Prentice Hall of India)
4. Cost Management - .lawahar Lai (Tata Me Graw Hi 11)
5. Introduction to Management Accounting - Hongren, Sundem and Stratton. (PHI)

SYSTEMS

11. 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.

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.

12. E-MARKETING

Unit I

e-Marketing challenges and opportunities; e-business models; Customers in the 21st Century; Market Segmentation; Consumer Navigation behaviour.

Unit II

e-Marketing Plan; Environmental Scan; market opportunity analysis; design marketing-mix; database marketing.

Unit III

e-Marketing information system; Marketing knowledge; marketing data collection [intelligence]; internet based research approaches; marketing databases and data ware houses; data analysis.

Unit IV

Product adoption and Product life cycle; Customer value online : Branding, Labeling, Online benefits; new Product strategies; new product trends; Pricing; intermediaries; distribution channels; direct selling.

Unit V

Integrated marketing Communication; Communication strategies; net as a medium; building customer relationship; CRM.

Reference :

1. Judy straus, Raymond frost, e-marketing, Pearson Education, New Delhi.
2. Internet marketing - Rafi Mohammed; Robert J.Fisher, Bernard.J Jacowiski, Aileen M.Cahill - Tata McGraw Hill, New Delhi.
3. Ravi Kalakota, Andrew B.Whinston - Electronic Commerce, Pearson Education.
4. Schneider & Perry, Electronic Commerce, Thomson learning.
5. Strauss & Frost, E-Marketing, Prentice Hall.
6. Albert Napier et.al., Creating and Willing E-Business, Vikas Publications.

PRODUCTION

13. 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.

REFERENCES :

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

14. SUPPLY CHAIN MANAGEMENT

Aim

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.

REFERENCE

1. Supply Chain Management – For Global Competitiveness – B.S. Sahay – Macmillan India Limited, 1999.
2. Supply Chain Management: Strategy planning and operations – Sunil Chopra and Peter Meindal, 3rd Edition, PHI, 2007
3. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies –Simchi-Levi, Kaminsky and Simchi-Levi, 2nd Edition, TMH, 2007
4. Robert B.Handfield & Ernest L.Nichols.JR., Introduction to Supply Chain Management, Prentice Hall of India, New Delhi.

HEALTH CARE MANAGEMENT

15. PUBLIC HEALTH SYSTEMS AND HEALTH INSURANCE

Objectives:

1. Understand the policies and theories for creating a better provision for health care.
2. Developing knowledge in the area of health sector reform with a special emphasis of Indian Health sector related policies.
3. To familiarize the students in the area of risk management and insurance.
4. To focus the students more specifically on health insurance products.

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)

References:

1. Health Planning for Effective Management – William A Reinks, Oxford University Press.
2. Health Sector Reform in Developing Countries - Peter Berman, Harvard University Press, 1995
3. Business Planning for Health Care Management – Piggot, Carolyn Semple – UK open University Press.
4. Insurance Law and Practice, Rajiv Jain and Rakhi Biswas, Vidhi Publishers, Delhi
5. Safety and Risk Management, Shailendra K Singh, Mittal Publishers.

16. 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.

References

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

ENTREPRENEURSHIP

17. 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-V

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

Reference :

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.

GENERAL

18. 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,

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.
