

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046
 SCHOOL OF DISTANCE EDUCATION (SDE)
 for the SDE students admitted during the academic year 2011-12 & Onwards

M.B.A - Project Management
 (Annual Pattern)

<u>Paper</u>	<u>Name of the Subject</u>	<u>Marks</u>
<u>First Year</u>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
<u>Second Year</u>		
2.1	Project Formulation and Appraisal	100
2.2	Project Support System	100
2.3	Project Planning and Execution	100
2.4	Project Risk Management	100
2.5	Project Control System	100
2.6	Project Management Software	100
2.7	Small Business Management	100
2.8	Business Environment and Ethics	100
2.9	Strategic Management	100
Total		1800

1.1.Principles of Management and Organizational Behaviour

UNIT I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

UNIT II

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

UNIT III

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

UNIT IV

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity.

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

Emotions and Emotional Intelligence as a managerial tool. 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 V

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams.

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

REFERENCE

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

1.2. Managerial Economics

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

REFERENCE

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

1.3. Accounting and Finance for Managers

UNIT I

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

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT III

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.

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

UNIT IV

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Dividend Policy. 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.

REFERENCE

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

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

1.4. Marketing Management

UNIT I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; 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, Branding and Packaging, 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; Market logistics decisions.

UNIT IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce 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, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

REFERENCE

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgatiya, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

1.5. Human Resource Management

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 relation 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.

REFERENCE

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.

3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

1.6. Quantitative Techniques for Management

UNIT I

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

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

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 V

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

REFERENCE

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

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

1.7. Research Methods for Management.

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.

REFERENCE

1. Rao K.V.Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

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

1.8. CORPORATE COMMUNICATION

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.

References:

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

1.9. 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.

References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, 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. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

Questions : 40% of the questions shall be problems
60% of the questions shall be theory based.

II Year

2.1. : Project Formulation and Appraisal

Unit - I: Economic planning and development - Need in the globalization era - Projects and sectoral development: Agricultural, Industrial, Infrastructural, Educational and Social Welfare sectors.

Unit II: Conceptual framework of project management - Project - Meaning and definition; Features of projects; Classification and types of projects - Overseas projects - Turnkey projects and its significance - Project life cycle: Significance, Stages, Approaches of privatization projects: BOOM, BOT, BOO, BOOT.

Unit III: Project identification: Scouting and screening of project ideas - Basic criteria or selecting the best project opportunities - Project identification for an existing company.

Unit IV: Project formulation - Meaning - Stages in project formulation - Need for feasibility studies - Technical and organizational aspects and economic and commercial aspects.

Unit V: Project appraisal - Market appraisal - Appraisal of managerial and technical aspects - Financial and commercial appraisal - Economic analysis: Economies of scale, Employment generation, social cost and benefit analysis, Contribution to government revenue, Political stability, Priority and Evaluation of international competitiveness - Feasibility studies - Need for feasibility studies. Components of feasibility studies - Feasibility report preparation.

Reference Books:

1. S.Choudury, Project Management, Tata McGraw Hill Publications
2. ICMR, Project Management Text Book, ICMR Books
3. N P Agarwal, B K Mishra, Project Appraisal, RBSA Publishers
4. Prasanna Chandra, Projects, Tata McGraw Hill Publications

2.2. Project Support System

UNIT I: Project Support Facilities: Need for support system - Nature and types of project supporting facilities - Incentives and subsidies - Role of Governmental Departments: Department of Planning and Programme - GOI - Department of Planning in the State Government - Department of Science and Technology - Indian Investment Centre.

UNIT II: Marketing support - Marketing plan - Marketing process - Market positioning - Marketing intelligence - Institutional support: NSIC, STC, MMTC, State Small Industries Corporation - Export Trade Promotion Councils - Commodity Boards, KVIC.

UNIT III: Technical Support: Know-how designing and development - Process designing - Selection of machinery and equipment - Setting quality standards - Appropriate technology - Licensing and registration - Pollution and effluent treatment -Institutional support: Department of Science and Technology, CSIR, ITCOT, SISI, STED & Steps, Productivity Councils, Project and Equipment Corporation of India.

UNIT IV: Financial Support - Estimating the project cost - Designing judicious financing plan - Means of financing - Institutional support: Central and State level development banks: IDBI, NABARD, SIDBI, SFCS, EXIM Banks - Commercial Banks - Leasing companies and investment institutions - Role of international financial agencies: World Bank, ADB and IBRD.

UNIT V: Management, Consultancy and Training Support: Advisory services such as legal, environmental, managerial and human aspects - Awareness training, motivation training and management training. Institutional Support: District Industries Centre, Small Industries Service Institute - Small Industry Extension Training Institute - SIDCO, FASSI, National Science and Technology - Entrepreneurship Development Board - Management consultancy organizations: Centre for Entrepreneurship Development - Non-governmental Organizations.

REFERENCE BOOKS:

1. Machiraju H R, Project Finance.
2. Pahwa H P S, Project Financing: Policies, Procedures and Practice.
3. Vasant Desai, Dynamics of Entrepreneurial Development and Management.

2.3. Project Planning and Execution

Unit I: Project management - Definition, Nature and scope of Project Management-Approaches to Management - System approach - Development of a project system - Project Planning - Functions of Planning - Area of planning - Project objectives and policies - Project designing and time estimation.

Unit II: Project organization - Forms of organisation – Line & Staff, Functional, Divisional, Matrix and Projectised organisation - Project contracting - Principles of project contracts - Contracting process compilation of contracts - 3 R's of contracting-Responsibility; Risk and Reimbursement - Global tendering. Bidding and Bid evaluation - Pricing Terms and Estimation - Project Negotiation - Delivery terms and its significance.

Unit III: Project scheduling and time monitoring; Scheduling to match availability of manpower and release of funds - Project cost monitoring; Cash flow projections, value engineering.

Unit IV: Project implementation - Factory design and layout - Project work system design - Work breakdown structure - Project execution plan - Project procedure manual - Project diary - Pre-requisites for successful project implementation. Project overruns - Time and cost overrun; Factors; Effects and control thereof.

Unit V: Project review: Project management performance - Performance indicators - Financial review; Technical review; Marketing review; Management review and Economic review - Performance improvement - Project Management Environment. Project audit - Definition, Scope and Objectives - Auditor's role.

REFERENCE BOOKS:

1. Prasanna Chandra Projects: Planning, Analysis, Selection Implementation and Review.
2. P. Gopalakrishnan, VE. Ramamoorthy: Text Book of Project Management
3. Kerzner Harold: Project Management
4. Dennis Hock: Project Management Hand Book.

2.4. Project Risk Management

UNIT I: Risk Management: Concept and objectives - Definition of risk and uncertainty - Classification of risk: Pure and speculative risks - Cost of risk - Risk management process - Contributions of risk management to business, society and family.

UNIT II: Risk Management in Business: Risk vis-à-vis size and types of business -Scope of risk manager's duties - Risk management corporate policy and strategy.

UNIT III: Risk Identification and Measurement: Identification methods: Checklist, questionnaire, financial statement analysis, flow-chart, on-site inspection, record of losses, threat

analysis, event analysis, and safety audit - Measurement methods: Frequency and severity measures - Probability approach.

UNIT IV: Risk Exposure Losses: Property loss exposures - Types - Net income loss exposures - Valuation of potential loss - Decrease in income - Increase in expenses -Liability loss exposure: Civil liabilities of business houses: Form contracts, omissions, commissions, bankruptcy, etc-

UNIT V: Risk Management Techniques: Avoidance - Loss control - Separation -Combination – Transfer - Risk Retention: Concept and need - Methods of financing risk retention -Insurance-Reinsurance. Approaches to selecting risk management tools: Quantitative approaches: Loss method - Expected loss method - Worry method - Critical probability method - Risk adjusted capita! Budgeting.

REFERENCES:

1. ArthurWilliams C,Richard M Heins, Risk Management and Insurance McGraw Hill.
2. Aheam J L and Pritchett S T, Risk Insurance, West Publishing Co,
3. Lalley P Edward, Corporate Uncertainty and Risk Management, New York Risk Management Society Publication.
4. Insurance Institute of India: Study Materials.

2.5. Project Control system

Unit I: Project Decision Making - Concept and Design - Types o Decision -Approaches lo Decision Making - Decision Systems - Information needs of Different Decision Systems.

Unit II: Multiple Projects and Constraints - Methods of Ranking ~ Mathematical programming approach - Linear programming model; Goal programming model - Queuing models for decision making - Elements of different queuing models - Uses and limitations.

Unit III: Risk analysis: Measures of risk - Mathematical analysis, Sensitivity analysis - Simulation analysis. Decision tree analysis - Selection of project - Risk analysis in practice - Portfolio theory approach - CAPM approach -Little rmirless approach - Applied utility theory, approach - Abandonment value analysis.

Unit IV: Network analysis and decision making - PERT and CPM techniques - Nature and uses thereof in decision making. Project scheduling: Crash coursing in project decision.

Unit V: Project monitoring and management information system - Role of computer -Resource monitoring and control - Project management softwares.

REFERENCE BOOKS:

1. Rusion S. Davar: Executive Decision Making: Modem Concepts and Techniques.
2. J.K.. Srivastava, G.V.Shenoy and SC. Shanna: Quantitative Techniques for Managerial and Decision Making.
3. Pilcher.Roy: Appraisal and Control of Project Cost.
4. Pilale R.L : Project Appraisal Technique.
5. Chitale V.P: Project Viability in inflationary conditions : A study of capital cost and project viability.

2.6. Project Management Software

Unit I: Project management software: Introduction-Need-Application of software relating to project.

Unit II: An overview-Introduction-Components-Planning technique - Project organization - Project stages-Project procedures- Directing, Starting, Initiating-Controlling a stage -Managing product delivery-Managing Stage boundaries-Closing the project.

Unit III: BS 6079:1996 An overview - Introduction-planning process- BS 6079 planning steps- Project control - Support techniques.

Unit IV: Euro method -An overview - Aims- Basic Euro method model – overview of EM Acquisition process - Acquisition goal definition - Acquisition planning - Procurement - Adaptation planning - Method bridging.

Unit V: ISO 12207: An overview- Introduction ISO 12207 approach to software lifecycle data and processes - Acquisition process - Supply process – Development process - Project management bodies of knowledge- Introduction- Project management institute ~ Australian institute of project management ~ Association for project management - UK national vocational qualification - - Information systems examination board.

REFERENCE BOOKS:

1. Bob Hughes and Mike Cotterell, Software Project Management, TMH.
2. Ravi Kalakota, Andrew B. Whinson, Frontiers of Electronic commerce, Addison Wesley Longman.
3. Yeates, Donald & James Cadie, Project Management for Information Systems, 2nd edn. Pitman Publications, London, 1996.
4. British Standards Institution, BS 6079 Guide to Project Management, BSI. London, 1996.
5. Central computer and Telecommunications Agency, PRINCE 2: Project Management for Business, The Stationery Office, London, 1996.

2.7. SMALL BUSINESS MANAGEMENT

UNIT 1

Small Scale Sectors: Introduction – Indian economy – Importance – Advantages – Development of SSI in India – Pre-independence and post independence scenario of small business – The growth of small business through

UNIT 2

Small Scales Industries in India: Role of small business in industrialization of India – Public sector outlays and plan provisions for village and small business – Industrial development in backward regions – Policies and programmers for development of small business – Industrial estates.

UNIT 3

Capital structure of selected units – Nature of activity of sample units – Occupational background – Locations, social status – Educational status of sample units – Capital structure – Sources of inputs and markets – Income and capital intensity.

UNIT 4

Human resources in small business – Nature of occupation – Production – Work environment – Sex issues – Distribution of workforce and child labour – Employment size – Welfare of workforce – Value of output – Employment intensity.

UNIT 5

Problems of small business – Managerial expertise – Training – Credit facilities – Marketing problems: Raw material – Labour – Transportation – Storage etc.

UNIT 6

Small Business Promoting Institutions: Small Industries Development Organisation (SIDCO) - SISI – NSIC – NIESBUD – SIDBI – NISIET – National Productivity Council (NPC)

Incentives and Facilities: Tax incentives and holiday – Credit policies – Industrial policies.

REFERENCE BOOKS:

1. Subba rao PD, Entrepreneurship and Small Business Management, Discovery Publishing House
2. Laxmi Narasiah M, Duvana Margaret B, Small Scale Industry, Discovery Publishing House.
3. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House.

2.8. BUSINESS ENVIRONMENT AND ETHICS

Objectives: To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

UNIT 1 :- Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

UNIT II:- Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – 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.

UNIT III :- Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.

UNIT IV:- Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts &deficit financing

UNIT V:- Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.

REFERENCES:

Adhikari.m - Economic environment of Management
Francis cherunnilam - Business environment
Pruti s . economic & managerial environment in India
Davis & keith William c . frederik - business and society
Amarchand d - Government and business
Mankard _ Business Economics
A.N Agarwal _ Indian economy
Steiner and Steiner – Business Ethics – Mc-Graw Hill
Raj Agarwal – Business Environment – Excel Books.

2.9. STRATEGIC MANAGEMENT

Objectives: To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies

UNIT I

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchal levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

UNIT II

Environmental Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environmental 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 -Stakeholders' expectations, Scenario-planning - industry analysis.

UNIT III

Strategy formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non- profit organizations 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 implement & Control:

Various approach to implementation of strategy - Matching organization structure with strategy - 7Smodel - Strategic control process - Du Pont’s control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter’s approach for Globalization - Future of Strategic Management.

Reference

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- 2.A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
- 3.Micheal Porter, Competitive Strategies.
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- 5.Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill.
- 6.Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
- 7.Gerry Jhonson & Keven Scholes, Exploring Corparate Strategy: Text And Cases,Ph
- 8.Jaunch .L ,Rajive Gupta & William.F.Glueck ,Business Policy And Strategic Management ,Frank Bros & Co,20003
- 9.Fred R.David ,Strategic Management Concept &Cases ,Pearson,2003

QUESTION PAPER PATTERN

Time : 3 Hours

Max Marks : 100

Answer any Five Questions

(5 X 20 = 100 Marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
