ANNA UNIVERSITY OF TECHNOLOGY
COIMBATORE

DIRECTORATE OF ONLINE AND DISTANCE
EDUCATION

MBA
(Academic Year: 2010-11)

SYLLABUS
WITH CURRICULAM & REGULATIONS
(SEMESTER - I to IV)
This regulation is applicable to all candidates admitted into MBA Programmes from the academic year 2010-11 onwards.

1. PRELIMINARY DEFINITIONS AND NOMENCLATURE

In this Regulation, unless the context otherwise requires:

i) “Programme” means MBA programme.

ii) “Branch” means specialization or discipline of MBA programme.

iii) “Course” means a theory or practical subject that is normally studied.

iv) “University” means ANNA UNIVERSITY OF TECHNOLOGY COIMBATORE.

2. PROGRAMMES OFFERED

1. Airline and Airport Management
2. Banking, Insurance & Financial Services
3. Financial Management
4. General Management
5. Healthcare and Hospital Management
6. Human Resource Management
7. International Business Management
8. Marketing Management
9. Software Enterprises Management
10. Telecom Management
3. ADMISSION
1. Candidates seeking admission to the first semester of the four semesters MBA Degree Programme:
   - Should possess the degree from a recognized University
   - Should have passed the Higher Secondary Examination of (10+2) curriculum (Academic stream) prescribed by the Government of Tamil Nadu or authority accepted by the Syndicate of Anna University Coimbatore as equivalent thereto.
2. The eligibility criteria shall be prescribed by the Syndicate of the University from time to time.

4. STRUCTURE OF PROGRAMME
1. Every Programme shall have a curriculum comprising of theory courses and a project work with well defined syllabi.
2. The medium of instruction, examinations and project report shall be in English.

5. DURATION AND PATTERN
A student is normally expected to complete the MBA Programme in 4 semesters (Two academic years) but in any case not more than 8 semesters (Four academic years) from the admission.

6. INTERACTIVE LEARNING PROGRAMME
1. Interactive Learning Programmes are arranged on Saturdays and Sundays or on Public Holidays. Attendance in Three ILPs is compulsory to appear for University Examination. University will arrange Tele Conference / Case Studies in different centres after due notification.
2. Those who did not attend the required number of ILPs can get permission from the Director and submit Additional Term Paper (ATP) / Mini Project Work (MPW) and appear for the examinations.
7. SYSTEM OF EXAMINATION

1. Performance in each course (other than project work) of study shall be evaluated as follows:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Mode of Examination</th>
<th>Percentage of Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Terminal Examination</td>
<td>80%</td>
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<tr>
<td>2</td>
<td>Continuous Assessment (Assignments)</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

2. Each theory course shall be evaluated for a maximum of 100 marks and the project work shall be evaluated for a maximum of 300 marks.

3. The University examinations of 3 hours duration shall ordinarily be conducted between December & January and between May & June.

8. REQUIREMENTS FOR APPEARING FOR UNIVERSITY EXAMINATION

A candidate shall normally be permitted to appear for the University examination of the current semester if he/she satisfied the following condition requirement:

- Student is expected to attend all ILP classes and secure 100% attendance. However, in order to allow for certain unavoidable reasons, the student is expected to attend at least 50% of the ILP classes (Three pair of Saturday and Sunday).

  Note: A candidate who could secure lesser than 50% of attendance shall be given exemption with the permission from the Director and he/she shall be permitted to appear for the examinations by submitting Additional Term Paper (ATP) / Mini Project Work (MPW).

- Registration is mandatory for current semester examinations as well as arrears examinations. Student is expected to register for examination for all courses of that semester.

9. PASSING REQUIREMENTS

1. A candidate, who secures not less than 50% of total marks prescribed for all the courses with a minimum of 50% of marks in continuous assessment and 50% of marks in university examination, shall be declared to have passed the Examination. If a candidate fails to secure a pass / absent in a particular course, it is mandatory that he/she register and reappear for the examination in that course during the next semester when examination is conducted in that course; he/she should continue the same till he/she secures a pass. However, the continuous assessment marks
obtained by the candidate in the first attempt shall be retained and considered valid for all subsequent attempts.

2. In case the candidate fails to submit the assignments within the stipulated date prescribed by the university, He / She will be considered to have failed in the internal assessment thereby foregoing the continuous assessment marks of 20. However the candidate can pass the external terminal examination by securing minimum of 62.5 marks out of 100.

3. A candidate who opts for project work shall be declared to have passed in the Project work and Viva–voce examination, if he/she secures an overall minimum of 50% marks. If a candidate fails to secure a pass / absent in the Project work and Viva-voce examination may be permitted to resubmit a project and appear for the viva – voce for the second time if so recommended by the examiners. No candidate shall be permitted to submit the project work and appear for the Viva – Voce on more than two occasions.

Note: - If a student indulges in malpractice in any of the University examinations, he/she shall be liable for punitive action as prescribed by the University from time to time.

10. ELIGIBILITY FOR THE AWARD OF DEGREE

A student shall be declared to the eligible for the award of the MBA Degree provided the student has

- Successfully completed the course requirements and passed all the prescribed examinations in all the 4 semesters within a maximum period 4 years reckoned from the commencement of the first semester to which the candidates was admitted.
- The award of Degree must have been approved by the Syndicate of the University.

11. CLASSIFICATION OF THE DEGREE AWARDED

1. A candidate who qualifies for the award of the Degree having passed the examination in all the courses of all the four semesters in his/her first appearance within four consecutive semesters and securing an aggregate of not less than 75% of total marks shall be declared to have passed the examination in Distinction.

2. A candidate who qualifies for the award of the Degree having passed the examination in all the courses of all the four semesters within a maximum period of four consecutive semesters reckoned from the commencement study in the first
semester and securing an aggregate of not less than 60% of total marks shall be declared to have passed the examination in First Class.

3. A candidate who qualifies for the award of the Degree having passed the examination in all the courses of all the four semesters not within a maximum period of four consecutive semesters reckoned from the commencement study in the first semester and / or securing an aggregate of less than 60% of total marks shall be declared to have passed the examination in Second Class.

4. All other candidates shall be declared as failed candidates.

12. GRADING SYSTEM

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<thead>
<tr>
<th>Marks</th>
<th>Grade</th>
<th>Grade Legend</th>
<th>Grade Points</th>
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<tr>
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<td>O</td>
<td>Outstanding</td>
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<tr>
<td>90% - 94%</td>
<td>E</td>
<td>Excellent</td>
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<tr>
<td>86% - 89%</td>
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<td>Very Good</td>
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<td>76% - 85%</td>
<td>B</td>
<td>Good</td>
<td>8.0</td>
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<td>66% - 75%</td>
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<td>56% - 65%</td>
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<td>Average</td>
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<td>50% - 55%</td>
<td>S</td>
<td>Satisfactory</td>
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<td>Below 50%</td>
<td>RA</td>
<td>Reappearance</td>
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<td>RAI</td>
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<td>Reappearance in External</td>
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<td>-</td>
<td>RAB</td>
<td>Reappearance Both</td>
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<td>W</td>
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*****
# MBA - AIRLINE AND AIRPORT MANAGEMENT

## Branch Code - 200

### Semester I

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**Total Cumulative Credits** 20

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**Total Cumulative Credits** 40

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**Total Cumulative Credits** 60

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**Total Cumulative Credits** 90
### MBA - BANKING, INSURANCE AND FINANCIAL SERVICES

**Branch Code - 201**

#### Semester I

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**Total Cumulative Credits 20**

#### Semester II

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**Total Cumulative Credits 40**

#### Semester III

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**Total Cumulative Credits 60**

#### Semester IV

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**Total Cumulative Credits 90**
# MBA - FINANCIAL MANAGEMENT

**Branch Code - 206**

## Semester I

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<th>Course Code</th>
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Total Cumulative Credits: 20

## Semester II

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<td>FUTURE, OPTION &amp; DERIVATIVES</td>
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Total Cumulative Credits: 40

## Semester III

<table>
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Total Cumulative Credits: 60

## Semester IV

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Total Cumulative Credits: 90
# MBA - GENERAL MANAGEMENT

**Branch Code - 208**

## Semester I

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**Total Cumulative Credits**: 20

## Semester II

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**Total Cumulative Credits**: 40

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**Total Cumulative Credits**: 60

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**Total Cumulative Credits**: 90
### MBA - HEALTHCARE AND HOSPITAL MANAGEMENT

#### Branch Code - 209

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**Total Cumulative Credits**: 20

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**Total Cumulative Credits**: 40

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**Total Cumulative Credits**: 60

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## MBA - MARKETING MANAGEMENT

**Branch Code - 214**

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Total Cumulative Credits 20

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Total Cumulative Credits 40

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Total Cumulative Credits 60

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Total Cumulative Credits 90
MBA - SOFTWARE ENTERPRISES MANAGEMENT
Branch Code - 218

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Total Cumulative Credits 60

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<td>CORPORATE GOVERNANCE AND BUSINESS ETHICS</td>
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<td>104006</td>
<td>INTERNATIONAL BUSINESS ENVIRONMENT</td>
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<td>104007</td>
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Total Cumulative Credits 90
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**Semester II**

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**Semester III**

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<td>103042</td>
<td>TELECOM SERVICES AND INFORMATION SECURITY</td>
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<td>103049</td>
<td>MARKETING RESEARCH</td>
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**Semester IV**

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<tr>
<td>104001</td>
<td>BUSINESS RESEARCH METHODS</td>
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<td>STRATEGIC MANAGEMENT</td>
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</tr>
<tr>
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<td>PROJECT WORK AND VIVA VOCE</td>
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<tr>
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<td><strong>Total Cumulative Credits</strong></td>
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</table>
OBJECTIVE: To expose with the challenges of New Millennium and to increase the confidence level.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:
Challenges in Management: Change Management -Timing of Change-Reaction to change-Planning organizational Change-Technological Change-Effective use of Communication Devices and IT.

Text Books:

References:
OBJECTIVE: The Objective of this course is to develop, deliver, assess and build capability to Communicate.

MODULE 1:  

MODULE 2:  

MODULE 3:  

MODULE 4:  

MODULE 5:  

MODULE 6:  
Documents and Reports – Preparation of Business Documents – Storage and Retrieval of information - Formal Reports -Research reports - Project reports - Business reports and Academic reports-Presentation of Bibliography.

Text Books:

References:
101003 - ACCOUNTING FOR MANAGERS

OBJECTIVE: To make the students expose to the various accounting systems, accounting control and linking the accounting system to the Management Decision Making

MODULE 1:

MODULE 2:

MODULE 3:
Capital budgeting decisions: Standards and variable costing – Production cost variance analysis – Management control environment, responsibility control and responsibility accounting information used in management control.

MODULE 4:
Budgeting – Operating budget, budget preparation, cash budget, capital expenditure budget – Control reports – Use of control reports, Designing management accounting system.

MODULE 5:
Analysis of financial performance of a firm:- Ratio analysis – Different types of ratios – Interrelationship between ratios – Due – Point analysis, common size statement of inter and intra firm.

MODULE 6:
Responsibility Accounting-Meaning, Obhekctives and Types – Corporate Financial Statement- Corporate Reports.

Text Books:

References
OBJECTIVE: The objective of this course is to make the student understand the application of economic theory in decision making and to study ramification of managerial economics in global economy.

MODULE 1:

MODULE 2:
Demand and Supply – Concept of Demand – Concept of Supply – Market equilibrium – Demand Elasticity – Factors determining the elasticity – Arc elasticity – Income elasticity – Cross elasticity – Demand estimation and Forecasting.

MODULE 3:

MODULE 4:

MODULE 5:
Theories of Inflation-TYPES of Inflation—Balance of Payment-Internal External Balance- Risk Analysis – Capital Budgeting – Capital Rationing – Cost of Capital.

MODULE 6:

Text Books:

References:
OBJECTIVE: To manage people on deviant workplace and to inculcate the value of move of values.

MODULE 1:
Basic Concepts: Contributing disciplines to organizational behaviour - Challenges and opportunities for Organizational Behaviour - Developing Organizational Behaviour model - Foundation of individual behaviour.

MODULE 2:

MODULE 3:

MODULE 4:
Foundation of group behaviour: Steps of group development - Group properties and decision making, difference between group and team, types of teams, training individuals into team players - Interpersonal and organizational communication, channel, barriers to effective communication.

MODULE 5:
Leadership theories - Trait, Behavioral and Contingency theories - Contemporary models - Inspirational approach, authentic leadership - Leadership and Power – Bases of power - Power & Tactics - power in group - Politics.

MODULE 6:

Text Books:

References:
1. Keith Davis and John W. Newstorm– Human Behavior at work, TMH, 11th Edition
OBJECTIVE: To inculcate the application of management concept through Operation Research for scaling new height.

MODULE 1:

MODULE 2:

MODULE 3:
Networking Concepts; Rules of drawing network diagram; CPM Computations – Finding critical path – Different Floats; PERT Computations: Computation of earliest and latest allowable times – probability of meeting the scheduled dates; difference between PERT and CPM – Crashing of a Project

MODULE 4:
Two person zero sum game: Solution to games: Saddle point – Dominance rule – Value of the game – mixed strategy – Graphical method of solving a game – (2 X n and m X 2) games – Replacement Theory - Replacement policy for gradually deteriorating items and for suddenly failing items.

MODULE 5:
Introduction- Characteristics of Queuing models – Models for Arrival and Service Times; Poisson arrival with Exponential Service Rate model – oxer – Queuing models (Theory only) Inventory models – EOQ models.

MODULE 6:

Text Books:

References:
102002 - MARKETING MANAGEMENT

OBJECTIVE: To gain knowledge in the concepts of marketing and to acquire capability in Strategies formulations and tactics development

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:

References:
102003 - HUMAN RESOURCE MANAGEMENT

OBJECTIVE: To equip budding managers with a complete, comprehensive review of essential human resource management concepts and techniques.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:
Employer and Employee relations– Collective bargaining- process–Unions-Ethics–Dominants of Ethical Behavior -Discipline – Protecting Safety &Health

MODULE 6:
HRIS - HR Records – HR Accounting – HR Audit — Maintaining International Employees

Text Books:

References:
OBJECTIVE: To understand the theories, concepts and techniques of financial management for prudent decision making.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:
Sources of Finance: Sources of Long Term & Short Term finance-Financing decisions: Cost of capital – Hybrid Financing Instruments – Lease financing - and hire purchase – Venture Capital

MODULE 5:

MODULE 6:
Management of Profits: Dividend policy - Determinants of dividend policy, bonus shares and stock splits - Corporate Restructuring.

Text Books:

References:
102005 - OPERATIONS MANAGEMENT

OBJECTIVE: To understand the operation functions in manufacturing and service industry and to achieve knowledge in new concepts development in this domain.

MODULE 1:

MODULE 2:
Designing Products and Services – Process Planning and Process Design in Services– Production Processes – Production Technology

MODULE 3:
Manufacturing facility Planning – Long range Capacity Planning – Facility Location – Facility layout

MODULE 4:

MODULE 5:

MODULE 6:
Inspection and Quality Control – Statistical Quality Control Techniques (Control Charts and Acceptance Sampling – Quality Circles – Introduction to Total Quality Management

Text Books:

References:
1. Martin K Star - Production and Operations Management – Biztantra – 2004
OBJECTIVE: To analyze, Plan and insight about branding, segmentation and positioning of the product.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:
Segmentation – Impact of Marketing Mix – Segmentation criteria – Lifestyle segmentation – VALS.

MODULE 5:

MODULE 6:

Text Books:
102010 - CONSUMER BEHAVIOUR

OBJECTIVE: To analyze and understand the behavior of the consumers in order to attack consumers, satisfy and retain them.

MODULE 1:
Meaning – Nature & Objectives – Consumerism – Ethics

MODULE 2:

MODULE 3:
Consumer attitudes – Attitude properties – Types – Multivariable attitude model - Culture – Sub-culture.

MODULE 4:
Reference Group – Family Decision Making – Family life cycle – Social class - Social class and consumer Behavior

MODULE 5:

MODULE 6:
CRM in Consumer Marketing – Focus on relationship – Building CRM – E CRM – CRM Process CRM Implementation

Text Books:
OBJECTIVE: To provide comprehensive information about investing in securities.

MODULE 1:
Valuation of securities – bond and fixed income instruments valuation – bond pricing theorems, durations of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend capitalization & CAPM).

MODULE 2:
Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Capital allocation between risky & risk free assets – Utility analysis.

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:
Portfolio performance evaluation – Sharp & Treynor & Jemsen’s measure. Portfolio revision – Active and passive strategies & formula plans in portfolio revision. Mutual funds – types, performance evaluation of mutual funds, functions of Asset Management Companies

Text Books:
OBJECTIVE: To understand the concepts of Options, Futures & Derivatives and to familiarize the students about its usage.

MODULE 1:

MODULE 2:
Investment Assets Vs, Consumption Assets – Valuing forward contracts - Future contract on currencies – Futures on Commodities-Mechanics of interest rate swaps – Nature of Swap rates - Currency Swaps – Other Types of Swaps

MODULE 3

MODULE 4:

MODULE 5:
Credit Derivatives – Swaps & Indices – Valuation of Credit Default Swaps – CDS forward & option – Convertible Bonds – Equilibrium models – No arbitrage models-Option on Bonds – Volatility Structures

MODULE 6:

Text Books:
OBJECTIVE: To inculcate the fundamental practices of good project management needed by software industry.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To present the vision of the future of business logistics and supply chain management and their role in enterprise competitiveness.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To evaluate firm value and equity value and to inculcate the concept of dividend.

MODUELE 1:

MODUELE 2:

MODUELE 3:

MODUELE 4:

MODUELE 5:

MODUELE 6:
Alternative Ways of Returning Cash to Stockholders – Equity Repurchases – Forward Contracts to Buy Equity – Actions that affect Number of Shares Outstanding – Stock Splits – Stock Dividends – Actions that Affect claims on Assets – Diverstitures – Spin-offs, Split offs and Split-ups – Equity Carve-outs(ECSs) – Tracking Stock – Comparing the Alternatives – Comparing the Alternatives – Common Objectives – Key Differences – Choosing Between the Alternatives.

Text Books:
OBJECTIVE: To Expose the students about latest banking systems and their applications.

MODULE 1:
Indian banking system-public sector banks in India-private sector banks-local area banks-pre reforms development-RBI- legal frame work-Main functions of RBI-reforms in financial and banking sector-Naragimhan committee-Ghosh committee-Nadkarni committee recommendations-15 years of reforms

MODULE 2:

MODULE 3:

MODULE 4:
Technology in bank-Internet banking-Request for Information-e commerce-Online tax accounting system-PGPRS-it act 2000-Payment and clearing system in bank-Credit card operations-Electronic fund transfer ectronic clearing service-MICR clearing-Core banking solutions-RTGS operations-National financial switch-SFMS.

MODULE 5:
SWIFT- New financial product and service-Money Market instruments-Capital market instrument-Debt market instrument-Credit market instrument-Retail banking-Current accounts-Term deposit-Recurring deposit-Project Appraisal-NPA-Credit risk management-Bill finance- co-acceptance of bills-MPBF.

MODULE 6:
Analysis of balance sheet-Working capital-Inventory norms-RBI directives of advance-Consortium leading loan syndicate-BPLR-Debit recovery tribunal-Basics of foreign exchange-L/C-INCOTERMS-EEFC accounts - Asian clearing union-RBI guidelines for SSI-Impact of NPAS-Poor credit management- Poor loan review systems-Dee mat accounts – Mutual funds.

Text Books:
102034 - NETWORK MANAGEMENT

OBJECTIVE: Enables students to move onto the networking industry to acquire knowledge in the field of network management

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:
Ethernet Management Information Base-Relationship Between Control and Data Tables-Token Ring RMON Management Information Base- Broadband Network Management: ATM Networks-Broadband Network and Services-ATM Technology-Virtual Path - Virtual Circuit-ATM Packet Size- Role of SNMP and ILMI in ATM Management- ATM Digital Exchange Interface Management

MODULE 5:

MODULE 6:

Text Books:
Mani Subramanian,"Network Management: Principles and Practice", Addison-Wesley
OBJECTIVE: To give a broader view of telecommunications technology and policies.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:
Indian National Telecommunication Policy

Text Books:
OBJECTIVE: To inculcate planning, designing and management of Hospitals.

MODULE 1:
Planning the Hospital –Planning for a New Hospital- Guiding Principle in Planning Hospital Facilities and Services- Preliminary Survey- Financial Planning- Equipment Planning- Permanent Hospital organization-Planning: Early Consideration- Operational Plan and Functional Plan

MODULE 2:
Facility Master Plan- Design Team- Design Development Stage- Planning and Hospital Building –Building Contract and Contract Document- Furnishing and Equipping the Hospital-Purchase of Capital Equipments- Ready to Operate Stage- Before Opening the Hospital- Commissioning and Inauguration.

MODULE 3:
Organizing of the Hospitals-Organizational Structure-Management Structure- Organizational Charts-Management of the Hospital- Introduction-Two Lines of Authority in the Hospital- Professional Management of the Hospital

MODULE 4:
Recruitment and Selection –Orientation, Training and Development- Getting the Hospital to be in Readiness to Operate Professionally-Readying for the D-day-Planning and Designing Administrative Services- Executive Suite – Professional Service Unit.

MODULE 5:
Financial Management Unit- Hospital Information System (HIS) - Nursing Service Administrative Unit- Human Recourse Management-Public Relations Department.

MODULE 6:

Text Books:
OBJECTIVE: To provide a fundamental concepts and the management of air transport.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:
International Civil Aviation Organization (ICOA) - Introduction – Objectives – Strategic Planning – Annexes – International Air Transport Association (IATA) – Aims – Two Tier Systems – Growth and Development – World Trade Organization – World Tourism Organization – Federal Aviation Administration (FAA) – Civil Aviation Authority (CAA) – Director General of Civil Aviation (DGCA) – Functions

MODULE 6:
Concepts of Bilateral, Multilateral and Plurilateral in Air Trade Agreements – Major Factors that Converge Private Sector Initiatives – Modern Airline Trends – Liberalization in Air Transport – Potential Paths to Further Liberalization – Privatization in Indian Civil Aviation Industry – Deregulation in Indian Air Pocket – Airport Internalization – Basic Principle behind Privatization – Airport Privatization – Forms of Airport Privatization – Airport Privatization Models – Causes – Objectives – Airport Ownership and Governance Models – Airport Privatization in India – Road Map for the Civil Aviation Sector

Text Books:
OBJECTIVE: To provide an extensive outlook on Airport Operations, Planning, and Market, Competition, Capacity Optimization, Slots and international trade services

MODULE 1:
Economics in Aviation Studies – Infrastructure Economics – Economics of Aviation Infrastructure in India – Aviation Industry and its Significance – Consumer Behavior – Airport Operational Economics

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To familiarize the students about the concepts in performance management.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
Herman Aguinis, “Performance Management”, Pearson Education 2008
102056 - COMPENSATION MANAGEMENT

OBJECTIVE: To presents a broader view about the concepts of compensation management.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Textbooks:
103007 - MUTUAL FUNDS

OBJECTIVE: To provide an insight into the principles, operational policies and practices of Mutual Funds in India.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To provide familiarity regarding the latest development in the area of E-banking and throw light on the Control and Security of Banks

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
**OBJECTIVE:** To learn the advancements of electronic commerce this has become a compelling necessity in the present day communication based commerce which is happening in the digital space.

**MODULE 1:**

**MODULE 2:**

**MODULE 3:**

**MODULE 4:**

**MODULE 5:**

**MODULE 6:**

**Text Books:** Gary P. Schneider, “E Commerce”, Cengage Learning 2007
103011 - ENTERPRISE RESOURCE PLANNING

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
103012 - EXPORT PROCEDURES AND DOCUMENTATION

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books
OBJECTIVE: To clarify the various parameters of global health in an emerging globalization.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
103016 - HEALTH LAWS AND INDUSTRIAL REALTIONS

OBJECTIVE: To inculcate the changes in the Industrial relation policies in terms of health.

MODULE 1:
Impact of Industrial Revolution – Industrial Relations: Concept – Importance of Industrial Relations – Scope and Aspects of Industrial Relations – Factors Affecting Industrial Relations – Perspectives/Approaches to Industrial Relations – Organization of Industrial Relations – Dimensions of Industrial Relations Work – Prerequisite Successful Industrial Relations Programme

MODULE 2:

MODULE 3:

MODULE 4:
The mines Act 1952:- Health and safety provisions-Drinking Water-Conservancy services-First aid bathrooms-Rest shelters-Canteen-Appointment of a welfare officer-Penalties-Notice to be given of accidents-The plantation labour act, 1951- Certifying surgeons-Provisions regarding health.

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To expose to the changes in Industrial Marketing Environment and to understanding the functioning of agricultural marketing system.

MODULE 1:
Industrial versus consumer marketing management – pros and cons – Concept of Industrial Market – Organizational customers and their characteristics - Industrial Marketing Environment – Strategies for managing the Industrial Marketing Environment

MODULE 2:
Organizational Buying activities – Buy grid Model – Model for determining the composition of the Organizational buying centres – Purchasing influence on buying behavior – Strategic planning in the industrial markets – Strategic Process – Marketers role in strategic planning process

MODULE 3:

MODULE 4:
Concept and definition of Agricultural Marketing-scope-components of market-dimensions-Market structure-Market forces-Factors affecting demand and supply of agricultural products-Importance, history and growth of agricultural marketing-Ideal marketing system-Scientific marketing of farm products-Marketing functions-Grading and standardization-Storage and warehousing-Rural godowns and cold storage

MODULE 5:

MODULE 6:
Seed marketing-Export and import of seeds-Plant protection chemicals-Marketing of pesticides-Directorate of marketing and inspection-Regulation of agricultural marketing-State agricultural marketing boards-Food corporation of India-Buffer stocking-Quality management in food-Administered prices-Cooperative marketing-NAFED-Marketing efficiency-Training, research in agricultural marketing-International trade agreements

Text Books:
OBJECTIVE: To inculcate the changes in the Industrial relation policies and economic policies.

MODULE 1:
Impact of Industrial Revolution – Industrial Relations: Concept – Importance of Industrial Relations – Scope and Aspects of Industrial Relations- Factors Affecting Industrial Relations – Perspectives/Approaches to Industrial Relations – Organization of Industrial Relations – Dimensions of Industrial Relations Work – Prerequisite Successful Industrial Relations Programme.

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To make the students to understand the methods to enter International Business and how to manage the Global Business

MODULE 1:

MODULE 2:

MODULE 3:
International Trade theory – Mercantilism – Absolute Advantage – Comparative Advantage – Heckscher-Ohlin Theory – Porters Competitive Advantage – Mapping Competitiveness Shifts

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To make the students to understand the Cultural Behaviour on various nations and how to manage it.

MODULE 1:
  Meaning of Global Workforce – Factors influencing Global workforce – Global Perspectives

MODULE 2:
  Definitions of Culture – Major models of Culture – Culture Convergence Vs Divergence – Culture and Workforce management

MODULE 3:

MODULE 4:
  Factors affecting Global Staffing – Global Recruitment and Selection – Training and Development for Global Workforce

MODULE 5:

MODULE 6:
  Employee Relations – Unions and their role in Employee relations – MNCs and labour issues

Text Books:
  Charles M. Vance, Yongsun Paik, “Managing a Global Workforce”, Prentice Hall India
OBJECTIVE: To address the global dimension of workforce standards ever increasing demand of multietic workforce.

MODULE 1:
International HRM – differences between domestic and IHRM – context of IHRM – global status – control mechanisms – mode of operation

MODULE 2:
Staffing – transferring staffing for international activities – roles of an expatriate & non expatriates – corporate HR function.

MODULE 3:
Staff selection issues – factors moderating performance – selection criteria – dual career couples – expatriate training – predeparture – training programmes – developing staff thro international assignments

MODULE 4:

MODULE 5:
Repatriation process – individual reactions – multinational response – standardization and adoption of work practices HR practices in host country – trade unions and international industrial relations

MODULE 6:
Multinational performance management – performance appraisal of international employees – international business ethics and HRM – mode of operation and IHRM

Textbooks:
Peters dowling and denice e.welch, “international human resources management”, fourth edition, Thompson
OBJECTIVE: To provide a simple yet clear view of implications of design-time choices on the evolution of internetwork protocols, design and architecture.

MODULE 1:
Introduction and Overview – Review of Network Technologies – Internetworking Concept and Architecture Model – Classful Internet Addresses – Mapping Internet Addresses to Physical Addresses (ARP)

MODULE 2:

MODULE 3:

MODULE 4:
Internet Multicasting – IP Switching and MPLS - Mobile IP – Private Network Interconnection (NAT, VPN) – Client Server Model of Interconnection

MODULE 5:
The Socket Interface – The Domain Name Service (DNS) – Remote Login and Desktop (TELNET, SSH) - File Transfer and Access (FTP, TFTP, NFS) – Electronic Mail (SMTP, POP, IMAP, MIME)

MODULE 6:
World Wide Web (HTTP) – Voice and Video Over IP (RTP, RSVP, QoS) – Network Management (SNMP) – Internet Security and Firewall Design (IPsec, SSL) – A Next Generation IP (IPv6)

Text Books:
OBJECTIVE: To explain the conceptual outline of the issues in Public Health.

MODULE 1:


MODULE 2:


MODULE 3:

Health inequalities and inequalities – Historical Background – Changing concepts – Emerging potential mechanism – potential action to tackle health inequalities – Psychological environment and health.

MODULE 4:


MODULE 5:


MODULE 6:


Text Books:

OBJECTIVE: To provide a comprehensive introduction to the study of power and process in health policy and also to provide the methods available for evaluation of health services.

MODULE 1:
The Health Policy Framework: Context, Process and Actors – Power and the Policy Process – The State and the Private Sector in Health Policy

MODULE 2:
Agenda Setting – Government and the Policy Process – Interest Groups and the Policy Process

MODULE 3:

MODULE 4:
Health Care and Evaluation – Introduction to Health and Health Care – Introduction to Evaluation – Measuring Disease – Measuring Health Status – Measuring Health-related Quality of Life

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To provide a clear, complete understanding of how business professionals can use and manage Information Systems and Technologies to achieve business success.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
103028 - KNOWLEDGE AND CHANGE MANAGEMENT

OBJECTIVE: To make the students to understand comprehensively the practice of Knowledge and Change management in organization

MODULE 1:

External influences on organization- Workforce composition- Evolving work roles and responsibilities- Teamwork- Relationship building- Communication- Leadership- Decision making- Change management- Worker motivation- Types of organization- Creating strategic focus- Strategic values and corporate culture- Systems and policies- Employee capabilities-Knowledge as asset – organizational knowledge-Leadership and knowledge management.

MODULE 2:

Learning organization-Knowledge systems- Knowledge workers- Phases of knowledge development- Knowledge management infrastructure-Harassing organizational knowledge –Five P’s of knowledge management-Knowledge sharing as a core competency-Developing strategic knowledge community.

MODULE 3:

Contribution of disciplines to knowledge Leadership –Librarianship-HRM-Strategic visionary – Motivator-Communicator-Change agent- Learning facilitator-Strategic knowledge leader- Self managed team- Virtual knowledge team- Leading a knowledge network Recruiting and selecting knowledge leaders.

MODULE 4:

Organizational Change – Overview of Change – Forces of Change – Types of Change – Theoretical Frameworks of Organizational Change – Perspectives on Organizational Change – Models of Change

MODULE 5:

Resistance to Organizational Change – Roles of Change Agents and Leadership – Implementing Organizational Change – Organizational Culture and Change

MODULE 6:


Text Books:

103030 - MANAGEMENT OF COST AND CONTROL SYSTEM

OBJECTIVE: To familiarize the students with the fundamental concepts of Managing Cost and institutionalizing Cost Control System

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:

References:
103033 - MATERIALS MANAGEMENT

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text books:
OBJECTIVE: To provide OD paradigms in the rapidly changing context of globalization and organizational change.

MODULE 1:
Definitions - Characteristics of Organization Development - History of the OD - Second generation OD – values – Beliefs - assumption in OD

MODULE 2:
Models and theories of planned change - teams and teamwork - applied behaviour science

MODULE 3:
OD diagnosis - action component - OD interventions - action research - its application and approach

MODULE 4:
OD interventions meaning – methods - classifications of interventions - team interventions - Gestalt approach of team building - inter group interventions - comprehensive interventions

MODULE 5:
MBO - quality circle – TQM - QWL (quality of work life) Physical setting etc., Training - T groups - coaching and mentoring and other methods

MODULE 6:
Consultant – client relationship - power, politics and OD Research on OD - Future of OD

Text Books:
103035 - PROJECT MANAGEMENT

OBJECTIVE: To identify how business regularly uses Project Management to accomplish unique outcomes with limited resources under critical constraints.

MODULE 1:


MODULE 2:

Functional Manager vs. Project Manager – Project Responsibilities – Demands on the Project Manager – Project Manager Selection – Culture and the Project impact of Institutional Environments – Need for Multicultural Communications

MODULE 3:


MODULE 4:


MODULE 5:


MODULE 6:


Text Books:
OBJECTIVE: To understand the core aspects of modern retail management and operations in a fast-moving, competitive sector.

MODULE 1:

MODULE 2:
Retail strategy – Strategy planning process – corporate strategy and objectives – environmental analysis – resource audit analysis – strategic choice – location strategy

MODULE 3:
Retail marketing – environment – marketing strategy and objectives – market segmentation – retail branding – service marketing mix – role of the retail buyer – principal buying activities – buying function

MODULE 4:
Retail logistics – retail supply chain – efficient consumer response – logistics culture in international markets – customer service definition – characteristics – improving quality of customer service

MODULE 5:

MODULE 6:

Text Books:
103038 - SERVICES MARKETING

OBJECTIVE: To make the students to understand the principles of services marketing in the present and future economy.


MODULE 2: Consumer expectations of Service – Types – Factors influencing customer expectations – Customer perception – Customer satisfaction – Service quality using marketing research to understand customer expectation – Elements of Effective service marketing research – Model services marketing research program.


MODULE 4: Customer defined service standards – Types of customer defined services – Physical evidence and the services cape – Types of services cape – Guidelines for physical evidence strategies - Employees Rules in Service Delivery – Boundary Spanning roles – Strategies for Delivering Service Quality through people.


Text Books:
OBJECTIVE: To get a clear, complete understanding of how to estimate software costs, schedules, and quality using the real-world information.

MODULE 1:

MODULE 2:

MODULE 3:
Sizing Software Deliverables – Compensation and Work-Pattern Adjustments – Activity Pattern Adjustment Factors – Software Technology Adjustment Factors

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To provide a clear and complete knowledge about checklists and templates that can assist a software project organization to organize its maintenance and support functions.

MODULE 1:


MODULE 2:


MODULE 3:


MODULE 4:

Metrics and Measurements – Software Quality Assurance Activities for Maintenance – Configuration Management and Maintenance

MODULE 5:


MODULE 6:


Text Books:

103041 - SOFTWARE QUALITY ASSURANCE

OBJECTIVE: To imbibe the knowledge of managing and maintaining quality issues concerned with the software design, development and maintenance.

MODULE 1:
Overview - People’s Quality Expectations - Software Quality Perspectives and Expectations - Quality Frameworks and ISO – 9126 - Correctness and Defects - Definitions, Properties and Measurements A Historical Perspective of Quality

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
Jeff Tian, Software Quality Engineering: Testing, Quality Assurance, and Quantifiable Improvement, Wiley-India Edition
103042 - TELECOM SERVICES AND INFORMATION SECURITY

OBJECTIVE: To provide a clear and complete knowledge about Telecommunication Systems and Services. Also to provide a Comprehensive Introduction to the Fundamental aspects of Information Security

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:
Overview of Information Security and Cryptography – Classical Encryption Methods – Confidentiality: Symmetric Key Cryptography – Confidentiality: Public Key Cryptography

MODULE 5:
Information Hiding: Steganography – Data Integrity: Cryptographic Hash Functions – Authentication

MODULE 6:

Text Books:
OBJECTIVE: To make the student to understand the role of Training and Development in enriching the Capabilities.

MODULE 1:
Definition – Scope – Objectives and Benefits of training – The role of Training in Organizations – Place of Training in Organizational structure – A training process Model – Difference between training and development.

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:
Approaches to Management Development – Overview of the Managerial Job - Management Development implications - Sources of knowledge and skills - Special needs of Technical Manager – Training for Executive Level Management

MODULE 6:

Text Books:
Dr.B.Janakiraman – Training and Development – Biztantra/Wiley Dreamtech - 2005
OBJECTIVE: To create an opportunity for future employment in service economy.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:
Queuing systems – Psychology of waiting – Essential feature of queuing systems- System simulation – Analytical queuing models – Capacity planning criteria – Service supply relationship – Sources of value – Outsourcing services – outsourcing

MODULE 6:

Text Books:
OBJECTIVE: To educate the future managers to meet international challenges.

MODULE 1:


MODULE 2:


MODULE 3:

Culture and its characteristics – Influence of culture on consumption & communication – consumes Behavior in term of motivation, Learning, Personality, Psychographics, Perception, Attitude & Social class – International marketing Research.

MODULE 4:


MODULE 5:


MODULE 6:


Text Books:

Sak Onkvisit, John J.shaw “International Marketing” Person-Prentice Hall

References:

1. Cateora, Graham “International Marketing” TMH 12/E, 2005
103047 – MANAGING GLOBAL BUSINESSES

OBJECTIVE: To provide a thorough review and analysis of multinational business management

MODULE 1:

MODULE 2:

MODULE 3:
The Nature of Organizational Design – Organizational Structures to Implement Multinational Strategies – Overview of Multinational Strategy and Structure - Control and Coordination Systems – Linking the Value Chain – Choosing a Partner and Alliance Type – Negotiating the Agreement – Building the Organization – Commitment and Trust – Assessing the Performance – The Internet Economy – Fundamentals of E-Commerce Strategy – Globalizing through the Internet

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
103048 - TREASURY MANAGEMENT

OBJECTIVE: To objective of this paper to throw light on the Treasuring Management Operations and Functions in India.

MODULE 1:


MODULE 2:


MODULE 3:


MODULE 4:


MODULE 5:


MODULE 6:


Text Books:
OBJECTIVE: To acclimatize students in the process of research in marketing

MODULE 1:

MODULE 2:
Objective – Planning research design – Types of Research – quantitative and qualitative research & benefits data objectives – sources – formation of data acquisition plan.

MODULE 3:
Scaling techniques – Basics rating scalar – Specific attitude scalar – Questionnaire design – Functions – Validation.

MODULE 4:
Data collection – census and samples – sampling methods and non profitability methods – probability and non probability sampling methods – sampling size

MODULE 5:

MODULE 6:
Presentation & research analysis- Role of the reports – Contents of the report for Executives – Principles – Marketing Research Agencies – Resources for Marketing Research.

Text books:
OBJECTIVE: To inculcate Knowledge on Capital Markets.


**OBJECTIVE:** To provide more complete treatment of mergers, takeovers, restructuring and corporate control by foreseeing fluctuations in the economy and with changing regulatory environment.

**MODULE 1:**
- Mergers types and characteristics – Reasons for merger – Theories – Operating, financial and managerial synergy of mergers – Value creation in horizontal, vertical and conglomerate mergers

**MODULE 2:**

**MODULE 3:**

**MODULE 4:**

**MODULE 5:**

**MODULE 6:**

**Text Books:**
103053 - RISK MANAGEMENT AND INSURANCE

OBJECTIVE: intended to assist the student in identifying and analyzing all types of risk and in managing it through insurance and alternative tools.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:
Retirement benefits – Pension plans – Deferred profit sharing plans – Employee savings plan – Keogh plans – financial planning and estate planning - Field of insurance – Types of insurers – channels of distribution in insurance

MODULE 6:

Text Books:
OBJECTIVE: To provide a broader view about the principles and policies of aviation industry.

MODULE 1:
Introduction to Aviation Management – Aviation – Aviation Sector in India - Civil Aviation – Airport – Air Traffic Control – Flight Data Recorder – Airline – Case Study

MODULE 2:
International Civil Aviation Organization – Aeropol Aviation Services Corporation - Aviation Management Consulting Group - AOPA – International Association of Airport Executives – Federal Aviation Interactive Reporting Systems - Case Study

MODULE 3:
Aircraft Regulations and Guidance – Convention on International Civil Aviation – Inter Agency Committee for Aviation Policy – Active Level of Services Reviews – Aircraft Engineers International Affiliation – AVSEC Rules and Regulations – Overview of Indian Air Travel – Case Study

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To provide a broader view about the principles and policies of aviation industry.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To make the students to understand the various act pertaining to aircraft industry.

MODULE 1:
Introduction to Aircraft Rules 1937 – Basic Definitions and Interpretation – General Conditions of Flying – General Safety Conditions – Registration and Marking of Aircraft – Personnel of Aircraft

MODULE 2:

MODULE 3:

MODULE 4:
Air Corporations Act 1953 – Constitution and Functions – Finance, Accounts and Audits – Acquisition of Undertakings of Existing Air Companies - Air Corporations Act and Ordinance 1994 for Transfer of Undertakings and Repeal

MODULE 5:

MODULE 5:

Text Books:
103058 - AIRPORT ENGINEERING

OBJECTIVE: To provide an in-depth knowledge on the fundamentals of air transport.

MODULE 1:
Air Transport – Basics – Advantages – Air Transportation in India – Civil Aviation Department – Airport Terminology – Components Parts of Aeroplane – Characteristics of Aircraft and Jet Aircraft – Civil and Military Aircrafts – Classification of Airports – Flying Activities – Airport Surveys – Objectives and Types of Surveys – Drawings to be Prepared.

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To introduce to the students the fundamentals of research methodology and its application in business.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:
Report Writing – Components of Research Reports – Significance of report writing – Presentation - Presentation of Report – Presentation of Statistics and Interpretation – Presentation of References - Oral Presentation

Text Books:
OBJECTIVE: To highlight the value of Corporate Governance and Business Ethics this yields economic prosperity and social development.

MODULE 1:

MODULE 2:
Shareholders & their Role – Legendary Rights – Responsibilities and Accountability of Stock owner – Directors Role – Duties – Committee – Tenure of Director – Nature of Voting

MODULE 3:

MODULE 4:
Ethics – Definition – Types of ethical dilemmas – Overcoming ethical dilemmas – Ethical challenges – Business and its product

MODULE 5:
Individuals, Individual values and the Business organization – Trust and employment – The ethics of confrontation – Individuals Rights – Sexual harassment

MODULE 6:

Text Books:
2. Marianne M. Jennings – Business Ethics – Cengage Learning
OBJECTIVE: To make the students to understand the dynamics of business environment in international perspective.

MODULE 1:
Meaning of Multinational Enterprises - Global Vs Transnational – Ethnocentric – Polycentric – Geocentric - Mode of Entry in to Global Markets

MODULE 2:

MODULE 3:
Theories of International Trade - Absolute Advantage - Competitive Advantage –Heckscher - Ohlin Theory - Factor Endowment Theory - Free Trade - Forms of Protection - Tariff and Non-tariff Barriers - Impact of Protection on Welfare - Newer Theories of International Trade

MODULE 4:

MODULE 5:

MODULE 6:

Text Books:
OBJECTIVE: To Identify, train and motivate entrepreneurial instinct, to give a clear picture about the process and procedures involved in setting up a small scale Industrial unit. To impart basic managerial skills and understandings to run the project efficiently and effectively.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:

Text Book:

Reference:
104008 - STRATEGIC MANAGEMENT

OBJECTIVE: The subject aims to provide an insight on the strategic management concepts, theory and techniques.

MODULE 1:

MODULE 2:

MODULE 3:

MODULE 4:

MODULE 5:

MODULE 6:


References: