

STRATEGIC MANAGEMENT

Subject Code: MAM 701

Max Marks – 100 (70+30)

Course Objectives:

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises.

Unit-I

Strategic Management –Its Nature and Importance, Skills , Formulation of goals, Developing policies and plans to achieve organizational strategies, Group aspects of Strategic Management , Characteristics of Business Policy and Corporate Strategy, Norms of Strategy Making , Organizational Mission, Corporate Objectives and goods, Analysis of Internal Resources , SWOT Analysis, Investor Analysis.

Unit-II

Growth or expansion strategy – Diversification strategy, Types-Horizontal, Concentric, Conglomerate, Vertical, and various types of integrations, Retrenchment strategy and its variants: External Growth Strategy – Merger, Acquisition and Joint Ventures.

Unit-III

Functional Policies –Production Policies, Involvement, Integration and choice with respect to production process action activities, Govt. Policies, Maintenance and replacement facilities : Purchasing Policies- inhouse/ vendor out source decisions, criteria for vender selection . Co-ordination of Purchase and production with sales.

Unit-IV

Marketing Strategies and Policies marketing Decision, Product Life Cycle, Product Positioning Strategy and Market recommendation, customer and channel Policies, Pricing Policies , Promotional Policies, Optional Marketing Mix.

Unit-V

Financial Strategies- Financial Policy Issues, capital budgeting, dividend policy, Personnel policies and their significance recruitment, Industrial relations policy, Settlement of Disputes.

Suggested Readings:

1. P.K. Ghosh : Business Policy , Strategy , Planning and Management
2. Christensen , Andrews Dower : Business Policy- Text and Cases
3. William F. Gkycj : Business Policy – Strategy Formation and Management Action
4. Bongee and Colonan : Concept of Corporate Strategy
5. Peter F. Drucker : Management Tasks, Responsibilities , Practices

PROJECT MANAGEMENT

Subject Code: MAM 702

Max Marks – 100 (70+30)

Course Objectives:

This project management course focuses on people skills rather than a methodology. It's an opportunity for students to look at the way to handle and manage the people in projects. It will help to create productive teams, diffuse conflict, get quicker buy-in and use effective delegation to move projects forward.

Unit I

Introduction:- definition of project & project management, objectives & importance of project management, project management vis-a-vis operation management, recent trends in project management, Project life cycle, classification of projects

Project management process and project selection- process of project management, detailed project report, product selection method, project selection criteria, SPACE (Strategic position and action evaluation)

Technical feasibility:- factors considered in technical analysis, factors affecting selection of locations, technology selection, sources of technology, appropriate technology, capacity planning and cost capacity relationship

UNIT II

Market potential Analysis- classical approach to market potential analysis, Qualitative techniques, statistical techniques, other method of forecasting, modern approach in the era of Globalisation

Financial projection- Importance and step of financial feasibility, components of cost of project and its estimation, working Capital Estimation, project cash flows

Project financing:- source of long term finance, debt financing, debt financing, Equity financing, optimum capital structure, short term sources for working capital, venture Capital

UNIT III

Risk analysis in projects:- Source of Risk in project management, managing risk, techniques to assess and estimate risk, probability Impact Matrix,

Project control through network:- Work breakdown Structure, Gantt Chart, Fulkeraon's Rules for AOA Networks, Critical Path Methods,

UNIT IV

Probabilistic model of Network- Estimating Average time and standard deviation, Determining Critical Path and Standard Deviation of project, Probability of completion of Project, Application of Probabilistic Model, PERT v/s CPM, Limitation of Networks

Project information System and monitoring:- Project Management Information System, Monitoring Project, Earned value analysis, Project termination, Project Completion Audit, Reasons for failure of Projects

Time Cost Relationship & resource Levelling- Time cost Relationship (Crashing), optimising Cost, and Fast Approach to cost optimisation, optimisation with partial Crashing, Rajeev's reverse Crashing Algorithm, and Resource Levelling

UNIT V

Economics and Social Cost Benefit analysis- Social Cost Benefit Analysis: Social Costs, Social Benefits, Significance of SCBA, UNIDO Approach, shadow pricing, Little- Mirrlees Approach, Methods followed in Indian Financial Institutions

Human Aspect in Project Management- Traits of Project manager, Project leaderships, Project communication

International Project Management:- Introduction, Domestic Project Management vis-vis International Project Management, Types of International Projects, Process of International Project Management, Financing International Projects, Risk associated with international Projects, Negotiating or Mitigating Risks

Suggested Readings

1. Nagarajan K.: Project Management, New Age International Publishers, New Delhi
2. Badiru, Adedeji B: Project Management: Systems, Principles, and Applications, Taylor & Francis Ltd (Sales)
3. Lewis, James P.: Project Planning Scheduling and Control: The Ultimate Hands-on Guide to Bringing Projects in on Time and on Budget, Mcgraw Hill Education
4. Gray Clifford F. , Larson Erik W. , Desai, Gawtam V.: Project Management : The Managerial Process, Mcgraw Hill Education

ADVERTISING MANAGMENT

Subject Code: MAM 703

Max Marks – 100 (70+30)

Course Objective: - The objective of this course is to develop an insight and understanding of advertising management.

Unit-I

Advertising, Its role in the marketing process; Legal, Ethical and Social aspects of advertising. Communication - processes of communication; integrated marketing communications, Its evolution, reasons for its growth and its role in branding.

Unit-II

The promotional mix; segmentation, Targeting and positioning and their role in promotion. Promotional objectives, determination, types and approaches, DAGMAR approach, problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches.

Unit-III

Advertisement copy, its components and types; the importance of creativity in advertising, creative strategy and process, implementation and evaluation.

Unit-IV

Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning.

Unit-V

Measuring the effectiveness of the promotional program, Advertising Research, Market testing, Testing via internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

Suggested Readings :

1. Aaker, David A. etc., Advertising Management, 4th edition , PHI, 1985
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
3. Ogilvy David, Ogilvy on Advertising, London, Longman.
4. Jones, John Philip, What's in a brand, Tata McGraw Hill, New Delhi
5. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
6. Mohan, Manendra; Advertising Management, Tata McGraw Hill, New Delhi

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code: MAM 704

Max Marks – 100 (70+30)

Course Objectives:

This course aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management and equipping them with advanced tools and techniques for making profitable investment decisions

Unit I – fundamental of investment, Investment Return and Risk, Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities, market indices

Unit II - The Return to Risk and the Investment Decision; Government Securities; Investment Instruments of the Money Market; Stock market analysis- fundamental and technical approach, Efficient Market Theory

Unit III -Portfolio Management – meaning , evolution, Need and objectives, step to Portfolio investment process, general responsibilities of portfolio manager and his code of conduct, An Optimum Portfolio Selection Problem, portfolio insurance

Unit IV- Markowitz Portfolio Theory, the Nature of Investment Risk, the Investment in Liquid Assets, Portfolios of Two Risky Securities, Sharpe Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model

Unit V -Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation

Suggested Readings

1. Amling, Frederic. Investment Englewood Cliffs, New Jersey, PHI .
2. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, New Delhi, S.Chand.
3. Fischer, Donald E. and Joardan, Ronald J. Security Analysis and Portfolio Management, New Delhi, PHI.
4. Alexander, Gordon J. and Sharpe, Willliam F.: Fundamentals of Investments, Englewood Cliffs, New Jersey, Prentice Hall Inc
5. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management. Delhi, S.Chand.

LEGAL FRAMEWORK OF HUMAN RESOURCE MANAGEMENT

Subject Code: MAM 705

Max Marks – 100 (70+30)

Course Objectives:

This course is aimed at providing the students the inputs on how to link the HRM functions to the legal framework and to understand various laws related to human resource in organizations

Unit I - Emergence and Objectives of Labour Laws and their Socio-Economic Environment

Unit II - Social Security Laws – Laws Relating to Workmen's Compensation, Employees' State Insurance, sexual Harassment of women at workplace

Unit III - Provident Fund, Gratuity and Maternity Benefits

Unit IV - Wage Legislations and Bonus Act – The Law of Minimum Wages, Payment of Wages, Payment of Bonus

Unit V - Laws Relating to Working Conditions – The Laws Relating to Factories, Establishment and Contract Labour

Suggested Readings

1. Ghaiye, B R Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company
2. Malhotra, O P: The Law of Industrial Disputes, Vol I and II Bombay, N.M. Tripathi
3. Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book.
4. Seth, D.D. Industrial Dispute Act, 1947. Vol.I & II. Bombay.
5. Srivastava S.C. Industrial Relations and Labour Law. New Delhi, Vikas.
6. N.D. Kapoor, Mercantile Law, Sultan Chand and Sons, New Delhi.
7. Mishra L., Case Laws on Industrial Relations, Excel Books, New Delhi.

Total Quality Management

Subject Code: MAM 706

Max Marks – 100 (70+30)

Course Objectives

The course aims to engage the student on contemporary issues pertaining to the management of quality in services and manufacturing, in international and domestic markets, as well as in the private and public sectors. Further, the conceptual and analytical skills developed in this course should enable the student to provide leadership in managing for quality.

UNIT-I

Definition of quality – Dimensions of quality – Quality planning – Quality costs – Analysis techniques for quality costs – Basic concepts of total quality management –

UNIT II

TQM PRINCIPLES

Customer satisfaction – Customer perception of quality – Customer complaints – Service quality (SLA) – Customer retention

UNIT III

Employee involvement – Motivation – Empowerment – Teams – Recognition and reward – Performance appraisal – Benefits – Continuous process improvement – Juran trilogy – PDSA cycle – 5S – Kaizen

UNIT IV

TQM TOOLS

Benchmarking – Reasons to benchmark – Benchmarking process – Quality Function Deployment (QFD) – House of quality – QFD process – Benefits – Taguchi quality loss function – Total Productive Maintenance (TPM) – Concept – Improvement needs – FMEA – Stages of FMEA, Process capability – Concept of six sigma – New seven management tools.

UNIT V

QUALITY SYSTEMS

Need for ISO 9000 and other quality systems – ISO 9000:2000 quality system – Elements – Implementation of quality system – Documentation – Quality auditing

Suggested Books

1. Quality control & Total quality Management, Jain P L Jain, Tata McGraw-Hill Education
2. Total Quality Management, Besterfield, Pearson Education India,
3. R. Panneerselvam & P. Sivasankaran, Quality Management, PHI Learning Private Limited, Delhi.