



# TAMILNADU COUNCIL FOR OPEN AND DISTANCE LEARNING

Accredited by International Council for Open & Distance Education (ICDE), Oslo, Norway

*Internationally Accredited Institution Registered under Tamilnadu Govt Act*

## CURRICULUM STRUCTURE OF AMBA

**Eligibility** : A Pass in Any UG Degree

**Duration** : 2 Years

**Examination** : Academic (June) / Calendar (December)

### ASSOCIATE MBA PROGRAMME

#### FIRST YEAR

Sl. No.	Course Code	Course Description
1	AMBA-1	Principles of Management
2	AMBA-2	Marketing Management
3	AMBA-3	Finance Management
4	AMBA-4	Management Accounting
5	AMBA-5	Human Resource Management
6	AMBA-6	Legal Aspects of Business
7	AMBA-7	Statistics Management
8	AMBA-8	Organisational Behaviour

## **1. PRINCIPLES OF MANAGEMENT**

### **UNIT – I**

INTRODUCTION Definitions of Management - Scope of Management - Levels of Management - Roles of manager - Evolution of Management thought - Organization and Environmental Factors - Forms of Business Organizations - Corporate Social Responsibility - recent trends and challenges in global management scenario.

### **UNIT - II**

PLANNING Nature and purpose of planning- Planning process- Types of plans - Objectives - Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process and techniques.

### **UNIT – III**

ORGANIZING Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority Departmentation - Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation - Career development- Career stages - Training- Performance appraisal.

### **UNIT – IV**

LEADING Leadership – Styles, Theories – Communication - Types – Barriers to effective communication – Motivation – Coordination.

### **UNIT – V**

CONTROLLING Process of controlling- Types of control- Budgetary and non-budgetary control techniques - Managing productivity - Cost control-Purchase control - Maintenance control- Quality control- Best Management practices

## **2. MARKETING MANAGEMENT**

### **UNIT –I**

Marketing – meaning – functions – marketing and selling; - marketing classification – marketing planning and organisation scanning; marketing segmentation, buyer behaviour, marketing information system.

### **UNIT –II**

Product management – new product – meaning – product mix – product planning and development, product policies – product line decision – product positioning and targeting – managing product life cycle – product failures – branding and packaging. Pricing – meaning – pricing factors – objectives and policies – pricing methods and procedures.

### **UNIT – III**

Promotion mix decisions – advertising role – budgeting – copy writing, media selection, measuring advertising effectiveness – sales promotion tools and techniques, personal selling –

salesman qualities, sales force determination – determining sales territory, fixing sales quota and target; public relating role and methods.

#### **UNIT – IV**

Distribution – meaning – role – distribution mix strategies – types of channels – role of intermediaries – managing and controlling intermediaries – marketing logistics – transport, warehousing and inventory control.

#### **UNIT- V**

Identifying and analysing competitors – designing competitive strategies for leaders, challengers, followers and nichers; relationship marketing – on line marketing – consumerism and consumer protection in India - evaluating and controlling of marketing performance – New Issues in marketing, globalisation, Grey marketing – legal issues.

### **3. FINANCIAL MANAGEMENT**

#### **UNIT –I**

Financial Management – objectives – Functions – Role of Financial Management in the organisation – Risk, Return Relationship – Time value of money concept – Indian Financial System.

#### **UNIT- II**

Sources of capital – Long term, short term capital structure theory – Net Income – Net operating Income approach. Cost of capital – Computation for each source of finance and weighted average cost of capital.

#### **UNIT-III**

Debt – EPS Analysis – operating leverage – Financial leverage. Working capital Management – Definition – Objective – Determinants – Fore Casting working capital elements (Problem) working capital financing – Implications of various committee reports.

#### **UNIT-IV**

Cash management – objectives – Cash budget – Cash management strategies. Receivable management – Objectives – Credit policy – Credit terms – Collection policies. Inventory – objectives – decision areas – classification – reorder point – EOQ – Safety stock.

#### **UNIT-V**

Capital Budgeting – Importance – Procedure – methods of appraisal – risk analysis in capital budgeting. Dividend policy – theories – determinants, valuation of firm – CAPM

### **4. MANAGEMENT ACCOUNTING**

#### **UNIT I**

Introduction to Financial Accounting : Basics of Accounting , Concept of Financial Statements for a corporate entity, Simple exercises to appreciate accounting process and

preparation of financial statements (Proprietary concern and Partnership firm only), Significance of annual report and its contents, Format of Statements (Indian perspective)

## **UNIT II**

Introduction to Management Accounting : Financial Statement Analysis, Need and Objectives, Tools, limitation of financial statement analysis, Common size and Comparative statements, Ratio analysis, concept of cash flow statement Simple problems in cash flow statement preparation and Ratio analysis

## **UNIT III**

Introduction to Cost accounting : Scope and objective, Basic concepts of cost accounting, Classification of cost, Meaning of material cost, labour cost and overheads for cost accounting purposes, concept of absorption of overheads, methods and techniques of costing, preparation of cost sheet Marginal costing – BEP, Margin of Safety, CVP analysis, Application of Marginal Costing in decision making – Acceptance of Special order, Key factor, Make/Buy decision, Discontinuation of Product line and sales mix, Computation of indifference point.

## **UNIT IV**

Budgeting and Standard Costing : Budgetary Control, Need and significance, Types of budgeting system: Fixed, Flexible, ZBB and Performance Budgeting, Key factor, Preparation of flexible and cash budgets only

Standard Costing: Scope and objective, Process of standard costing, Concept of variance and investigation of variances, Computation of material, labor and overhead cost variances only.

## **UNIT V**

Computers and Modern concepts in Accounting : Computerized accounting systems and its implications, accounting software and further developments, evolution in accounting such as brand accounting, environmental accounting, Human Resource Accounting, Social Accounting, Ethics in accounting

## **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 and Placement – Job Analysis: Methods 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. Employee Testing and Selection – Selection process, basic testing concepts,

types of test, work samples and simulation. Selection techniques interview. Common interviewing mistakes, designing and conducting effective interview, small business applications.

### **UNIT-III**

Training and development – Orientation and Training: Orientating the employees, the training process, need analysis, training techniques, special purpose training. Developing Managers: Management Development – The responsive managers – On the Job and Off the Job development techniques – Using HR to build a responsive organisation. Performance Appraisal: Methods problems and solutions – MBO approach –the appraisal interviews – Performance appraisal in practice. Managing careers, career planning and development – Managing transfers and promotions.

### **UNIT-IV**

Compensation and managing quality-Establishing Pay plans: Basics of compensation-factors determining pay rate-current trends in compensation-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 benefits (Voluntary)-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 – Grievance handling – managing dismissals and separation. Labour Welfare: Importance and implications of labour registrations – employee health – auditing HR Functions. Future of HRM Function.

## **6. LEGAL ASPECTS OF BUSINESS**

### **UNIT- I**

The Indian Contract Act, 1872 : Definition and meaning of contract, agreement, obligation, Essential elements of a valid contract, Offer, Acceptance, Agreement, Consideration, Capacity to Contract, Free consent, Performance of Contract, Void contract, contingent contract, Quasi contract, Agreement opposed to public policy, Discharge of contract, Breach of contract and remedies for breach of contract.

### **UNIT - II**

The Sale of Goods Act, 1930 : Sale of Goods Act: Definition, Essentials of a contract of sale, Classification of goods, Rules as to delivery of goods, Rights and duties of buyer & seller, Unpaid seller and his rights, Remedies available to a buyer and seller in case of breach of contract of sale.

Indian Partnership Act, 1932 : Definition, Essential characteristics of partnership, Formation of partnership, Kinds of partnership, Types of partners, Legal relations between

partners, Rights of incoming and outgoing partners, Retirement & Expulsion and Dissolution of firm.

### **UNIT - III**

Companies Act, 1956 : Nature of Company, Kinds of company, Formation of company, Memorandum and Articles of Association, Prospectus, Powers of Directors, Modes of winding up- Key highlights of Companies Act, 2013.

### **UNIT - IV**

Central Sales Tax, 1956 and Value Added Tax : Introduction to Central Sales Tax, Salient features and Scope of CST, Basic scheme of the CST Act, Categories of Sales, Concepts of Value-Added Tax(VAT), Salient features, Scope and Objectives of VAT, Difference between Central Sales Tax and VAT.

### **UNIT - V**

Negotiable Instruments Act, 1881 : Nature and Characteristics of Negotiable Instruments, Types of negotiable instruments, Essential elements of Promissory note, Bill of exchange and Cheque, Difference between Holder and Holder in due course, Dishonour and Discharge of Negotiable Instrument. Consumer Protection Act, 1986

Object and Scope, Rights of consumers, Remedies available to consumers. Competition Act, 2002 Major areas – Competition commission of India – Objectives of Competition Act in context to consumer protection

## **7. STRATEGIC MANAGEMENT**

### **UNIT - I**

Introduction to statistics : Types of statistics- Importance of statistics in business- Describing and displaying data using Frequency Tables, Frequency distributions, diagrammatic and graphic presentations – Probability – basic concepts – Types of Probability – Baye's Theorem.

### **UNIT - II**

Measures of central tendency and dispersion : Measures of central tendency-Mean, median , mode, Harmonic mean, quartiles, deciles , percentiles Measures of dispersion- Range, quartile deviation, Mean deviation, standard deviation, coefficient of variation Estimation & Confidence Intervals-Types of estimates- Point estimates and confidence intervals for a mean and proportion. Central limit theorem

### **UNIT - III**

Testing of Hypothesis : Procedure for testing of hypothesis-Hypothesis testing for large sample and small samples (using z-test, 't' test)- Ftest- Analysis of variance(1- way and 2-way classification) Non-parametric tests: chi-square tests, Sign test, Mann Whitney U-Test, Kruskal-Wallis Test, Spearman's Rank

#### **UNIT - IV**

Correlation & Regression : Concepts of correlation-Types of correlation-Karl Pearson's coefficient of correlation Types of regression-Regression Coefficients

#### **UNIT - V**

Index Numbers ; Time series and forecasting : Simple Index numbers-Weighted Index(Laspeyres, Paasche Price Index and Fisher's Ideal Index) and Unweighted index ( Simple average & Simple aggregate index)-Special purpose Indexes( Consumer price index, Producer price index,

Time series & Forecasting : Components of a time series – Secular trend, Cyclical variation, Seasonal variation and Irregular variation-Moving averages &Weighted averages, trend analysis

### **8. ORGANISATIONAL BEHAVIOUR**

#### **UNIT - I**

Focus and Purpose : Definition, Need and Importance of Organizational Behaviour - Disciplines contributing OB - Challenges and Opportunities faced in OB - Models of Organizational Behaviour

#### **UNIT - II**

Individual Behaviour : Personality - Determinants of Personality - MBTI - Big 5 Model - Types of Personality – Emotions- Values - Types of Values - Hofstede's Framework - Learning - Learning theories - Reinforcement - Organizational Behaviour Modification. Perception - Perceptual process. Attitudes - Components of Attitudes – Types of Job Attitudes – Formation. Motivation – Motivation Theories – effects on work behaviour.

#### **UNIT - III**

Group Behaviour : Groups - Stages of Group Development - Types of Groups - Group Dynamics - Group Decision making Techniques - Teams – Teams building - Difference between Teams and Groups – Johari Window

#### **UNIT - IV**

Leadership and Power : Leadership-Leadership styles- Transformational-Transactional Leader-Power- Sources of Power-Politics-Factors influencing politics-Impression Management- Conflict Process-Conflict Management

#### **UNIT - V**

Dynamics of Organizational Behaviour : Organizational culture - Factors affecting culture - Socialization process Job satisfaction - Determinants of Job satisfaction - Organizational change - Forces and resistances for change - Lewin's model of change



# TAMILNADU COUNCIL FOR OPEN AND DISTANCE LEARNING

Accredited by International Council for Open & Distance Education (ICDE), Oslo, Norway

*Internationally Accredited Institution Registered under Tamilnadu Govt Act*

## **CURRICULUM STRUCTURE OF AMBA**

**Eligibility** : A Pass in Any UG Degree

**Duration** : 2 Years

**Examination** : Academic (June) / Calendar (December)

### **ASSOCIATE MBA PROGRAMME - FINANCE MANAGEMENT**

#### **SECOND YEAR**

Sl. No.	Course Code	Course Description
1	AMBA-FM-9	Indian Capital Market and Financial System
2	AMP-FM-10	Management of Financial Services
3	AMP-FM-11	Capital Budgeting and Financial decisions
4	AMP-FM-12	Working Capital Management
5	AMP-FM-13	Risk Management and Insurance
6	AMP-FM-14	Security Analysis and Portfolio Management
7	AMP-FM-15	International Financial Management
8	AMP-FM-16	Project Work



## **1. INDIAN CAPITAL MARKET AND FINANCIAL SYSTEM**

### **UNIT – I**

Indian Financial System: Components of Financial System (Financial Markets, Financial Institutions, Financial Instruments and Financial Services) – Financial System and Economic development – Legal and Regulatory framework of Financial Services.

### **UNIT - II**

Capital Market: Primary & Secondary Market-Functions of SEBI-Primary Markets Introduction-New issue market-Instruments in security markets-SEBI guidelines regarding primary markets-Listing of securities-Meaning-Objectives-Classification-Objectives Advantages-disadvantages.

### **UNIT – III**

Secondary Markets – Introduction - Stock Exchange – origin – Growth - Characteristics Functions-organisation-Limitations-Membership in Stock exchanges-Classifications in India-Methods of trading-Trading Mechanism of Stock Exchange-Recent Developments in Capital Markets.

### **UNIT – IV**

Leasing: Types of leasing-Advantages and limitations of leasing-Leasing Agreement-Legal aspects in leasing-Tax benefits under leasing agreement in India. Factoring: Process-Types-Benefits. Merchant Banking: Meaning-Role of Merchant Banker in managing Public Issues-Drawbacks.

### **UNIT – V**

Consumer Financing: Benefits to Banks and Customers-Different types of loans available to consumers. Credit Rating: Need-Rating Process-Rating Factors-Credit Rating agencies in India with their rating symbols-Defects of Credit Rating in India.

## **2. MANAGEMENT OF FINANCIAL SERVICES**

### **UNIT –I**

Structure of Financial System-role of Financial System in Economic Development Financial Markets and Financial Instruments-Capital Markets-Money Markets-Primary Market Operations -Role of SEBI-Secondary Market Operations-Regulation-Functions of Stock Exchanges-Listing-Formalities-Financial Services Sector Problems and Reforms.

### **UNIT –II**

Financial Services: Concept, Nature and Scope of Financial Services-Regulatory Frame Work of Financial Services-Growth of Financial Services in India-Merchant Banking Meaning-Types-Responsibilities of Merchant Bankers-Role of Merchant Bankers in Issue Management-Regulation of Merchant Banking in India.

### **UNIT – III**

Venture Capital-Growth of Venture Capital in India-Financing Pattern under Venture Capital-Legal Aspects and Guidelines for Venture Capital, Leasing-types of Leases Evaluation of Leasing Option Vs. Borrowing.

### **UNIT – IV**

Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context

### **UNIT- V**

Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

## **3. CAPITAL BUDGETING AND FINANCIAL DECISIONS**

### **UNIT – I**

Capital Budgeting: Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria.-Risk Analysis in Capital Budgeting : Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach, Probability Distribution Approach, Sensitivity Analysis, Simulation Analysis, Decision Tree Approach

### **UNIT- II**

Capital Rationing: Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing.

### **UNIT-III**

Cash Management: Introduction, Meaning and Importance of Cash Management, Motives for Holding Cash, Objectives of Cash Management, Models for Determining Optimal Cash Needs, Cash Planning, Cash Forecasting and Budgeting

### **UNIT-IV**

Inventory Management: Introduction, Role of Inventory in Working Capital, Characteristics of inventory, Purpose of Inventory, Costs Associated with Inventories, Inventory Management Techniques, Importance of Inventory Management Systems

## **UNIT-V**

Receivable Management: Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy.-Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends, Stock Split

## **4. WORKING CAPITAL MANAGEMENT**

### **UNIT I**

#### CONCEPTS AND DETERMINATION OF WORKING CAPITAL

- ✓ Conceptual Framework
- ✓ Operating Environment of Working Capital
- ✓ Determination of Working Capital
- ✓ Theories and Approaches

### **UNIT II**

#### MANAGEMENT OF CURRENT ASSETS

- ✓ Management of Receivables
- ✓ Management of Cash
- ✓ Management of Marketable Securities
- ✓ Management of Inventory

### **UNIT III**

#### FINANCING OF WORKING CAPITAL NEEDS

- ✓ Bank Credit – Basic Principles and Practices
- ✓ Bank Credit – Methods of Assessment and Appraisal
- ✓ Other Sources of Short Term Finance

### **UNIT IV**

#### WORKING CAPITAL MANAGEMENT : AN INTEGRATED VIEW

- ✓ Liquidity vs Profitability
- ✓ Payables Management
- ✓ Short-Term International Financial Transactions
- ✓ Integrating Working Capital and Capital Investment Process

## **5. RISK MANAGEMENT AND INSURANCE**

### **UNIT - I**

Risk—an Introduction, interpretations of the term 'risk', types of business and personal risks, significance of risk management function within business organizations. Insurance and Risk - significance of insurance and risk, general structure of the insurance market, significant aspects of this industry.Reforms in Indian Insurance Industry- importance of the privatization of insurance industry,

problems associated with public insurance enterprises, relation between insurance and economic growth.

## **UNIT-II**

Regulations Relating to Insurance Accounting and Management - framework for IRDA rules and regulations regarding general insurance investment in the country, role of financial reporting in managing insurance operations, significance of determining solvency margins. Life Insurance - factors influencing the key functioning of insurance organizations insurable interest, role of riders in insurance policies. Non-life Insurance - elements of fire insurance contract and its ancillary features. Significance of marine insurance and its various policies, the role of rural insurance in making people's lives better in rural India. Non-life Insurance - II - types of motor insurance policies, critical aspects of aviation industry in the country, significance of liability insurance in India.

## **UNIT-III**

Functions and Organization of Insurers - components of the distribution system of life insurance companies in the country, role of agents in the life insurance sector in India, important activities carried out in a life insurance organization. Product Design and Development: Product development in the life and non-life insurance sectors in India, role of risk evaluation in the process of insurance product formation, future trends in the domain of insurance product design and development. Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting.

## **UNIT-IV**

Claims Management: factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement. Insurance Pricing and Marketing - principles of insurance pricing and marketing, tools and techniques used in pricing individual life and health insurance

## **UNIT - V**

Financial Management in Insurance Companies and Insurance Ombudsman: importance of financial management in insurance companies, tools of managing expenses in the insurance companies, modes used by the insurance companies in channelizing their funds. Reinsurance: reinsurance in the insurance sector. Areas of the application of reinsurance. Information Technology in Insurance - application of information technology in the insurance sector, role of insurance companies in insurance security, contours of the future of insurance in rural areas.

## **6. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

### **UNIT- I**

INVESTMENT SETTING : Financial and economic meaning of Investment Characteristics and objectives of Investment Types of Investment, Investment alternatives, Choice and Evaluation Risk and return concepts.

## **UNIT - II**

SECURITIES MARKETS : Financial Market - Segments Types - Participants in financial Market Regulatory Environment, Primary Market Methods of floating new issues, Book building Role of primary market Regulation of primary market, Stock exchanges in India BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges Trading system in stock exchanges SEBI.

## **UNIT - III**

FUNDAMENTAL ANALYSIS : Economic Analysis Economic forecasting and stock Investment Decisions Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle Company Analysis Measuring Earnings Forecasting Earnings Applied Valuation Techniques Graham and Dodds investor ratios.

## **UNIT - IV**

TECHNICAL ANALYSIS : Fundamental Analysis Vs Technical Analysis Charting methods Market Indicators. Trend: Trend reversals Patterns - Moving Average Exponential moving Average Oscillators Market Indicators Efficient Market theory.

## **UNIT - V**

PORTFOLIO MANAGEMENT : Portfolio analysis Portfolio Selection Capital Asset Pricing model Portfolio Revision Portfolio evaluation-Mutual Funds.

## **7. INTERNATIONAL FINANCIAL MANAGEMENT**

### **UNIT - I**

Globalisation-Implications of Globalisation-Goals of International Financial Management-scope of International Finance-International Monetary System Bimetallism-Gold Standard-Bretton Woods-System-Floating Exchange Rate Regime European Monetary System-IMF-WTO-GATT .

### **UNIT - II**

Balance of Payments-The Current Account-The Capital Account-significance- Balance of Payments in the World-Balance of Payments Account of India

### **UNIT - III**

International Financial Markets – Sources of International Funds-Multilateral Development Banks-Governments/ Governmental Agencies-International Banks- Security Markets Instruments of International Financial Markets-International Equities GDRs-ADRs-International Money Market and Bond Market Instruments-Euro Bonds- Repos-Euro Commercial Paper-Medium Term Notes-Floating Rate Notes-Loan Syndicates-Euro Deposits-Euro Issues in India.

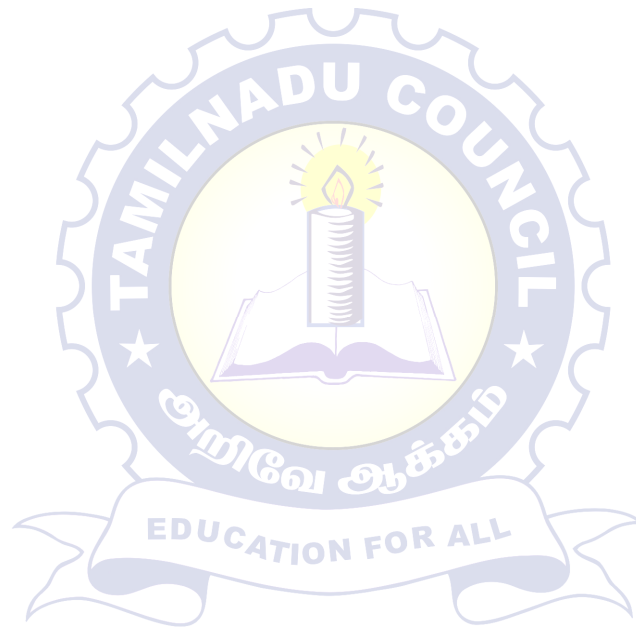
#### **UNIT - IV**

Currency Risk and Exposure-Types of Currency Risk-Management of Currency Risk- Concept and Measurement of Transaction Exposure-Techniques of Transaction Exposure Management-Translation. Exposure-methods-Transaction Exposure Vs. Translation Exposure-Exchange Risk Management-Operating Exposure-measuring and managing Operating Exposure.

#### **UNIT - V**

Foreign Direct Investment (FDI)-Forms of FDIs-FDI in World-purpose of overseas investment-Benefits to the Host Countries-Effects of FDI-Political Risk.

#### **8. PROJECT WORK**





# TAMILNADU COUNCIL FOR OPEN AND DISTANCE LEARNING

Accredited by International Council for Open & Distance Education (ICDE), Oslo, Norway

*Internationally Accredited Institution Registered under Tamilnadu Govt Act*

## **CURRICULUM STRUCTURE OF AMBA**

**Eligibility** : A Pass in Any UG Degree

**Duration** : 2 Years

**Examination** : Academic (June) / Calendar (December)

### **ASSOCIATE MBA PROGRAMME - HOSPITAL MANAGEMENT SECOND YEAR**

Sl. No.	Course Code	Course Description
1	AMBA-HM-9	Hospital Architecture, Planning and Design
2	AMBA-HM-10	Materials Management
3	AMBA-HM-11	Hospital Operation - I (Patient Care)
4	AMBA-HM-12	Hospital Operation - II (Support Services)
5	AMBA-HM-13	Bio-Sciences and Epidemiology
6	AMBA-HM-14	Hospital Information System
7	AMBA-HM-15	Health Laws and Policies
8	AMBA-HM-16	Project Work

# **1. HOSPITAL ARCHITECTURE, PLANNING AND DESIGN**

## **UNIT I**

PLANNING : Types of Hospital Organisation, Statutory Requirements for Planning. Steps In Hospital Planning: Need Assessment, Appointment of Planning Teams/Consultants

## **UNIT II**

ARCHITECT OF HOSPITAL: Appointment of Architect and Size of the Hospital, Design of the Hospital and Selection of the Contractor. Preparation of Architect's Brief. Selection of the Size and Preparation of the Master plan

## **UNIT III**

LAYOUT OF HOSPITAL-I: Preparation of Schedule of Accommodation. Layout, Grouping, Zoning & Phasing Of Activities. Circulation & Movements of Patients Staff and Visitors.

## **UNIT: IV**

LAYOUT OF HOSPITAL-II : Planning For Out Patient Department / Accident / Emergency. Indoor Accommodation and Ward Design, Bed Wise Planning, Special Requirements of Certain Departments Such As ICU, OT, Paediatric, Maternity ward.

## **UNIT V**

HOSPITAL MAINTENANCE & EQUIPMENTS : Planning For Water Supply, Electricity, Drainage & Sewage Disposal. Planning For Equipments & Purchase. Planning For Various Categories of Staff, Administrative Action for Appointment, Training.

# **2. MATERIALS MANAGEMENT**

## **UNIT I**

General concept of Materials Management in the hospital, Introduction to principles of material management. Inventory management, Classification of inventory, Basic Inventory model, Inventory cost Module.

## **UNIT II**

Inventory control: Concept of inventory control, Inventory Control techniques, Selective Inventory.

## **UNIT III**

Control techniques, ABC analysis, VED, SDE, FSN, HML, XYZ, GOLF, Economic Order of quantity. Inventory ordering system: Ordering System, Lead time & safety stock, Standardisation & codification.

## **UNIT IV**

Value analysis, Value engineering, Just in time inventory. Purchase procedure in hospital: Purchase system. Materials planning, tendering system of purchase. Supply, storage, distribution & accounting in hospital Pertaining to Medical store, surgical store, lines store & general store.



## **UNIT V**

Management of inventory having in the hospital: Conditioning & disposal of store. Role of automation, in store management, Vendor rating, suggested reading

## **3. HOSPITAL OPERATION – I (PATIENT CARE)**

### **UNIT I**

Patient centric management-Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counselling & Practical examples of patient centric management in hospitals-Patient safety and patient risk management.

### **UNIT II**

Quality in patient care management-Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice.

### **UNIT III**

Patient classification systems and the role of casemix-Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.

### **UNIT IV**

Medical ethics & auditory procedures-Ethical principles, Civic rights, Consumer Protection Act, Patient complaints powers & procedures of the district forum, State and National commission, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees-Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity.

### **UNIT V**

Disaster preparedness-Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management . Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.

## **4. HOSPITAL OPERATION – II (SUPPORT SERVICES)**

### **UNIT I**

Nutrition and Dietary services – Pharmacy services – Medical Records services.

## **UNIT II**

Facilities Engineering-Maintenance of Civil Assets-Electrical supply and Water supply-Medical gas pipeline-Plumbing and Sanitation-Air conditioning system-Hot water and Steam supply-Communication Systems-Need and scope of Biomedical engineering departments in modern hospitals.

## **UNIT III**

Laundry services-Housekeeping services-CSSD-Energy conservation methods-AMC.

## **UNIT IV**

Ambulance services-Mortuary services-Hospital security services.

## **UNIT V**

Disaster management-Fire hazards-Engineering Hazards-Radiological hazards- Outsourcing of Support services –few case studies.

## **5. BIO-SCIENCES AND EPIDEMIOLOGY**

### **UNIT-I**

Common Terms of Healthcare Management: Terms related to levels of healthcare; Primary Secondary and Tertiary – Systems of Medicine – Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, Reiki, etc. – Preventive and Curative Medical Care – General and Specialty Hospitals – Pharmacopeia (in-patient and out-patient)

### **UNIT-II**

Speciality-wise terminology-Pathology terms of Common Use-Clinical, diagnostic and therapeutic terms-Paediatric services-Dental-Psychiatric.

### **UNIT-III**

Casualty and Emergency-Neurology-Obstetrics and Gynaecology-Dermatology intensive care-Coronary care services.

### **UNIT-IV**

Control of Hospital Acquired Infection: Types of Infection-Common Nosocomial Infection and their Causative Agents-Prevention of Hospital Acquired Infection-Role of Central Sterile Supply Department-Infection Control Committee-Monitoring and Control of Cross-Infection-Staff Health Biomedical Waste Management: Meaning-Categories of Biomedical wastes-Disposal of biomedical waste products-Incineration and its importance Standards for Waste Autoclaving, Micro Waving and Deep Burial-Segregation-Packaging Transportation-Storage

### **UNIT-V**

Human Waste Disposal and Sewage Disposal: Diseases carried from excreta- Sanitation barrier-Methods of Excreta disposal-Sewage wastes: Meaning-Composition-Aims of Sewage-disposal-Decomposition of Organic Matter-Modern Sewage Treatment-Drawbacks of improper disposal of wastes-Solid and liquid.

## **6. HOSPITAL INFORMATION SYSTEM**

### **UNIT I**

The Information Explosion: Information is important-Impact on society-Impact on teaching and learning-Impact on Government-Impact on Healthcare-The future of healthcare technology-The future healthcare record-Preparing for the future-Summary. The world of Informatics.

### **UNIT II**

The Electronic health record: Functions of the health record-Changing functions of the patients record-Advantages of the paper record-Disadvantages of the paper record Optically scanned records-The electronic health record-Automating the paper record Advantages of the HER-Disadvantages of the HER-Bedside or point-of-care systems-Human factors and the HER-Roadblocks and challenges to EHR implementation-The future

### **UNIT III**

Securing the Information: Privacy and confidentiality and Law-Who owns the data? Security-Computer crime-Role of healthcare professionals-Summary. Information Systems cycle: The information systems cycle-Analysis-Design phase-Development-Implementation Why some projects fails?

### **UNIT IV**

Electronic Communications: A bit of history-Hardware and software for connecting Methods of accessing information-World Wide Web (WEB)-Communication Technologies

### **UNIT V**

Telehealth-Historical perspective on telehealth-Types of Technology-Clinical initiatives-Administrative initiatives-Advantages and Barriers of telehealth-Future trends- Summary-The future of Informatics: Globalization of Information Technology-Electronic communication-Knowledge management-Genomics-Advances in public health-speech recognition-Wireless computing-Security-Telehealth-Informatics Education-Barriers to Information Technology implementation

## **7. HEALTH LAWS AND POLICIES**

### **UNIT I**

Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act – Medical Ethics

### **UNIT II**

Laws relating Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy- FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

### **UNIT III**

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

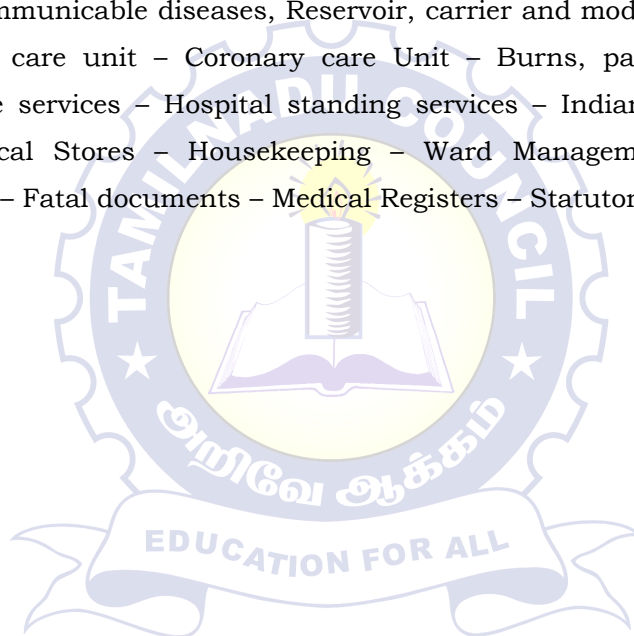
### **UNIT IV**

Medical Terminology- Glossary of medical terms: major Diseases and medical specialties-Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

### **UNIT V**

Illness- Classification and description of diseases-Infection Control- Medical asepsis, Nosocomial infection and communicable diseases, Reservoir, carrier and mode of transmission- Overview of Hospital Services -Intensive care unit – Coronary care Unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services – Hospital standing services – Indian red cross society – Nursing services- Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department-Medical Records – Fatal documents – Medical Registers – Statutory records

### **8. PROJECT WORK**





# TAMILNADU COUNCIL FOR OPEN AND DISTANCE LEARNING

Accredited by International Council for Open & Distance Education (ICDE), Oslo, Norway

*Internationally Accredited Institution Registered under Tamilnadu Govt Act*

## **CURRICULUM STRUCTURE OF AMBA**

**Eligibility** : A Pass in Any UG Degree

**Duration** : 2 Years

**Examination** : Academic (June) / Calendar (December)

### **ASSOCIATE MBA PROGRAMME - HRM**

#### **SECOND YEAR**

<b>Sl.No</b>	<b>Course Code</b>	<b>Course Description</b>
1	AMBA-HR-9	Organisational Change and Change Management
2	AMBA -HR-10	Training and Development
3	AMBA -HR-11	Labour Welfare
4	AMBA -HR-12	Industrial Relations
5	AMBA -HR-13	Wages and Salary Administration
6	AMBA -HR-14	Strategic Management
7	AMBA -HR-15	Business Research Methods
8	AMBA -HR-16	Project Work

## **SPECIALIZATIONS**

### **HUMAN RESOURCE MANAGEMENT**

#### **1. ORGANISATIONAL CHANGE AND CHANGE MANAGEMENT**

##### **Unit I**

Organisational development- An introduction: Organisational Development – Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Characteristics of OD, Assumptions of OD

Change Process and Models: Organisational Change, Strategies for Change, Theories of Planned Change (Lewin's change model, Action research model, the positive model), Action Research as a Process, Resistance to Change

##### **Unit II**

Role of OD Practitioner: OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

Process of OD: Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure

Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions

Values and Ethics in OD: Professional Values, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement

##### **Unit III**

Human Process Interventions: Introduction, Team Development Interventions, Interpersonal Development Interventions

Human Resource Interventions: HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness

##### **Unit IV**

Structural Interventions: Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions  
Strategic Interventions: Integrated Strategic Change, Trans-organisation

Development, Merger and Acquisition Integration, Culture Change, Self-Designing Organisations, Organisation Learning and Knowledge Management, Confrontation Meetings, System 4 Management, Learning Organisations

Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD

## **Unit V**

Issues Faced in OD: Introduction, Issues Related to Client Relationships, Power, Politics and Organisational Development

Evaluating OD Interventions: Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions

Organisational Learning: Learning Organisation, Senge's Approach Nonaka & Takeuchi's Approach, Executive View on Organisational Learning, Reality Checklist, Seven Steps of Initiating Organisational Learning

Future of OD: Organisational Development and Globalization, Emerging Trends in OD - Expanding the use of OD, Combining traditional "hard" business competencies and OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation

## **2. TRAINING AND DEVELOPMENT**

### **Unit I**

Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

### **Unit II**

Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.

### **Unit III**

Training and Development Methodologies: Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in

training; Computer Aided Instructions- Distance Learning, Open Learning, E-Learning;

Technologies Convergence and Multimedia Environment.

Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training .

#### **Unit IV**

Designing Training and Development Programs: Organisation of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self-development; Training process outsourcing.

#### **Unit V**

Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts ; Kirkpatrick Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.

### **3. LABOUR WELFARE**

#### **UNIT I**

INDUSTRIAL RELATIONS - Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

#### **UNIT II**

INDUSTRIAL CONFLICTS - Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

#### **UNIT III**



LABOUR WELFARE - Concept - Objectives - Scope - Need - Voluntary Welfare Measures - Statutory Welfare Measures - Labour - Welfare Funds - Education and Training Schemes.

#### **UNIT IV**

INDUSTRIAL SAFETY - Causes of Accidents - Prevention - Safety Provisions - Industrial Health and Hygiene - Importance - Problems - Occupational Hazards - Diseases - Psychological problems - Counselling - Statutory Provisions.

**UNIT V:** WELFARE OF SPECIAL CATEGORIES OF LABOUR - Child Labour - Female Labour - Contract Labour - Construction Labour - Agricultural Labour - Differently abled Labour - BPO & KPO Labour - Social Assistance - Social Security - Implications.

### **4. INDUSTRIAL RELATIONS**

#### **Unit I**

Introduction to Industrial Relations: Industrial Relations Perspectives; Concept, Importance, Scope & Aspects of Industrial Relations, Causes & effects of Poor Industrial Relation in India; Trade Unions: Historical Evolution of Trade Unions in India, Role & Functions of Trade union, Essentials for success of Trade Union.

#### **Unit II**

Discipline and Grievance Management: Employee discipline; Causes of indiscipline, essentials of a good disciplinary system, Hot-Stove Rule and kinds of punishment; Grievance procedure: Settlement of grievance in Indian industry; Model grievance procedure, Meaning & structure of collective bargaining; Bargaining stages and processes, Collective bargaining in India.

#### **Unit III**

Industrial Disputes & Employee Participation: Industrial Disputes in India; Causes of disputes, Methods for the settlement of industrial disputes; Definitions and aims of Workers participation, Worker participation in Management in India; The participation of workers in Management Bill, 1996.

#### **Unit IV**

Industrial Laws: Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief, The Law of Minimum Wages, Payment of Wages, Payment of Bonus. UNIT-I Job Analysis and Job Descriptions

## **5. WAGES AND SALARY ADMINISTRATION**

### **Unit I**

Job Analysis Procedures, Job Analysis Data Collection Process, Job Descriptions

### **Unit II**

Job Evaluation/Person-based Structures

Definition of Job Evaluation, Major Decisions In Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure

### **Unit III**

Determining External Competitiveness

Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades

### **Unit IV**

Wage and Salary Administration, Theories of wages - wage structure - wage fixation - wage payment - salary administration.

### **Unit-V**

Incentives and Fringe Benefits

Rewards for sales personnel - pay - commission - pay and commission - performance based pay system - incentives - Executives compensation plan and packages.

## **6. STRATEGIC MANAGEMENT**

### **Unit I**

STRATEGY AND PROCESS - Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

### **Unit II**

COMPETITIVE ADVANTAGE - External Environment - Porter's Five Forces Model- Strategic Groups Competitive Changes during Industry Evolution- Globalisation and Industry Structure - National Context and Competitive advantage Resources Capabilities and competencies–core competencies-Low cost and differentiation

Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

### **Unit III**

STRATEGIES - The generic strategic alternatives - Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

### **Unit IV**

STRATEGY IMPLEMENTATION & EVALUATION - The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

### **Unit V**

OTHER STRATEGIC ISSUES - Managing Technology and Innovation- Strategic issues for Non-Profit organisation

## **7. BUSINESS RESEARCH METHODS**

### **Unit I**

INTRODUCTION - Business Research - Definition and Significance - the research process - Types of Research - Exploratory and causal Research - Theoretical and empirical Research - Cross -Sectional and time - series Research - Research questions / Problems - Research objectives - Research hypotheses - characteristics - Research in an evolutionary perspective - the role of theory in research.

### **Unit II**

RESEARCH DESIGN AND MEASUREMENT - Research design - Definition - types of research design - exploratory and causal research design - Descriptive and experimental design - different types of experimental design - Validity of findings - internal and external validity - Variables in Research - Measurement and scaling -

Different scales – Construction of instrument – Validity and Reliability of instrument.

### **Unit III**

DATA COLLECTION - Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

### **Unit IV**

DATA PREPARATION AND ANALYSIS - Data Preparation – editing – Coding – Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.

### **Unit V**

REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH - Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

## **8. PROJECT WORK**



# TAMILNADU COUNCIL FOR OPEN AND DISTANCE LEARNING

Accredited by International Council for Open & Distance Education (ICDE), Oslo, Norway

*Internationally Accredited Institution Registered under Tamilnadu Govt Act*

## **CURRICULUM STRUCTURE OF AMBA**

**Eligibility : A Pass in Any UG Degree**

**Duration : 2 Years**

**Examination : Academic (June) / Calendar (December)**

### **ASSOCIATE MBA PROGRAMME - LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

#### **SECOND YEAR**

Sl. No.	Course Code	Course Description
1	AMBA-LSCM-9	Logistic Management
2	AMBA- LSCM -10	Retail Store and Visual Merchandising
3	AMBA- LSCM -11	Quality Management and Quality Techniques
4	AMBA- LSCM -12	Retail Marketing and CRM
5	AMBA- LSCM -13	Logistic and Supply Chain Management
6	AMBA- LSCM -14	Export Trade and Documentation
7	AMBA- LSCM -15	International Marketing
8	AMBA- LSCM -16	Project Work

## **1. LOGISTIC MANAGEMENT**

### **UNIT - I**

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics. Logistics relationships. Functional applications – HR, Marketing, Operations, Finance, IT. Logistics Organization - Logistics in different industries

### **UNIT - II**

Logistics Activities: – functions, objectives, solution. Customer Service, Warehousing and Material Storage, Material Handling, order processing, information handling and procurement Transportation and Packaging. Third party and fourth party logistics - Reverse Logistics - Global Logistics.

### **UNIT - III**

Fundamentals of Supply Chain and Importance, Development of SCM concepts and Definitions Supply chain strategy, Strategic Supply Chain Management and Key components. Drivers of Supply Chain Performance-key decision areas-External Drivers of Change.

### **UNIT - IV**

Modelling logistics systems - Simulation of logistic systems - Dimensions of Logistics & SCM – The Macro perspective and the macro dimension – Logistic system analysis strategy, Logistical Operations Integration, Customer service – Supply Chain Relationships

### **UNIT - V**

Framework and Role of Supply Chain in e-business and b2b practices. Value of information in logistics & SCM - E-logistics, E-Supply Chains - International and global issues in logistics - Role of government in international logistics and Principal characteristics of logistics in various countries and regions

### **UNIT - VI**

Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.

## **2. RETAIL STORE AND VISUAL MERCHANDISING**

### **UNIT -I**

Retail Store layout and design, store operations and inventory management merchandise planning, buying merchandise – developing assortment plan. Retail pricing strategy, category management, customer services – retail branding- international retailing

### **UNIT -II**

Merchandising philosophy - Introduction: Developing Merchandising plans - Setting objectives, Buying organization formats and processes, Devising merchandising plans. Category management, Merchandise software. Buying systems - Merchandise budget plans, Branding strategies, International sourcing decisions.

### **UNIT – III**

Financial Merchandise Management - The cost and retail methods of accounting, Financial inventory control.

### **UNIT – IV**

Merchandise Pricing - Pricing strategies, Approaches for setting prices, Price adjustments.

### **UNIT- V**

Merchandise inventory management - Store layout, Design, and Visual merchandising space planning, Merchandise presentation techniques.

## **3. QUALITY MANAGEMENT AND QUALITY TECHNIQUES**

### **UNIT – I**

Quality Concepts: Evolution of Quality Control, concept change, TQM Modern concept, Quality concept in design, Review of design, Evolution of proto type.

Control on Purchased Product : Procurement of various products, evaluation of supplies, capacity verification, Development of sources, procurement procedure.

Manufacturing Quality : Methods and techniques for manufacture, inspection and control of product, quality in sales and services, guarantee, analysis of claims.

### **UNIT- II**

Quality Management : Organization structure and design, quality function, decentralization, designing and fitting, organization for different type products and company, economics of quality value and contribution, quality cost, optimizing quality cost, seduction program. Human Factor in quality : Attitude of top management, cooperation of groups, operators attitude, responsibility, causes of apparatus error and corrective methods.

### **UNIT-III**

Control Charts: Theory of control charts, measurement range, construction and analysis of R charts, process capability study, use of control charts.

Attributes of Control Chart : Defects, construction and analysis of charts, improvement by control chart, variable sample size, construction and analysis of C charts.

### **UNIT-IV**

Defects diagnosis and prevention defect study, identification and analysis of defects, correcting measure, factors affecting reliability, MTTF, calculation of reliability, building reliability in the product, evaluation of reliability, interpretation of test results, reliability control, maintainability, zero defects, quality circle.

### **UNIT-V**

ISO-9000 and its concept of Quality Management ISO 9000 series, Taguchi method, JIT in some details.

## **4. RETAIL MARKETING AND CRM**

### **UNIT I**

Retailing: Concept, Scope and Retail Management. Theories Of Retail Development (Wheel Of Retailing, Retail Accordation, Melting Pot Theory, Polarisation Theory). Contribution Of Retailing To Indian Economy. Retail Environment in India, Foreign Direct Investment (FDI) In Retail, Changing Scenario of Retail business In India.

### **UNIT II**

Retail Strategy: Definition, Importance, & Future of Retail Market Strategy. Developing and Applying Retail Strategy. Types of Retailing Formats: Super Market, Hyper Market, Departmental Stores, Convenience Stores, Catalogue Retailers. Non Stores Retailing: Vending Machine, Door To Door selling, Mail Order Business. E-Retailing: Credit Card Transaction, Smart Card and E-Payment. Retailing of Services.

### **UNIT III**

Retail Location: Meaning, Importance, Process and Factors Affecting Location, Merchandising: Concept, Importance, Factors Affecting Buying Decision. Role and Responsibilities of Merchandising.

### **UNIT IV**

Franchising: Definition, Types and Evolution. Franchising Law In India. Outsourcing: Definition, Scope and Importance. Introduction of the Concept Of VAT In Retailing.

### **UNIT V**

CRM in Retail: Concept, Types of CRM, Application Of CRM In Retailing, Strategic Framework For CRM In Retail.

## **5. LOGISTIC AND SUPPLY CHAIN MANAGEMENT**

### **UNIT - I**

The Logistics of Business-The Logistical Value Proposition-The Work of Logistics Logistical Operating Arrangements-Flexible Structure-Supply Chain Synchronization, UNIT II: Transport Functionality, Principles and Participants-Transportation Service Transportation Economics and Pricing-Transport Administration-Documentation. International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains, Global Supply Chain Integration-Supply Chain Security-International Sourcing-Role of Government in controlling international trade and its impact on Logistics and Supply Chain.

### **UNIT-II**

International Insurance-Cargo movements-water damage-Theft-Privacy-pilferage Other risk-perils with air shipments-Risk Retention-Risk Transfer-Marine Cargo Insurance-Coverage A,B,C classes-Elements of air freight Policy-Commercial Credit Insurance-Size of Vessels, Tonnage, Types of vessels-Container, Combination ships- Non vessel operating carriers. International Air transportation-Types of aircrafts-Air cargo Regulations-Truck and Rail Transportation-Inter model-pipe lines-Packaging objectives-



TCL, LCC-Refrigerator-goods-customs duty-Non Traffic barriers-customs cleaning process-International logistics Infrastructure.

### **UNIT-III**

Supply Chain definition-Objectives-Types-Variou definitions-Drivers-Need for SCM-SCM as a profession-SCM decisions and skills-Strategy formulation in SCM-Value in Supply Chain-Trade-offs-CRM Strategy relationship matrix. Strategic Sourcing Source evaluation-collaborative perspective-Buyer Supplier Relationship-Partner Selection-develop of Partnership-importance of inventory-imbalance-uncertainties inventory costs-inventory turnover ratio: Transportation Selection-Trade-off-modes of transportation-models for transportation and distribution-factors affecting network effectiveness-3 PL advantages-Indian transport infrastructure-IT solutions-EDI, e-Commerce, Procurement-Bar Coding and RFID technology

### **UNIT-IV**

Critical business processes and information systems-DBMS-benefits of ERP-information system and bull whip effect-SCM software packages-modelling concepts Vendor analysis model-Coordinated SCM-Simulation modelling-Reverse Vs forward supply chain-types of reverse flows-collaborative SCM's and CPFR-agile systems sources of variability-characteristics-supplier interface-internal processes.

### **UNIT - V**

Supply Chain Management and profitability-quality management-mass Customization and globalization-ethical Supply Chains-e-business and SCM-Balanced Score Card-Benchmarking, Performance measurement.

## **6. EXPORT TRADE AND DOCUMENTATION**

### **UNIT- I**

Preliminaries for Exports and Imports: Meaning and Definition of Export Classification-Strategy and Preparation for Export Marketing-Export Marketing Organizations-Registration Formalities-IEC-RCMC-Export Licensing-Selection of Export Product-Identification of Markets-Methods of Exporting-Pricing Quotations-Payment Terms-Letter of Credit.

### **UNIT - II**

Liberalization of Imports-Negative List for Imports-Categories of Importers-Special Schemes for Importers

### **UNIT - III**

Export Import Documentation: Aligned Documentation System-Commercial Invoice-Shipping Bill-Certificate of Origin-Consular Invoice-Mate's Receipt-Bill of Lading GR Form-ISO 9000-Procedure for obtaining ISO 9000-BIS 14000 Certification-Types of Marine Insurance Policies. Import Documents-Transport Documents-Bill to Entry Certificate of Inspection-Certificate of Measurements-Freight Declaration.

### **UNIT - IV**

Export-Import Procedure:Steps in Export Procedure-Export Contract-Forward Cover Export Finance-Institutional framework for Export Finance-Excise Clearance-Pre-shipment Inspection-Methods of Pre-shipment Inspection-Marine Insurance-Role of Clearing and Forwarding Agents-Shipping and Customs

Formalities-Customs EDI System-Negotiation of Documents-Realisation of Exports Proceeds. Pre-Import Procedure-steps in Import Procedure-Legal Dimensions of Import Procedure-Customs Formalities for Imports Warehousing of Imported goods-Exchange Control Provisions for Imports-Retirement of Export Documents.

#### **UNIT - V**

Policy and Institutional Framework for Exports and Imports: Foreign Trade Policy Highlights-Special Focus Initiatives-Duty Drawback-Deemed Exports-ASIDE-MAI & MDA-Star Export Houses-Town of Export Excellence-EPCG Scheme-Incentives for Exporters. Export Promotion Councils-Commodity Boards-FIEO-IIFT-EOUs-SEZs-ITPO ECGC-EXIM Bank.

### **7. INTERNATIONAL MARKETING**

#### **UNIT - I**

Introduction to International Marketing, Nature, scope and different complexities of International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade

#### **UNIT - II**

Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure.

#### **UNIT - III**

Concept of Free Trade and Regional Economic Groupings, Selection of Global Markets, Segmentation and Positioning, Product Planning, International PLC, Developing international Pricing Policies and Strategies for Export.

#### **UNIT - IV**

Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing.

#### **UNIT - V**

Management of Risks in international marketing, Instruments of Financial Transactions in international marketing, New Techniques ( Joint Ventures, Sub Contracting & BOP) in international marketing

### **8. PROJECT WORK**



# TAMILNADU COUNCIL FOR OPEN AND DISTANCE LEARNING

Accredited by International Council for Open & Distance Education (ICDE), Oslo, Norway

*Internationally Accredited Institution Registered under Tamilnadu Govt Act*

## **CURRICULUM STRUCTURE OF AMBA**

**Eligibility** : A Pass in Any UG Degree

**Duration** : 2 Years

**Examination** : Academic (June) / Calendar (December)

### **ASSOCIATE MBA PROGRAMME - MARKETING MANAGEMENT**

#### **SECOND YEAR**

Sl. No.	Course Code	Course Description
1	AMBA-MM-9	Consumer Behaviour
2	AMP-MM-10	Industrial & Services Marketing
3	AMP-MM-11	New Product Development
4	AMP-MM-12	Marketing Research
5	AMP-MM-13	Advertising and Sales Promotion
6	AMP-MM-14	Logistics and Sales Management
7	AMP-MM-15	International Marketing
8	AMP-MM-16	Project Work

# **1. CONSUMER BEHAVIOUR**

## **UNIT - I**

Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Diversity of consumers and their behaviors. Profiling the consumer and understanding their needs. Segmentation, Consumer Decision making process and decision making roles Information Search Process; Evaluative criteria and decision rules. Are consumers Rational or emotional. Involvement theory and applications

## **UNIT - II**

Consumer needs, theories of Motivation and their applications. Process theories and content theories. Personality and self concept. Theories of personality. Trait theory and measurement. Motivational Research. Perception. Thresholds of perception, Subliminal perception, Perceptual process dynamics. Positioning methods and measurement. Perceptual mapping methods, multi dimensional scaling. Consumer imagery

## **UNIT - III**

Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change.. Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

## **UNIT - IV**

Self Concept. Concept of Multiple Selves. Development of the self. Image Congruence assumptions. Social Comparison theory. Self-esteem. Body image and body esteem. Fashion, Cosmetics and Conspicuous consumption. Psychographics and Lifestyle; Reference Group Influence; Theory of reference group and applications. Endorsements and reference group influence. Culture, the concept meaning and measurement Content analysis. Values and beliefs, Rituals, Customs, Tradition, Symbol and influence in consumption. Consumer learning of culture., Consumer Socialization. Semiotics. Subcultures and Cross Cultural issues in marketing.

## **UNIT - V**

Family, family life cycle and decision-making. Social Class. The concept and measurement. Mobility among social classes. Prestige products and status. Diffusion of Innovation and Opinion Leadership. Marketing, consumer behaviour and society. Consumption and persuasion-Issues of manipulation and long term impacts on society and children. Consumer materialism. Consumer behaviour knowledge for public policy.

## **2. INDUSTRIAL & SERVICES MARKETING**

### **UNIT –I**

INTRODUCTION TO SERVICES MARKETING: Services economy - evolution and growth of service sector - nature and scope of services - characteristics - classification - service market potential - expanded marketing mix for services - service quality - introduction to gaps model and SERVQUAL dimensions.

### **UNIT –II**

FOCUS ON CUSTOMERS: Assessing service marketing opportunities - customer expectations and perceptions of services - customer behaviour specific to usage of services - service markets segmentation - market targeting and selection.

### **UNIT – III**

SERVICE DESIGN: Levels of service product - Service life cycle - new service development - service blueprinting - physical evidence and service scape - competitive differentiation of services - service positioning strategies - developing positioning maps - pricing of services - methods and specific issues. Service delivery - People in services - service process - distributing service direct distribution, channel functions, channels selection, impact of information technology - designing communications mix for promoting services - building service customer relationships and service recovery - role of internal marketing in service delivery.

### **UNIT – IV**

MARKETING STRATEGIES FOR DIFFERENT SERVICES: Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

### **UNIT- V**

INDUSTRIAL SELLING : Nature and characteristic of industrial goods; procedures in buying industrial goods; role of service in industrial selling Sales Policies and Procedures -Terms and conditions of sale; handling complaints

## **3. NEW PRODUCT DEVELOPMENT**

### **UNIT – I**

Introduction to Product & Brand Management, Emergence as a separate area of study, Product, Product Levels, Product Hierarchy, Classification of Product.

### **UNIT- II**

Product Mix - A strategic choice. Product Mix decisions, Product Line decision - strategic decision involving adding or pruning product lines.

### **UNIT-III**

Concept of STP & strategies, Product Positioning, Developing Positioning Strategy, Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy.

### **UNIT-IV**

Product Research - Importance, tools and analysis, Product Development & Testing, Product Launch Decisions.

### **UNIT-V**

Branding, Need for Branding, Brand & related concepts: Brand Equity, Brand Life Cycle, Brand Positioning & Repositioning, Branding decisions, Family vs. individual Branding, Multiple branding, brand extension, Branding in specific sectors like Industrial, retail, service, e-branding

## **4. MARKETING RESEARCH**

### **UNIT I**

Marketing Research: Introduction, Management uses of marketing research, Problem Formulation & steps in decision Making Process.

### **UNIT II**

Research Design: Introduction, Exploratory Research, Descriptive research, Causal/Experimental Research Design, Relationship in between different types of designs.

### **UNIT III**

Data Collection Methods, Primary & Secondary Data, Observation & Questionnaire Techniques, Analysis & interpretation of Data, Development of questionnaire.

### **UNIT IV**

Sample Design, Sample Plan, Probability & Non- Probability Sampling, Sample Size, etc., Attitude Measurement through different types of scales.

### **UNIT V**

Product Research, Advertising Research Copy Testing Test Marketing, Media Selection, Research Report

## **5. ADVERTISING AND SALES PROMOTION**

### **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. 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-II**

Advertisement copy, Its components and types; The importance of creativity in advertising, creative strategy and process, implementation and evaluation. 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-III**

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).

## **UNIT-IV**

Sales Management and Organisation : Objectives and sales management , sales executive as a coordinator , sales management and control , sales organisation - its purpose , setting up a sales organisation , types of sales organisation .

## **UNIT - V**

Personal Selling : Objectives and theories of personal selling, analysing market potential, sales potential and sales forecasting method & evaluation , determining sales related marketing policies - product policies, distribution policies & pricing policies .Sales Operations: Sales budget , sales territories , sales Quota's , control of sales , sales meeting and sales contest, organising display , showroom and exhibitions. Salesmanship: Sales manager- Qualities and functions , types of salesman , prospecting , pre-approach & approach , selling sequence , psychology of customers .

## **6. LOGISTICS AND SALES MANAGEMENT**

### **UNIT- I**

Introduction: Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information), key issues in SCM, benefits and case examples

### **UNIT - II**

Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock , lead time reduction, reorder point/ re-order level fixation, exercise-numerical problem solving, ABC analysis, SDE/VED Analysis.

### **UNIT - III**

Purchasing and vendor management: Centralized and decentralized purchasing, function of purchase department and purchase policies, use of mathematical model for vendor rating/ evaluation, single

vendor concept, management of stores, account for materials, just in time & Kanvan systems of inventory management

#### **UNIT - IV**

Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, outbound logistics distribution and warehousing management.

#### **UNIT - V**

Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing basic concepts, value addition in SCM concept of demand chain management

### **7. INTERNATIONAL MARKETING**

#### **UNIT - I**

Introduction to International Marketing, Nature, scope and different complexities of International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade

#### **UNIT - II**

Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure.

#### **UNIT - III**

Concept of Free Trade and Regional Economic Groupings, Selection of Global Markets, Segmentation and Positioning, Product Planning, International PLC, Developing international Pricing Policies and Strategies for Export.

#### **UNIT - IV**

Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing.

#### **UNIT - V**

Management of Risks in international marketing, Instruments of Financial Transactions in international marketing, New Techniques ( Joint Ventures, Sub Contracting & BOP) in international marketing

### **8. PROJECT WORK**





# TAMILNADU COUNCIL FOR OPEN AND DISTANCE LEARNING

Accredited by International Council for Open & Distance Education (ICDE), Oslo, Norway

*Internationally Accredited Institution Registered under Tamilnadu Govt Act*

## **CURRICULUM STRUCTURE OF AMBA**

**Eligibility** : A Pass in Any UG Degree

**Duration** : 2 Years

**Examination** : Academic (June) / Calendar (December)

### **ASSOCIATE MBA PROGRAMME - PROJECT AND OPERATIONS MANAGEMENT**

#### **SECOND YEAR**

Sl. No.	Course Code	Course Description
1	AMBA-POM-9	Strategic Management
2	AMBA- POM-10	Computer Integrated Manufacturing
3	AMBA-POM-11	Management information system
4	AMBA-POM-12	Advanced Operations Management
5	AMBA-POM-13	Facilities location and process design
6	AMBA-POM-14	Product Design and Project Management
7	AMBA-POM-15	Advanced Maintenance Management
8	AMBA-POM-16	Project Work

## **1. STRATEGIC MANAGEMENT**

### **UNIT I**

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

### **UNIT II**

Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness. Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning.

### **UNIT III**

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit. SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/Expansion, Diversification, Stability, Retrenchment & Combination Strategy.

### **UNIT: IV**

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

### **UNIT V**

Strategy Implementation through structure, through Human Resource Management: through values and ethics. McKinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

## **2. COMPUTER INTEGRATED MANUFACTURING**

### **UNIT I**

**HIERARCHY OF COMPUTERS IN MANUFACTURING:** Introduction-Role of computers in design and manufacture. Design considerations in hierarchical network of computers-Levels of hierarchy-Local area networks-Network topologies-Manufacturing automation protocol. The planning function-Types of CAPP-retrieval and generative type CAPP Programming & NC Machines-NC part programming-Punched tape and tape format-Manual and computer assisted part programming-Manual data input-NC programming using CAD/CAM-Computer automated part programming

### **UNIT II**

**CAD/CAM HARDWARE/SOFTWARE :** Types of computer Systems, Devices and their functioning (work stations, PC's, mouse, Floppy drive, digitizer, display devices, key board. etc.) - CAD/CAM Software- Operating System-Graphics Standards -Basic Definitions, modes of graphics operations-User interface-Software Modules Software Development.

### **UNIT III**

TWO DIMENSIONAL AND THREE DIMENSIONAL TRANSFORMATIONS : 2D representation and Transformation of points-Transformation lines-Rotation, Scaling, Translation, reflection and combined transformations-3D 5 CIM-2013 SRM(E&T) Scaling- Rotation-Translation-Reflection. Windowing, View ports, Clipping.

### **UNIT IV**

MODELLING AND ANALYSIS : 3D-Modelling-Wire Frame, Surface and Solid Modelling-Solid Modelling Packages Finite element method-Fundamental of Finite element modelling-2D & 3D Elements, Analysis of results-Finite Element Analysis(FEA)-Introduction and Procedure-Introduction to FEA Packages.

### **UNIT V**

COMPUTER INTEGRATED DESIGN : Design Phases-Standardization and Interchange ability of Machine Elements, Concurrent Engineering-meaning, scheme and design of concurrent engineering, design for assembly and modular construction-Concept of integration. Data base for CAD.

## **3. MANAGEMENT INFORMATION SYSTEM**

### **UNIT I**

Concept of Management Information System: Concepts of Information System and Management information systems-Information System design and development-Implementation testing and conversion-Evolution and element of MIS-Definition- Characteristics and basic requirements of MIS-Structure of MIS- Approaches to MIS development- Computerized MIS-Pre-requisites of an effective MIS- Limitations of MIS.

### **UNIT II**

MIS and Decision support System (DSS): MIS Vs data processing-MIS and decision support system-MIS and information resource management-MIS and Operations Research- Executive information and decision support systems-Artificial intelligence and expert system-MIS in Indian organizations-Recent developments in information technology.

### **UNIT III**

Computers and Communication: Information technology and Global integration-On-line information services-Electronic bulletin board systems-The internet, electronic mail, interactive video-Communication Channels-Communication networks-Local area networks Wide area networks-Video conferencing- Relevance to MIS.

### **UNIT IV**

Functional Information systems: MIS for Research Production-MIS for Marketing- MIS for Personnel-MIS for Finance-MIS for Inventory-MIS for Logistics-MIS for Product Development- MIS for Market Development.

## **UNIT V**

Client/ Server Computing: Communication servers-Digital networks-Electronic data interchange and its applications-Enterprise resource planning systems (ERP Systems) Inter-organizational information systems-Value added networks-Networking. Electronic Commerce and Internet: E-Commerce bases-E-Commerce and Internet-M-Commerce- Electronic Data Inter-change (EDI)- Applications of internet and website management.

## **4. ADVANCED OPERATIONS MANAGEMENT**

### **UNIT I**

Current challenges in Operations management-Product development considerations -Value engineering, concurrent engineering, Robust design-Modular design-Selection and Justification of Advanced Manufacturing Technology.

### **UNIT II**

Strategic capacity planning for products and services-Scheduling for batch processing-The design and scheduling of flow processing system-Production planning and control-Routing, sequencing, loading, scheduling-master scheduling.

### **UNIT III**

Operating value chains-Information technology - value chain-Material management - supply chain-Special inventory models, Selective inventory control, Operations decision making tools-Acceptance sampling.

### **UNIT IV**

Recent Trends in operations management-Lean manufacturing-Resource requirement planning, Synchronous manufacturing-theory of constraints-Agile Manufacturing

### **UNIT V**

Cases in operations management

## **5. FACILITIES LOCATION AND PROCESS DESIGN**

### **UNIT-I**

Facilities requirements, need for layout study-types of layout, Model Classification, Criterion Selection, Model Validation, Design Process.

### **UNIT-II**

Layout problems - Plant layout procedures- various approaches - Flow and activity analysis - Designing the layout

### **UNIT-III**

Plant location analysis – factors, costs, location decisions – simple problems in single facility location problems - multi-facility location problems - network location problems.

#### **UNIT-IV**

The Process View of Organizations-Performance Measures, Product Attribute and Process Competencies-Process Design-Planning and Control-Strategic Positioning and Operational Effectiveness-Strategic Fit, Matching Products and Processes-Operations Frontier and Tradeoffs

#### **UNIT-V**

Process Flow-Key Measures-Flow Time-Flow Rate-Inventory Analysis-Process Flow Chart-Flow Time Measurement-Flow-Rate and Capacity Analysis-Managing Flow Variability -Process Integration-Lean operations-Process Synchronization and Improvement.

### **6. PRODUCT DESIGN AND PROJECT MANAGEMENT**

#### **UNIT I**

Defining Product, Types of products. Successful Product development characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types-Stage gate model-New Service Development Process

#### **UNIT II**

Product Planning Process-Product Life Cycle-Technology Life Cycle-Disruptive Technologies-Product Specification-Concept Generation – Brain Storming

#### **UNIT III**

Concept Selection-Concept Screening-Concept Scoring-Concept Testing-Product Architecture-Platform Planning-Robust Design-Collaborative Product development

#### **UNIT IV**

Project - Definition - Scope - Significance-Project Proposal-Project management Functions - organization - planning - human aspects and pre-requisites.

#### **UNIT V**

Project Monitoring and Control – Project Report – Types and Format – Project Evaluation – Types and Methodology – Appraisal Report

### **7. ADVANCED MAINTENANCE MANAGEMENT**

#### **UNIT I**

Objectives and functions of Maintenance, Types, Maintenance Strategies - Organization for Maintenance. Five Zero Concept

#### **UNIT II**

MTBF, MTTF, Useful Life – Survival Curves – Repair Time Distribution - Breakdown time distributions, Poisson, Exponential and Normal distribution - Availability of repairable Systems – Maintainability Prediction – Design for Maintainability.

### **UNIT III**

Overhaul and Repair-Meaning and Difference – Optimal overhaul/Repair/Replace maintenance policy for equipment subject to breakdown - Optimal interval between preventive replacement of equipment subject to breakdown - group replacement

### **UNIT IV**

Fixed Time Maintenance - Condition based Maintenance- Operate to Failure – opportunity maintenance - Design out maintenance - Total Preventive maintenance.

### **UNIT V**

Reliability Centred Maintenance (RCM) – Total Productive Maintenance (TPM) - Philosophy and Implementation - Signature Analysis – MMIS – Expert Systems – Concept of Tero technology. Reengineering maintenance process.

### **8. PROJECT WORK**

