



# 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** **EXECUTIVE MBA**

**Eligibilite : A pass in Diploma a Engg with 3 Years Experience or Any UG**

**Degree Duration :1 Year**

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

### **EXECUTIVE MBA PROGRAMME**

#### **SPECIALIZATIONS**

<b>Sl. No.</b>	<b>Course Code</b>	<b>Course Description</b>
1	HRM	Human Resources Management
2	IFB	International Finance and Banking
3	IMFM	Insurance and Micro Finance Management
4	PDEM	Power Distribution and Energy Management
5	CIM	Construction and Infrastructure Management
6	FD	Fashion Designing
7	IBIMM	International Business and International Marketing Management
8	TNM	Telecommunication and Networking Management
9	TM	Technology Management
10	PMM	Production and Materials Management
11	POM	Project and Operations Management
12	MIS	Management Information System
13	LSCM	Logistic and Supply Chain Management
14	ENT	Entrepreneurship Management
15	DGM	Digital Marketing

16	GDA	Graphical Design And Animation
17	IHHM	International Hotel And Hospitality Management
18	HMCT	Hotel Management, Catering Technology And Tourism
19	AAM	Airline And Airport Management
20	EDU	Education Management
21	HHM	Hospital And Healthcare Management
22	BPM	BPO Management
23	BRM	Brand Management
24	CRM	Customer Relationship Management
25	EIM	Export And Import Management
26	DSM	Disaster Management
27	PSM	Port And Shipping Management
28	JNM	Journalism Management
29	ITM	Information Technology Management
30	RTM	Retail Management
31	PRM	Public Relations Management
32	TQM	Total Quality Management
33	EVM	Environmental Management





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## EXECUTIVE MBA – CORE SUBJECTS

Sl. No	Course Code	Course Description	Maximum Marks
1	EMBA1	Management Process & Organizational Behavior	100
2	EMBA2	Accounting and Finance	100
3	EMBA3	Quantitative Methods and Research Methodology	100
4	EMBA4	Legal Environment of Business	100
5	EMBA5	Economics for Managers	100
6	EMBA6	Human Resource Management	100
7	EMBA7	Strategic Management	100
8	XXXXX	Elective-1	100
9	XXXXX	Elective-2	100
10	XXXXX	Elective-3	100
11	XXXXX	Project work	100

## **1. MANAGEMENT PROCESS & ORGANISATIONAL BEHAVIOUR**

### **UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

### **UNIT - II**

Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs. Adoptive Structures - Formal and Informal Organisation.

### **UNIT - III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types- Process - Barriers - Making Communication Effective.

### **UNIT - IV**

Group Dynamics-Leadership-Styles-Approaches-Power and Politics-Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

### **UNIT - V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

## **2. ACCOUNTING AND FINANCE**

### **UNIT - I**

Book-keeping and Accounting-Accounting-Branches of Accounting-Concept and Role of Financial Accounting and Management Accounting-International Accounting Standards. Financial Accounting-Concepts and Conventions-Double Entry System-Preparation of Journal, Ledger and Trial Balance-Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet-Groups interested in Accounting Information-Introduction to Tally Package. Capital and Revenue Expenditure and Receipts-Depreciation-Meaning- Causes Methods of Calculating Depreciation: Straight Line Method, Diminishing Balance Method and Annuity Method.

## **UNIT -II**

Financial statement analysis and interpretation - Types of Analysis - Objectives - Tools of Analysis - Ratio Analysis: Objectives, Uses and Limitations - Classification of Ratios: Liquidity, Profitability, Financial and Turnover Ratios - Funds Flow Analysis and Cash Flow Analysis: Sources and Uses of Funds, Preparation of Funds Flow statement, Uses and Limitations. Breakeven Analysis - Cost Volume Profit Relationship - Applications of Marginal Costing Techniques: Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix. Cost Accounting - Concepts - Distinction between Costing and Cost Accounting - Elements of Cost - Preparation of Cost Sheet - Types of Costs

## **UNIT - III**

Financial Management: Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximization; Finance functions - investment, financing and dividend decisions. Capital Budgeting: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return: NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting. Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM

## **UNIT - IV**

Operating and Financial Leverage: Measurement of leverages; Effects of operating and financial leverage on profit; analysing alternate financial plans; combined financial and operating leverage. Capital Structure Theories: Traditional and M.M. Hypotheses - without taxes and with taxes; Determining capital structure in practice. Dividend Policies: Issues in dividend decisions, Walter's model. Gordon's model. M-M hypothesis. Dividend and uncertainty, relevance of dividend; dividend policy in practice; Forms of dividends; stability in dividend policy; Corporate dividend behaviour.

## **UNIT- V**

Management of working Capital: Meaning, significance and types of working capital: Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital: Factoring services; various committee reports on bank finance; Dimensions of working capital management.

## **3. QUANTITATIVE METHODS AND RESEARCH METHODOLOGY**

### **UNIT - I**

Functions-Linear, Quadratic, Polynomial, Logarithmic, Exponential Functions, Business Functions; Set Theory: Basic set operations, Addition Theorem, Applications of set theory in

business; Permutations and Combinations: Concepts only (to apply it in probability and distributions) ;Matrices - Basic operations, Solving System of Linear Equations with Matrix Methods; Differentiation and Integration of Simple Algebraic Functions(Linear, Quadratic, Polynomial) and their Applications in Business-Maxima & Minima- Solving Linear Equations on two variables with constraints; Applications of Ratio & Percentages, Simple Interest & Compound Interest in Finance. Statistics and its Applications in Business - Frequency Tables – Data Presentation using Charts& Graphs - Measures of Central Tendencies: Mean, Median, Mode, Combined and Weighted Averages, Percentile – Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficients of Variation.

#### **UNIT- II**

Correlation and Regression Analysis – Karl Pearson's coefficient of correlation, Spearman's rank correlation coefficient, Coefficient of Determination ; Prediction using Regression Equations and related problems, Concept and Applications of Multiple Regressions. Probability and Probability Distribution- Concept of Probability theory and Simple Business Problems using Standard Distributions, Binomial Distribution, Poisson Distribution, Normal Distribution.

#### **UNIT-III**

Time Series analysis – Components of time series, Smoothing techniques - Moving average, Exponential smoothing, Trend analysis. Application of Time series in Business forecasting. Necessary methods of solving business problems using software packages like MS-Excel and SPSS have to be discussed in the class

#### **UNIT-IV**

Nature and Scope of Research Methodology-Meaning and Applications of - Importance of research in managerial decision making - The Research Process and types of Research-Defining the Research Problem - Problem Formulation and Statement of Research Problem-Hypothesis of research. Research Design- Types of Research Design-Exploratory, Descriptive, Diagnostic/Conclusive and Experimental Researches -Details and applications-Operational and Administrative structure for research- Sampling and Sampling Designs. Methods & Techniques of data collection- Observational and other survey methods, Development and designing of tools of data collection - Attitude measurement scales - Levels of measurement and questions of Validity and reliability.

#### **UNIT-V**

Fieldwork in research and data processing - Analysis and Interpretation of Data-Univariate analysis, Bivariate analysis - Correlation and Regression - Testing of Hypothesis-Applications -Parametric and Non-parametric tests - 't' test, One way ANOVA, two way ANOVA and Chi square statistic – Essential ideas of Multivariate analysis of data, Factor Analysis, Discriminant Analysis – Cluster Analysis- Use of Statistical Software Package SPSS. Reporting of research

work – Types of Reports – Substance of Reports – Format of Report Presentation of Reports.

#### **4. LEGAL ENVIRONMENT OF BUSINESS**

##### **UNIT I: COMMERCIAL LAW THE INDIAN CONTRACT ACT 1872**

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts-Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

##### **THE SALE OF GOODS ACT 1930**

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act.1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

##### **UNIT II : COMPANY LAW**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

##### **UNIT III : INDUSTRIAL LAW**

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

##### **UNIT IV : INCOME TAX ACT AND SALES TAX ACT**

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

##### **UNIT V : CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS**

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

#### **5. ECONOMICS FOR MANAGERS**

##### **UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual,

Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

#### **UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs – Type of Costs - Analysis of Risk and Uncertainty.

#### **UNIT-III**

Product Markets-Determination Under Different Markets - Market Structure-Perfect Competition–Monopoly–Monopolistic Competition–Duopoly-Oligopoly-Pricing & Employment of Inputs Under Different Market Structures–Price Discrimination-Degrees of Price Discrimination.

#### **UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

#### **UNIT - V**

Macro Economic Environment - Economic Transition in India - A quick Review Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

### **6. HUMAN RESOURCE MANAGEMENT**

#### **UNIT- I : PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT**

Evolution of human resource management-The importance of the human factor Challenges- Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

#### **UNIT – II : THE CONCEPT OF BEST FIT EMPLOYEE**

Importance of Human Resource Planning– Forecasting human resource requirement matching supply and demand-Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

#### **UNIT – III : TRAINING AND EXECUTIVE DEVELOPMENT**

Types of training methods-purpose-benefits-resistance. Executive development programmes- Common practices-Benefits-Self-development-Knowledge management.



## **UNIT – IV : SUSTAINING EMPLOYEE INTEREST**

Compensation plan-Reward-Motivation-Application of theories of motivation – Career management-Development of mentor-Protégé relationships.

## **UNIT – V : PERFORMANCE EVALUATION AND CONTROL PROCESS**

Method of performance evaluation-Feedback-Industry practices. Promotion, Demotion, Transfer and Separation-Implication of job change. The control process Importance-Methods-Requirement of effective control systems grievances-Causes Implications-Redressal methods

## **7. 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 organisations. New Business Models and strategies for Internet Economy-case study.



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## **CURRICULUM STRUCTURE OF EXECUTIVE MBA**

### **SPECIALIZATIONS**

#### **ELECTIVE-I : HUMAN RESOURCES MANAGEMENT**

<b>Sl. No.</b>	<b>Course Code</b>	<b>Course Description</b>
1	HRM1	Organisational Change and Intervention Strategy
2	HRM2	Industrial Relations and Management
3	HRM3	Counselling Skill for Managers
4	HRM4	Project Work

# **1. ORGANISATIONAL CHANGE AND INTERVENTION STRATEGY**

## **UNIT-I**

Introduction to Organization Development : Concept, Nature and Scope of O.D. Historical Perspective of O.D. Underlying Assumptions & Values. Theory and Practice on change and changing. The Nature of Planned Change. The Nature of Client Systems : Group Dynamics, Intergroup Dynamics and Organizations as Systems.

## **UNIT- II**

Operational Components of O.D. Diagnostic, Action Process– Maintenance Components Action Research & O.D. III O.D. Interventions : Team Interventions Inter-group Interventions Personal, Interpersonal and group process interventions Comprehensive Interventions Structural Interventions Implementation and Assessment of O.D Implementation-conditions for failure and success in O.D. efforts. Assessment of O.D. and change in Organizational performance The impact of O.D. Some key considerations and issues in O.D. Issues in consultant-Client relationships Mechanistic & Organic systems and the contingency approach The future of O.D. Some Indian experiences in O.D.

## **UNIT- III**

Nature and Types of Organizational Change, Causes of and rationales for change, environmental & internal organizational determinants of change. Planned emergent change. Proactive & reactive emergent change response to these changes. Incremental & radical change & rates/levels of change as a function of organizational life cycle positions. The links between nature/type of change and nature/type of leadership required e.g. transactional Vs transformational. The roles of corporate vision and strategy in charge. Theoretical frameworks, multi-source feedback for organizational change, Models of diagnosing organizational groups and jobs The organizational change web Resistance to change, Barriers to organizational change, rethinking resistance to organisational change, strategies to deal with resistance.

## **UNIT IV**

Culture and the change process. The personnel manager as a cultural change agent handling power and political issues arising from change. The theoretical and practical contexts of cultural maintenance and cultural change strategies, corporate reorganization and sub culture management, Strategies and methods for achieving cultural change. Behavioural Implications of change, The manifest, intent and paradoxical consequences of change, the concept of resigned behavioural compliance. The positive and negative functions of resistance. Intended and unintended behavioural reaction to downsizing and delayering. Understanding and managing uncertainty and ambiguity in the change process.

## **UNIT V**

Intervention Strategy, Structural, technological and process factors in intervention strategies. Advantages / limitations of change technologies and associated leadership models. Role of leadership in change process. Leadership and emotional knowledge strategies to achieve congruence of personnel, structure and culture. Challengers of leading change.

## **2. INDUSTRIAL RELATIONS AND MANAGEMENT**

### **UNIT-I**

Participative Management: Concept, Objectives, Scope, Levels, Determinants and Reflectors

### **UNIT-II**

Various Approaches to Participation: Socialist, Gandhian, Eclectic, and Social Science; Scheme of Workers' Participation in Management in India, Problems and Remedies; Recent Trends in Participatory Management, Quality Circles and Japanese Management

### **UNIT-III**

Industrial Relations: Concept Objectives, Nature and Scope; Approaches to Industrial Relations; Determinants of Industrial Relations; Reflectors of Industrial Relations; Industrial Relations Policy in India; Changing Role of State and New Paradigms in Industrial Relations; Industrial Relations and Globalization

### **UNIT-IV**

Industrial Disputes: Concept, Types, Causes and Magnitude; Machinery for Settlement of Industrial Disputes in India: Statutory and Non-Statutory Preventive Measures for Settlement of Industrial Disputes: Code of Discipline, Code of Efficiency, and Welfare, Model Grievance Procedure, Inter-Union Code of Conduct; Disciplinary Action, Domestic Enquiry-Principle of Natural Justice; Industrial Disputes Act, 1947; Indian Arbitration and Conciliation Act, 1996

## **3. COUNSELLING SKILL FOR MANAGERS**

### **UNIT-I**

Managers as Counsellors–Specific Role of HR managers in counselling–The Helping Relationship and the Helping Process– Helpers and Clients as diverse persons.

### **UNIT-II**

Development of Counselling Skill–Internal Frame of Reference–Attention and Interest–Managing resistance and making referrals–Active listening–Problem-solving–Coaching, demonstrating and rehearsing

### **UNIT- III**

Important issues in managerial counselling–Multi-cultural and gender issues–Ethical issues– Specific counselling issues for HR managers.

### **UNIT-IV**

Significance of Negotiation skills for Managers-interpersonal skills- Understanding the Imperatives for negotiation-basic theoretical principles-Planning for effective negotiations-Negotiation Process

### **UNIT-V**

Negotiating integrative agreements-HR Manager as Negotiator-Background to Negotiation-Development of Negotiation Skill-Phases of Negotiation and the Role of HR Managers–Skills and Requirements of Negotiation-Current trends, issues and practices in Negotiation in Indian Industries

## **4. PROJECT WORK**





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## **CURRICULUM STRUCTURE OF EXECUTIVE MBA**

### **SPECIALIZATIONS**

#### **ELECTIVE-II INTERNATIONAL FINANCE AND BANKING**

<b>Sl. No.</b>	<b>Course Code</b>	<b>Course Description</b>
1	IFB1	International Financial Management
2	IFB2	Merchant Banking and Financial Services
3	IFB3	International Banking
4	IFB4	Project Work

# **1. INTERNATIONAL FINANCE MANAGEMENT**

## **UNIT - 1**

International Financial Environment: 'Globalization', goals of International Financial Management. Balance of Payments: concepts and principles of balance of payments and its various components. The Current Account Deficit and Surplus and Capital Account Convertibility. Foreign Exchange Market: origin of the concept of foreign exchange, the difference between fixed and floating rates. Foreign exchange transactions and the derivatives instruments traded in foreign exchange market such as forwards, futures, swaps, and options. Currency Derivatives: forward markets and the different concepts, currency futures markets and currency options markets and functions.

## **UNIT - II**

Exchange Rate Determination: Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the International Fisher effect. International Financial Markets: basic concepts of the international money market. International credit markets (loans in various forms) from the creditors/investors. Foreign Trade Finance: concept of foreign trade finance. concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade

## **UNIT - III**

Nature and Measurement of Foreign Exchange Exposure: nature and measurement of foreign exchange exposure. Types of exposures and the various types of translation methods. Management of Foreign Exchange Exposure: concept of exposure forward and foreign exchange exposure, various tools and techniques of foreign risk management and the risk management products. International Capital Structure: international capital structure, cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets.

## **UNIT - IV**

International Capital Budgeting: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis. Country Risk Analysis: country risk factors, assessment of risk factors. Techniques through which the country risks can be assessed as well as measured.

## **UNIT -V**

International Taxation: international tax system, principles of taxation, double taxation, tax havens and transfer pricing. International tax management strategy and Indian tax environment. Foreign Direct Investment, International Portfolio and Cross- Border Acquisitions: flow, cost and benefits of Foreign Direct Investment. ADR and GDR, concept of portfolio, cases on cross border acquisitions.

## **2. MERCHANT BANKING AND FINANCIAL SERVICES**

### **UNIT – I**

#### **MERCHANT BANKING**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

### **UNIT – II**

#### **ISSUE MANAGEMENT**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

### **UNIT – III**

#### **OTHER FEE BASED SERVICES**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

### **UNIT – IV**

#### **FUND BASED FINANCIAL SERVICES**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation

### **UNIT – V**

#### **OTHER FUND BASED FINANCIAL SERVICES**

Consumer Credit-Credit Cards-Real Estate Financing-Bills Discounting-auctioning and Forfeiting – Venture Capital

## **3. INTERNATIONAL BANKING**

### **UNIT - I**

International Banking and Financial Institutions: International Banking: Origin and Evolution of International banking – Global trends as reasons for growth of international banking – financial activity following real-sector transactions – Regulatory, Tax and Supervisory explanations – Definitions – Growth and future prospects of International banking – Need for regulation of international banking in the current scenario. International financial institutions –



The World Bank Group – International Bank for Reconstruction and Development (IBRD) – IDA – IFC – MIGA – International Monetary Fund (IMF) in brief – Lending facilities – BIS – ADB - AfDB.

## **UNIT - II**

Risk Management in International Banking: Risk Management: Risks in Banking – Credit risk, Market risk, Settlement risk, Liquidity risk, Operational risk, and Legal risk – Need and importance of credit rating – Asset Liability Management (ALM) – Importance of ALM – off-Balance Sheet items – off-balance sheet risk – Asset/Liability and International Banking operations.

## **UNIT- III**

International Banking Operations: Off-shore financial centres – Rationale – Characteristics of offshore financial centres – Types of offshore centers – Benefit and reasons for growth – Factors of success – Tax Havens – Major Offshore Financial Centres – International Banking facilities – Special Economic Zones (SEZs) – Regulatory concerns. Correspondent banking – Origin and Growth of Correspondent banking – Challenges for correspondent banking – clearing house functions – payments and collections – credit services – foreign exchange services – other facilities. Foreign Bank Branches' operations: Factors behind overseas branch expansion – Objectives of abroad branches – constraints faced by overseas operations.

## **UNIT- IV**

International Payment Arrangements: International Transfer and Payment Systems: International Payment Arrangements – Society for Worldwide Interbank Financial Telecommunication (SWIFT) – SWIFT messaging. Payment methods in International Trade – Cash in advance – Letter of Credit (L/C) – Documentary collection – Open account or credit – Countertrade or Barter.

## **UNIT - V**

International Banking – recent trends: Basel III compliance by Banking Industry across the globe – Shadow Banking – Issues pertaining to provisioning and non- performance assets – cross-border terrorism

## **4. PROJECT WORK**



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### SPECIALIZATIONS

#### ELECTIVE-III : INSURANCE AND MICRO FINANCE MANAGEMENT

Sl.No	Course Code	Course Description
1	IMFM 1	Micro Finance and Self Help Groups
2	IMFM 2	Legal Aspects of Banking Operations
3	IMFM 3	Insurance and Risk Management
4	IMFM 4	Project Work

## **1. MICROFINANCE AND SELF HELP GROUPS**

### **UNIT-I**

Financial Market Architecture and Access to Poor: Introductory overviews of demand and supply side issues of the financial markets for poor are discussed (on the supply side, contrasting formal vs informal credit markets and on the demand side, understanding the cash flow/budgeting pattern of low income households).

### **UNIT-II**

Financial Innovations as Market Access : Here we delve on pro-poor financial innovations that have gone beyond microcredit but with commercialization, pro-poor urban finance, low income housing finance (e.g. micro mortgages), micro-insurance products; etc. Building Houses, Financing Homes: India's Rapidly Growing Housing and Housing Finance Markets for the Low-income Customer, Monitor Inclusive Markets

### **UNIT-III**

Micro Enterprise Financing Innovations :We examine the finance constraints faced by microenterprises, the institutional legal constraints restricting access to finance, Financial market innovations supporting SME finance (securitization, leasing, factoring, value chain lending with case studies); financing start-up and venture capital fund, credit guarantee mechanisms, etc )

### **UNIT-IV**

Impact Investing-Value Creation at the Bottom of the Pyramid: Here we seek to explore the strategies adopted by investors in social enterprises created value, by promoting innovations, the difference impact investing makes as contrast to stylized venture capital and private equity, balancing the needs of investors as well as social entrepreneurs. Bridges Ventures: "Investing for Impact, Case Studies across Asset Classes" March 2010

### **UNIT-V**

Venture Capital Funds, Initial Public offers and Equity Infusion: Examine how finance companies in social sector could create sustainable social value while working profitably, or if the profitability issue was overstretched. Initial Public offers and Equity Infusion: Examine how finance companies in social sector could create sustainable social value while working profitably, or if the profitability issue was overstretched.

### **UNIT-VI**

Self Help Groups : Meaning, Concept and Functions of SHGS,I Women empowerment through SHGS. Micro finance through SHGS Anti-Social Development through SHGS. Role of Govt. and NGO's in fostering SHG

## **2. LEGAL ASPECTS OF BANKING OPERATIONS**

### **UNIT-I**

Commercial Banks: Meaning, Role and Functions ,Definition of Banking as per Banking Regulation Act 1949, Banking Systems-Branch Banking Vs Unit Banking and other Banking Systems, Deposit Banking Vs Commercial Banking.

## **UNIT-II**

Opening of an Account, Types of Deposit Accounts, Types of Customers (individuals, firms, Trusts & Companies), Importance of customer relations-Customer grievances and redressal. Cheques- Essentials of Valid Cheques, Payment of Cheques, Statutory Protection to the Paying Banker, Refusal of Payment of Cheques, Statutory Protection to the collecting Banker.

## **UNIT-III**

Credit Management in Banks, Types of credit. Modes of credit delivery-Loan Policy, Modes of creating charges-Lien, Pledge, Hypothecation advance against documents of title to goods, discounting bills Compliance with RBI guidelines-Credit Appraisal and Credit Decision Making-Monitoring and Review of Loan Portfolio-Management of Non-Performing Assets (NPAs)-Classification of NPAs.

## **UNIT-IV**

Bank's Investment Policy-SLR Requirements-Non-SLR Investments-Nature and Significance of Investment Management in Commercial Banks-Fundamental Principles of Security Investment-Management of Security Investment-Reviewing Investment Portfolio. International Banking; Management of Foreign Exchange.

## **3. INSURANCE AND RISK MANAGEMENT**

### **UNIT-I**

Understanding Risk: Types of risk-Risk management-Objectives-Risk identification and measurement-Pooling arrangements-diversification of risk.

### **UNIT-II**

Risk aversion and demand for insurance-By individuals-By corporations-Insurability of risk- contractual provisions-Legal doctrine-Loss control-Risk retention and reduction decisions.

### **UNIT-III**

Analytical tools used in corporate risk management-products liability Environmental liability- Directors and Officers liability-Issues in liability risk and management.

### **UNIT-IV**

Definition of Insurance-Insurable risk-Principles of insurance-Kinds of insurance-Costs and benefits of insurance-Pooling in insurance-Factors that limit the insurability of risk-Reinsurance.

### **UNIT - V**

Insurance business in India-Framework of insurance business privatization of insurance business- Insurance Regulatory and Development Authority (IRDA)-Govt. Policy on insurance.

## **4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### **ELECTIVE-IV : POWER DISTRIBUTION AND ENERGY MANAGEMENT**

Sl.No	Course Code	Course Description
1	PDEM 1	Renewable Energy Systems
2	PDEM 2	Environmental Management
3	PDEM 3	Energy Auditing and Demand side Management
4	PDEM 4	Project Work



## **1. RENEWABLE ENERGY SYSTEMS**

### **UNIT-I : COMMERCIAL ENERGY**

Coal, Oil, Natural Gas, Nuclear power and Hydro-their utilization pattern in the past, present and future projections of consumption pattern - Sector-wise energy consumption- environmental impact of fossil fuels-Energy scenario in India-Growth of energy sector and its planning in India.

### **UNIT- II : SOLAR ENERGY**

Solar radiation at the earth's surface-solar radiation measurements- estimation of average solar radiation-solar thermal flat plate collectors- concentrating collectors-solar thermal applications-heating, cooling, desalination, drying, cooking, etc-solar thermal electric power plant- principle of photovoltaic conversion of solar energy, types of solar cells Photovoltaic applications: battery charger, domestic lighting, street lighting, water pumping etc-solar PV power plant-Net metering concept.

### **UNIT- III : WIND ENERGY**

Nature of the wind-power in the wind-factors influencing wind-wind data and energy estimation-wind speed monitoring-wind resource assessment-Betz limit-site selection-wind energy conversion devices- classification, characteristics, applications-offshore wind energy-Hybrid systems-safety and environmental aspects-wind energy potential and installation in India- Repowering concept.

### **UNIT-IV : BIO-ENERGY**

Biomass resources and their classification-Biomass conversion processes-Thermo chemical conversion-direct combustion-biomass gasification-pyrolysis and liquefaction-biochemical conversion-anaerobic digestion-types of biogas Plants-applications-alcohol production from biomass-bio diesel production-Urban waste to energy conversion-Biomass energy programme in India.

### **UNIT- V : OTHER TYPES OF ENERGY**

Ocean energy resources-principle of ocean thermal energy conversion (OTEC)-ocean thermal power plants-ocean wave energy conversion-tidal energy conversion-small hydro-geothermal energy-geothermal power plants hydrogen production and storage-Fuel cell-principle of working-various types - construction and applications

## **2. ENVIRONMENTAL MANAGEMENT**

### **UNIT- I : INTRODUCTION**

Global atmospheric change-greenhouse effect-Ozone depletion-natural cycles-mass and energy transfer-material balance-environmental chemistry and biology-impacts-environmental Legislations.

## **UNIT –II : AIR POLLUTION**

Pollutants-sources and effect-air pollution meteorology-atmospheric dispersion-indoor air quality-control methods and equipment-issues in air pollution control-air sampling and measurement.

## **UNIT- III : WATER POLLUTION**

Water resources-water pollutants-characteristics-quality-water treatment systems-waste water treatment-treatment, utilization-disposal of sludge-monitoring compliance with standards.

## **UNIT -IV : WASTE MANAGEMENT**

Sources-Classification-Solid waste-Hazardous waste- Characteristics Collection and Transportation-Disposal-Processing and Energy Recovery Waste minimization.

## **UNIT- V : OTHER TYPES OF POLLUTION FROM INDUSTRIES**

Noise pollution and its impact-oil pollution-pesticides-instrumentation for pollution control-water pollution from tanneries and other industries and their control-environment impact assessment for various projects-case studies

## **3. ENERGY AUDITING AND DEMANDSIDE MANAGEMENT**

### **UNIT –I : INTRODUCTION**

Energy situation-world and India, energy consumption, conservation, Codes, standards and Legislation.

### **UNIT-II : ENERGY ECONOMIC ANALYSIS**

The time value of money concept, developing cash flow models, payback analysis, depreciation, taxes and tax credit – numerical problems.

### **UNIT-III : ENERGY AUDITING**

Introduction, Elements of energy audits, energy use profiles, measurements in energy audits, presentation of energy audit results.

### **UNIT-IV : ELECTRICAL SYSTEM OPTIMIZATION**

The power triangle, motor horsepower, power flow concept.

### **UNIT-V : ELECTRICAL EQUIPMENT AND POWER FACTOR**

Correction & location of capacitors, energy efficient motors, lighting basics, electrical tariff, Concept of ABT.

### **UNIT-VI : DEMAND SIDE MANAGEMENT**

Introduction to DSM, concept of DSM, benefits of DSM, different techniques of DSM-time of day pricing, multi-utility power exchange model, time of day models for planning, load management, load priority technique, peak clipping, peak shifting, valley filling, strategic conservation, energy efficient equipment. Management and Organization of Energy Conservation awareness Programs.

## **4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### **ELECTIVE-V: CONSTRUCTION AND INFRASTRUCTURE MANAGEMENT**

Sl. No.	Course Code	Course Description
1	CIM 1	Project Formulation & Appraisal for Construction
2	CIM 2	Contract Laws and Regulations
3	CIM 3	Project Safety Management
4	CIM 4	Project Work





## **1. PROJECT FORMULATION & APPRAISAL FOR CONSTRUCTION**

### **UNIT- I : PROJECT FORMULATION**

Project-Concepts-Capital investments-Generation & Screening of Project Ideas-Project identification-Preliminary Analysis, Market, Technical, Financial, Economic and Ecological-Prefeasibility Report and its Clearance, Project Estimates and Techno-Economic Feasibility Report, Detailed Project Report- Different Project Clearances required.

### **UNIT- II : PROJECT COSTING**

Project Cash Flows – Time Value of Money – Cost of Capital.

### **UNIT -III : PROJECT APPRAISAL**

NPV-BCR-IRR-ARR-Urgency-Pay Back Period-Assessment of Various Methods-Indian Practice of Investment Appraisal-International Practice of Appraisal-Analysis of Risk-Different Methods-Selection of a Project and Risk Analysis in Practice.

### **UNIT- IV : PROJECT FINANCING**

Project Financing-Means of Finance-Financial Institutions-Special Schemes-Key Financial Indicators-Ratios.

### **UNIT -V : PRIVATE SECTOR PARTICIPATION**

Private sector participation in Infrastructure Development Projects-BOT, BOLT, BOOT- Technology Transfer and Foreign Collaboration-Scope of Technology Transfer.

## **2. CONTRACT LAWS AND REGULATIONS**

### **UNIT - I : CONSTRUCTION CONTRACTS**

Indian Contracts Act-Elements of Contracts-Types of Contracts Features-Suitability-Design of Contract Documents-International Contract Document-Standard Contract Document – Law of Torts.

## **UNIT -II : TENDERS**

Prequalification-Bidding-Accepting-Evaluation of Tender from Technical, Contractual and Commercial Points of View-Contract Formation and Interpretation-Potential Contractual Problems-World Bank Procedures and Guidelines-Tamilnadu Transparency in Tenders Act.

## **UNIT -III : ARBITRATION**

Comparison of Actions & Laws-Agreements-Subject Matter Violations-Appointment of Arbitrators-Conditions of Arbitration-Powers and Duties of Arbitrator-Rules of Evidence-Enforcement of Award-Costs.

## **UNIT- IV : LEGAL REQUIREMENTS**

Insurance and Bonding-Laws Governing Sale, Purchase and Use of Urban and Rural Land- Land Revenue Codes-Tax Laws-Income Tax, Sales Tax, Excise and Custom Duties and their Influence on Construction Costs Legal Requirements for Planning-Property Law-Agency Law-Local Government Laws for Approval-Statutory Regulations.

## **UNIT - V : LABOUR REGULATIONS**

Social Security-Welfare Legislation-Laws relating to Wages, Bonus and Industrial Disputes, Labour Administration-Insurance-Safety Regulations Workmen's Compensation Act-Indian Factory Act- Tamilnadu Factory Act Child Labour Act-Other Labour Laws.

## **3.PROJECT SAFETY MANAGEMENT**

### **UNIT -I : CONSTRUCTION ACCIDENTS**

Accidents and their Causes-Human Factors in Construction Safety Costs of Construction Injuries-Occupational and Safety Hazard Assessment Legal Implications.

## **UNIT- II : SAFETY PROGRAMMES**

Problem Areas in Construction Safety-Elements of an Effective Safety Programme-  
Job-Site Safety Assessment-Safety Meetings-Safety Incentives.

## **UNIT- III : CONTRACTUAL OBLIGATIONS**

Safety in Construction Contracts-Substance Abuse-Safety Record Keeping.

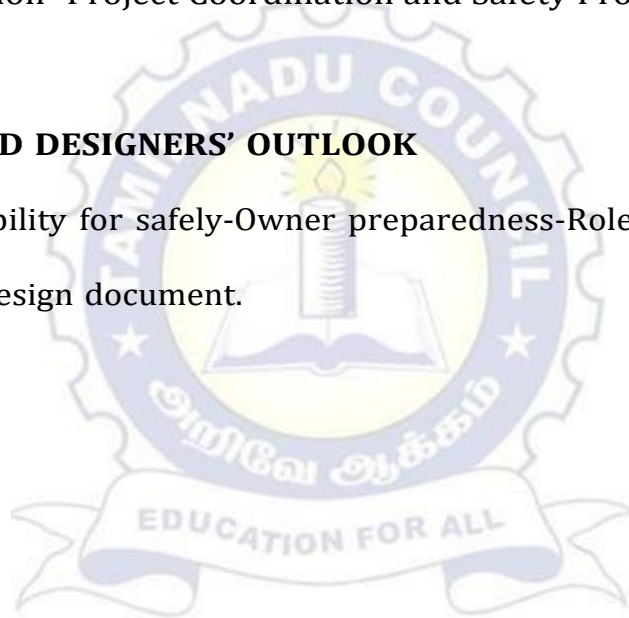
## **UNIT- IV : DESIGNING FOR SAFETY**

Safety Culture-Safe Workers-Safety and First Line Supervisors-Safety and Middle  
Managers- Top Management Practices, Company Activities and Safety-Safety Personnel-  
Sub contractual Obligation- Project Coordination and Safety Procedures-Workers  
Compensation.

## **UNIT V : OWNERS' AND DESIGNERS' OUTLOOK**

Owner's responsibility for safety-Owner preparedness-Role of designer in ensuring  
safety-Safety clause in design document.

## **4. PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-VI : FASHION DESIGNING

Sl.No.	CourseCode	Course Description
1	FD 1	Fashion Retailing
2	FD 2	Design Management
3	FD 3	International Business in Fashion Industry
4	FD 4	Project Work

## **1. FASHION RETAILING**

### **UNIT - I : NATURE OF FASHION INDUSTRY**

Concept of fashion: Importance of Fashion: The Fashion process; The special language of Fashion: Components of Fashion: Fashion and the Individual; Origins and Channels of Fashion change: Fashion as a reflection in social and cultural context: The concepts, diffusion and characteristics of Fashion Innovation: Influential leaders of Diffusion

### **UNIT - II : INTRODUCTION TO FASHION**

Fashion terminology; Fashion life cycles and seasons: Analysis of Fashion life cycles: Fashion theories and its importance: Role of Fashion designers: Career opportunities; Current trends in Fashion: Elements and fundamental principles of design; analyse the impact of colour on Fashion: Colour theories.

### **UNIT - III : BASICS IN TEXTILES**

Definition of Fibre, Yarn and Fabric: Differentiate between natural and manufactured fibres; Major classifications of fibre, yarn and fabric; Major dyeing and printing methods: Difference between dyeing and printing; Elementary weaves and knits: Importance of textiles in the apparel industry.

### **UNIT - IV : FASHION DEVELOPMENT**

Fashion dictatorship: Growth of couture: Effects of Industrial revolution, Great Depression, World War I and II on Fashion; 19th century Fashion: Retailing in 19th century; Mass production: Invention of sewing machine.

### **UNIT - V**

Fashion Communication - Fashion as a symbol: The language of Fashion symbols: The individual decision making process; Fashion as verbal visual communication: Sources of information: Psychological approaches to Fashion adoption; Applications of

Fashion symbolism-Visual Merchandising- Store planning and design; Elements of visual merchandising; Windows and interiors.

## **UNIT - VI : INTRODUCTION TO FASHION RETAILING**

Definition and importance of Fashion Retailing; Types of Retailers and Ownerships: Types of Retail stores and location: Discount retailing; Elements of Retail mix; Retail marketing strategies

## **2. DESIGN MANAGEMENT**

### **UNIT-I :**

- ✓ Market survey of fabrics, buttons, laces and other trimmings used in garment construction.
- ✓ Tailoring techniques- basic hand stitches, seams and seam processes, neckline finishes, pockets, plackets, tucks, fasteners, frills, etc.

### **UNIT-II**

- ✓ Designing of child garments on different themes
- ✓ Designing of adult garments on different themes
- ✓ The layouts, markers and Plans ( $\frac{1}{4}$  or  $\frac{1}{6}$  scale),
- ✓ Paper patterns of different garments with varied fashion elements on full scale. The paper patterns should be marked properly.
- ✓ Grading of the patterns to smaller and bigger sizes.

### **UNIT-III**

- ✓ Introduction to the sewing machine
- ✓ Cutting and sewing- processes involved and precautions, etc.
- ✓ Construction of any five garments for children

- ✓ Construction of any five garments for Adults having different themes, different fashion elements, and different surface ornamentation.

#### **UNIT-IV**

Introduction to contemporary embroideries stitches-stem, back, running, dot, seeding, straight, chain, open chain, twisted chain, wheat tear, lazy daisy, blanket, buttonhole, zigzag chain, double chain, raised chain, spider's web, sheaf, brick, Florentine, Holbein, Pekinese, cut work, four sided, goblin, woven bars, Cretan, fly, French knots, bullion knots, German knots, fish bone, Romanian, satin, long and short, couching, Jacobean trellis, thorn, cross stitch, chevron, herringbone, appliqué work, Ribbon work, lace work, rope work, other decorations and trimmings.

#### **UNIT-V**

Design concept of knives in cutting machine-selection of knives-straight, rotary, band knives, Grinding-cooling systems in cutting machines. Laser cutting, Water jet cutting machine, Fabric feeling Systems-top feed- differential drop feed mechanism in sewing machine, Stitching mechanisms-Single needle, multi needle, design of needles Yarn tensioning mechanism in sewing machine. Yarn tensioning device in single chain lock stitching and flat lock stitching machines, Application of electronic control systems in sewing machines Design concept of Button holing machines, Button fixing machines, Finishing machineries, auto folding, press buck, auto packing mechanisms

### **3. INTERNATIONAL BUSINESS IN FASHION INDUSTRY**

#### **UNIT-I**

Export marketing of Apparel, global scene, Prospects For India Apparel in Overseas market, globalization GATT & WTO.

## **UNIT-II**

Multi fibre Agreement and Bilateral Textile agreements signed by India with importing quota countries. NAFTA, AGOA : Govt of India's export entitlement policy on garment exports.

## **UNIT-III**

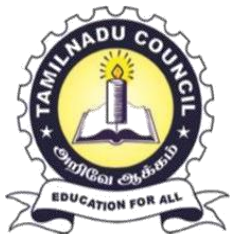
AEPC's role in the administration of export entitlement policy. Export promotional activities of AEPC

## **UNIT-IV**

Facilities available for garment exporters. Cash compensatory support. Duty drawback. Export finance through banks. Export credit guarantee corporation Export-Import Bank, Market Development Assistance; 1005 export oriented scheme of the Govt. of India: Free Trade Zones; How to start a garment Exporting company: Export contracts; Documents connected with exports; exchange control regulation relating to exports







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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-VII : INTERNATIONAL BUSINESS AND INTERNATIONAL MARKETING MANAGMENT

Sl.No.	CourseCode	Course Description
1	IBIMM 1	International Marketing Management
2	IBIMM 2	International Business Environment
3	IBIMM 3	Customer Relationship Management
4	IBIMM 4	Project Work

# **1. INTERNATIONAL MARKETING MANAGEMENT**

## **UNIT – I : OVERVIEW**

Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment-culture defined, elements of culture, culture analysis, Political & Legal Environment Embargoes & sanctions, Political risk, legal factors, legal differences hosted model.

## **UNIT – II : INTERNATIONAL BUSINESS ENTRY & DEVELOPMENT**

Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies Export/Import, International Intermediaries-EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence-Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions.

## **UNIT – III : ENVIRONMENT AND GLOBAL MARKETING**

Economic Environment, New trade theory, Macro economic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank

## **UNIT – IV : PRODUCT & PROMOTION STRATEGY IN INTERNATIONAL MARKETING**

The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Grey market, Role of Services in global economy, Media advertising, PR, Trade Fairs.

## **UNIT – V : PRICING FOR INTERNATIONAL MARKET**

Key factors in global pricing & methods, Pricing policies-Marginal cost, cost plus, Market oriented, Export payment methods-L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping & legal aspects.

## **UNIT – VI : INDIA'S INTERNATIONAL POLICY AND IMPACT ON ECONOMY**

Government measures and export incentives, Exim policy, ECGC services, Role of

Indian banks & F.I.'s, Balance of trade/payments, Current stand on WTO, Services export from India, sourcing newly emerging democracies.

## **2. INTERNATIONAL BUSINESS ENVIRONMENT**

### **UNIT- I**

Introduction to International Business: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing-regulations; International collaborative arrangements and strategic alliances.

### **UNIT -II**

International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analysing international business environment.

### **UNIT - III**

Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.

### **UNIT- IV**

Global Trading and Investment Environment: World trade in goods and services- Major trends and developments; World trade and protectionism Tariff and non-tariff barriers; foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

## **UNIT-V**

International Economic Institutions and Agreements: WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements. Regional Economic Groupings in Practice: Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World. Contemporary Issues in International Business: Labour and Environmental Issues.

## **3. CUSTOMER RELATIONSHIP MANAGEMENT**

### **UNIT - I : INTRODUCTION TO CUSTOMER SUPPORT**

Product & Customer-Overview-Importance of a Customer-Consumer behaviour

### **UNIT- II : CUSTOMER SUPPORT METHODOLOGY**

Customer Centric approach-External Layers Vs Internal Layers-Need of Customer Support Methodologies for Customer Support

### **UNIT- III : INTRODUCTION TO ERP**

Introduction: ERP-An Overview - Enterprise-An Overview - Benefits of ERP - ERP and Related Technologies

### **UNIT- IV : CRM BASICS**

CRM-Meaning & Definition-Dimensions of CRM-Nature of CRM-Goals of CRM-Advantages of CRM

### **UNIT -V : IMPLEMENTATION OF CRM**

CRM Implementation-A comprehensive model-Developing CRM vision and strategy Management support

## **4. PROJECT WORK**



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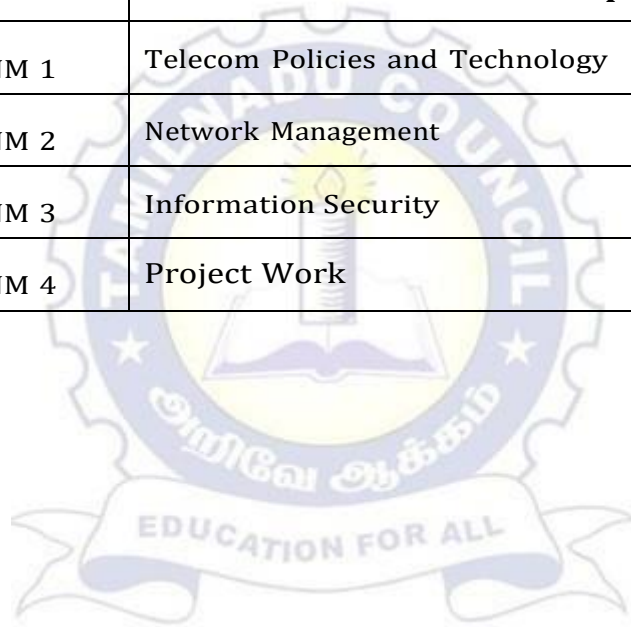
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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-VIII : TELECOMMUNICATION AND NETWORKING MANAGEMENT

Sl. No.	Course Code	Course Description
1	TNM 1	Telecom Policies and Technology
2	TNM 2	Network Management
3	TNM 3	Information Security
4	TNM 4	Project Work



# **1. TELECOM POLICIES AND TECHNOLOGY**

## **UNIT - I**

New Telecom Policy 1999 (NTP 1999): Importance of Telecommunications-National Telecom Policy 1994 Objectives and Achievements-Need for a new Telecom Policy-Objectives and Targets of the New Telecom Policy 1999-New Policy Framework.

## **UNIT - II**

Access Providers-Cellular Mobile Service Providers-Fixed Service Providers-Cable Service Providers-Internet Telephony-Radio Paging Service Providers-Public Mobile Radio Trunking Service Providers- National Long Distance Operator-International Long Distance Services-VSAT Service Providers-Restructuring of DOT-Spectrum Management-Universal Service Obligation (USO)-Role of Regulator.

## **UNIT - III**

The Telecom Regulatory Authority of India Act 1997 (as amended by TRAI Amendment Act 2000) : Telecom Regulatory Authority of India-Establishment-incorporation of Authority-Qualifications for appointment, term of office, conditions of service, and powers of Chairperson and other members-Powers and Functions of TRAI-Establishment of Appellate Tribunal-Composition of Appellate Tribunal-Procedure and Powers of Appellate Tribunal-Finance, Accounts and Audit of TRAI.

## **UNIT - IV**

The Communication Convergence Bill 2001: Objectives - Regulation of use of Spectrum, Communication Services, Network Infrastructure Facilities and Wireless Equipment-Communications Commission of India-Objectives and Guiding Principles of the Commission - Powers, Duties and Functions of the Commission.

## **UNIT - V**

Spectrum Management Committee-License or Registration of Service Providers-Duties of Service Providers-Breach of Terms and Conditions of License or Registration, Civil Liability and Adjudication- Communications Appellate Tribunal: Composition, Procedure and Powers-Offences and Punishment.

## **2. NETWORK MANAGEMENT**

### **UNIT-I**

Introduction to Network Managements, Network Management Framework, Network Based Managements, Evolution of Network Management: SGMP, CMIP, SNMP. Network Implementation and Management Strategies, Network Management Categories: Performance Management, Fault Management, Configuration Management, Security Managements, Accounting Managements. Network Management Configuration: Centralized Configuration, Distributed Configuration. Selected Management Strategy.

### **UNIT -II**

Management Information Base (MIB), Structure of Management Information, NMS Presentation of the SMI, NMS Meter-ware Network View. Remote Monitoring (RMON), RMON Group. Desktop Management: Desktop Management Interface(DMI), DMI Architecture, DMI Browser, DMI/SNMP Mapping, Desktop SNMP Extension Agents. Setting up LAN Access, SNMP Configuration.

### **UNIT-III**

Introduction, layering, OSI Layering, TCP/IP Layering, Protocols & Standards, Internet standards, Internet administration, Internet Addresses, Internet protocol: introduction, IP header, IP routing, Subnet addressing, subnet mask, special case of IP addresses, Comparative Study of IPV4 & IPV6, port numbers Address Resolution Protocol, ARP packet format, Proxy ARP, ARP command, ARP Example, Reverse Address

Resolution Protocol (RARP): Introduction, RARP Packet format, RARP Examples, RARP server design

#### **UNIT-IV**

Delivery and Routing of IP Packets, Routing Methods, Static versus Dynamic Routing, Routing table and Routing Module, Classless Addressing: CIDR. Internet Protocol (IP), Datagram, Fragmentation, Options, IP Package. Interior and Exterior Routing, Routing information protocol (RIP), Open shortest path first protocol (OSPF), BGP, GGP. Private Networks. Virtual Private Network (VPN), Network Address Translation (NAT).

#### **UNIT-V**

Internet Control Message Protocols (ICMP):- Types of message, message format, error reporting, query, checksum, ICMP Package. IGMP, IGMP Message and its Operation, IGMP Package. Transmission control protocol, Process-to-Process Communication, TCP Services Flow Control, TCP Timers. TCP Operation, TCP Package. Application layers protocols Telnet Protocol, File Transfer Protocol (FTP), Simple Mail Transfer Protocol (SMTP), X-Window system protocol, Remote procedure call, and Network file system.

### **3. INFORMATION SECURITY**

#### **UNIT I : INTRODUCTION TO NETWORK SECURITY**

Networking Devices(Layer1,2,3)-Different types of network layer attacks–Firewall (ACL, Packet Filtering, DMZ, Alerts and Audit Trials)- IDS,IPS and its types (Signature based, Anomaly based, Policy based, Honey pot based).



## **UNIT II : VIRTUAL PRIVATE NETWORKS**

VPN and its types-Tunnelling Protocols-Tunnel and Transport Mode-Authentication Header- Encapsulation Security Payload (ESP)-IPSEC Protocol Suite-IKE PHASE 1, II- Generic Routing Encapsulation(GRE).

## **UNIT III : MPLS AND MPLS VPN**

WAN Topologies- Standard IP based Switching-CEF based Multi-Layer switching- MPLS Characteristics-Frame Mode MPLS Operation-MPLS VPN.

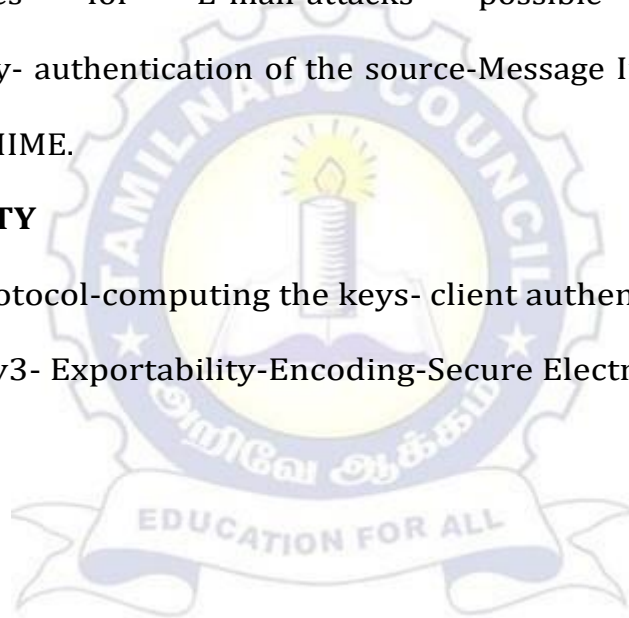
## **UNIT IV : E-MAIL SECURITY**

Security Services for E-mail-attacks possible through E-mail - establishing keys privacy- authentication of the source-Message Integrity-Non- repudiation- Pretty Good Privacy-S/MIME.

## **UNIT V : WEB SECURITY**

SSL/TLS Basic Protocol-computing the keys- client authentication-PKI as deployed by SSL Attacks fixed in v3- Exportability-Encoding-Secure Electronic Transaction (SET), Kerberos

## **4. PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-IX : TECHNOLOGY MANAGEMENT

Sl. No	Course Code	Course Description
1	TM 1	Enterprise Resource Planning for Management
2	TM 2	Intellectual Property Rights
3	TM 3	Information Security
4	TM 4	Project Work



## **1. ENTERPRISE RESOURCE PLANNING FOR MANAGEMENT**

### **UNIT - I : INTRODUCTION**

Basic ERP Concepts, Enterprise-An overview, Benefits & Risk, Evolution and Structure: Conceptual Model of ERP, The Evolution of ERP, The Structure of ERP.

### **UNIT - II : ERP & RELATED TECHNOLOGIES**

Business Process Reengineering (BPR), Data Warehousing and Data Mining, OLAP, Product Life Cycle Management, Supply Chain management, CRM.

### **UNIT - III : ERP Functional Unit**

Introduction, Finance, Manufacturing, Human Resource, Plant maintenance, Material Management, Integration of ERP, Supply Chain and Customer Relationship Application.

### **UNIT - IV : ERP IMPLEMENTATION**

Implementation Challenges, ERP Implementation Strategies, ERP Implementation Life Cycle, Implementation Methodologies, ERP Projects Teams, Vendors and Consultants, Dealing with employee resistance, Training and Education, data migration, Project Management and monitoring, Post Implementation Activities

## **2. INTELLECTUAL PROPERTY RIGHTS**

### **UNIT- I**

Nature of Intellectual Property Rights (IPR) and need for their protection, IPR and International perspectives, salient international conventions and treaties on IPR, Role of WIPO in promotion of IPR, WTO- TRIPS as global binding charter of IPR and its impact on national legislation, Dispute Settlement System in WTO.

### **UNIT -II**

Copyright, Nature and scope of copyright. Term of copyright, computer software special position under copyright, law and patent law, infringement of copyright and

remedies thereof, international copyright order, Trademark, service mark and Internet Domain Name, Registration of trademark, Infringement and passing off action in trade mark, Intellectual Property Appellate Board, Geographical indications and their registration.

#### **UNIT -III**

Patent, patentable and non-patentable inventions, procedure for obtaining patent, compulsory license, emerging issues in patent such as patent in the field of biotechnology, human genome, infringement of patent and remedies thereof, Patent Cooperation Treaty (PCT). Protection of plant varieties, and farmers' right. UPOV convention, principle of benefit sharing.

#### **UNIT -IV**

Intellectual Property and Human Rights, Protection of the rights of indigenous people, protection of human rights of impoverished masses, IPR protection and its impact on right to food security and public health, Environmental protection. Protection of Biodiversity and Traditional Knowledge-economic, social, cultural and ethical dimensions

### **3. INFORMATION SECURITY**

#### **UNIT I : INTRODUCTION TO NETWORK SECURITY**

Networking Devices(Layer1,2,3)- Different types of network layer attacks–Firewall (ACL, Packet Filtering, DMZ, Alerts and Audit Trials) – IDS,IPS and its types (Signature based, Anomaly based, Policy based, Honey pot based).

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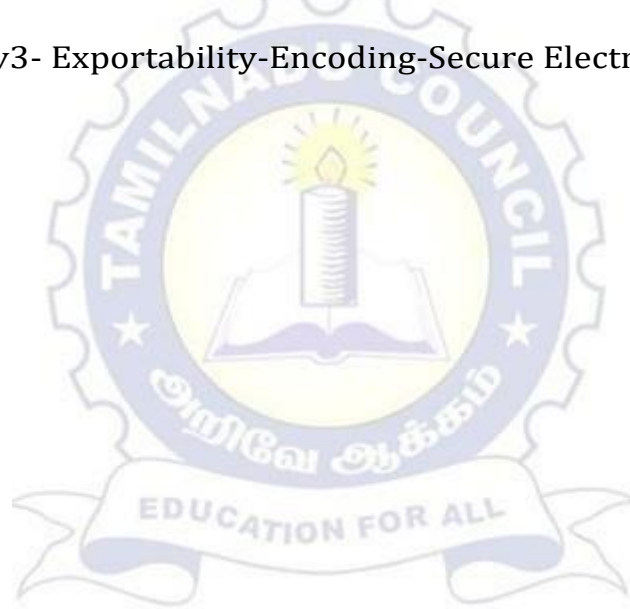
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### **UNIT V : WEB SECURITY**

SSL/TLS Basic Protocol-computing the keys- client authentication-PKI as deployed by SSL Attacks fixed in v3- Exportability-Encoding-Secure Electronic Transaction (SET), Kerberos.

### **4. PROJECT WORK**





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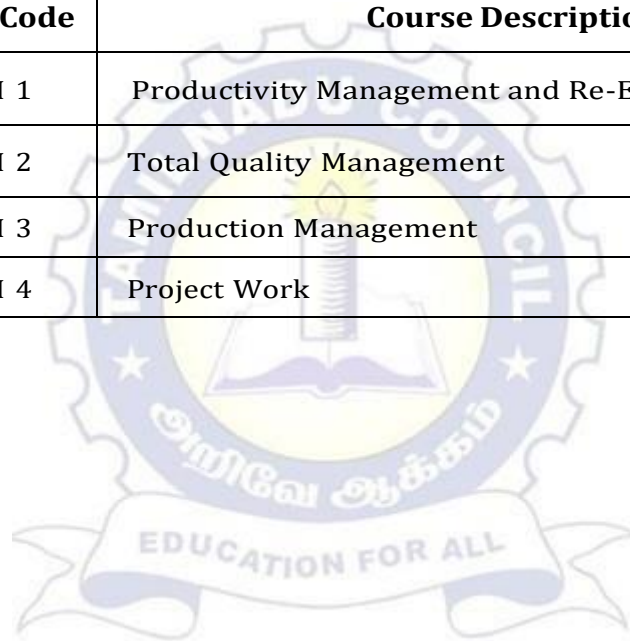
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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-X : PRODUCTION AND MATERIALS MANAGEMENT

Sl. No.	Course Code	Course Description
1	PMM 1	Productivity Management and Re-Engineering
2	PMM 2	Total Quality Management
3	PMM 3	Production Management
4	PMM 4	Project Work



## **1. PRODUCTIVITY MANAGEMENT AND RE-ENGINEERING**

### **UNIT-I : PRODUCTIVITY**

Productivity Concepts-Macro and Micro factors of productivity Dynamics of Productivity- Productivity Cycle Productivity Measurement at International, National and Organisation level-Productivity measurement models

### **UNIT -II : SYSTEMS APPROACH TO PRODUCTIVITY MEASUREMENT**

Conceptual frame work, Management by Objectives (MBO), Performance Objectivated Productivity (POP)–Methodology & application to manufacturing and service sector.

### **UNIT- III : ORGANISATIONAL TRANSFORMATION**

Elements of Organisational Transformation Reengineering-Principles of organizational transformation and re-engineering, fundamentals of process re-engineering, preparing the workforce for transformation and re-engineering, methodology, guidelines, LMI CIP Model – DSMC Q & PMP model.

### **UNIT-IV : RE-ENGINEERING PROCESS IMPROVEMENT MODELS**

PMI models, PASIM Model, Moen and Nolan Strategy for process improvement, LMICIP Model, NPRDC Model.

### **UNIT-V : RE-ENGINEERING TOOLS AND IMPLEMENTATION**

Analytical & process tools & techniques-Information-Communication Technology – Implementation of Reengineering Projects – Success Factors and common implementation Problem – Cases.

## **2. TOTAL QUALITY MANAGEMENT**

### **UNIT-I : INTRODUCTION**

Defining Quality, Basic approaches of TQM, Gurus of TQM - She wart, Ronald

Fisher, Deming, Juran, Feigenbaum, Ishikawa, Crosby, Taguchi – TQM Framework –  
Historical review, Obstacles, Benefits of TQM

### **UNIT -II : TQM PRINCIPLES**

Leadership, Customer Satisfaction, Employee Involvement, Continuous Process  
Improvement, Supplier Partnership, performance Measures, Cost of Quality.

### **UNIT-III : TOOLS AND TECHNIQUES**

Benchmarking, Information Technology, Quality Management Systems and  
environmental management systems.

### **UNIT-IV : TOOLS AND TECHNIQUES**

QFD, FMEA, Quality Circles, TPM, Traditional Quality Tools and Management  
tools.

### **UNIT-V : IMPLEMENTATION OF TQM**

Steps in TQM implementation, national and international quality awards, case  
studies

## **3. PRODUCTION MANAGEMENT**

### **UNIT-I**

Introduction: nature & Scope of Production Management, Production as a sub  
system of the organisation, interrelationships with other functions, Role of models in  
production management operations strategies.

### **UNIT-II**

Forecasting: designing products services & processes, Production planning, Plant  
location, Plant layout planning & concepts.

### **UNIT-III**

Job design: work measurement, methods analysis, compensation production  
standards.



#### **UNIT-IV**

Inventory Control: concept & introduction organisational planning for inventory control, human factor in inventory control, value analysis, ABC Analysis, EQQ models, Stores Control, codification & classification warehousing waste disposal.

#### **UNIT-V**

Quality Control: Purchasing decisions vendor development, S.Q.C. Japanese manufacturing system concept of quality circles, TQM, ISO.

#### **4. PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XI : PROJECT AND OPERATIONS MANAGEMENT

Sl. No.	Course Code	Course Description
1	POM 1	Project Planning and Execution
2	POM 2	Project Finance and Support System
3	POM 3	Operations Management
4	POM 4	Project Work

# **1. PROJECT PLANNING AND EXECUTION**

## **UNIT I**

**PROJECT SELECTION AND PROJECT ORGANISATION :** Project selection and nature of selection, project portfolio process, Analysis under uncertainty, Project organisation, Matrix organisation, Mixed organisational systems.

## **UNIT II**

**PROJECT PLANNING :** Project Co-ordination, sorting out the projects, Work breakdown structure, system integration, Interface co-ordination, Project life cycle, Conflict and negotiation.

## **UNIT III**

**PROJECT IMPLEMENTATION :** Estimating project budgets, Process of cost estimation, Scheduling: Network techniques PERT and CPM, crashing a project, Resource loading and levelling, Multiproduct scheduling and resource allocation.

## **UNIT IV**

**MONITORING AND INFORMATION SYSTEMS :** Planning-Monitoring-Controlling cycle, Information needs and the reporting process, Computerized PMIS, Earned value analysis, Types of project control processes, control as a function of management, control of change and scope.

## **UNIT V**

**PROJECT TERMINATION:** Construction and use of audit report, Project audit life cycle, Essentials of audit and evaluation, Varieties of project termination, termination process, Final report – A project history

## **2.PROJECT FINANCE AND SUPPORT SYSTEM**

### **UNIT I**

**BASIC CONCEPT :** Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

### **UNIT II**

**PROJECT FORMULATION:** Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting. Cost of project, means of financing, estimates of cost, financial projections. Project Appraisal Criteria Payback period, ARR, NPVI, IRR and risk analysis.

### **UNIT III**

**PROCESS OF PROJECT APPRAISAL :** Technical, economic, financial, legal and social appraisal of the industrial projects.

### **UNIT IV**

**IMPLEMENTATION, MONITORING AND CONTROL OF PROJECTS :** Project scheduling, network techniques for resource, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

## **3. OPERATIONS MANAGEMENT**

### **UNIT I**

**INTRODUCTION TO SERVICES :** Manufacturing and Services, Definition of Service, Characteristic of Service, Nature of Services, Importance of Activity, Impact of technology

### **UNIT II**

**GLOBALIZATION AND STRATEGY :** Types of Globalized Services, Outsourcing, issues in Globalization, Service strategies

### **UNIT III**

**OPERATIONS ISSUES:** Forecasting, Inventory, capacity Planning, Scheduling

### **UNIT IV**

**SERVICE QUALITY AND PRODUCTIVITY :** Importance of Quality, Models for Service Quality, GAPS model, issues in productivity measurement, Work measurement.

### **UNIT V**

**TOOLS FOR SERVICES :** Data Envelopment Analysis, Queuing models, Vehicle Routing models

### **4. PROJECT WORK**





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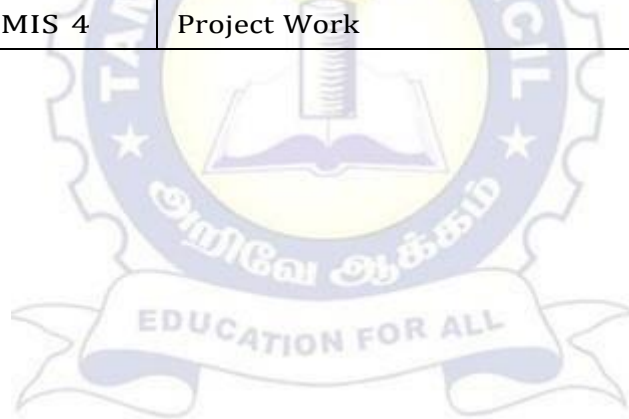
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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XII: MANAGEMENT INFORMATION SYSTEM

Sl. No.	Course Code	Course Description
1	MIS 1	Information Technology for Managers
2	MIS 2	Software Project Management
3	MIS 3	Data Base Management Systems
4	MIS 4	Project Work



# **1. INFORMATION TECHNOLOGY FOR MANAGERS**

## **UNIT I**

Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.

## **UNIT II**

Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options-Make or Buy decisions, Outsourcing as an Option. Information Systems for Strategic Advantage: Strategic roles of IS-Breaking Business Barriers, Reengineering Business Processes Improving Business Quality ,Creating Virtual Company ,Building knowledge Creating Company ,Using Internet Strategically , Challenges of Strategic IS , Enterprise ,wide systems and E-Business applications.

## **UNIT III**

Managing Information Systems: Enterprise Management, Information Resource Management, Strategic Management, Operational Management ,Resource Management Technology Management, Distributed Management. Organizing Planning, IS planning methodologies, Critical Success Factors, Business Systems Planning, Computer Aided Planning Tools. Security & Ethical Challenges; IS controls,

Facility Controls, Procedural Controls, Computer Crime, Privacy Issues. Aspect of Technology adoption in MIS.

#### **UNIT IV**

Introduction to BPR: Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance Improvement, Pitfalls in BPR, Myths of BPR, BPR implementation methodology, BPR implementation methodology, Change management in BPR – introduction, Nature, process

### **2. SOFTWARE PROJECT MANAGEMENT**

#### **UNIT I : PROJECT EVALUATION AND PROJECT PLANNING**

Importance of Software Project Management-Activities Methodologies  
Categorization of Software Projects-Setting objectives-Management Principles-  
Management Control-Project portfolio Management-Cost-benefit evaluation technology-  
Risk evaluation-Strategic program Management- Stepwise Project Planning.

#### **UNIT II : PROJECT LIFE CYCLE AND EFFORT ESTIMATION**

Software process and Process Models-Choice of Process models mental delivery-  
Rapid Application development-Agile methods-Extreme Programming-SCRUM-  
Managing interactive processes- Basics of Software estimation-Effort and Cost  
estimation techniques-COSMIC Full function points-COCOMO II A Parametric  
Productivity Model-Staffing Pattern.

#### **UNIT III : ACTIVITY PLANNING AND RISK MANAGEMENT**

Objectives of Activity planning-Project schedules-Activities-Sequencing and  
scheduling- Network Planning models-Forward Pass & Backward Pass techniques-  
Critical path (CRM) method-Risk identification-Assessment- Monitoring-PERT technique-  
Monte Carlo simulation-Resource Allocation- Creation of critical patterns-Cost schedules.



## **UNIT IV : PROJECT MANAGEMENT AND CONTROL**

Framework for Management and control-Collection of data Project termination- Visualizing progress-Cost monitoring-Earned Value Analysis- Project tracking-Change control-Software Configuration Management Managing contracts-Contract Management.

## **UNIT V : STAFFING IN SOFTWARE PROJECTS**

Managing people-Organizational behaviour-Best methods of staff selection- Motivation-The Oldham-Hack man job characteristic model-Ethical and Programmed concerns-Working in teams-Decision making-Team structures-Virtual teams- Communications genres-Communication plans.

## **3. DATA BASE MANAGEMENT SYSTEMS**

### **UNIT I**

Introduction to Database Management Systems (DBMS): Characteristics of Data in Database, DBMS, Advantage of DBMS, Data Abstraction, Data Models, Categories of Users. Database Architecture:- Database Logical Storage Structures, Database Physical Storage Structures, Multiplexing database files, Database Memory Structures, Controlling the Database. Storage Structures:-Table spaces and Data files Space, Management in Table spaces. Relational Database Design, Tools and Techniques. Entity Relationship Model, DFD's, Database Normalization

### **UNIT II**

Introduction to SQL: SQL data types and literals. Types of SQL commands. SQL Operators and their precedence, Tables-Create, Alter, Rename, Drop, Insert, Update, Delete, Queries and Sub-queries, Arithmetic Operators, Range Searching, Pattern Matching, Viewing sorted Data, Joins, Unions, Intersection, Minus. Aggregate functions, Group Functions, having, Commit, Rollback, Dual Table, Sysdate. Rowid, Rownum, indexes, String Functions-lower, upper, Substr, length, LTRIM, RTRIM, TRIM, LPAD,

RPAD, CONCATENATE Function Conversion Functions-to\_number, to\_char, todate Date Functions-Add\_months, months\_between Security Management using grant, revoke and views.

### **UNIT III**

Database Administration and Security:-Roles and Responsibilities of DBA, Database User Accounts, Creating a User, Profiles and Users. Database Security Revoke Unnecessary Privileges from PUBLIC, Restrict the Operating System Directories Accessible by the User, Limit Users with Administrative Privileges, Manage Default User Accounts, Implement Standard Password Security Features.

### **UNIT IV**

Backup and Recovery Concepts:-Backup and Recovery Issues, Categories of Failures, Statement Failures, User Process Failure, Network Failure, User Errors, Instance Failure, Instance Recovery, Phases of Instance Recovery, Media Failure, Control Files, Redo Log Files, Multiplexing the Redo Log, Archived Log Files. Recovery Manager (RMAN), Database Recovery (Using RMAN), Database Performance Tuning

## **4. PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XIII : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Sl. No.	Course Code	Course Description
1	LSCM 1	Supply Chain Management
2	LSCM 2	Store Keeping And Warehousing
3	LSCM 3	Logistics Management
4	LSCM 4	Project Work

## **1. SUPPLY CHAIN MANAGEMENT**

Objectives: To impart knowledge and understanding to students on Supply Chain Management and its relevance to today's business decision making.

### **UNIT I**

Supply Chain definition – Objectives – Types – Various 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

### **UNIT II**

Strategic Sourcing – Source evaluation – collaborative perspective – BuyerSupplier Relationship – Partner Selection – develop of Partnership – importance of inventory – imbalances – uncertainties – inventory costs – inventory turnover ration

### **UNIT III**

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, e-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

## **2. STORE KEEPING AND WAREHOUSING**

Objectives: To familiarize the students with Warehousing, its importance, valuation, inventory stores management to provide adequate knowledge to minimize the cost and improve the overall efficiency of the operation.

### **UNIT I**

Warehousing Management - Objectives of Stores – Location & Layout –  
Prevention Management of Receipts – Issue Control – Stores Documentation

### **UNIT II**

Stock Valuation And Verification - Need for Valuation – Methods of Valuation –  
FIFO – LIFO – Average Price – Weighted Average – Standard Cost – Replacement Price  
– Stock Verification – Process of Verification

### **UNIT III**

Disposal of Obsolete and Scrap items - Management of SOS – Categorization of  
Obsolete / Surplus – Reasons for Obsolescence – Control of Obsolescence – Control of  
Scrap – Responsibility for Disposal – Disposal Methods.

### **UNIT IV**

Insurance: Risk Management - Buyer's Interest – Marine Insurance – Inland  
Transit Insurance – Stores Insurance – Contractors All Risk Insurance – Miscellaneous  
Insurance – A to Z Claims Procedure – Loss Minimization- Spare Parts Management -  
Salient Features of Spares – Inventory Control of Spares – Categorization of Spares –  
Provisioning of Spares – Pricing of Spares – Relevance of Maintenance – Maintenance  
Costs.

## **UNIT V**

Ethics In Materials Management - Importance of Ethics – Business Ethics – Ethics in Buying – Code of Ethics – Problems in Ethics – Backdoor Selling – A to Z Tips for Ethical Buying – Professionalization

## **3.LOGISTICS MANAGEMENT**

Objectives: The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management and also the ability to apply them in the enterprise reality.

## **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.

## **UNIT III**

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 IV**

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.

#### **UNIT V**

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.

#### **4. PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XIV: ENTREPRENEURSHIP

Sl. No.	Course Code	Course Description
1	ENT 1	Principles of Entrepreneurship
2	ENT 2	Project Appraisal and Finance
3	ENT 3	Small Business Management
4	ENT 4	Project Work



## **1. PRINCIPLES OF ENTREPRENEURSHIP**

### **UNIT - I**

Meaning of Entrepreneurship – characteristics, entrepreneurial structures – environmental factors affecting entrepreneurship, Barriers to entrepreneurship, - Socio-economic origins of entrepreneurship.

### **UNIT - II**

Types of entrepreneurship – entrepreneurs – role of entrepreneurship in economic development – theories of entrepreneurial origin – A conceptual Model, views of Schumpeter etc.

### **UNIT - III**

Entrepreneur – and enterprise – entrepreneurs and managers – traits of – true entrepreneur– behavioural patterns of entrepreneurs – women entrepreneur.

### **UNIT - IV**

The motivating factors – entrepreneurship ambitions – compelling factors – facilitating factors the achievement motivation, search for a business idea, sources of idea, idea processing.

### **UNIT - V**

All India financial and investment institutions – institutional infrastructure – dies – SIDO– SSIC – SIDCO

## **2. PROJECT APPRAISAL AND FINANCE**

### **UNIT-1**

Planning & Analysis Overview

Phases of Capital Budgeting - Levels of Decision Making – Objective, Resource Allocation Framework: Key Criteria for Allocation of Resource - Elementary Investment Strategies - Portfolio Planning tools – Strategic Position and Action Evaluation - Aspects Relating to Conglomerate Diversification - interface between Strategic Planning and Capital Budgeting.

### **UNIT-II**

Generation and Screening of Project Ideas

Generation of ideas – Monitoring, the environment - regulatory framework for projects - corporate appraisal - preliminary screening - project rating index - Sources of positive NPV qualities of a successful entrepreneur - the porter model for estimation of profit potential of industries. Market and demand analysis: Situational analysis and

specification of objectives - collection of secondary information - conduct of market survey - characterization of the market - demand forecasting - market planning. Technical Analysis: Study of Material Inputs and Utilities – Manufacturing Process and technology - Product Mixes - Plant Capacity - Location and Site - Machinery and Equipment - Structures and Civil Works - Project Charts and Layouts - Work Schedule.

### **UNIT-III**

#### Financial Analysis

Financial Analysis: Estimation of cost of project and means of financing - estimates of sales and production - cost of production - working capital requirement and its financing - estimates of working results – breakeven points - projected cash flow statement - projected balance sheet. Project cash flows: Basic principles of measurement of cash flows - components of the cash flow streams - viewing a project from different points of view - definition of cash flows by financial institutions and planning commission - biases in cash flow estimation. Appraisal criteria: Net Present Value - benefit cost ratio - internal rate of returns urgency - payback period - accounting rate of returns – investment appraisal in practice, Analysis of Risk, Assessing the Tax Burden.

### **UNIT-IV**

#### Types and Measures of Risk

Types and Measure of Risk - Simple estimation of risk - Sensitivity Analysis - Scenario Analysis, Monte Carlo Simulation - Decision Tree Analysis – Selection of Project - Risk Analysis in practice. Special Decision Situations: Choice between Mutually Exclusive Projects of unequal life - Optimal Timing Decision - Determination of Economic Life - inter-relationships between Investment and Financing aspects - Inflation and Capital Budgeting.

### **UNIT-V**

#### Social Cost Benefit Analysis

Rationale for Social Cost Benefit Analysis (SCBA) – UNIDO Approach to SCBA - Little and Mirle Approach to SCBA, Qualitative Considerations-Social Cost Benefit Analysis, Contribution to Government Revenue, Political Stability, Priority and Evaluation of International Competitiveness.

## **UNIT-VI**

### Multiple Projects and Constraints

Constraints - Methods of Ranking - Mathematical Programming Approach - Linear Programming Model - Qualitative Analysis: Qualitative Factors in Capital Budgeting - Strategic aspects Strategic Planning and Financial Analysis - Informational Asymmetry and Capital Budgeting Organizational Considerations. Environmental Appraisal of Projects: Types and Dimensions of a project - Meaning and Scope of Environment - Environment - Environmental Resources Values - Environmental impact Assessment and Environmental Impact Statement.

## **UNIT-VII**

### Project Financing in India

Means of Finance - Norms and Policies of Financial Institutions - SEBI Guidelines - Sample Financing plans - structure of Financial Institutions in India - Schemes of assistance - term Loans procedures - Project Appraisal by Financial Institutions.

## **UNIT-VIII**

### Project Management

Forms of Project Organization - Project Planning, Project Control, Human aspects of project Management - Prerequisites for successful Project Implementation. Network techniques for Project Management - Development of Project Network - Time Estimation - Determination of critical path - scheduling when resources are limit - PERT and CPM models - Network cost system (Only Problems on Resources Allocation and resources levelling ) Project review and administrative aspects: Initial review - Performance evaluation - Abandonment analysis - Administrative aspects of Capital Budgeting - Evaluating the Capital Budgeting System of an organization.

## **3. SMALL BUSINESS MANAGEMENT**

### **UNIT I**

#### Basics of Small Business

Enterprise Small Business - Definition - Features - Role of Small Business in Economic Development - Reasons for Establishing Small Business - Quality of Small Businessmen - Advantages and Disadvantages of Small Business - Reasons for Failures of Small Business - Characteristics of Successful Small Businessmen - Different Stages of Small business - Steps in Setting up a Small Business - Crisis Management in

Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.

## **UNIT II**

Dynamics of Small Business

Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy.

## **UNIT III**

Institutions Supporting Small Business-Central, State and Other Institutional Support for SSI – Technological Up gradation and Institutional facility for SSI – Incentives and Subsidies for SSI.

## **UNIT IV**

Management of Small Business

Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.

## **UNIT V**

Global Opportunities for Small Business

Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises

## **4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XV: DIGITAL MARKETING

Sl. No.	Course Code	Course Description
1	DGM 1	Introduction to Digital Marketing and E-Commerce
2	DGM 2	Digital Branding
3	DGM 3	Search Engine, Social Media and Email Marketing
4	DGM 4	Project Work

# **1. INTRODUCTION TO DIGITAL MARKETING AND E-COMMERCE**

## **UNIT-I**

Online marketplace analysis: microenvironment, The Internet macro-environment.

E-Marketing Plan: Overview of the E-Marketing Planning Process

## **UNIT-II**

Creating an E Marketing Plan- A Seven-Step E-Marketing Plan The E-Marketing Environment: Overview of Global E-Marketing Issues – Country and Market Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet Access –The Digital Divide Ethical and Legal Issues – Privacy – Digital Property – Online Expression – Cyber Security –Cyber Crime.

## **UNIT-III**

Data Drive Strategy – Marketing Knowledge Management –Monitoring Social Media – Technology-Enabled Approaches – Real-Space Approaches –Marketing Databases and Data Warehouses – Data Analysis and Distribution – Knowledge Management Metrics – Consumer Behaviour Online – Segmentation – Targeting –Differentiation – Positioning Strategies.

## **UNIT-IV**

Data Analytics: Introduction, Key terms and concepts. Working with data.Setting objectives, goals and KPIs. Tracking and collecting data. Analysing data.Advantages and challenges.

## **UNIT -V**

Product – Products on Internet – Creating Customer Value Online– Product Benefits – E-Marketing Enhanced Product Development – Price – Change in Pricing Strategies – Buyer and Seller Perspectives – Payment Options – Pricing Strategies – Distribution– Online Channel Intermediaries – Distribution Channel Length and Functions – Channel Management and Power – Distribution Channel Metrics.

# **2. DIGITAL BRANDING**

## **UNIT 1**

The Digital Consumer Compare and contrast marketer control versus consumer control Examine consumer empowerment Explore consumer participation and engagement

## **UNIT II**

Content Marketing Examine content marketing and determine its value Explore different strategies for content distribution Identify some of the challenges associated with content marketing

## **UNIT III**

Owned Media Assets Explore the concept of owned media and its importance to brands Investigate the impact of owned media decision making Examine a range of owned media assets and determine their value

## **UNIT IV**

Earned Media Investigate brand engagement and why is it important TO Examine and evaluate a range of engagement platforms- Identify different levels of engagement Explore strategies for shaping earned media

## **3. SEARCH ENGINE, SOCIAL MEDIA AND EMAIL MARKETING**

### **UNIT I**

Internet Marketing- Importance of Internet Marketing- Types of Internet Marketing Methods- Importance of Search Engines- SEO is an Art or Science- How the search engine works?

### **UNIT II**

Understanding the SERP (Search Engine Result Pages)- Using Search Operators- Search Engine Architecture-Search Engine Algorithms - Page Rank Technology- Panda Update and its Importance- Latest Updates about SEO Algorithms- Web Masters Tools

### **UNIT III**

Social Media –An Overview- Logic of Social Media-Social Media Strategy and Planning- Measurement-Content Strategy-Social Networking Sites-Photo sharing sites- Social media for Business-Live Streaming videos, Current Trends and Tips.

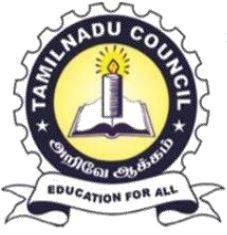
### **UNIT IV**

Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of E-commerce in India

### **UNIT V**

Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise

## **4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-: XVI GRAPHICAL DESIGN AND ANIMATION

Sl. No.	Course Code	Course Description
1	GDA 1	Management of Media
2	GDA 2	Media Business Practices
3	GDA 3	Graphical Design Production Management
4	GDA 4	Project Work



# **1. MANAGEMENT OF MEDIA**

## **UNIT I**

### **MEDIA ARTS**

Oral , print, performance, photographic, broadcast, cinematic and digital cultural forms and practices, network culture and media convergence, peer to peer authoring etc, media as TV, Live events, film, animation, journalism and reporting

## **UNIT II**

### **ENTERTAINMENT BUSINESS FINANCE AND BUDGETING**

Understanding of the strategic Role financial management plays in the Entertainment Business, Financial function of the organization, roles and responsibilities, ability to analyse business opportunities and contracts from a financial standpoint, effects of global markets vs. local markets, raising long term finance, venture financing of corporation, returns on values to shareholders, Capital management and laws to do with fund raising

## **UNIT III**

### **CONSUMER PATTERNS AND INDUSTRY TRENDS**

Print media, film, sound and social websites, advertising in different media fields and revenue patterns as in sound, film, animation, games, LIVE events and internet, Integrating mobile technology as part of marketing strategy, incorporating new technology as part of business plan and distribution

## **UNIT IV**

### **EVENTS AND LIVE MEDIA MANAGEMENT**

Researching of Product and Company brand, Identifying target audience, Developing Management plan and hiring people, procuring venues and entertainment licenses to stage events, getting sponsorships.

## **UNIT V**

### **ENTERTAINMENT BUSINESS CASE STUDIES**

Current events and future trends in the industry, Case studies of individuals, products and companies.

## **2. MEDIA BUSINESS PRACTICES**

### **UNIT I**

#### **ADVANCED ENTERTAINMENT LAW IN INDIA**

Contracts, Copyrights and IP in India, drafting contracts, filing of patents, formalities and necessary procedures, security concerns, trade secrets and privacy, IP, Digital signature, telecommunication regulations

### **UNIT II**

#### **MUSIC AND RADIO BUSINESS**

Music and Concert Copyrights and Publishing, Record Label development, Future of the Music Business due to new streaming and place shifting technologies, Indian Music Label companies, Music Royalty and distribution of content

### **UNIT III**

#### **FILM AND TV BUSINESS**

Laws and Copyrights involves with the Film and TV Business in India, Distribution of Content for Film and TV Business Theatres and Distributors, and Legal Aspects surrounding Film and TV Business

### **UNIT IV**

#### **ANIMATION AND VIDEO GAMES BUSINESS**

Laws and Copyrights involves with the Animation and gaming business in India, Growth of the Animation and Gaming Industry, Distribution Rights of video games and content

### **UNIT V**

#### **CYBERSPACE AND INTERNET BUSINESS**

Law in Cyberspace, Internet related legal issues, internet publishing and distribution

### **UNIT VI**

#### **ENTERTAINMENT MEDIA PUBLISHING AND DISTRIBUTION**

Publishing Rights and Role of Publishing companies, various forms of distribution, Real world scenarios in order to resolve common issues in publishing rights and distribution

### **3. GRAPHICAL DESIGN PRODUCTION MANAGEMENT**

#### **UNIT I**

ANIMATION PRODUCTION PIPELINE & PRACTICES 2D traditional pipeline - pre production & post production , 2D flash – pre production & post production , 3D high end – pre production , post production , various processes in 2D & 3D , best practices in production work globally , Q C practices.

#### **UNIT II**

##### **SPECIAL EFX PRODUCTION PIPELINE & PRACTICES:**

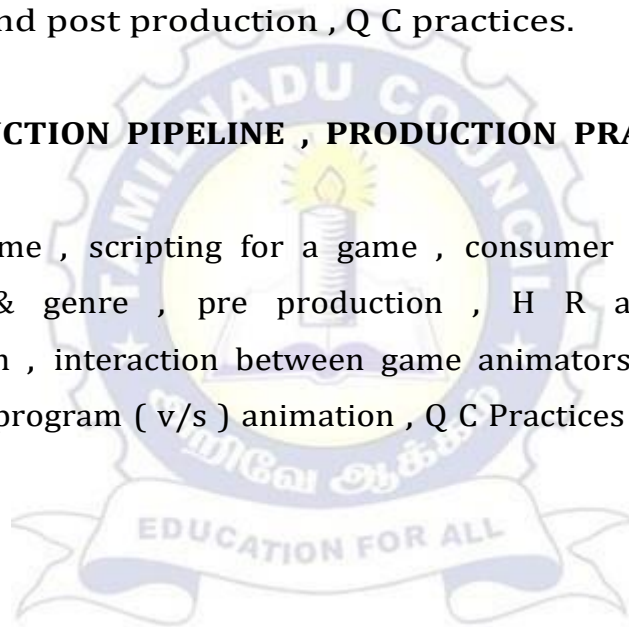
Special EFX production pipeline & practices. Softwares used in different stages , preproduction management , working with artists , role of modellers , HR allocation for preproduction , production , texturing department , exposure to gnomon library , data centre for rendering and post production , Q C practices.

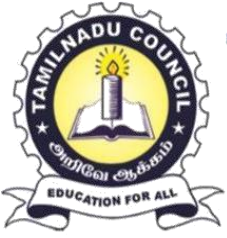
#### **UNIT III**

##### **GAMING PRODUCTION PIPELINE , PRODUCTION PRACTICES & GENERATION OF GAMES 20**

Ideating for a game , scripting for a game , consumer psychology an age group target, level of game & genre , pre production , H R allocation , production , programming supervision , interaction between game animators and programmers , best practices for interfacing program ( v/s ) animation , Q C Practices

#### **4. PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XVII: INTERNATIONAL HOTEL AND HOSPITALITY MANAGEMENT

Sl. No.	Course Code	Course Description
1	IHHM 1	International Business Management
2	IHHM 2	Enterprise Resource Planning
3	IHHM 3	Culture and Ethos
4	IHHM 4	Project Work

# **1. INTERNATIONAL BUSINESS MANAGEMENT**

## **UNIT I**

### **INTRODUCTION**

International Business –Definition – Internationalizing business Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment –Protection Vs liberalization of global business environment.

## **UNIT II**

### **INTERNATIONAL TRADE AND INVESTMENT**

Promotion of global business –the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business –global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

## **UNIT III**

### **INTERNATIONAL STRATEGIC MANAGEMENT**

Strategic compulsions Standardization Vs Differentiation – Strategic options – Global portfolio management global entry strategy – different forms of international business – advantages organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business performance evaluation system.

## **UNIT IV**

### **PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS**

Global production –Location –scale of operations- cost of production – Make or Buy

decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund-exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

## **UNIT V**

### **CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS**

#### **MANAGEMENT**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making

## **2. ENTERPRISE RESOURCE PLANNING**

### **UNIT I**

**INTRODUCTION** - Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems

### **UNIT II**

**ERP SOLUTIONS AND FUNCTIONAL MODULES** - Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules - sales and Marketing, Accounting and Finance, Materials and Production management.

### **UNIT III**

**ERP IMPLEMENTATION** - Planning Evaluation and selection of ERP

systemsImplementation life cycle - ERP implementation, Methodology and Frame work

Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

#### **UNIT IV**

**POST IMPLEMENTATION** Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation

#### **UNIT V**

**EMERGING TRENDS ON ERP** - Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on

### **3. CULTURE AND ETHOS**

#### **UNIT I**

**INTRODUCTION TO INDIAN CULTURE** - Salient features of Indian cultures – socio, ethnic historical and religious perspectives of Indian culture; Cultural transition.

#### **UNIT II**

**CULTURAL DIMENSIONS AND REFLECTIONS** - Key elements of Indian cultural dimensions – Dimensions of national cultures -Distinctiveness of Indian culture in personal life, social life and work life - Cultural traits under major religious background – Reflection in arts, paintings, dance, music – Ceremonies celebrations -Place of worships – Belief, attitude and perception – Museum – Special interest –Tourism

#### **UNIT III**

**CULTURAL MIX** - Cultural dissimilarities across world – across nation; Major issues – challenges to hospitality industry; Influence of global culture – Relationship between national culture and organization structure; International dimensions of organizational culture; Impact on personal and work life – Impact on tourists

## **UNIT IV**

**CROSS CULTURAL MANAGEMENT** - Frameworks of cross cultural management-

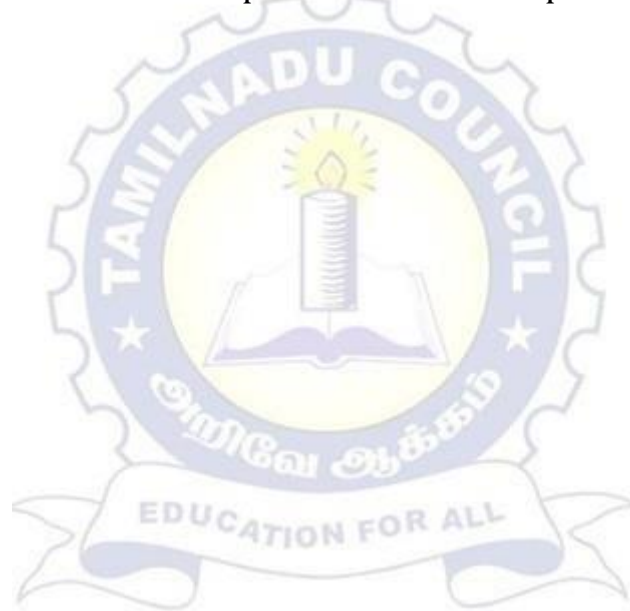
Cultural shock and acculturation- Cross- cultural training- Managing multicultural teams- Cultural negotiations- Global leadership and motivational issues Cultural differences in ethics and decision making

## **UNIT V**

**VALUE SYSTEMS & ETHOS** - Indian ethos for management – value oriented holistic

Management Practices – ethical issues in business – Role of Government and corporate in promoting ethical code of conduct – Impact of value in hospitality products design and delivery systems.

## **4. PROJECT WORK**







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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XVIII: HOTEL MANAGEMENT, CATERING TECHNOLOGY AND TOURISM

Sl. No.	Course Code	Course Description
1	HMCT 1	Room Division Management
2	HMCT 2	Food and Beverage Management
3	HMCT 3	Tourism and Travel Management
4	HMCT 4	Project Work

## **1. ROOM DIVISION MANAGEMENT**

### **UNIT I**

**INTRODUCTION** - Hotel industry – Classification of Hotels and other types of Lodging – Hotel Tariff plans – Types of guest rooms and annex – Major departments of a hotel – Organization structure – Duties and responsibilities of Front office personnel – Inter-department coordination.

### **UNIT II**

**FRONT OFFICE OPERATIONS** - Sections and Layout– Room tariffs and calculation of rates - reservation – registration – Guest services – Check out and settlement – Front office accounting – Night auditing – safety and security.

### **UNIT III**

**FRONT OFFICE MANAGEMENT** - Evaluating Hotel performance –Revenue per available room – Market share index – Evaluation of hotels by guests; - Yield management – forecasting – Room availability – Sales techniques – Budgetary control.

### **UNIT IV**

**HOUSEKEEPING OPERATION** - Importance of Housekeeping – Organizational structure – Layout – Coordination with other departments - Duties and responsibilities – Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk

### **UNIT V**

**HOUSEKEEPING MANAGEMENT** - Housekeeping expenses – controlling expenses – use of textiles – Linen and uniform room –Laundry – Equipment, agents and process; – Sewing room – ergonomics in housekeeping - pest control and waste disposal – changing trends in hospitality.

## **2. FOOD AND BEVERAGE MANAGEMENT**

### **UNIT I**

**KITCHEN MANAGEMENT:** Job description – Hierarchy, Attitude and behaviour; - Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipment – Fuels - coordination with other departments.

### **UNIT II**

**MENU** - Types of menu – menu planning – Beverage menu - Menu designing – menu merchandising – menu balancing – wine and food pairing.

### **UNIT III**

**PRE – PRODUCTION** - Purchasing procedure – price and quality performance – Purchase specification – Receiving – storing and issuing – stock taking – methods of storage.

### **UNIT IV**

**FOOD AND BEVERAGE PRODUCTION** - Food production methods - Beverage production methods – F & B Service areas - Food and beverage service methods – Specializes services.

### **UNIT V**

**CATERING MANAGEMENT** - Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management

## **3. TOURISM AND TRAVEL MANAGEMENT**

### **UNIT I**

**INTRODUCTION** - Tourism - Definitions and Concepts – Components of tourism, Geographic components of tourism - Types of Tourists, Visitor, Traveler, and Excursionist – Differentiation Tourism, recreation and leisure, their inter–relationships –

Tourism organization / Institutions –Role and functions of International agencies in Hospitality industry.

## **UNIT II**

**TRAVEL MANAGEMENT** - Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation -Recognition from Government.

## **UNIT III**

**TOUR PLANNING** - Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies

## **UNIT IV**

**TOURISM MANAGEMENT** - Tourism infrastructure- Tourism organizations-Travel motivators-Leisure or holiday Tourism-Visiting friends and Relatives (VFR)- Cultural Tourism-Adventure Tourism-Sports Tourism-Religious Tourism-Business Tourism Medical Tourism-Alternative Forms of tourism-Tourism Products and types.

## **UNIT V**

**ECO TOURISM** - Evolution, Principles, Trends and Functions of Ecotourism-Themes- Eco-tel and Eco resorts - Fundamentals of Ecology- Basic Laws & ideas in Ecology Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution. Ecological Foot Prints -Mass Tourism Vs Ecotourism -Typology of Eco-tourists. Ecotourism Activities & Impacts –Western and Eastern Views of Ecotourism.

## **4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XIX: AIRLINE AND AIRPORT MANAGEMENT

Sl. No.	Course Code	Course Description
1	AAM 1	Airport Operations
2	AAM 2	Airline Marketing Management
3	AAM 3	Airport Safety and Security Management
4	AAM 4	Project Work

## **1. AIRPORT OPERATIONS**

### **UNIT I**

Green Field Airport, Airport Terminal, Passenger Terminal, Airport Charges, Air certification, Airport facilities for passenger. Hub & Spoke system noise Management.

### **UNIT II**

Passenger service and principles of handling, Passenger handling procedure passport, P.O.E. Clearance, Police Clearance – Departure, Arrivals, Transit / Connection, over flow and denied boarding, Embarkation & Disembarkation procedures, No show, go show cancellation, After delays.

### **UNIT III**

Baggage Handling – Checked baggage, Free baggage allowance – weight & piece concept, Excess baggage charges, Baggage tracing – type of mishandled baggage Systems for tracing mishandled baggage, Found & unclaimed baggage, property irregularity report.

### **UNIT IV**

Air Navigation service, Airspace and Air traffic, Service, Navigational aids and communication.

### **UNIT V**

Emergency Procedures in Airport, Types of Emergency, Fully Emergency, Hi – Jack – Bomb threat – Aircraft accident - Airport securities safety Measures.

## **2. AIRLINE MARKETING MANAGEMENT**

### **UNIT I**

**INTRODUCTION TO AIRLINE MARKETING** - Marketing Environment, Customer Oriented Organisation, Marketing Conceptual Framework, Marketing Mix, Stages in application of marketing principles to airline management.

## **UNIT II**

**AIRLINE MARKET AND PERFORMANCE** - Customer Definition, Apparent & True Needs, Customer in Air Travel Market & Leisure Market, Air Freight Market, Theoretical basis of PESTEL Analysis, Building Customer Satisfaction

## **UNIT III**

**PRODUCT ANALYSIS IN AIRLINE MARKETING** - Product – definition, Product Life Cycle, Product Life Cycles in Aviation Industry, Managing Product Portfolio, Fleet & Schedules related Product Features, Customer Service Related Product Features, Pricing Decisions, Building Blocks in the Airline Pricing Policy

## **UNIT IV**

**MARKET RESEARCH** - Types, process, tools and techniques, application of marketing research, advertising techniques, brand preferences, customer satisfaction, customer perception, distribution, relationship marketing, competitor analysis, preparation of marketing research report

## **UNIT V**

**IMPACT OF INFORMATION TECHNOLOGY ON MARKETING DECISIONS** Online marketing, web based marketing programmes, emerging trends and challenges to airline marketers, sample case studies

## **3. AIRPORT SAFETY AND SECURITY MANAGEMENT**

### **UNIT I**

Airport Security–I: Introduction, security planning, responsibility and organisation, air side security procedures, land side security procedures – passenger terminal, cargo terminal.

## **UNIT II**

Airport Security–II: Airport security programme, Airport security authority, Airport civil aviation security committee, preventative measures, security v/s facilitation training and awareness, testing, inspection and audit. Bureau of Civil Aviation Security (BCAS).

## **UNIT III**

Physical Security for the Aviation Environment: Introduction Intrusion detection system, security cameras, determining total security system cost, locks and key control, security barriers and fencing security lighting, window security.

## **UNIT IV**

Airport Aircraft Emergencies: Types of emergencies, level of protection required, water supply and emergency access roads communication and alarm requirements. Rescue and fire fighting vehicles and procedures, foaming the runways, removal of disabled aircraft.

## **UNIT V**

Airport Emergencies Response and Noise Control: Emergency response – accident, medical emergencies, natural gas leaks, severe weather and natural disasters, terrorism – bomb threats, hijacking, hostage situation, functions of Aerodrome committee.

## **4. PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XX: EDUCATION

Sl. No.	Course Code	Course Description
1	EDU 1	Curriculum Designing
2	EDU 2	Education Institution Management
3	EDU 3	Marketing of Educational Services
4	EDU 4	Project Work

## **1. CURRICULUM DESIGNING**

### **UNIT -I: BASICS OF CURRICULUM DESIGNING**

- Curriculum – meaning - philosophical, sociological, and psychological bases of curriculum
- Principles of curriculum designing - curriculum as an instrument of national development
- Factors influencing curriculum construction such as national political, economic, cultural, social and intellectual aspects
- Systems approach to curriculum construction – curriculum as an output in the system.

### **UNIT -II: TRADITIONAL AND NON-TRADITIONAL STRATEGIES**

- Curriculum planning – development of programmes, syllabi and textbooks, characteristics of a good curriculum and a good textbook
- Overcoming present drawbacks in curriculum construction.
- Curriculum implementation – curriculum as an input in the system – curriculum transaction strategies at higher education level
- Traditional and non-traditional strategies – group and individual methods of instruction

### **UNIT -III: INSTRUCTIONAL MATERIALS AND DEVICES**

- Lecture, demonstrations, seminars, symposia, workshops, brainstorming, case analysis and team teaching.
- Components effective curriculum transaction- Resources for curriculum transaction
- Instructional materials, library and electronic devices, audio-visual devices, the chalkboard, overhead projector, liquid crystal display projector, laboratory and field experience – using internet and computers for effective curriculum transaction.

### **UNIT -IV: CURRICULUM EVALUATION PRINCIPLES AND NEED**

- Curriculum evaluation – meaning of evaluation – objectives and methods of evaluation-measurement and evaluation in education
- Formative and summative evaluation tools of evaluation such as achievement test-psychological scales such as attitude scales, interest inventories,
- Personality test-curriculum revision-need -principles to be adopted - curriculum designing and redesigning as continuous process.

## **2. EDUCATION INSTITUTION MANAGEMENT**

### **UNIT I**

#### **BASICS OF EDUCATION INSTITUTION MANAGEMENT**

- Issues in Institution Management: Goal setting – Institution nurturing –
- Manpower grooming- Alliance with society

- Planned development – Learning institution and environmental adaptation.
- Institutional Climate and Culture: Facts of institutional climate and culture
- Factors influencing institutional climate and culture in our Education institution
- Impact of these on institutional performance

## **UNIT II**

### **CHANGE AND DEVELOPMENT**

- Power and politics and their management.
- Change Management: Need for Change - Strategies for change management
- Dealing with resistance to change- Planned obsolescence and change
- Process and tools of change and development.

## **UNIT III**

### **MANAGEMENT EDUCATION SYSTEMS AND FORMS**

- Institutional Development: Organisation Development Intervention Strategies
- Institutional Effectiveness: Nature and criteria – Management implications–
- Management of crisis – Management of growth.
- Communication Management in Education institutions – Forms, Systems and other aspects– Online and Offline communication management.

## **UNIT IV**

### **SYSTEMATIC APPOINTMENTS AND VALUATION**

- Activity Management: Managing student admissions – Planning, execution and control of the same – Managing conflicts with students and among students and among staff-members.
- Management of Examinations: Preparation for planning carrying out and control of conducting examination – Difficulties involved
- Use of systematic appointments – Managing valuation of students' works -
- Managing result publication and dispatch of mark statement – Convocation.

## **3. MARKETING OF EDUCATIONAL SERVICES**

### **UNIT I**

#### **BASICS OF MARKETING OF EDUCATION SERVICES**

- Services Marketing: Concept – Significance – Salient features – Service Mission
- The behaviour profile of the learners – Segmenting learners market
- Services Mix: Product, Price, Place, Promotion, People, Process, Physical Evidence.
- Product Mix: Education product planning and development – Innovative

- education – Modification – Diversification and dropping

## **UNIT II**

### **PLACE MIX AND DELIVERY**

- Life Cycle concept in education ventures.
- Price Mix: Fee structure in Education – Objectives and methods –
- Regulatory aspects
- Place Mix: Service delivery – Methods of distribution – Franchising – OffCampus arrangement – Logistics management
- Role of IT in dealing with barrier of distance.

## **UNIT III**

### **PEOPLE IN EDUCATION SERVICE**

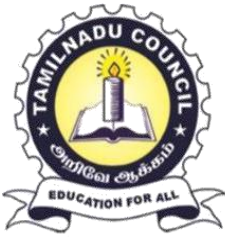
- Promotion and Communication Mix: Education promotional strategies –
- Advertisement and publicity – Sales promotion
- Personal selling – Word of mouth.
- People in Education Service – Internal marketing – Processes

## **UNIT IV**

### **LEARNER RELATIONSHIP MARKETING**

- Student support services – Physical evidence in education service.
- Service quality – Service quality dimensions – Developing service quality –
- Quality assurance in education – Bench marking
- Learner relationship marketing – Quality assurance in teaching –
- Internationalization and Globalization of education marketing – Intellectual
- Property Rights in education service.

## **4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XXI: HOSPITAL AND HEALTHCARE MANAGEMENT

Sl. No.	Course Code	Course Description
1	HHM 1	Hospital Management Information System
2	HHM 2	Principles of Hospital Administration
3	HHM 3	Health Care Technology
4	HHM 4	Project Work

# **1. HOSPITAL MANAGEMENT INFORMATION SYSTEM**

## **UNIT I**

### **INTRODUCTION TO INFORMATION SYSTEMS IN BUSINESS**

The need for Information systems – the Increasing Value of Information Technology – the Networking of computing – Business Process Re engineering – IT as a tool for competitive advantage.

## **UNIT II**

### **MANAGERIAL OVERVIEW – HARDWARE / SOFTWARE**

Computer Peripherals – Input Technology Trends – Voice Recognition and Response Optical Scanning – Output Technology and Trends – Video Output – Storage Trends Application software for End Users – word Processing and Desktop Publishing – systems Software – Operating Systems – Programming Languages. The Database Management Approach – Types of Databases types of Databases – Database structure – Data Mining – Benefits and Limitations of Database management.

## **UNIT III**

### **THE INTERNET AND ELECTRONIC COMMERCE**

Business Use of the Internet – Interactive marketing – E-Commerce Application – Business to Consumer – Business – to Business Commerce.

## **UNIT IV**

### **MEDICAL RECORDS**

Role of Medical Records in Health Care Delivery – General Medical Records Standards and Policies – Legal Aspects of Medical Records – Medical Audit Computerization of Medical Records – Information Needs in the Hospital – sources of Health Information – User of Health and Hospital Data.

## **UNIT V**

### **HOSPITAL INFORMATION SYSTEMS**

Management decision and Related Information Requirement – Clinical Information Systems Administration Information systems = Support Service Technical Information Systems – Medical Transcription

## **2. PRINCIPLES OF HOSPITAL ADMINISTRATION**

### **UNIT I**

#### **INTRODUCTION**

Conception of idea, formation of hospital planning team, market survey , feasibility study, selection of location, Financial planning of hospitals, Macro level planning Conception to commissioning-site development, architects brief working drawings and specifications, engineering drawing, drawing equipment planning, bed distribution, space allocation , interior designing and construction of building-commissioning, shake down period

### **UNIT II**

#### **PLANNING – OPD & IP**

Planning for the outpatient services, accident and emergency services and day care services -

Planning for patient care units –Inpatient services and intensive care units. Planning for surgical suites .Planning for labour and delivery suites-LDRP suites

### **UNIT III**

#### **PLANNING – DIAGNOSTIC SERVICES & BLOOD BANK**

Planning for laboratory service and blood banking. Planning for image logical services-x-rays, ultrasonography, MRI, CT-scan PET scan and other advances in image logical services

## **UNIT IV**

### **ADVANCED FACILITIES IN HOSPITAL**

Planning for advanced facilities- Cardiac catheterization laboratory, various endoscopy units, Extracorporeal shock wave lithotripsy, radiotherapy unit, IVF unit, Dialysis unit

## **UNIT V**

### **SUPPORTIVE SERVICES IN HOSPITAL**

Planning for supportive services-medical gases, HVAC, housekeeping ,CSSD, Food and beverages,

## **3. HEALTHCARE TECHNOLOGY**

### **UNIT I**

#### **INTRODUCTION TO MEDICAL EQUIPMENT**

List of common medical equipment, Justification of purchase proposal, hospital need assessment, Equipment selection guideline, estimation of cost and planning, purchase, installation, commissioning, Replacement and buy back policy, International and indigenous standards

### **UNIT II**

#### **OPERATIONS STRATEGY**

Operations strategy a competitive tool, elements, technology selection and process: development, developing operations strategy. Operations of clinical services, supportive services, and administrative services general introduction to the various specialties, super specialties and other subspecialties

### **UNIT III**

#### **VALUE MANAGEMENT**

Value engineering, value analysis, quality control, applications in hospital





## **UNIT IV**

### **TECHNOLOGY MANAGEMENT IN HOSPITALS**

Evolution of technology in hospitals, advanced technology in diagnostics and therapeutics, telemedicine concepts and applications, artificial intelligence and robotics in Healthcare.

## **UNIT V**

### **MAINTENANCE MANAGEMENT**

Objectives, types of maintenance systems, equipment maintenance, quality and reliability, equipment history and documents, maintenance planning, maintenance information system, maintenance and monitoring of biomedical equipment, predictive maintenance, equipment availability, spares management, replacement policy, depreciation and loss of value, economic life, costing, cost of standby, maintenance in hospital. Bio-Medical Technology, application in hospital environment, calibration tests, maintenance features, hazards.

### **4. PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XXII: BPO MANAGEMENT

Sl. No.	Course Code	Course Description
1	BPM 1	Basics of Business Process Outsourcing
2	BPM 2	English and Information Technology
3	BPM 3	Call Centre Technology and Techniques
4	BPM 4	Project Work

## **1. BASICS OF BUSINESS PROCESS OUTSOURCING**

### **UNIT I**

Business Process Outsourcing – Basics – Benefits of BPO – Growth Drivers – BPO-Models and Types of Vendors – Offshore BPO – Evolution Destinations – Challenges of Offshoring – BPO Companies in India.

### **UNIT II**

BPO Industry – Employment Opportunities – Employee Structure – Skill Set Required – Compensation Levels – Contact Centre BPO – Types of Call Centres – Technology – Components and working of a Call center – Issues and Problems – Case Study – Intelenet Global.

### **UNIT III**

Healthcare BPO – Structure of the American Healthcare Sector – Activity Profile – Future Trends and Threats – Case Study – Cbay Systems.

### **UNIT IV**

Transaction Processing BPO - Elements of Back – Office Services – Financial Services – Insurance – Case Studies – Datamatics – Hinjuja TMT.

### **UNIT V**

Human Resource BPO – Reasons for outsourcing HR – Activities involved in HR BPO – HR Outsourcing Trends – Career in HR BPO – Emerging BPO Domains – Media and Entertainment BPO – Publishing BPO.

### **Text Book**

Business Process Outsourcing Sarika Kulkarni Jaico Publishing House, Delhi 2005

### **Reference Book**

BPO DIGEST Deepak Shikapur Ameya (Inspiring Books) 2004

## **2. ENGLISH AND INFORMATION TECHNOLOGY**

### **UNIT I**

Prelude to Spoken English (Nouns, Pronouns, Verbs); Articles; Special usages; Prepositions; Tenses; Questions; Responses. Emphasis on LSW Skills Listening Comprehension practice, Short Conversation, Long Conversation Talks and Lectures. Emphasis on LSW skills Listening Comprehension practice, Short Conversation, Long Conversation Talks and Lectures Speaking Accent Orientation,

Words, Structures Writing Close test, Comprehension, Theme Detection, Error Detection, deriving Conclusions, Cumulative Review Exercise.

## **UNIT II**

Introduction to Western Culture; Accent Training; Listening Skills through practice sets; Neutralization of Accent; Spoken English Training-Exercises & Tests; Voice Modulation; Mock Conversation – Practice; Vocabulary; Travel Queries; Replies; Etiquette; Plans, Meetings and invitations. Written English Essentials of E-mails, Chat, Exposure to script drafting, E-mail Writing.

## **UNIT III**

Introduction to computer; Computer Components; Memory units; Storage Devices; I/O devices; Digital fundamentals Binary, Octal, Hex a decimal number system; Introduction to Software and database. Introduction to Telecommunication; Networking; Communication System; Distributed System; Turn Around Time (TAT); File Transfer Protocols; Internet; Intranet; Security concepts; Web Server – Web Browsers.

## **UNIT IV**

E-Publishing Aspects of quality control and tools available on quality control. MS-Office MS-Word, MS-Excel, MS-Power Point

## **UNIT V**

Data Conversion Techniques Software skills; Acrobat Fine Reader – How to open this package, File Management, Edit tools, Print features, Format tools used; Abby Version 7– Package introduction, File Management commands, Editing commands, selecting correct object tools for images, text and tables, Spelling check functions, Grouping images, Processing files in groups, Image cropping and editing commands, scanning images and saving into required format, Additional tools used.

## **Text Books**

1. English Grammar Wren & Martin S.Chand & Co 2005
2. TOEFL Test Latest Edition with 5 Multimedia CD's & 3 Audio Tapes Pamela. J. Sharpe Ph.D. Galocotia Publication Pvt Ltd. 2005
3. "TALK TO ME" Speak Fluent English- 2 Multimedia CD's
4. Learn To Speak English (Work Book) & 4 Multimedia CD's Donna Deans Binkowski, Ph.D. Eduardo A. Febles M.A. BPB Publication 2005

5.Fundamentals of Information Systems ABBY 7 Manual Ralph M.Stair, George W.Reynolds Thomson (ISE) 2003

### **References**

- 1.Information Technology for Management Henry C.Lucas, JrMcgraw Hill (Part – III)2000
- 2.Using Information Technology Williams, Sawyer, Hutchinson Mcgraw Hill 2000

## **3. CALL CENTRE TECHNOLOGY AND TECHNIQUES**

### **UNIT I**

Telephone Etiquette; Brief on American and British Culture / Accent Political setup,culture inputs, Geographical Structure; Difference in work habits between US, UK andIndia; World Time Zones; Time management; Call Flow and Work Flow; American andHispanic names; Interactive videos on US/UK English usage; Inbound / Outboundoperation – an explanation; Telephone Tips; Winning Attributes of a customer servicerepresentative; Structure of a call; Listening and paraphrasing; Effective probing;

Rapport  
and Empathy.

### **UNIT II**

ITES and Back Office function; Workflow Management; Workforce productivity system; Scanning ; Call centre technology – PBX system features; IVR (Interactive Voice Response System); ACD (Automatic Communication Distributor System); Interaction Mail (unified Messaging and Voice Mail); Interaction Fax; Web Services; Software Phone; IPLC (International Private Leased Circuit Lines); VOIP; Dialers; Call Logger.

### **UNIT III**

Soft Skills To maintain good customer relationships without face to face contact; Evaluate listening skills; How to translate Technical Jargon into better customer communication; Make success in sales.

### **UNIT IV**

Professional Telephone calling technique; Effective information gathering technique; Understanding customer competence levels; Effective telephone communication skills; Negotiation Technique; How to overcome objections; Compliments receiving; open ended/close ended questions; Probing questions; Call flow/process flow; Handling most difficult customers.

## **UNIT V**

Quality Control Operations; Internal quality checks; External quality check summarizing and producing complete call reports – Default Interaction Client User Report; Line Usage Reports; User Reports; Call Reports; Queue Performance Reports; Performance Monitoring reports, Standard Report Logs, Custom Report Logs.

### **Textbook**

Call Centre Training Course Kit (With CD) Vikas Gupta Dreamtech 2003

Call Centre Technology & Techniques Jack.A.Green Thomson 2004

### **Reference**

Call Centre Operations Charles E Day McGraw Hill (Part – III) 2000

## **4. PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XXIII: BRAND MANAGEMENT

Sl. No.	Course Code	Course Description
1	BRM 1	Product and Brand Management
2	BRM 2	E-Marketing
3	BRM 3	Consumer Protection
4	BRM 4	Project Work

## **1. PRODUCT AND BRAND MANAGEMENT**

### **UNIT-I**

Introduction, Product Related Concepts, Product Management, Components of Marketing Plan Levels of Market Competition, Determining Competitors Category Attractiveness Analysis Aggregate Market Factors, Category Factors, Environmental Analysis

### **UNIT-II**

Competitor Analysis, Customer Analysis, basis of market segmentation - Market Potential, Market potential v/s sales potential, Sales Forecasting Methods - Product Strategies.

### **UNIT-III**

Product life cycle, Product Strategies Over the Life Cycle Developing new product, Product Modification, Line Extension & Brand Extension .Brands Meaning, Scope, Brand Management, Branding Challenges & opportunities Concept of Brand Equity

### **UNIT-IV**

Strategic Brand Management - Brand Positioning-Planning & Implementing Brand Marketing programs -Measuring & Interpreting Brand Performance -Growing & Sustaining Brand Equity

## **2. E-MARKETING**

### **UNIT-I**

#### **Introduction to E-Marketing**

Landscape – Past – Today – Future – Internet Marketing Paradigm – Internet Infrastructure Stack Business Models & Strategies Strategic Planning – Strategy to Electronic Planning – Strategic Drivers of the Internet Economy – Business Models to E-Business Models – E-Business Models– Performance Metrics – The Balanced Scorecard

### **UNIT-II**

#### **E-Marketing Plan**

Overview of the E-Marketing Planning Process – Creating an E-Marketing Plan – A Seven-Step E-Marketing Plan The E-Marketing Environment Overview of Global E-Marketing Issues – Country and Market Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet Access – The Digital Divide Ethical and Legal Issues – Privacy – Digital Property – Online Expression – Cyber Security –Cyber Crime



### **UNIT-III**

#### **E-Marketing Research**

Data Drive Strategy – Marketing Knowledge Management – Monitoring Social Media – Technology-Enabled Approaches – Real-Space Approaches – Marketing Databases and Data Warehouses – Data Analysis and Distribution – Knowledge Management Metrics – Consumer Behaviour Online – Segmentation – Targeting – Differentiation – Positioning Strategies

### **UNIT-IV**

#### **E-Marketing Management**

Product – Products on Internet – Creating Customer Value Online– Product Benefits – E-Marketing Enhanced Product Development – Price – Change in Pricing Strategies – Buyer and Seller Perspectives – Payment Options – Pricing Strategies – Distribution– Online Channel Intermediaries – Distribution Channel Length and Functions – Channel Management and Power – Distribution Channel Metrics – Promotion – Integrated Marketing Communication (IMC) – Internet Advertising – Marketing Public Relations – Sales Promotion Offers – Direct Marketing – Personal Selling – IMC Metrics

### **UNIT-V**

#### **Customer Acquisition and Retention**

Profile of Consumers – Browsing Behaviour Model – Elements of Social Media – Social Media Strategies – Social Media Performance Metrics – Building Customer Relationships – Relationship Marketing – Stakeholders – Three Pillars of Relationship Marketing – Customer Relationship Management (CRM) – CRM Building Blocks – Ten rules for CRM Success

### **UNIT-VI**

#### **Evaluating Performance and Opportunities**

Measuring and evaluating web marketing programs – Social and Regulatory Issues – Privacy – Security – Intellectual Property – Mobile Marketing – Media Coverage Emerging Issues Online Governance and ICANN – Jurisdiction – Fraud – Consumer Loyalty of Website-Services – The Quadratic Effect of Flow – Role of Technology Readiness in Developing Trust and Loyalty for E-Services in Developing Countries

## **RECOMMENDED BOOKS**

E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013  
Internet Marketing Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, 3rd edition, Cengage Publishing, 2013  
Digital Marketing Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson, 2012.

E Marketing – The essential guide to online marketing, Rob Stokes, Flat world knowledge, 2010.  
E-marketing in Developed and Developing Countries Emerging Practices, Hatem El- Gohary and Riyadh Eid, IGI Global, 2013

## **REFERENCE BOOKS**

The Essential Guide to Online Marketing, Rob Strokes, Quirk, ISBN 9781936126323  
The New Rules of Marketing and PR How to Use Social Media, Blogs, News Releases, Online Video, and Viral Marketing to Reach Buyers Directly, David Meerman Scott, 2nd Edition, Jan 2010

E-Commerce An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013

Electronic Commerce A Simplified Approach, Munesh Chandra Trivedi, Jaico Publishing House, 2011.

Online Display Advertising Targeting and Obtrusiveness, Marketing Science, Goldfarband Tucker, May-June 2011.

## **3. CONSUMER PROTECTION**

### **UNIT I**

#### **Conceptual Framework**

Consumer and Markets Concept of Consumer and markets, Concept of Price in Retail and Wholesale, Maximum Retail Price (MRP) and Local Taxes, Fair Price, labelling and packaging Experiencing and Voicing Dissatisfaction Consumer Satisfaction/dissatisfaction-Grievances- complaint, Consumer Complaining Behaviour Strategies to address Dissatisfied Consumers; Internal and External Complaint handling Corporate Redressal and Public Redressal Mechanisms

### **UNIT II**

#### **The Consumer Protection Act, 1986 (CPA)**

The Consumer Protection Act, 1986 Objectives and Provisions Organizational set-up under the Consumer Protection Act Advisory Bodies Consumer Protection Council at the Central, State and District Levels, Basic Consumer Rights; Adjudicatory Bodies

District Forums, State Commissions, National Commission Their Composition, Powers, and Jurisdiction (Pecuniary and Territorial), Grievance Redressal Mechanism under the Consumer Protection Act, 1986 Who can file a complaint? Grounds of filing a complaint; Limitation period; Procedure for filing and hearing of a complaint; Disposal of cases; Relief/Remedy to be provided; Temporary Injunction; Enforcement of order; Appeal, frivolous and vexatious complaints; Offences and penalties. Remedies under Consumer Protection Act (with reference to leading case laws) Medical Negligence; Banking; Insurance; Housing & Real Estate; Electricity, Water, and Telecom Services; Education; Defective Product; Unfair Trade Practice.

### **UNIT III**

Industry Regulators and Consumer Complaint Redressal Mechanism Banking RBI and Banking Ombudsman Insurance IRDA and Insurance Ombudsman Telecommunication TRAI Food Products FSSAI (an overview) Advertising ASCI

### **UNIT IV**

#### **Consumer Protection in India**

Consumer Movement in India Evolution of Consumer Movement in India.

Formation of consumer organizations and their role in consumer protection, Recent developments in Consumer Protection in India, National Consumer Helpline, Citizens Charter Quality and Standardization Voluntary and Mandatory standards; Role of BIS, Indian Standards Mark (ISI), Ag-mark, Hallmarking, Licensing and Surveillance; ISO An overview

#### **Suggested Readings**

1. Khanna, Sri Ram, Savita Hanspal, Sheetal Kapoor, and H.K. Awasthi. Consumer Affairs" (2007) Delhi University Publication; pp. 334/
2. Aggarwal, V. K. (2003). Consumer Protection Law and Practice. 5th Ed. Bharat Law House, Delhi, or latest edition.
3. Girimaji, Pushpa (2002). Consumer Right for Everyone Penguin Books.
4. Nader, Ralph (1973). The Consumer and Corporate Accountability. USA, Harcourt Brace Jovanovich, Inc.

5. Sharma, Deepa (2011).Consumer Protection and Grievance-Redress in India A Study of Insurance Industry

(LAP LAMBERT Academic Publishing GmbH & Co.KG, Saarbrucken, Germany; pp.263 pp.

6. Empowering Consumers e-book, [www.consumeraffairs.nic.in](http://www.consumeraffairs.nic.in)

7. EBook [www.bis.org](http://www.bis.org)

8. The Consumer Protection Act, 1986

#### **4.PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XXIV: CUSTOMER RELATIONSHIP MANAGEMENT

Sl. No.	Course Code	Course Description
1	CRM 1	Relationship Marketing
2	CRM 2	Strategic Customer Relationship Management
3	CRM 3	Sales and Distribution Management
4	CRM 4	Project Work

# **1. RELATIONSHIP MARKETING**

## **UNIT I**

Overview of relationship marketing – Basis of building relationship – Types of relationship marketing – Customer life cycle.

## **UNIT II**

CRM – Overview and evolution of concept – CRM and relationship marketing – CRM strategy – Importance of customer divisibility in CRM.

## **UNIT III**

Sales force Automation – Contact management – concept – Enterprise marketing management – Core beliefs.

## **UNIT IV**

Value chain – Concept – Integration business management – Benchmarks and Metrics– Culture change – Alignment with customer eco system – Vendor selection.

## **UNIT V**

Database marketing – Prospect database – Data warehouse and Data mining – Analysis of customer relationship technologies – Best practices in marketing technology.

## **Text Book**

1.S.Shajahan (2006), Relationship Marketing, TATA McGraw Hill, NewDelhi.

## **Reference Book**

1. Customer Relationship Management (2010), Paul Green Berg, TATA McGraw Hill, NewDelhi.

2. Philip Kotler (2016), Marketing Management, 3rdEdition, Prentice Hall.

3. Ed Peelen (2008), Customer Relationship Management, Prentice Hall.

4. V. Kumar,Werner Reinartz (2012),Customer Relationship Management Concept, Strategy, and Tools, 2nd Edition, Springer HeidelBerlg, NewYor

## **2. STRATEGIC CUSTOMER RELATIONSHIP MANAGEMENT**

### **UNIT I**

Introduction to CRM: what is a customer? How do we define CRM? CRM technology, CRM technology components, customer life style, customer interaction.

Introduction to eCRM :difference between CRM & eCRM, features of eCRM.

### **UNIT II**

Sales Force Automation(SFA) : definition & need of SFA, barriers to successful SFA, SFA :functionality, technological aspect of SFA: data synchronization, flexibility & performance, reporting tools. Enterprise Marketing automation (EMA): components of EMA, marketing camping, camping, planning & management, business analytic tools. , EMA components (promotions ,events , loyalty & retention programs), response management.

### **UNIT III**

Call Centres Mean Customer Interaction: the functionality, technological implementation, what is ACD (automatic call distribution), IVR (interactive voice response), CTI (computer telephony integration), web enabling the call centre, automated intelligent call routing, logging & monitoring.

### **UNIT IV**

Implementing CRM: pre implementation, kick off meeting, requirements gathering, prototyping& detailed proposal generation, development of customization, Power User Beta Test & Dataimport, training, roll out & system hand off, on-going support.system optimization and follow-up.

## **UNIT V**

Introduction to ASP (application service provider); who are ASP's?, their role & function, advantage & disadvantage of implementing ASP.

## **REFERENCES**

1. e-CRM-Concepts & Cases: Madhavi Garikaparthi
2. e-CRM: Business & System Frontiers: M.P. Jaiswal & Anjali Kaushik
3. Prasad Gadkari's Guide to E-Marketing

## **3. SALES AND DISTRIBUTION MANAGEMENT**

### **UNIT-I**

Introduction to Sales Management Nature and Importance of sales management, Role of a Sales Manager, Types of sales management positions, theories of personal selling, personal selling objectives, sales forecasting methods, Sales Related Marketing Policies. Organizing & Driving Sales Efforts Personal Selling Process, Kind and Size of the Sales Force, Sales Organization Structures, Sales Territories & Quotas, Sales Budgets, Sales Promotions, Sales Technology

### **UNIT-II**

Sales Force Management-Sales Job Analysis, Recruitment & Selection (Briefly – specific to Sales Jobs), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Audits, Ethics in Sales

### **UNIT-III**

Distribution Management-Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, evolution & possible channel formats. Designing channel systems Channel Intensity, Selecting Channel Partners-Channel Management-Channel Policies, Power



Bases in managing channel partners, conflict management, Channel Institutions - retailing & wholesaling.

#### **UNIT-IV**

Market logistics and supply chain management-Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, technology in logistics and SCM, channel information systems, distribution management in international markets

#### **Reference Books:**

1 Krishna K. Havaldar, Vasant M. Cavale Sales & Distribution Management McGraw Hill Latest Edition

2 Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni Sandeep Puri Sales and Distribution Management : Decisions, Strategies & Cases Pearson Latest Edition

3 Ramendra Singh Sales and Distribution Management – A Practic-Based Approach Vikas Publishing House Pvt. Ltd Latest Edition

4 Dr. S. L. Gupta Sales & Distribution Management Excel Books Latest Edition

5 Panda Tapan K., Sahadev Sunil Sales & Distribution Management Oxford Latest Edition

6 David Jobber, Geoffrey Lancaster Sales & Distribution Management Pearson Latest Edition

7 Johnson F.M., Kurtz D.L., Scheuing E.E. Sales Management: Concepts, Practice, and Cases McGraw Hill Latest Edition

#### **4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XXV: EXPORT AND IMPORT MANAGEMENT

Sl. No.	Course Code	Course Description
1	EIM 1	International Business Environment
2	EIM 2	Global Trade Environment
3	EIM 3	Export-Import Procedures and Documentation
4	EIM 4	Project Work

## **1. INTERNATIONAL BUSINESS ENVIRONMENT**

### **Unit - I**

International Business: An Overview - Types of International Business; the External Environment. The Economic and Political Environment. The Human Cultural Environment.

### **Unit - II**

Balance of Payments, WTO and its importance for Indian Business, International Monetary Fund (IMF), World Bank (IBRD).

Unit - III Exchange rate determination, Fixed and Flexible exchange rate, Convertibility of Rupee and its implication, Foreign Institutional Investors (FII), Foreign Direct Investment (FDI), Euro-Currency.

### **Unit - IV**

Regional Blocks; Internationalization of Service Firms, Export Management; Joint Ventures and Global Competitiveness.

### **Unit - V**

Globalization and, Human Resource Development; Globalization with Social Responsibility.

### **SUGGESTED READINGS :**

1. A lowrth, Julian S. The Finance, Investment and 1 axation Decisions of Multinational London, Basil Blackwell 1988.
2. Bhalla, V K and S. Shivaramu, International Business Environmental and Business New Delhi, Anmil 1995.
3. Bhalla, V K International Economy, Liberalisation Process, New Delhi, Aninni, 1993.
4. Daniel, John D and Radebangh, Lee H International Business 5" ed., New York, Addition Wesley, 1989.

## **2. GLOBAL TRADE ENVIRONMENT**

### **UNIT-I :**

Introduction : Nature, Scope and Significance of International Business Environment. Structure of International Business Environment. Features of International Business Environment. Globalisation. Advantages and Challenges of Globalisation and International Business. Modes of International Business. International Business Vs.

Domestic Business. Impact of Protectionism of International Business. Technology and International Business.

**UNIT-II :**

Geographical and Cultural International Environment : Need for and Significance of the Study of Geographical and Cultural International Environment. Climate and Topography. Population and its Structure. Physical and Human Resources. World Trade Routes. Culture – Characteristics and Elements; Cultural Awareness, Identification and Dynamics. Cultural Influence on International Business. Business Customs and Ethics.

**UNIT-III :**

Political and Legal Environment: Political Systems and Stability of Government Policies. Nationalism. Political Risks in International Business. Assessment of Political Vulnerability. Legal System – Jurisdiction in International Legal Disputes and Protection of Intellectual Property Rights. Commercial Laws within Countries. Grey Market. Money Laundering. Antidumping. Counterfeiting. Governmental Influence on Trade.

**UNIT-IV :**

International Economic Environment : A Brief Study of World Economy. Elements of Economic Environment. Economic Systems and Levels of Economic Growth. Evolution, Objectives and Functions of IBRD, IDA, IFC and ADB. Free Trade Area, Custom Union, Common Market, Economic Union, EU, NAFTA, ASEAN and OPEC – Their Objectives and Achievements.

**UNIT-V :**

Multinational Organisations and Institutions: Genesis, Objectives, Functions and Operational Policies of IMF, GATT and UNCTAD. WTO – Genesis, Structure, Functions and Achievements. Implications of WTO on International Business Environment. International Trade in Services – Role, Opportunities and Challenges.

**3. EXPORT-IMPORT PROCEDURES AND DOCUMENTATION**

**UNIT-I :**

Introduction : Features and Rationale of Export and Import Business. Essentials for Starting Export Business. Provisions Regarding Registration of Exporters. Steps

Involved in Export Order Procedure. Regulation, Procedure and Documentation for Obtaining Export Licence and Export Credit Insurance. Selection of Overseas Agents for Export Trade.

**UNIT-II :**

Export Documentation-I : Purpose of Export Documentation. Major Export Documents – Export Invoice, Bill of Lading Bill of Exchange, GR Form, SDF Form, PP Form, Shipping Bill, Air Bill/Air Consignment Note, etc. Marine Insurance – Need, Types and Procedure.

**UNIT-III :**

Export Documentation-II : Nature and Contents of Commercial Invoice, consular Invoice, Customs Invoice, Packing List, Certificate of Inspection, Certificate of Origin, etc. Letter of Credit – Nature and Types. Electronic Data Interchange System.

**UNIT-IV :**

Import Procedure and Documentation : Essentials for Starting Import Business. Steps involved in Import Procedure. Registration of Importers. Categories on Importers. Provisions Regarding Obtaining Import Licence. Special Schemes for Imports. Provisions Regarding Imports for Personal Use. Provisions Regarding Imports of Gifts. Import of Passenger Baggage.

**UNIT-V :**

Quality Control and Pre-shipment Inspection Schemes : Procedures for Quality Control and Pre-shipment Inspection. Excise and Customs Clearance – Regulations, Procedure and Documentation. Procedure and Documents for Claiming Export Assistance. Documents required for Preparation of main documents :Bill of Lading, Auxiliary documents, Mate's Receipt, Inspections Certificate, Insurance Certificate Place of Origin Packing/Shipping note Antiquity Black List Certificate and others.

**4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE - XXVI: DISASTER MANAGEMENT

Sl. No.	Course Code	Course Description
1	DSM1	Basics of Disaster Management
2	DSM2	Disaster Risk Management
3	DSM3	Emergency Response and Crisis Management
4	DSM4	Project Work

## **1. BASICS OF DISASTER MANAGEMENT**

### **UNIT-I**

Introduction – the necessity of studying Disaster Management (DM); the scope for a Disaster Manager

### **UNIT-II**

Disaster – Definition; Types of disasters; History of disasters; Components of disaster; Dimension of disasters; Phases of disaster.

### **UNIT-III**

Hazard – Definition; types of hazards; characteristic features, occurrence and impact of different types of hazards viz. natural hazards (including geo hazards), human induced hazards, environmental hazards, bio hazards; Hazard map of India.

### **UNIT-IV**

Vulnerability – Definition; Types of vulnerability – physical vulnerability, socioeconomic vulnerability, vulnerability related to gender and age, rural & urban vulnerability; Vulnerability analysis with special reference to India.

### **UNIT-V**

Disaster Risk – Definition; Significance; Factors of disaster risk; Disaster Risk analysis (with special reference to the Indian context) – Inter-relationship between Hazard, Vulnerability and Disaster Risk; Global disaster risk situation; Disaster risk situation of India; Hazard-Vulnerability maps of India; Case studies.

### **UNIT-VI**

Disaster Management – Definition; Components of DM; Crisis Management; Risk Management; Disaster Management Cycle; Impact of disaster on development; UNISDR mandate in Disaster Relief & Management; IDNDR; Yokohama Strategy and Hyogo Framework – a ‘Paradigm shift’ in disaster management policy (policy for reduction of disaster consequences); India’s response to changes in DM Policy

## **2. DISASTER RISK MANAGEMENT**

### **UNIT-I**

Assessing Disaster Risk - Disaster Risk and Damage potential of disasters; Case studies on some major disasters and Lessons learnt there from (identification of the gaps causing the disasters); Assessment of Disaster Risk.

## **UNIT-II**

Ways of minimising disaster risk – Preparedness, Mitigation and Prevention – definition, specific interventions required for each, procedure to be followed and role of various stakeholders in each. a) Preparedness – Awareness generation; Information management; Early warning dissemination system; Community participation – Task force formation; Training and Capacity building; Preparedness plan preparation; Simulation. b) Mitigation – Knowledge of disaster specific risk; Analysing the mechanism of disaster damages and possible interventions for minimising the impact of disaster; Preparation of Mitigation plan. c) Prevention – Analysing the nature of a hazard and ways of minimising its intensity; Preparation of disaster prevention plan.

## **UNIT-III**

Disaster Risk Management (DRM) plan – Preparing Hazard-Vulnerability profile; Stakeholder analysis; Disaster risk assessment; Incorporation of Preparedness, Mitigation and Prevention plans.

## **UNIT-IV**

Implementing DRM plan – Sharing DRM plan with all stakeholders; Division of Roles and responsibilities as per DRM plan; Resource mobilisation; Monitoring and Evaluation.

## **UNIT-V**

Role of Risk transfer and insurance in DRM

## **3. EMERGENCY RESPONSE AND CRISIS MANAGEMENT**

### **UNIT-I**

Crisis Management – Rescue, relief, rehabilitation and reconstruction; Crisis Management plan; Case studies.

### **UNIT-II**

Emergency response – Standard Operation Procedure (SOP) for disaster response; Information Management System; Warning Dissemination; Evacuation; Search and Rescue operations; Relief operations; Emergency Operation Centre (EOC); Resource Management & Networking – India Disaster Resource Network; Role of Disaster Response Forces and Community Based Organisations (CBO) in emergency response mechanism.



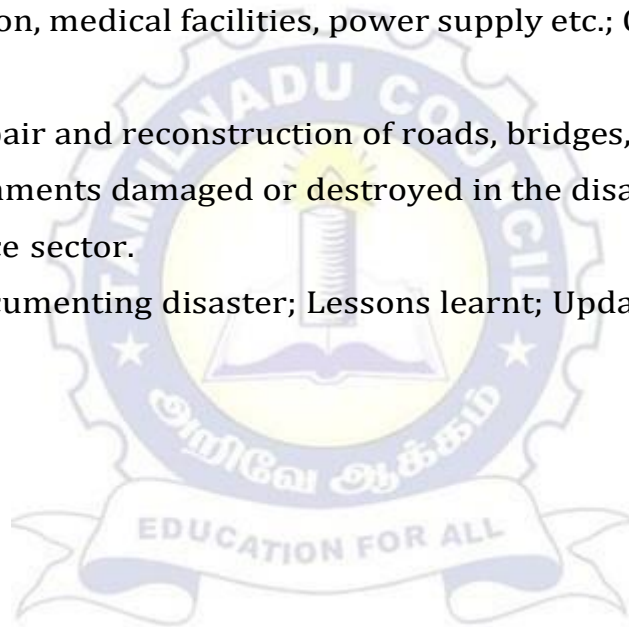
### **UNIT-III**

Relief Operations – Arranging for Temporary shelter, Food, Safe drinking water, Sanitation and Medical aids; Role of NGOs and Health workers in relief operations; Maintaining law and order.

### **UNIT-IV**

Recovery- Decisions and actions related to rehabilitation and reconstruction taken after a disaster with a view to restoring or improving the pre-disaster living conditions of the affected community, while encouraging and facilitating necessary adjustments to reduce disaster risk.

- a) Rehabilitation – Damage Assessment; Need analysis of disaster affected people; Resource mobilisation for rehabilitation; Restoration of basic amenities – housing, drinking water, sanitation, medical facilities, power supply etc.; Creating Livelihood options.
- b) Reconstruction – Repair and reconstruction of roads, bridges, crossways, buildings, structures and establishments damaged or destroyed in the disaster; Restoration of operations of the service sector.
- c) Documentation – Documenting disaster; Lessons learnt; Updating DRM Plan for risk mitigation.





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XXVII: PORT AND SHIPPING MANAGEMENT

Sl. No.	Course Code	Course Description
1	PSM1	Ship Management Practice
2	PSM2	Ports and Terminals Management
3	PSM3	Maritime Business
4	PSM4	Project Work

## **1. SHIP MANAGEMENT PRACTICE**

### **UNIT I – SHIPPING COMPANY STRUCTURE**

Organization of a shipping company – Roles of Commercial, Technical & Crewing departments – In house vs outsourcing of Ship Management functions – Ship Registries, National vs Open Registries – Ship Classification societies

### **UNIT II – COMMERCIAL OPERATIONS**

Commercial operations related to voyage – Chartering – Voyage estimates – Time charter yield-calculations – Bunkering operations – Factors affecting vessel performance – Post fixture Management – Lay time calculation – Demurrage, Despatch calculation

### **UNIT III – TECHNICAL MANAGEMENT**

Technical Management – Ship acquisition methods – Induction of a vessel in the fleet – Planned maintenance & emergency repairs – Dry-docking and annual / special surveys – Management of shipspares

### **UNIT IV – CREW MANAGEMENT**

Crew Management – Manning regulations, international conventions viz. STCW, SOLAS – Crew management companies – Maritime training establishments – Maritime Training administration – Port State Control

### **UNIT V – SHIP MANAGEMENT CONTRACTS:**

Standard Ship Management contracts (BIMCO Shipman) – International Safety Management (ISM) code – ISMA code of Ship Management Practice

#### **References:**

1. Ship Management (Business of Shipping) – Malcolm Willingale (4th Edn, LLP Professional Publications 2005)
2. Professional Ship Management – Panayides P (Ashgate Publications 2001)
3. Guidelines on ISM Code – International Shipping Federation (ISF 3rd Edition, New Guidelines 2010)
4. Commercial Management in Shipping – R.Tallack (Nautical Institute)
5. Port State Control – Dr.Z.Ozcayir (2nd Edn, Informa Professional Jun 2004)

## **2. PORTS AND TERMINALS MANAGEMENT**

### **Unit I – PORTS & TERMINALS**

Economic impact of ports on the regional economy – Location Characteristics – Organization structure in Ports – Interface of Rail & Road infrastructure – Factors affecting the future ports & terminals

## **UNIT II – PORT OPERATIONS**

Managing Port Operations – Introduction to Vessel Traffic Systems (VTS) & Harbour Authority – Services rendered by Ports and performance indicators – Terminal operations – Factors affecting Terminal Productivity – Cargo handling equipment – intermodal connections

## **UNIT III – SERVICES MARKETING**

Marketing of Port services – Identifying stakeholders – Concept of Hinterland – Identifying Customer Needs – handling competition & adding value – IT infrastructure in ports and terminals

## **UNIT IV – PORT DEVELOPMENT**

Port development to tap the potential of Coastal Shipping – Sabotage law & practices affecting coastal movement of cargo – Green field projects for development of minor ports – Comparative analysis coastal shipping vs inland movement

## **UNIT V – ENVIRONMENT, HEALTH & SAFETY**

Environmental issues connected with Ports & Terminals – Health & safety issues – Port Security issues – International Ships & Port facility security (ISPS) code

### **REFERENCES:**

1. Port Management and Operations – Patrick Alderton (2nd Edn, Informa Maritime & Transport Jun 2008)

2. Port security Handbook 2004 – Lloyds Register

3. Port Infrastructure & Economic Development – Pradeepta Kumar Samanta & Ashok Kumar Mohanty (Gyan Publications 2005)

4. Port State Control – Dr.Z.Ozcayir (2nd Edn, Informa Professional Jun 2004)

5. Port Development : A Handbook for Planners in developing countries – UNCTAD

6. Excellence in Warehouse Management : How to Minimize Costs & Maximize Value - Stewart

Emmet (John Wiley & Sons Ltd Jul 2005)

## **3. MARITIME BUSINESS**

### **UNIT I**

International Trade - Role of Shipping – Major Trade lanes – Commodities traded – Major origins & destinations – Seasons – Latitude, Longitude – Types of ships used for

various cargoes – Major Maritime Nations – Ship Registries – International Shipping organizations.

## **UNIT II**

Liner Shipping Business – Concept of Sectors in Liner Shipping – Types of Liner Ship Operators – Ship owning operations – NVOCC operations – MTO operations – Types of Liner Services – Independent service – Consortium / Alliance services – Principles of Container Operations.

## **UNIT III**

Bulk Shipping Business – Dry Bulk operations – Tanker operations – Principles of Chartering – Bulk pool operations.

## **UNIT IV**

Overview of Ports, canals & waterways – Inland Terminals – Port Features required for various cargo types – Port ownership / Management models – Environmental issues.

## **UNIT V**

International Freight Forwarding – Logistics Service Providers – Project Cargo Forwarding – Multimodal operations – Warehousing Operations.

## **REFERENCES**

Elements of Shipping - Alan Branch

Commercial Shipping Handbook - Peter Brodie

Logistics Management & World Seaborne Trade - KrishnaveniMuthiah

Start Your Own Freight Brokerage Business - Lynn, Jacquelyn

Freight Forwarding and Multimodal Transport Contracts. - D. Glass.

Logistical Management – The integrated supply chain process -- D. J. Bowersox & D.J. Gloss

## **4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XXVIII: JOURNALISM MANAGEMENT

Sl. No.	Course Code	Course Description
1	JNM 1	Print Media: Reporting and Editing
2	JNM 2	Media Research
3	JNM 3	Television Journalism
4	JNM 4	Project Work

## **1. PRINT MEDIA: REPORTING AND EDITING**

### **UNIT I-PRINCIPLES OF REPORTING**

Principles of reporting, functions and responsibilities, writing news - lead – types of leads; body - techniques of re-writing - news agency copy.

### **UNIT II- REPORTING TECHNIQUES**

Reporting techniques - qualities of a 'reporter - news - elements, sources - types – pitfalls and problems in reporting - attribution - off - the - record - embargo – pooler reporting; follow - up.

### **UNIT III-TYPES OF REPORTING**

Crime, courts, health, civil administration, civic, culture, politics, education beats.

### **UNIT IV-EDITING**

Nature and need for editing. Principles of editing, editorial desk, functions of editorial desk, copy-editing preparation of copy for press - style sheet – editing symbols, proof reading symbols and their significance.

### **UNIT V-FUNCTIONS IN EDITING**

Functions and qualifications of a sub-editor and chief--sub editor, copy selection and copy testing.

### **UNIT VI-NEWSROOM STRUCTURE**

Structure and functions of newsroom of a daily, weekly newspaper and periodicals, different sections and their functions.

### **UNIT VII-HEADLINING**

Principles, types and techniques

## **2.MEDIA RESEARCH**

### **UNIT I - INTRODUCTION TO MEDIA RESEARCH**

Meaning, Definition, Characteristics and Importance of Research. Origin of Research in Communication, Scientific Research The source and modes of Knowledge: Pre-Scientific sources and modes of knowledge, scientific research-Areas of Communication Research (Source analysis, Channel analysis, Message analysis, Audience analysis), Trends in Communication Research, Status of Communication Research in India.

## **UNIT II - FRAMEWORK OF RESEARCH -I**

Overview of Research Problem and Objective, Deduction and Induction, Experiment and Generalization Steps in Research Process; Characteristics and Requirements, Operational Steps for Carrying out Research Review of Literature, Functions of Literature Review, Development of Theoretical and Conceptual Frameworks, Searching for Existing Literature. Hypothesis: Concept, Function of Hypothesis and Types, Hypothesis Formulation, Logic of Hypothesis Testing. Concepts, Constructs and Variables: Independent vs Dependent variables, Extraneous variables, Intervening variables; discrete variables and continuous variables, Scales and measurement; Nominal, Ordinal, Interval and Ratio; Attitude measurement, Likert, Semantic differential scales.

## **UNIT III - FRAMEWORK OF RESEARCH -II**

Types of Research-Meaning of Research Design, Purpose of Research Design, Criteria of Good Research Design, Parts and Features of Research Design, Research Design: Concept and definition, types of research design -descriptive, exploratory, experiment, Quasi Experimental Design Descriptive research, Observation Method and Field Studies, Case Study and In-depth Study, Cross-Sectional and Longitudinal research design, Cohort Designs

## **UNIT IV - FRAMEWORK OF RESEARCH -III**

Time-Series Design, Equivalent Time-Samples Design, Non-equivalent Control Group Design, Counterbalanced Design, Patched-up Design- Introduction to Ex-Post Facto Design- Correlation Design, Criterion-Group Design Basic Principles of Experimental Design: Replication, randomization, Locus Control Between Groups Design, Within-Groups Design and Matched Groups Design-Introduction to Factorial Design and its Types, Fixed Model, Random Model, Mixed Model, Advantages and Limitations of Factorial Design

## **UNIT-V RESEARCH DESIGN PRACTICES**

Prepare Portfolio on Experimental Research Design (any one)- Prepare Portfolio on Descriptive Research Design (any one)- Prepare Portfolio on any one Quasi-experimental Research Design- Prepare Portfolio on any one Longitudinal Research Design (anyone)- Prepare Case study Design on current/burning issue



### **3. TELEVISION JOURNALISM**

#### **UNIT- I**

General principles of writing for TV, television language and grammar, writing and editing news, basics of news reading and anchoring. TV report, interview, discussions and documentaries.

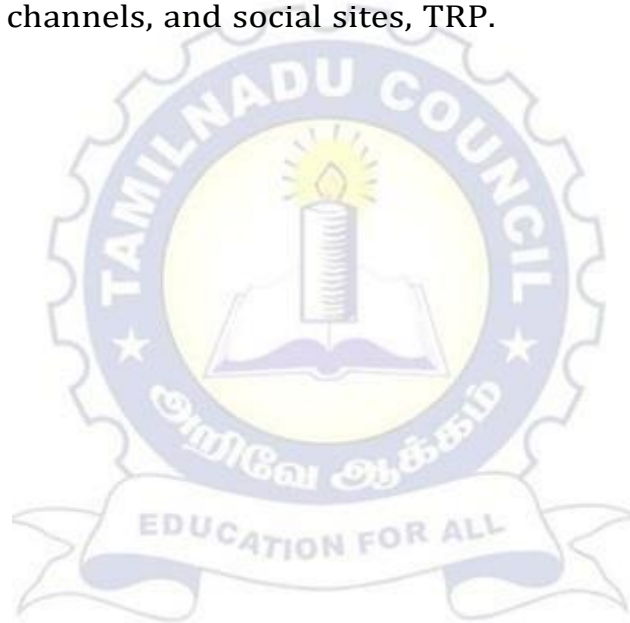
#### **UNIT- II**

Television programme production-production elements, formats, camera, lighting, audio swathing, video tape recording, post production editing, special effects, studio lighting, sound effects, mixing, editing for television: linear and non-linear editing.

#### **UNIT- III**

Use of Radio and TV for education and development, socio cultural implications and impacts of satellite channels, and social sites, TRP.

### **4. PROJECT WORK**





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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XXIX: INFORMATION TECHNOLOGY MANAGEMENT

Sl. No.	Course Code	Course Description
1	ITM 1	Basics of Information Technology
2	ITM 2	Management Information Systems
3	ITM 3	Software Project Management
4	ITM 4	Project Work

## **1. BASICS OF INFORMATION TECHNOLOGY**

### **UNIT I**

Introduction to Computers - Generation of Computers - Classification of Digital Computer - Anatomy of Digital Computer.

### **UNIT II**

Architecture of Computer - CPU and Memory - Secondary Storage Devices - Input Devices - Output Devices.

### **UNIT III**

Introduction to Computer Software - Programming Language – Operating Systems - Introduction to Database Management System - Data Mining and On-line Analytical Processing.

### **UNIT IV**

Computer Networks - WWW and Internet - Email - Intranets – Mobile Computing and Business on the Internet.

### **UNIT V**

Introduction to Multimedia - Multimedia Applications - Computers at Home, Education, Entertainment, Science, Medicine and Engineering - introduction to Computer Security - Computer Viruses, Bombs, Worms.

#### **Text Book:**

1. Fundamentals of Information Technology ,Alexis Leon And Mathews Leon, Vikas Publishing House Pvt. Ltd, 2009

#### **Reference Book:**

1. Information Technology - The Breaking Wave, Dennis P. Curtin ,Kim foley, KunalSen and Cathleen Morin, Tata-McGraw Hill Publications, 2005

## **2. MANAGEMENT INFORMATION SYSTEMS**

### **UNIT I - FUNDAMENTALS OF INFORMATION SYSTEMS**

Information systems in business, fundamentals of information systems solving business problems with information systems. Business Information systems, Transaction processing systems, management information systems and decision support systems.

Artificial intelligence technologies in business, information system for strategic applications and issues in information technology.

## **UNIT II - ISSUES IN MANAGING INFORMATION TECHNOLOGY**

Managing information resources and technologies global information technology, management, planning and implementing change, integrating business change with IT, security and ethical challenges in managing IT, social challenges of information technology.

## **UNIT III INTRODUCTION TO E-BUSINESS**

E-commerce frame work, Media convergence, Consumer applications, Organization applications. E-BUSINESS MODEL: Architectural frame work for E-commerce, Application services and transaction Models – B2C Transactions, B2B Transactions, Intra-Organisational Transactions. WWW Architecture: Client server structure of the web, e-Commerce architecture, Technology behind the web.

## **UNIT IV CONSUMER-ORIENTED E-COMMERCE**

Consumer oriented Application: Finance and Home Banking, Home shopping, Home Entertainment, Mercantile Process Models, Consumers perspective, Merchants perspective.

## **UNIT V ELECTRONICS DATA INTERCHANGE (EDI)**

EDI Concepts, Applications in business – components of international trade, Customs Financial EDI, Electronic fund transfer, Manufacturing using EDI, Digital Signatures and EDI.

### **TEXT BOOKS:**

1. Management Information systems- managing information technology in the internetworked enterprise- jams. A O'Brien - Tata McGraw Hill publishing company limited, 2002.
2. Management Information Systems - Laaudon & Laudon PHI ISBN 81-203-1282-1.1998.

### **REFERENCES:**

1. Management Information systems- S. Sadogopan.PHI 1998Edn. ISBN 81-20311809
2. Information systems for modern management - G.R. Murdick PHI, 2nd Edition.

### **3. SOFTWARE PROJECT MANAGEMENT**

#### **UNIT I - PROJECT EVALUATION AND PROJECT PLANNING**

Importance of Software Project Management – Activities – Methodologies – Categorization of Software Projects – Setting objectives – Management Principles – Management Control – Project portfolio Management – Cost-benefit evaluation technology – Risk evaluation – Strategic program Management – Stepwise Project Planning.

#### **UNIT II PROJECT LIFE CYCLE AND EFFORT ESTIMATION**

Software process and Process Models – Choice of Process models – Rapid Application development – Agile methods – Dynamic System Development Method – Extreme Programming– Managing interactive processes – Basics of Software estimation – Effort and Cost estimation techniques – COSMIC Full function points – COCOMO II – a Parametric Productivity Model.

#### **UNIT III - ACTIVITY PLANNING AND RISK MANAGEMENT**

Objectives of Activity planning – Project schedules – Activities – Sequencing and scheduling – Network Planning models – Formulating Network Model – Forward Pass & Backward Pass techniques – Critical path (CRM) method – Risk identification – Assessment – Risk Planning – Risk Management – PERT technique – Monte Carlo simulation – Resource Allocation – Creation of critical paths – Cost schedules.

#### **UNIT IV - PROJECT MANAGEMENT AND CONTROL**

Framework for Management and control – Collection of data – Visualizing progress – Cost monitoring – Earned Value Analysis – Prioritizing Monitoring – Project tracking – Change control – Software Configuration Management – Managing contracts – Contract Management.

#### **UNIT V - STAFFING IN SOFTWARE PROJECTS**

Managing people – Organizational behaviour – Best methods of staff selection – Motivation – The Oldham – Hackman job characteristic model – Stress – Health and Safety – Ethical and Professional concerns – Working in teams – Decision making – Organizational structures – Dispersed and Virtual teams – Communications genres – Communication plans – Leadership

**TEXT BOOK:**

Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi, 2012.

**REFERENCES:**

Robert K. Wysocki –Effective Software Project Management – Wiley Publication, 2011. Walker Royce: –Software Project Management- Addison-Wesley, 1998.

Gopalaswamy Ramesh, –Managing Global Software Projects – McGraw Hill Education (India), Fourteenth Reprint 2013.

**4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XXX: RETAIL MANAGEMENT

Sl. No.	Course Code	Course Description
1	RTM1	Basics of Retail and Distribution Management
2	RTM2	Retail Market Segmentation and Location Strategy
3	RTM3	Marketing Channels
4	RTM4	Project Work

## **1. BASICS OF RETAIL AND DISTRIBUTION MANAGEMENT**

### **UNIT I**

Basic concept of retailing – retail development – types of retailers – multi Channel retailing – organized retailing in India – services retailing.

### **UNIT II**

Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

### **UNIT III**

Retail location – types, location opportunities – selection of location and site: financial strategy –strategic profit model – setting and measuring performance objectives.

### **UNIT IV**

Store layout and design, store operations and inventory management- merchandise planning, buying merchandise – developing assortment plan

### **UNIT V**

Retail pricing strategy, category management, customer services – retail branding- international retailing.

### **REFERENCE BOOKS:**

1. Michael lacy, Barton AWeitz and Ajay Pandit, Retail management, Tata McGraw Hill Education Pvt. Ltd. New Delhi.
2. KVC Madaan, Fundamental of retailing, Tata McGraw Hill Education Pvt. Ltd. New Delhi.
3. Swapna Pradhan, Retail management, Tata McGraw Hill Education Pvt. Ltd. New Delhi.
4. David Gilbert, Retail Marketing Management, Pearson Education, New Delhi.
5. Chetanbanaj, RajnishTuli and N.V. Srivaslava, Retail Management, Oxford University Press.
6. Gibson G Vedamani, Retail Management, Jaico Publishing House, New Delhi.

## **2. RETAIL MARKET SEGMENTATION AND LOCATION STRATEGY**

### **UNIT-I**

Understanding the Retail Consumer: Retail consumer behaviour, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume



## **UNIT-II**

Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain

## **UNIT-III**

Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location

## **UNIT-IV**

Merchandise Management: Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analysing Merchandise performance

## **3. MARKETING CHANNELS**

### **UNIT-I VALUE NETWORK AND MARKETING:**

Channel System, Works Performed by Marketing Channels, Channel Function and Flow, Channel Levels, Service Sector Channels, Information Highways Channels.

### **UNIT-II CHANNEL – DESIGN:**

Analyse Customers derived service output Levels, Establish- Objectives And Constraints, Identify Major Channel Alternatives, Evaluate the major Alternatives.

### **UNIT-III CHANNEL – MANAGEMENT DECISIONS:**

Selecting Channel Members, Training Channels Members, Motivating Channel Members, Evaluating Channel Members, Modify Channel Approaches.

### **UNIT-IV CHANNELS DYNAMICS:**

Vertical Marketing Systems, Horizontal Marketing Systems. Multi-channel Marketing Systems, Conflict, Co-operation, and Competition, Legal and Ethical in use in channels Relations.

### **UNIT-V: CASE STUDY**

## **4. PROJECT WORK**



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## CURRICULUM STRUCTURE OF EXECUTIVE MBA

### SPECIALIZATIONS

#### ELECTIVE-XXXI: PUBLIC RELATIONS MANAGEMENT

Sl. No.	Course Code	Course Description
1	PRM 1	Basics of Public Relations
2	PRM 2	Strategic Communication
3	PRM 3	Managing Relations with Media
4	PRM 4	Project Work

## **1. BASICS OF PUBLIC RELATIONS**

### **UNIT I**

Public Relations - Definitions Elements of PR - Nature and scope of PR - Functions of PR - Need for PR.

### **UNIT II**

Two way communications - Public - Internal and External public Employee relations Public Relations Officer – traits of Public Relations officer – Organization of a Public Relations Office - Public Relations and Publics : Internal and External Publics – Employees – Shareholders – Government – Customers Dealers – Suppliers – Press – Community around.

### **UNIT III**

PR and media relations-Press conference-Traits of good PRO-Growth and Development of Public Relations in India

### **UNIT IV**

PR Councils – PRSI - Structure and Functions of PR department in Government, Public and Private sectors - Hospital – Educational institution – Transport Corporations etc. – Planning for PR campaign.

### **UNIT V**

PR tools and Publicity materials - types of publicity - production - House Journals - motion pictures, Kits, organizing exhibitions, Trade Fairs, Open house etc., - Code of ethics -Globalization – Modernization, Liberalization, Emphasis on international communication.

## **2. STRATEGIC COMMUNICATION**

### **UNIT-I**

Strategic Communication Concepts -Role of information- General Definition and Role of Strategic Communication- Grand Strategy, Strategy and Tactics - Relationship of Grand Strategy, Strategy and Tactics- Intransigent Grand Strategy- Publics-issues- Research-Communication-Practitioners- Co-creational Grand Strategy - Research

### **UNIT-II**

Theory in SC and the Co-creational Meta theory-Introduction - Minima for a Theory- Kinds of Theories-Formal and informal theory-Less formal types of theory- Common sense or everyday theory- Lay or naive theory- Thought experiments - Positive and negative effects of lay theories- More Formal Types of Theory- Practice-based theories

- Scientific theories- Theory and Practice- Experience versus Theory- Learning from Established Fields

### **UNIT-III**

Stakeholders, Publics, Customers, Markets and Audiences-Introduction- Labels and Subfields Are Important- Practitioner or professional, scholar or academic - Organization of the Chapter- Stakeholders- Public- Customer- Markets and Marketing Communication

### **UNIT-IV**

Introduction- Co-creationality and Ethics- Parable of the Pig Perfumer- Ethics, Morality and Law – Ethics- Morality – Law- Ethical issues facing strategic communication- Disagreements in codes of ethics- Agreements in codes of ethics- Other Ethical Models and On-going Questions Human Nature View of Ethics- Image in strategic communication- Interpretive communities in strategic communication- Monologic and dialogic campaign- Socially necessary information- Social responsibility in practice

### **UNIT-V**

Basic Theories of Strategic Communication-Challenge – Co-orientation Theory- Concepts in Co-orientation Theory - Evaluation of Co-orientation- Sense- Making Theory - Background of Sense-Making- Concepts in Sense-Making Theory - Attribution Theory- Background of Attribution Theory - Concepts of Attribution Theory- Self-serving bias

## **3. MANAGING RELATIONS WITH MEDIA**

### **UNIT I**

Media Management: Role of Media - Planning - Organization - Media types - Unique features of print media - Radio and Television - Teleconferencing - Media Technology: Internet. Mobile phones, interactive television.

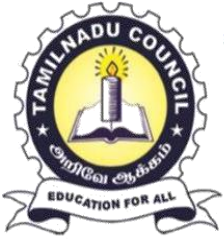
### **UNIT II**

Media Marketing: Penetration, Reach, Access and Exposure to media – Revenue expenditure in media - Selling and buying space and time on media.

### **UNIT III**

Media and Ethics: Ethical issues related to Media - Intellectual Property Rights (IPR) and New Media - Security issues and New media.

## **4. PROJECT WORK**



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## **CURRICULUM STRUCTURE OF EXECUTIVE MBA**

### **SPECIALIZATIONS**

#### **ELECTIVE - XXXII: TOTAL QUALITY MANAGEMENT**

<b>Sl. No.</b>	<b>Course Code</b>	<b>Course Description</b>
1	TQM 1	Basics of Total Quality Management
2	TQM 2	Lean and Six Sigma Quality Management
3	TQM 3	Quality Improvement Techniques: Tools And Methods
4	TQM 4	Project Work

# **1. BASICS OF TOTAL QUALITY MANAGEMENT**

## **UNIT I**

### **INTRODUCTION TO QUALITY MANAGEMENT**

Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

## **UNIT II**

### **PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

## **UNIT III**

### **STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY**

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

## **UNIT IV**

### **TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT**

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

## **UNIT V**

### **QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION**

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council,

employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

### **TEXT BOOKS**

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).

## **2. LEAN AND SIX SIGMA QUALITY MANAGEMENT**

### **UNIT I**

#### **LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS**

Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes –six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

### **UNIT II**

#### **THE SCOPE OF TOOLS AND TECHNIQUES**

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter –Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control –Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram,Earned value management.

### **UNIT III**

#### **SIX SIGMA METHODOLOGIES**

Design For Six Sigma (DFSS),Design For Six Sigma Method - Failure Mode Effect Analysis(FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder

## **UNIT IV**

### **SIX SIGMA IMPLEMENTATION AND CHALLENGES**

Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach – implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics

## **UNIT V**

### **EVALUATION AND CONTINUOUS IMPROVEMENT METHODS**

Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

## **3. QUALITY IMPROVEMENT TECHNIQUES: TOOLS AND METHODS**

### **UNIT I**

Introduction: Concept of Quality – Dimensions of Quality - Philosophies of Deming, Juran and Crosby – Evolution of Total Quality – Frameworks for Quality – Baldrige Award, Deming Award, European Award, ISO 9000 – Comparison of Various Frameworks. Issues of Quality: Quality Cost - Customer Supplier relationships – Designing Organisations for Quality – Process Design – Process Improvement – Process Control – Process Management

### **UNIT II**

Tools and Techniques: Design Tools – Quality Planning Tools – Continuous Improvement Tools - 5S and Kaizen– Lean Concept. Six Sigma: Concepts – Steps and Tools – Define, Measure, Analyse, Improve and Control(DMAIC) Methodology of Six Sigma Implementation – Define, Measure, Analyse, Design and Verify (DMADV) Methodology for High Performance Designs – TQM vs. Six Sigma –Lean Six Sigma – Assessing Readiness for Six Sigma



### **UNIT III**

Total Quality Management – Principles and Practices ; Customer Satisfaction – Total Employee Involvement – Total Production Maintenance – Total Quality Control – Zero Defect - Quality Assurance – Quality Circle – Quality Audit. Statistical process control: Quality control measurements – capability and control – SPC methodology – control charts for variables data - control charts for attributes – summary of control chart construction – designing control charts.

### **UNIT IV**

Quality Function Deployment – Failure Mode and Effect Analysis – Taguchi Loss Function Approach and Robust Design Reliability: Definition and Concepts – Product Life Characteristic Curve – Bath Tub Curve –Reliability Function – Reliability Engineering.

### **UNIT V**

Quality Standards: ISO 9000:2000 – Concepts – Certification Requirements – ISO 9000 in Indian Business Environment - ISO 14000: Concepts and Importance – Six Sigma Certification – Service Quality Measurement HR Issues in Quality: Teamwork – Leadership – Quality Culture – Organisational Change –Sustaining Change

### **REFERENCE BOOKS**

1. Besterfield, D.H., Besterfield-Michna, C., Besterfield-Sacre, Besterfield,G.,Urdhwareshe, Total Quality Management, 3rd Edition, Pearson Education, 2010.
2. Charantimath, P., Total Quality Management, 2nd Edition, Pearson, 2011.
3. Evans, J., and Lindsay, W.M., The Management and Control of Quality, 8th Edition, South Western, 2012.
4. Evans, J., Quality Management, Organization and Strategy, 6th Edition, Cengage International, 2011.
5. Imai, M., Gemba Kaizen: A Commonsense, Low-Cost Approach to Management, Tata McGraw-Hill Education, 2011.
6. Montgomery, D., Statistical Quality Control – A Modern Introduction, 6th Edition, Wiley India Pvt. Ltd., 2

### **4. PROJECT WORK**



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## **CURRICULUM STRUCTURE OF EXECUTIVE MBA**

### **SPECIALIZATIONS**

#### **ELECTIVE - XXXIII: ENVIRONMENTAL MANAGEMENT**

<b>Sl. No.</b>	<b>Course Code</b>	<b>Course Description</b>
1	EVM 1	Air Pollution Control Management
2	EVM 2	Industrial Waste Water Management
3	EVM 3	Hazardous Solid Waste Management
4	EVM 4	Project Work

# **1. AIR POLLUTION CONTROL MANAGEMENT**

## **UNIT-I**

### **SOURCES AND EFFECTS OF AIR POLLUTANTS**

Classification of air pollutants – Particulates and gaseous pollutants – Sources of air pollution – Source inventory – Effects of air pollution on human beings, materials, vegetation, animals – global warming- ozone layer depletion, Sampling and Analysis – Basic Principles of Sampling – Source and ambient sampling – Analysis of pollutants – Principles.

## **UNIT-II**

### **DISPERSION OF POLLUTANTS**

Elements of atmosphere – Meteorological factors – Wind roses – Lapse rate - Atmospheric stability and turbulence – Plume rise – Dispersion of pollutants – Dispersion models – Applications.

## **UNIT-III**

### **AIR POLLUTION CONTROL**

Concepts of control – Principles and design of control measures – Particulates control by gravitational, centrifugal, filtration, scrubbing, electrostatic precipitation – Selection criteria for equipment - gaseous pollutant control by adsorption, absorption, condensation, combustion – Pollution control for specific major industries.

## **UNIT-IV**

### **AIR QUALITY MANAGEMENT**

Air quality standards – Air quality monitoring – Preventive measures - Air pollution control efforts – Zoning – Town planning regulation of new industries – Legislation and enforcement – Environmental Impact Assessment and Air quality

## **UNIT-V**

### **NOISE POLLUTION**

Sources of noise pollution – Effects – Assessment - Standards – Control methods - Prevention

## **TEXT BOOKS**

1. Anjaneyulu, D., "Air Pollution and Control Technologies", Allied Publishers, Mumbai, 2002.

2. Rao, C.S. Environmental Pollution Control Engineering, Wiley Eastern Ltd., New Delhi, 1996
3. Rao M.N., and Rao H. V. N., Air Pollution Control, Tata-McGraw-Hill, New Delhi, 1996.

## **REFERENCES**

1. W.L.Heumann, Industrial Air Pollution Control Systems, McGraw-Hill, New York, 1997
2. Mahajan S.P., Pollution Control in Process Industries, Tata McGraw-Hill Publishing Company, New Delhi, 1991.
3. Peavy S.W., Rowe D.R. and Tchobanoglous G. Environmental Engineering, McGraw Hill, New Delhi, 1985.
4. Garg, S.K., "Environmental Engineering Vol. II", Khanna Publishers, New Delhi
5. Mahajan, S.P., "Pollution Control in Process Industries", Tata McGraw-Hill, New Delhi, 1991

## **2. INDUSTRIAL WASTEWATER MANAGEMENT**

### **UNIT-I**

#### **INTRODUCTION**

Types of industries and industrial pollution – Characteristics of industrial wastes – Population equivalent – Bioassay studies – effects of industrial effluents on streams, sewer, land, sewage treatment plants and human health – Environmental legislations related to prevention and control of industrial effluents and hazardous wastes

### **UNIT-II**

#### **CLEANER**

Waste management Approach – Waste Audit – Volume and strength reduction – Material and process modifications – Recycle, reuse and by-product recovery – Applications.

### **UNIT-III**

#### **POLLUTION FROM MAJOR INDUSTRIES**

Sources, Characteristics, waste treatment flow sheets for selected industries such as Textiles, Tanneries, Pharmaceuticals, Electroplating industries, Dairy, Sugar, Paper, distilleries, Steel plants, Refineries, fertilizer, thermal power plants – Wastewater reclamation concepts

## **UNIT-IV**

### **TREATMENT TECHNOLOGIES**

Equalisation – Neutralisation – Removal of suspended and dissolved organic solids  
- Chemical oxidation – Adsorption - Removal of dissolved inorganics – Combined  
treatment of industrial and municipal wastes – Residue management – Dewatering -  
Disposal

## **UNIT-V**

### **HAZARDOUS WASTE MANAGEMENT**

Hazardous wastes - Physico chemical treatment – solidification – incineration –  
Secured land fills

### **TEXT BOOKS**

1. M.N.Rao&A.K.Dutta, “Wastewater Treatment”, Oxford - IBH Publication, 1995.
2. W .W. Eckenfelder Jr., “Industrial Water Pollution Control”, McGraw-Hill Book Company, New Delhi, 2000.

### **REFERENCES**

1. T.T.Shen, “Industrial Pollution Prevention”, Springer, 1999.
2. R.L.Stephenson and J.B.Blackburn, Jr., “Industrial Wastewater Systems Hand book”, Lewis Publisher, New Yark, 1998ch – Waste Audit – Volume and strength reduction – Material and process modifications – Recycle, reuse and byproduct recovery – Applications.

## **3. HAZARDOUS SOLID WASTE MANAGEMENT**

### **UNIT-I**

#### **SOURCES AND TYPES OF MUNICIPAL SOLID WASTES**

Sources and types of solid wastes - Quantity – factors affecting generation of solid wastes; characteristics – methods of sampling and characterization; Effects of improper disposal of solid wastes – public health effects. Principle of solid waste management – social & economic aspects; Public awareness; Role of NGOs; Legislation.

### **UNIT-II**

#### **ON-SITE STORAGE & PROCESSING**

On-site storage methods – materials used for containers – on-site segregation of solid wastes – public health & economic aspects of storage – options under Indian conditions – Critical Evaluation of Options.

## **UNIT-III**

### **COLLECTION AND TRANSFER**

Methods of Collection – types of vehicles – Manpower requirement – collection routes; transfer stations – selection of location, operation & maintenance; options under Indian conditions.

## **UNIT-IV**

### **OFF-SITE PROCESSING**

Processing techniques and Equipment; Resource recovery from solid wastes – composting, incineration, Pyrolysis - options under Indian conditions.

## **UNIT-V**

### **DISPOSAL**

Dumping of solid waste; sanitary landfills – site selection, design and operation of sanitary landfills – Leachate collection & treatment

### **TEXT BOOKS**

1. George Tchobanoglous et al., “Integrated Solid Waste Management”, McGraw-Hill Publishers, 1993.
2. B.Bilitewski, G.HardHe, K.Marek, A.Weissbach, and H.Boeddicker, “Waste Management”, Springer, 1994.

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## **4. PROJECT WORK**