

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

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

<u>Paper</u>	<u>Name of the Subject</u>	<u>Marks</u>
<u>First Year</u>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
<u>Second Year</u>		
2.1	Service Marketing	100
2.2	Customer Relationship Management	100
2.3	Health Care Services Management	100
2.4	Hospitality Services Management	100
2.5	Public Services Management	100
2.6	Financial Services Management	100
2.7	Total Quality Service Management	100
2.8	Business Environment and Ethics	100
2.9	Strategic Management	100
Total		1800

1.1.Principles of Management and Organizational Behaviour

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

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

Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception.Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

UNIT V

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

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

REFERENCE

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

1.2. Managerial Economics

UNIT I

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

REFERENCE

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

1.3. Accounting and Finance for Managers

UNIT I

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

UNIT II

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

UNIT III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT IV

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

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Divided Policy. Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

REFERENCE

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

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

1.4. Marketing Management

UNIT I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

UNIT II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

UNIT III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

UNIT IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

UNIT V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

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

REFERENCE

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

1.5. Human Resource Management

UNIT I: Human Resource Function

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers.

UNIT II: Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT III: Training & Development

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

UNIT IV: Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

UNIT V: Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

REFERENCE

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

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

1.6. Quantitative Techniques for Management

UNIT I

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

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

UNIT II

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

UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

UNIT IV

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

UNIT V

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

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

REFERENCE

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

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

1.7. Research Methods for Management.

UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

REFERENCE

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

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

1.8. CORPORATE COMMUNICATION

Unit 1:

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

Unit 2:

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit 3:

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit 4:

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

Unit 5:

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

References:

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

1.9. OPERATIONS MANAGEMENT

UNIT I : Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II : Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III : Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV : Materials management – functions – material planning and budgeting – Value

Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V : Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

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

II Year

2.1. SERVICES MARKETING

Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the service operations of a firm.

Unit I : Introduction: Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing
Service marketing system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service

Unit II : Services marketing mix: Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions

Unit III : Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.

Unit IV : Marketing the Financial Services: Deciding the service Quality, Understanding the customer expectation, segmenting, targeting, and positioning of Financial Services, Devising

Financial Services Marketing Mix Strategies with special reference to Credit Cards, Home Loans, Insurance and Banking.

Unit V : Services in global perspective: International marketing of services; Recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organising for global marketing

Suggesting Readings

- 1)) Lovelock- Services Marketing: People, Technology and Strategy (Pearson Education, 5th edition) 2001.
- 2) Rampal and Gupta –Services Marketing –Sultan Chand
- 3) Bhattacharjee- Services Marketing –Excel publishers
- 3) Zeithaml- Services Marketing (Tata McGraw-Hill, 3rd edition) 1999.
- 4) Rama Mohana Raok - Services Marketing (Pearson Education)
- 6) Govind Apte- Services Marketing (Oxford Univ. Press)

2.2. CUSTOMER RELATIONSHIP MANAGEMENT

Objectives:.

The aim is to provide tools and techniques along with an understanding to the student as to how to enhance shareholder value by shifting from a 'Market Share' mindset to obtaining higher "Share of Individual Customer's Business" i.e., Enhancing Lifetime Value of Customers.

Course Contents:

Unit1. Introduction and Significance of Customer Relationship Management: CRM Emerging Concepts; Need for CRM; CRM Applications; CRM Decisions; The Myth of Customer Satisfaction; CRM Model; Understanding Principles of Customer Relationship; Relationship Building Strategies; Building Customer Relationship Management by Customer Retention; Stages of Retention; Sequences in Retention Process; Understanding Strategies to Prevent Defection and Recover Customers.

Unit 2. CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRM/online CRM; The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process; CRM Process for Marketing Organization; CRM Affiliation in Retailing Sector; Key e-CRM features.

Unit 3. CRM Architecture: IT Tools in CRM; Data Warehousing Integrating Data from different phases with Data Warehousing Technology; Data Mining: - Learning from Information Using Data Mining Technology like OLAP etc.; Understanding of Data Mining Process; Use of Modeling Tools; Benefits of CRM Architecture in Sales Productivity; Relationship Marketing and Customer Care, CRM Over Internet.

Unit 4. CRM Implementation: Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects

Unit 5. Development of Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support, System Optimization and Follow-up; Client/Server CRM Model;

Use of CRM in Call Centers using Computer Telephony Integration (CTI); CTI Functionality; Integration of CRM with ERP System.
Case Studies

Reference Books:

1. Mohammed, H. Peeru and a Sagadevan (2004). Customer Relationship Management. Vikas Publishing House, Delhi.
2. Paul Greenberge (2005). CRM-Essential Customer Strategies for the 21st Century. Tata McGraw Hill.
3. William, G. Zikmund, Raymund McLeod Jr.; Faye W. Gilbert (2003). Customer Relationships Management. Wiley.
4. Alex Berson, Stephen Smith, Kurt Thearling (2004). Building Data Mining Applications for CRM. Tata McGraw Hill

2.3. HEALTH CARE SERVICES MANAGEMENT

Objective: To enhance the skills in leadership, interpersonal relations, conflict and change management as a manager in health care with critical thinking and a reflective mind-set.

Unit 1: Concepts of Health Services –Individual and environmental factors that contribute to individual health care-continuity of health services-prevention and education -public health and primary health care – convalescence-rehabilitation-nursing homes-community health .

Unit 2 : The Indian health care system- Organisation and operation of the Indian Health Care System

Unit 3 : Organisation and Management of health care services – administrative and professional services-analysis of the structure and functions of various services- patient services-information services-support services-Challenges of e-health-electronic medical records.

Unit 4 : Management of health care and related organizations-organisational functions and structures, accountabilities and authorities-effective functioning of teams-individual ,team and organizational performance management

Unit 5 : Quality management of Health services –basic concept of quality in health care,- quality assurance and improvement techniques-accreditation and licensing – current trends and issues

Reference :

1. The economic of health and health care Sherman Follard, Allen C. Goodman, Mison strw, C 2005
2. Essentials of managed health care ed by Peter R. Kongstvedt, C 2007.
3. Social work practice in community based health care – Marcia Egan, Goldie Kadushin, C 2007.

2.4. HOSPITALITY SERVICES MANAGEMENT

OBJECTIVE : To explain lodging and food services management.

UNIT I : The World of Hospitality -The Travel and Tourism Industry in Perspective -Why People Travel -Where People Travel -Economic and Other Impacts of Tourism - Ecotourism/Adventure Travel

UNIT II The Nature of Hospitality -Communication - Turnover -Demands and Rewards The Lodging Industry - The Globalization of the Lodging Industry - Franchising - Lodging Industry Developments in the 1970's -Management Contracts - The Condominium Concept Time-Sharing -Lodging in the Volatile 1980's -Market Segmentation - Amenities etc - Globalization -A View of the Lodging Industry Around the World

UNIT III

The Organization and Structure of Lodging Operations -Size and Scope of the Industry - American Hotel Classifications -European Hotel Market Segments and Hotel Types - Organization of American Hotels -Organization of European Hotels The Rooms Division -The Front Office Department - The Rooming Section The Cashier Section - The Mail and information Section -The Reservation Department Methods of Advance Reservation -Types of Reservations -Special Concerns The Telecommunications Department -The Uniformed Service Department The Housekeeping Department

UNIT IV

The Food Service Industry -The Growth and Development of Food Service Food Service in America -Food Service in Europe -Franchising Developments in Food Service McDonald's: A Case Study in Success -Consistency -Franchise Agreements and Relationships Fast-Food Employees -Franchising Problems

UNIT V

Functional Areas in Hospitality Operations -The Engineering and Maintenance Division The Changing Nature of Engineering - The Work of the Engineering Division Energy Management-The Green Movement - The Marketing and Sales Division The Accounting Division -The Human Resources Division -The Engineering Division The Rooms Division -The Food and Beverage Division-Career Opportunities

REFERENCE BOOKS:

1. Human Resource Management for Hospitality Services – Alistair L Goldsmith
2. Managing Tourism and Hospitality Services, Theory and International Applications (Hardcover)
- B. Prideaux, G.Moscardo, E.Laws
3. Managing Tourism and Hospitality Services: Theory and International Applications
- B Prideaux ,G Moscardo, E Laws
4. Services Management : An insight into Hospitality Industry - Vinnie Jauhari and Kamlesh Misra

2.5. PUBLIC SERVICES MANAGEMENT

OBJECTIVE

To develop a thorough understanding of public management and get skills for excellence in public sector.

UNIT I

The Context of Public Management – Understanding Public Organizations.

UNIT II

Environment & Political Power – Goals, Effectiveness, Power & Decision making

UNIT III

Technology Management and Policy – Understanding People.

UNIT IV

Leadership and Public Management – Teamwork and Communication.

UNIT V

Change and Development in Public Management – High Performance Public Management.

REFERENCE :

Rainey, Hal C.(1997) Understanding and Managing Public Organisations. 3rd Edition. San Francisco : Jossey-Bass.

2.6. FINANCIAL SERVICES MANAGEMENT

Objectives: To give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

Unit 1. Financial Markets in India: Indian Money Markets and Recent Reforms Call Money Market, Treasury Bills Market, Commercial Bills Market, Markets for Commercial Paper & Certificate of Deposits, Recent Developments in Capital Markets in India, Role of SEBI, Merchant Banking, Venture Capital

Unit 2. Financial & Banking Institutions: Role, Meaning and Importance of Financial Institutions and Banks in the Emerging New Environment of Privatisation and Globalisation, Funds Flow Analysis, Interest Rate Analysis, Yield Curve, Risk and Inflation, Management of Commercial Banks, Credit Gaps and Credit Rating, Consortium Lending, Maximum Permissible Banking Finance, Loan Pricing, Narasimham Committee Reports, Non-performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms, Disinvestment.

Unit 3. Investment Trust Companies – Economics of Investment Trust Companies, Mutual Funds, A Detailed Critical Appraisal of UTI in the Indian Financial System.

Unit 4. NBFC: Activities and Role of NBFC; Regulatory Framework of NBFC; Recent development. Mergers and Acquisitions-SEBI code on Take-overs-Business Failures and reorganizations.

Unit 5: Other financial services. Venture Capital-Bill Discounting-Factoring-Credit rating Asset Securitization-Depositories
Analysis of Cases

Text Books:

1. Bhalla, V. K. (2004). Managing International Investment and Finance. New Delhi, Anmol.
2. Saunders, Anthony, Cornett, Marcia Millon (5th ed., 2005). Financial Institutions Management. Tata McGraw Hill.
3. Bhalla, L.M. (4th ed., 2004). Financial Institutes & Markets. Tata McGraw Hill.

Reference Books:

1. Fabozzi, Frank J. (2002). Foundations of Financial Markets and Institutions. PrenticeHall.
2. Kohn, Meir (2000). Financial Institutions and Markets. Tata McGraw Hill.
3. Mishkin, Frederics, Eakins, Stanley, G (5th ed., 2006). Financial Markets Institutions. Prentice Hall.

2.7. TOTAL QUALITY SERVICE MANAGEMENT

Objective : To provide basic knowledge on the concepts of TQM on a journey towards continuous improvement of service quality.

UNIT-I: ASPECTS OF QUALITY

Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Contribution of quality gurus -Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi; SPC, SQC, CWQC, TPM, TQC.

UNIT – II: TOTAL QUALITY MANAGEMENT

Definition, underlying concepts, implementation and measurement of TQM, Internal Customer-Supplier relationship, QFD, Quality Circles, Quality improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM, policy deployment.

UNIT – III: MANAGEMENT OF PROCESS-I

Processes in service organization and their control, simple seven tools of quality control: Check Sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality.

MANAGEMENT OF PROCESS-II

SQC: Control Charts for variables – X, Xbar, and R charts and control charts for attributes-p, Np, and c charts. Acceptance sampling plan and occurrence Vendor selection and vendor rating.

UNIT – IV: MANAGEMENT OF QUALITY

Facets of quality planning, quality improvement methods, Kaizen, quality audits, medical audit, accreditation, nursing care standards, Six Sigma, JIT and NABL.

UNIT – V: SYSTEMS APPROACH TO QUALITY

Introduction to ISO 2000, ISO 14000 and ISO 18000.

Documentation of quality systems, quality manual, procedure manuals, work instruction manuals and records for ISO 2000. Bench Marking and Business Process Reengineering Definition, methodology and design, evaluation and analysis.

References:

Sundara Raju, S.M., Total Quality Management: A Primer, Tata McGraw Hill, 1995.

Sreenivasan, N.S and V.Narayana, Managing Quality – Concepts and Tasks, New Age International, 1996.

Kume, H., Management of Quality, productivity Press, 1996.

Dennis, Lock., Handbook of Quality Management, 1992.

Hammer, M. and Spect. Business Process Reengineering, 1995.

ISQUA Journal

MCB journal of Quality Management.

2.8. BUSINESS ENVIRONMENT AND ETHICS

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

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

UNIT II:- Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards-reforms in Boards – compensation issues – ethical leadership.

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

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

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

REFERENCES:

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

2.9. STRATEGIC MANAGEMENT

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

UNIT I

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

UNIT II

Environmental Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders' expectations, Scenario-planning - industry analysis.

UNIT III

Strategy formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non-profit organizations and large multi product and multiple market organisations.

UNIT IV

Tools of Strategy Planning and evaluation

Competitive cost dynamics - experience curve -BCG approach - cash flow implication. IA -BS matrix - A.D Little's Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Unit V

Strategy implement & Control:

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

Reference

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

Time : 3 Hours

Max Marks : 100

Answer any Five Questions

(5 X 20 = 100 Marks)

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