



Bhavan's Vivekananda College
of Science, Humanities & Commerce

Sainikpuri, Secunderabad – 500094

Autonomous College - Affiliated to Osmania University

(Accredited with 'A' grade by NAAC)

MBA I Year I Semester 2016

Subject: Management and Organizational Behaviour

| Month | Name of the topic | No of classes required | Remarks |
|------------------|---|------------------------|---------|
| October (10) | Unit: I (15 classes) | | |
| | Managers and Management: Meaning | 2 | |
| | Roles of a manager and Functions of management | 3 | |
| | Processes of management | 1 | |
| | Historical roots of contemporary management practices | 3 | |
| | Theory X, Y and Z | 1 | |
| November (20) | Unit: II (10 classes) | | |
| | Organizational behaviour: Def, Importance, Scope and Disciplines | 2 | |
| | Nature and levels of organizational behaviour | 1 | |
| | Transactional Analysis , Ego states and Johari window | 3 | |
| | Personality | 1 | |
| | The Big 5 model of personality | 1 | |
| | Organizationally relevant personality traits | 1 | |
| | Ability | 1 | |
| | Unit: III (10 classes) | | |
| | Planning: Concept, nature, importance, limitations | 2 | |
| | Types and Process | 2 | |
| | Organizing: Concept, | 1 | |
| | Centralization and decentralization Organizational structure: Line and Staff | 3 | |
| | Types of organizational structures | 2 | |
| December (15) | Unit : IV (10 classes) | | |
| | Motivation: Definition, Importance, Characteristics and Motives | 4 | |
| | Early theories of motivation | 2 | |
| | Contemporary theories of motivation | 4 | |
| | Unit: V (10 classes) | | |

| | | | |
|-------------|---|----|--|
| | Groups and development: Concept of group and team, Group formation, Formal and Informal groups | 4 | |
| | Importance of team building | 1 | |
| January (5) | Leadership: Concept, leadership styles, Early and contemporary approaches to leaderships (Trait, behavioural and contingency) | 5 | |
| | Total Classes | 50 | |

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Managerial Economics

Lesson plan-2016-17

| Month(No. of classes) | Name of the topic | No. of classes required | Remarks |
|-----------------------|--|----------------------------|---------|
| Oct.(10) | Unit 1: Introduction Fundamental principles of Managerial Economics, Information Asymmetry, Risk and uncertainty, Econometric models | 1 8 1 | |
| Nov(20) | Unit 2: Demand concepts, Demand elasticities, market demand and supply functions Cardinal and ordinal approach to consumer equilibrium, market equilibrium, indifference curves, demand forecasting methods. | 6 6 8 | |
| Dec(15) | Unit 3: Cost concepts, Production function, cost-output relationships law of diminishing marginal returns, returns to scale, Isoquants, Expansion path, ridge lines economies and diseconomies of scale, economies of scope learning curve Cobb-douglas and CES production function Cost-volume profit analysis Unit 4: Perfect competition, monopoly monopolistic competition, oligopoly Game theory, Nash equilibrium, Price and Non-price strategies for entry deterrence Pricing methods | 2 2 1 1 1 8 | |
| Jan(5) | Unit 5: National income measurement, Inflation, Philips curve, stagflation, trade cycles | 5 | |

Total no. of classes

50

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Accounting for Management- Lesson plan 2016-17- I year semester- I

| Month | No. Of Days | Topic | Remarks |
|-------------------------|-------------|---|---------|
| October | 10 | UNIT: 1 Meaning and definition of financial accounting- Accounting concepts and conventions , their implication on accounting system- accounting equation- accounting process- accounting cycle- recording business transactions- classification of accounts- summarization of accounts. Final accounts- problems of sole proprietorship | |
| November | 20 | Final accounts- problems of sole proprietorship. UNIT: 2 Format of company final accounts(theory)- financial statement analysis-meaning- types- comparative statement analysis- common size statement-trend analysis. UNIT: 3 Ratio analysis- rationale and utility of ratio analysis- classification of ratios- calculation and Interpretation of ratios- liquidity ratios- activity/turnover ratios- profitability ratios- leverage and structural ratios- | |
| December | 15 | Diagnostic and predictive power of ratios. UNIT: 4 Funds flow statement – Statement of changes in working capital- funds from business operations- statement of sources and uses of funds ,advantages, cash flow statement- accounting standard 3(AS-3). UNIT: 5 Accounting standards overview | |
| January | 5 | UNIT: 5 Accounting standards- rationale and growing importance in global accounting environment- IAS-US GAAP. Overview of IFRS. | |
| TOTAL CLASSES 50 | | | |

10/10/2016

| Unit | Stipulated classes |
|------|--------------------|
| I | 12 |
| II | 8 |
| III | 12 |
| IV | 12 |
| V | 6 |



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Marketing Management

Lesson plan-2016-17

| Month(No. of classes) | Name of the topic | No. of classes required | Remarks |
|-----------------------|--|-------------------------|---------|
| Oct.(10) | Unit 1: Introduction-Marketing Management Market, Basic concepts-Needs, Wants, Demand, Marketing Philosophies, Marketing mix, Marketing Plan, Marketing environment | 5 5 | |
| Nov(20) | Unit 2: Segmentation Market targeting Differentiation, Positioning strategies Unit 3: Product, Branding decisions Packaging, Product line, product mix decisions | 4 2 4 3 7 | |
| Dec(15) | New product development Product life cycle, Pricing strategies Distribution channels Channel management decisions, promotion mix Unit 4: Model of consumer behaviour, Industrial and services markets, Global marketing | 4 4 4 3 | |
| Jan(5) | Unit 5: Types of marketing organization structures Factors affecting global marketing organization Annual plan control, efficiency control, Profitability control, Strategic control Marketing Audit | 5 | |

Total no. of classes

50

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MBA I SEM Business law (2016-17)

| Month & No. of classes per month | Topic | Classes |
|----------------------------------|--|----------------------------|
| October (10) | Unit - I: Law of Contracts: Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void contracts– Legality of Object - Performance of Contract | 4 3 2 1 |
| November (20) | Remedies for breach of Contract - Quasi Contracts. Unit - II: Law relating to Special Contracts: Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Unit - III: Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Definitions. Essential elements and distinctions between Promissory Note, Bill of Exchange, Cheques - Types of crossing. Unit - IV: Companies Act: Definition of company – Characteristics - Classification of Companies- Formation of Company - | 2 6 2 4 3 3 |
| December (15) | Memorandum and Articles of Association – Prospectus - Share holders meetings - Board meetings - Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers. Companies Act 2013- CSR Unit - V Introduction to consumer protection law in India - Consumer councils - Redressal machinery - Rights of consumers - Consumer awareness ,IPR | 4 4 2 3 2 |
| January (5) | Right to Information Act 2005. Competition law | 2 3 |



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Department of Management Studies
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Research Methodology

Lesson plan-2016-17

| Month(No. of classes) | Name of the topic | No. of classes required | Remarks | |
|-----------------------|--|--|----------------------------|--|
| Feb. (16) | <u>Unit-1</u> Introduction, Objectives of research, types of research, research process, research designs, experimental designs. | 5 6 5 | | |
| | <u>Unit 2</u> Sample design, steps in sample design, Methods of data collection, Measurement and scaling, Reliability and validity of scales. <u>Unit 3</u> Chi square, Anova, McNemar, | 2 3 2 | | |
| | | 3 7 | | |
| April (17) | | Wilcoxon matched pairs test Mann Whitney test Kolmogorov-smirnov test, Kruskal Wallis test <u>Unit 4:</u> Factor Analysis, Cluster analysis Discriminant analysis, Conjoint analysis Multidimensional scaling Multiple Regression | 3 2 3 2 1 6 | |
| | May (5) | <u>Unit 5</u> Report writing, types of reports, Steps in report writing, layout of the research report, precautions for a research report. | 2 3 | |

Total no. of classes required

55

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Department of Management Studies

Lesson plan – 2016-17

Subject- : Financial Management (203)

| Month | Total No. of Classes | Unit | TOPIC | No. Of Classes | Remarks |
|-------|----------------------|---------------|--|----------------|---------|
| Feb | 16 | I II | Nature and Scope-2; Evolution of finance function – Its new role in the contemporary scenario-2 – Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; -2 the Agency relationship and costs; Risk-Return trade off;-1 Concept of Time Value of Money – Future Value and Present value.-2 Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects;-2, Using Evaluation Techniques – Traditional and DCF methods-5 | 9 7 | |
| March | 17 | II III | NPV, IRR problems- 3 ,The NPV vs. IRR Debate-1 Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability tree approach, Sensitivity analysis.-2 Sources of finance – a brief survey of financial instruments;-1 Capital Structure Theories,-2 Concept and financial effects of leverage; The capital structure decision in practice: EBIT – EPS analysis.-2 Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital-5 | 6 10 | |
| April | 17 | IV | Concept of current assets, characteristics of working capital. Factors determining working capital.-3, Estimating working capital requirements. Working capital policy-1. Management of current assets: Cash Management,-2, Receivables Management-3 and Inventory Management.-3 Bank norms for working capital financing-1. The Dividend Decision: Major forms of dividends – Cash and Bonus shares.-1,The theoretical backdrop – Dividends and valuation- Major theories centered on the works of Gordon-3 | 13 | |
| May | 5 | IV | Walter, and Lintner.-3 A brief discussion on dividend policies of Indian companies-1, review-1 | | |

Total classes

55

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MBA II semester I year (2016-17)

Subject: Operations Management

| Month | Particulars | No of classes | Remarks |
|--------------|---|---------------|---------|
| February(16) | Unit 1 : introductions to operations management -1, interface with other functions-1, PPC- 1, functions-1, Product LC stages-1, process life cycle-1, product Vs Process lifecycle-1, process technologies-2 Unit 2 : aggregate planning -1, master production schedule -1, job sequencing -1, N jobs – 2 and 3 machine problems-4 | 16 | |
| March (17) | Line balancing -1, plant layout types-1, plant location factors -1, maintenance management & replacement policies-1. Unit 3 : Quality Controls SQC-1, Control charts for variables and Attributes-5, ACT & OC curve-1, work study -3, work measurement -3 | 17 | |
| April (17) | Computation of allowance and allowed time -2, unit 4 : materials management : MRP-1, Materials budgeting-1 , evaluation of suppliers -1, vendor rating and waste management -2 unit 5 : stores management : concept and objectives -1, management of stores-1, inventory control-2,ABC analysis-2, EOQ-4 | 17 | |
| May (5) | Value analysis-1, cost reduction concept and procedures-1, types of inventory costs-1 Revision of the syllabus - 2 | 5 | |
| | Total | 55 | |

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Research Methodology (2016-17)

| Month & No. of classes per month | Topic | Classes |
|---|--|---------|
| February (16) | Unit – I: Meaning and importance of Research: | |
| | Meaning of research – objectives of research – types of research - | 3 |
| | Research Process - Research design Introduction to design of | 3 |
| | experiments -Exploratory, causative, conclusive and experimental | 3 |
| | designs. | |
| | Unit II Sampling Design and Measurement and Scaling. | 2 |
| | Census and Sample Survey – Implications of Sample Design – | 3 |
| | Steps in Sample Design – Different types of sample design. | 2 |
| | | |
| March (17) | Methods of Data Collection – Primary and Secondary – tools and | 4 |
| | techniques of data collection - Measurement and scaling - Concept | |
| | of measurement and scaling – Types of Scales - Nominal, Ordinal, | 4 |
| | Interval and Ratio Scales - Attitude scales Thurstone's, Likert's, | |
| | Guttman's, Semantic differential, Reliability and validity of a scale. | 2 |
| | Unit – III: Non-Parametric Statistics in Research: Mc Nemar | 3 |
| | | 2 |
| | | |
| | | |
| April (17) | Sign Test –One and Two samples, Run test Wilcoxon Matched pairs | 4 |
| | test, Mann-Whitney test, Kolmogorov – Simronov D test, Kruskal – | 3 |
| | Wallis tests. | |
| | Unit – IV: Multi-Variate analysis: | |
| | Structural and Functional methods-Factor analysis, Cluster | 3 |
| analysis, Discriminate analysis, Conjoint analysis, Multi | 3 | |
| Dimensional Scaling. Multiple Regression | 4 | |
| May (5) | Multi Dimensional Scaling. Unit – V : Research Report | 1 |
| | Research report - Significance of report writing – different steps in | 2 |
| | report writing – layout of the research report – types of reports – | |
| | mechanics of writing a research report – precautions for writing | 2 |
| | research report. | |



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Business Communication

Lesson plan-2016-17

| Month(No. of classes) | Name of the topic | No. of classes required | Remarks |
|-----------------------|---|-------------------------|---------|
| Feb. (16) | <u>Unit-1</u> Communication process, barriers to communication, Types of communication, Listening process, Importance of feedback | 7 5 4 | |
| Mar. (17) | <u>Unit 2</u> Characteristics of non-verbal communication, Types, functions, Negotiations, <u>Unit 3:</u> Making Presentations, strategies, Speeches and persuasive speaking | 2 5 3 4 3 | |
| April (17) | <u>Unit 4:</u> Report writing, types of reports, business letters, email writing, resume writing | 7 10 | |
| May (5) | <u>Unit 5</u> Communication for building media relations, investor relations, govt. relations, Do's and don'ts of crisis communication | 2 3 | |

Total no. of classes required

55

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DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (MBA) II YEAR IV SEM
ACADEMIC ORGANISER 2016-17

International Business

| Month and classes | Topic | No of classes | remarks |
|-------------------|---|---|---------|
| December (15) | <p>Unit - I: Global Imperative: An overview–International Business: A global perspective– Emergence of Globalization–drivers of Globalization– Internationalization Process Stages in International Business–Approaches to International Business The World of International Business: Regional and Global Strategy The Multinational Enterprise–Triad and International Business International Trade Theories; Environment of International Business–Cultural Environment and Political Environment.</p> <p>Unit - II: Global Business & National Regulation: Rationale for Government Intervention Forms of Trade Regulation at National Level–Tariff and Non-Tariff Barriers.</p> | 1 2 2 1 2 2 2 2 | |
| January (19) | <p>Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment–Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds– World Trade Organization–Structure and functions– TRIPs & TRIMs- WTO & India–UNCTAD.</p> <p>Unit - III: Global Business and Entry Strategies: Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance– Types of Strategic Alliances–Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance–Cost and Benefit Analysis of Entry Strategies:</p> | 2 2 2 2 1 4 2 2 2 | |
| February (12) | <p>Entry Analysis and Entry strategy configuration. Unit - IV: Global E-Business:</p> | 2 | |

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DEPARTMENT OF MANAGEMENT STUDIES

| | | | |
|------------|--|---------------------------------|--|
| | Conceptual Framework of E-business prerequisites for Effective E-business Transactions E-enabled Business Process Transformation and Challenges– E-business Technology and Environment–E-Business Applications– E-Business Models–Alternative E-business Strategies–Global E- Marketing – Electronic Processing of International Trade Documents – | 1 1 2 2 2 2 2 | |
| March (14) | Policy Framework for Global E-business Unit - V: Managing Global Business: Strategy and Global Organization – Global Strategic Planning–Going Global and Implementing Strategies– Intercultural Communications– Intercultural Human Resources Management in Global Context. | 2 3 3 3 3 | |
| | Total | 60 | |

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MBA III semester II year (2016-17) Total Quality Management

| <u>Month</u> | <u>Name of the Topic</u> | <u>No of Classes</u> | <u>Remarks</u> |
|----------------|--|----------------------|----------------|
| JULY (18) | <p>Unit : 1 TQM History & Evolution Concept of TQM- definitions, views, Connotations, dimensions, types, levels- 6 Evolution of TQM- 2, Conventional quality management Vs TQM- 2, Customer supplier focus -2, Quality systems Awards& Guidelines - 3</p> <p>Unit : 2 Tools of TQM Measurement Tools – creative problem solving method - Check sheets, Histograms, Run Charts-3</p> | 15 | |
| AUGUST (19) | <p>Scatter diagrams, cause & effect diagram process capability measurement – 2 Analytical Tools – process mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness – 5 Improvement Tools: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. – 4 Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management – 4</p> <p>Unit : 3 Techniques of TQM Quantitative techniques – FMEA, Statistical Process Control (SPC), Quality Function Deployment (QFD), - 4</p> | 18 | |
| September (19) | <p>Design of Experiments (DOE), Quality by Design and Monte Carlo Technique -3 Qualitative techniques: Benchmarking, Sales and Operations Planning, Kanban and Activity Based Costing (ABC) - 6 Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio -5</p> <p>Unit: 4 Six Sigma Concept – definition, evolution, principles -2 Objectives, framework-1 Six sigma organization : roles & responsibilities – 2</p> | 18 | |

| | | | |
|-----------------|--|----|--|
| October (15) | Six sigma problem solving approach: the DMAIC model- 3 six sigma metrics: cost of poor quality – 1 defects per million opportunities /First Pass Yield – 1 Benefits and costs of six sigma- 2 Unit :5 TQM in service sector Implementation of TQM in service organization: Framework for improving service quality- 3, Model to measure service quality programs-4 TQM in Health-care services- 1 | 12 | |
| November (4) | Hotels and financial services – Banks, Investment Company and Mutual Funds -4 | 12 | |
| | Total | 75 | |

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5/1/2016



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MBAIII SEM Business Environment (2016-17)

| Month & No. of classes per month | Topic | Classes |
|----------------------------------|---|----------------------------|
| July (18) | Unit-I:Business Environment: Meaning, Environmental Factors. Types of environment. Types of economies – Capitalist, socialist and Mixed economy system. Indian economic system. Planning In mixed economy (Indian scenario: Planning Commission. Liberalization and Planning. Industrial Policy: New trade policy-1991 onwards. New Economic Policy. NITI Ayog | 3 4 4 4 3 |
| August (19) | Role of Industry in Economic Development. Industrial Licensing in India. UNIT-II Recent Economic Trends. Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth. Indian Financial System: Monetary and Fiscal Policy, Stock Exchange of India | 2 6 4 8 |
| September (19) | Role of regulatory institutions in Indian financial system –RBI and SEBI. UNIT-III Domestic and Foreign trade. Balance of Payments, EXIM policy and role of EXIM bank. India's competitiveness in the world economy. External influences on India's business environment. Internal environment: SME sector, infrastructure development. PPP projects. R&D environment. Reforms in banking sector. Opportunities for entrepreneurs. | 4 3 4 2 3 3 |
| October (15) | UNIT-IV Special Economic Zones (SEZ), NIMZ-National Industrial Manufacturing Zone and their role and impact in International Business. Redefining Value Preposition to MSMEs. Indian taxation – MODVAT & CENVAT. UNIT-V Social Responsibility of business enterprises, Globalization, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), | 4 3 4 4 |
| November (4) | Technology and competitive advantage, technology transfer importance and types, Appropriate technology and technology adaptation. | 2 2 |



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DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (MBA) II YEAR IV SEM

ACADEMIC ORGANISER 2016-17

Compensation Management (HR)

| Month and classes | Topic | No of classes | remarks |
|-------------------|---|---|---------|
| July (18) | <p>UNIT - I: Introduction to Strategic Compensation Management: Concept of compensation- Exploring and defining the compensation context- System of compensating-compensation dimensions- concept of reward-Role of compensation in Organization- Non-financial compensation system- Concept of total reward system- New trends in compensation management- The 3-P compensation concept.</p> <p>UNIT - II: Compensation and Employee Behaviour: Bases For Traditional Pay System and Modern Pay System</p> | <p>3</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>3</p> | |
| August (19) | <p>Establishing Pay Plans- Aligning Compensation Strategy with HR Strategy and Business Strategy- Seniority and Longevity pay- Linking Merit Pay with Competitive Strategy- Incentive Pay-Person focuses to Pay-Team Based Pay.</p> <p>UNIT - III: Designing Compensation System: Building internally consistent Compensation System- Creating Internal Equity through Job Analysis and Job Valuation- Building Market Competitive Compensation System- Compensation Surveys-</p> | <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>4</p> <p>3</p> <p>3</p> <p>3</p> | |
| September (19) | <p>Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions- Constructing a Pay Structure-Designing Pay for Knowledge Program.</p> <p>UNIT - IV: Employee Benefits Management: Components-Legally required Benefits - Benefits Administration- Employee Benefits and Employee Services-Funding Benefits through VEBA- Costing the Benefits- Components of Discretionary Core Fringe Compensation-</p> | <p>2</p> <p>2</p> <p>2</p> <p>4</p> <p>4</p> <p>2</p> <p>3</p> | |

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DEPARTMENT OF MANAGEMENT STUDIES

| | Designing and Planning Benefit Program- | | |
|----------------------|--|--|--|
| October (15) | Totally Integrated Employee Benefit Program. UNIT - V: Contemporary Strategic Compensation Challenges: International Compensation and Competitive Strategies- Executive Compensation Packages- Compensating Executives Compensating the Flexible Workforce- Contingent Employees and Flexible Work Schedules- Compensation for Expatriates and Repatriates- | 1 3 3 2 3 1 | |
| November (04) | Strategic Issues and Choices in Using Contingent and Flexible Workers. | 4 | |

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 DEPARTMENT OF MANAGEMENT STUDIES
 Bachelor of Business Administration (2016-17)

| Month and classes | Topic | No of classes required | remarks |
|-------------------|---|------------------------|---------|
| June – 16 | Unit-I organizational change | | |
| | Concept and the need for change- | 2 | |
| | types of change-forces of change- | 4 | |
| | Theoretical framework of organizational change. | 3 | |
| | Individual, group and institutional change- | 2 | |
| | barriers to organizational change- | 2 | |
| July- 19 | planned organizational change-elements of change. | 3 | |
| | Stages for planned change | 2 | |
| | Techniques and methods for achieving change. | 2 | |
| | Planned change – change at individual and organizational level. | 2 | |
| | Unit-II Influences of change: | | |
| | Recent approaches to organizational change- | 4 | |
| August- 19 | process based change models- | 3 | |
| | models of evolving managerial implications- | 4 | |
| | Interpretations of change- content based models- | 5 | |
| | different approaches-organisational change Vs. organizational transformation. | 5 | |
| | Role of a leader in affecting change. | 3 | |
| | Unit-III: resistance to organizational change: | | |
| September- 11 | The concept and nature of change. | 3 | |
| | Positive Vs Negative Resistance to change. | 3 | |
| | Factors contributing to resistance to change. | 3 | |
| October- 05 | Mechanism underlying resistance to change. | 3 | |
| | The Human side and behavioral elements of resistance to change. | 5 | |
| | The cognitive and affective processes. | 5 | |
| November- 20 | Role of change agents – | 2 | |
| | Skills required for the change agent. | | |
| | Unit- IV management of Change and HRD. | | |
| | HRD contribution to Organisational change – | 3 | |
| | Reward management values, structure and processes. | 4 | |
| | Role in changing employee behavior. | 4 | |
| December- 18 | Managing change through employee involvement. | 4 | |
| | Organizing and management of change | 3 | |
| | Organizing and management of change. | 3 | |
| | Evolving and promoting change. | 3 | |

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| | Unit-V organizational culture and change management. | | |
| | Levels of culture - | 3 | |
| | Main perspectives of organizational culture. | 4 | |
| | Integration - differentiation and fragmentation. | 5 | |
| January-12 | Understanding and managing change. | 4 | |
| | Human resources interventions with organizations. | 4 | |
| | Complexity of issues associated with aligning culture. | 4 | |
| | Total | 120 | |

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Promotion & Distribution Management (E-II & Minor)
Lesson plan-2016-2017

| Month(No. of classes) | Name of the topic | No. of classes required | Remarks |
|-----------------------|--|-------------------------|---------|
| July(18) | <u>Unit 1:</u> Marketing communication mix, IMC, Model of Marketing communication decision process, objectives, budgeting | 18 | |
| Aug.(19) | <u>Unit 2:</u> Creative strategy development Appeals, execution styles & creative tactics Media planning & strategy | 9 10 | |
| Sept.(19) | <u>Unit 3:</u> Role of Personal selling, salesmanship, Personal selling process and approaches Personal selling objectives, Sales management process-evaluating, motivating and controlling the sales force | 5 7 7 | |
| Oct. (15) | <u>Unit-4:</u> Consumer and trade promotion Support media, Direct marketing, Monitoring and controlling the promotion programme <u>Unit-5:</u> Channels of distribution Channel design & selection of channels Motivation & control of channel members | 5 2 4 4 | |
| Nov.(4) | Market logistics & supply chain mgt. | 4 | |

Total no. of classes required

75

Y. Madh...



Bharatiya Vidyapeeth
Bhavan

Bhavan's Vivekananda College
Of Science Humanities and Commerce
(Autonomous College – Affiliated to Osmania University)
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Department of Management Studies
Subject: Organization Development (MBA III Semester EII & Minor)
Academic Organizer 2016-17

| Month | Name of the topic | No of classes | Remarks |
|--------------------|---|---------------|---------|
| July (18) | Unit: I Organizational Change | | |
| | Concept, Importance and Imperatives of change – 3 | | |
| | Forces of Change – 1 | | |
| | Change Agent , Types of Change(Planned and unplanned change) – 1 | | |
| | Resistant to change, sources, Overcoming Resistance to change – 2 | | |
| | Minimising resistance to change Managing organizational change – 1 | | |
| | Organizational culture and concept – 1 | | |
| | Effective Change management – 1 | | |
| | Systematic approach – 1 | | |
| | People Lever and cultural change – 2 | | |
| | Designing Change – 1 | | |
| | Case studies – 1 | 15 | |
| | Unit: II Introduction and Foundations of OD | | |
| | Overview of the field of OD – 1 | | |
| | Definitions of OD – 1 | | |
| | Short history and its evolution – 1 | | |
| August (19) | Growth and relevance of OD and characteristics – 1 | | |
| | Values assumptions and beliefs in OD – 1 | | |
| | Models and theories of Planned change: Lewin's Change Model – 1 | | |
| | Burke Litwin Model – 1 | | |
| | General model of planned change – 1 | | |
| | Systems theory – 1 | | |
| | Participation and empowerment – 1 | | |
| | Teams and Team work – 1 | | |

| | | | |
|-----------------------|--|----|--|
| | Parallel learning structures -1 | | |
| | A normative re-educative strategy of changing – 1 | | |
| | Applied behavioural science – 1 | | |
| | Action research as a process and as an approach – 1 | | |
| | Case Study Analysis – 1 | 16 | |
| | Unit III: Managing OD process: | | |
| | Diagnosis: The six-box model – 2 | | |
| | Action Component: OD interventions and their nature – 2 | | |
| | Classification of OD interventions – 2 | | |
| September (19) | Planning, choosing and implementing an intervention strategy – 1 | | |
| | Evaluating and institutionalizing OD interventions – 2 | | |
| | Program management component: Conditions for optimal success of OD – 2 | | |
| | Issues in consultant-client relationship – 2 | | |
| | Case Study Analysis – 1 | 14 | |
| | Unit IV: Human Process interventions | | |
| | Human Process approaches: T Groups – 1 | | |
| | Process consultation – 1 | | |
| | Third party interventions -1 | | |
| | Team interventions – 1 | | |
| | Techniques and exercises used in team interventions – 1 | | |
| | Role analysis technique – 1 | | |
| | Role negotiation technique – 2 | | |
| | Responsibility charting – 1 | | |
| | Force field analysis – 1 | | |
| | Broad team building interventions – 1 | | |
| October (15) | Organizational process approaches: Organization confrontation – 2 | | |
| | Inter-group interventions -1 | | |
| | Grid OD – 2 | | |
| | Case study Analysis – 1 | 17 | |
| | Unit V: Techno-Structural and Strategic interventions | | |
| | Structural Design: Restructuring- Downsizing and reengineering – 3 | | |
| | Employee involvement: Quality circles and TQM – 2 | | |
| | Work Design: Engineering and System approach – 2 | | |



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Strategic Management Accounting (MBA III SEM) 2016-17– Finance Elective II
(Autonomous)

| Month | Particulars | No of Classes | Remarks |
|-------------------|--|---------------|---------|
| July (18) | Introduction | 1 | |
| | SMA Objectives, Management Control Systems | 2 | |
| | Classification of Costs | 1 | |
| | Fixed Vs Variable Costs (Including Segregation of SFC) | 2 | |
| | CVP Analysis | 2 | |
| | BEP & Problems | 5 | |
| | CVP analysis and Decision Making | 5 | |
| August (19) | Strategic Planning: Management Control and Operation Control | 2 | |
| | Standard Costing | 1 | |
| | Material Variances | 4 | |
| | Labour Variances | 4 | |
| | Overhead Variances | 4 | |
| | Sales Variances | 4 | |
| September (19) | Responsibility Accounting and Divisionalization | 3 | |
| | Responsibility Centers | 3 | |
| | Evaluation of Responsibility Centers | 4 | |
| | Transfer Pricing | 3 | |
| | Introduction to Activity Based Costing | 2 | |
| | Classification of Activities | 1 | |
| | Cost Drivers | 3 | |
| October (15) | Problems on ABC | 8 | |
| | Customer Account Profitability Analysis | 7 | |
| November (4) | Revision and Review of Old Question Papers | 4 | |

Subudh
9/7/16



Bharatiya Vidya
BHAVAN

**BHAVAN'S VIVEKANANDA COLLEGE
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Sainikpuri, Secunderabad - 94
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Affiliated to Osmania University (CBCS)

MBA IV Sem Strategic Management (2016-17)

| Month & No. of classes per month | Topic | Classes |
|----------------------------------|--|----------------------------|
| December (15) | Unit: I: Strategic Management, Definition, The Managerial Process of Crafting and Executing Strategy: Developing a strategic Vision, Mission Statement, Establishing objectives, Crafting & executing strategy. Concept of strategic Intent, A model of elements of Strategic Management: The Strategic Position– Strategic Choices–Strategy in action. Unit: II: Strategic Position: Evaluating a Company's external environment–Relevant components of External Environment | 3 4 4 4 |
| January (19) | The Macro Environment–Key drivers of change–Porter's Diamond Model– Porter's Five Forces Model–Industry Analysis–Strategic groups–opportunities, threats, Industry Competition, Sources of Competition–Competitor analysis, other internal environment–Strategic Capability–Evaluating a Company's Resources and Competitive Position–Value-Chain Analysis Resources, capabilities and core competencies–Cost Efficiency–Sustaining Competitive Advantage–Diagnosing strategic capability–Managing Strategic capability Unit: III: Strategy Formulation; Business–Level Strategy–Creating and Sustaining Complete Advantages: Strategy and Competitive advantage–Strategic Choices– Bases of Competitive Advantage–Generic Strategies Sustaining Complete advantage–Competitive Strategy in hypercompetitive conditions–Industry Life Cycle Stages: Strategic Implications: Tailoring strategy to fit specific industry and company situations–Strategies for competing in Emerging industries | 4 5 2 3 3 3 |
| February (12) | Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner-up firms, weak and crisis ridden Business. Unit IV: Strategy alternatives: Corporate Level and International Strategy: Creating Value through Diversification–Related Diversification–Vertical integration strategies, unrelated diversification, Unbundling and Outsourcing strategies, using offensive and defensive strategies. Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing, Supplementing the Chosen Competitive Strategy | 3 3 3 3 |
| March (14) | Co-operative strategies, Product & Market Diversification–Merger and Acquisition strategies, Strategic Alliances. Unit: V: Strategic Implementation: Strategic Control and Corporate Governance–Responding Effectively to Environmental Change–Attaining Behavioral Control: Instilling a Corporate Culture that promotes Good Strategy Execution–Leading the Strategy Execution Process. Strategy & Leadership, Social Responsibility & Corporate Governance, Corporate Culture: Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship–Crafting a Social Responsibility Strategy, Corporate governance. | 3 4 3 3 1 |



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Supply Chain Management**

Lesson plan-2016-2017

| Month(No. of classes) | Name of the topic | No. of classes required | Remarks |
|-----------------------|--|-------------------------|---------|
| Dec (15) | <u>Unit 1:</u> Introduction, concept, objectives of SCM-2, functions of SCM, Conceptual framework of SCM, Supply Chain Strategy Global SCM, Reverse supply chain, value chain, SCOR model, Optimization, Demand planning, Aggregate planning, Predictable variability, Bull whip effect | 3 5 7 | |
| Jan (19) | <u>Unit 2:</u> Logistics management, Sourcing, Inventory management Integrated logistics strategy 3PL, 4PL <u>Unit 3:</u> JIT, VMI, Transportation formats, warehousing, Pricing and revenue management | 8 4 7 | |
| Feb (12) | <u>Unit 4:</u> Strategic partnerships, alliances, collaborative advantage Supply chain re-engineering, benchmarking, lean manufacturing, agile manufacturing | 6 6 | |
| Mar(14) | <u>Unit 5:</u> Channel design, selection of handling systems in SC, Issues in work force management, Retail SCM, Role of packaging, customer-led business, developing customer service strategy complaint handling, RFID, bar coding | 6 6 2 | |

Total no. of classes

60

T. Madhavi



Bharatiya Vidya
Bhavan

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MBA IV Semester Services and Retail Marketing (2016-17)

| Month & No. of classes per month | Topic | Classes |
|----------------------------------|---|-----------------------|
| December (15) | Unit – I: Service: Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. | 5 2 7 |
| January (19) | Unit – II: Service marketing Mix: Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality-Dimensions of quality. Quality Management. And Measuring service Quality. Strategies for dealing with intangibility, inventory, inconsistency and inseparability. Unit – III: Strategies for services marketing: Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing | 8 6 5 |
| February (12) | Interactive Marketing Building customer Relationship through Segmentation and retention strategies. CRM- Definition Factors responsible for CRM growth, framework of CRM, Types of CRM, CRM and Relationship Marketing Unit – IV: Retail Marketing. Retail marketing-Introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers, | 8 4 |
| March (14) | Role of retailing, trends in retailing. FDI in Retail - Problems of Indian Retailing - Current Scenario. Factors influencing retail pricing, Retail pricing strategies. Unit – V: Store management and visual merchandising: Store Management: Responsibilities of Store Manager, Store Security, Store Record and Accounting System, Coding System, Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems -Buying merchandise and Retail Communication Mix. | 4 2 4 2 2 |



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DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (MBA) II YEAR IV SEM
ACADEMIC ORGANISER 2016-17

MBA405.2: Labour Laws and Employee Relations(HR)

| Month and classes | Topic | No of classes | remarks |
|-------------------|---|----------------------------|---------|
| December (15) | Unit – I: Labour Legislation Administration: The classification of labour laws–The scheme for the structured study of the Acts– Labour Administration–Evolution of labour administration in India–labour policy in India– Judiciary and the child labour– Right to education and child labour– Public Interest litigation and child labour–labour administrative machinery of the government the role of ILO In labour administration– Recommendations of the Second National Commissioner on Labour–2002. Unit – II: Employee Benefits–Defining and exploring employee benefits–Employee benefits practice | 3 3 3 3 3 3 | |
| January (19) | Legal and regulatory influences on discretionary benefits practices– the economics of employee benefits– regulating employee benefits– Social security legislations–major legislations–The ESI Act–1948–the maternity benefit act–1961–the workmen's compensation act–1923–the payment of gratuity act–1972– Employee provident funds and miscellaneous provisions act–1952. Retirement, health and life insurance Unit – III: Wage Legislation and administration: The need for wage legislation– payment of wages act–1936– the minimum wages act–1948– the payment of bonus act–1965–equal remuneration act–1976– the context and concepts of wage–wage administration in India–Components and determinants of wage– | 4 5 2 5 3 | |
| February (12) | Wage structure towards a wage policy. | 2 | |

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DEPARTMENT OF MANAGEMENT STUDIES

| | | | |
|------------|---|---------------------------------|--|
| | Unit - IV: The Trade Unions Act 1926–the trade union leadership and linkage of trade union with potential parties–problems of trade union recognition and government policy– trade and collective bargaining–problems and issues involved in collective bargaining–extent of success of collective bargaining process–collective bargaining in promoting industrial amity and peace– | 5 5 | |
| March (14) | Industrial Employment (Standing Orders) Act–1946. Unit - V: Industrial Relations–basic concept and philosophy of industrial relations– evolution and growth of industrial relation in India–factor influencing industrial relations in India– Industrial relations to Employee Relations–differences in perspectives– employee relations at work place–culture and employee relations–future of employee relations Industrial conflict–types and causes of industrial disputes– Machinery for the prevention and settlement of industrial disputes. | 2 2 2 2 2 2 2 | |
| | Total | 60 | |

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Derivatives (MBA IV SEM) 2016-17– Finance Elective I

(Autonomous)

| Month | Particulars | No of Classes | Remarks |
|------------------|---|---------------|---------|
| December (15) | Concept of Derivatives | 2 | |
| | Types of Derivatives | 2 | |
| | Participants | 2 | |
| | Financial and Commodity Derivatives | 2 | |
| | Forwards | 3 | |
| | Payoffs of Forwards | 4 | |
| January (19) | Valuation of forward contracts | 5 | |
| | Limitations of forward contracts | 2 | |
| | Futures | 2 | |
| | Margin Requirements | 3 | |
| | Forwards vs Futures | 1 | |
| | Valuation of futures | 4 | |
| | Backwardation and Contango | 2 | |
| February (12) | Options and Types | 2 | |
| | At the Money, In the Money and Out of the Money | 2 | |
| | BOPM | 5 | |
| | BSOPM | 3 | |
| March (14) | BSOPM | 2 | |
| | Swaps | 2 | |
| | Interest Rate Swaps | 4 | |
| | Currency Swaps | 4 | |
| | Revision | 2 | |

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5/12/16

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|-----------------------------|--|----|--|
| | Strategic interventions: Organizational transformation and its characteristics – 2 | | |
| November (4) | Self-designing organizations – 2 | | |
| | Organizational learning – 1 | | |
| | Case Study Analysis -1 | 13 | |
| Total No. of classes | | 75 | |

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Securities Analysis & Portfolio Management- Lesson plan 2016-17 FINANCE – ELECTIVE – I semester- III

| Month | No. Of Days | Topic | Remarks |
|-------------------------|-------------|---|---------|
| JULY | 18 | UNIT: 1 Introduction-1, Real and financial assets, Investment decision process-2, Sources of information, Factors affecting inv. Decision-1, Investment Vs speculation Vs gambling-1 Expost and ex ante returns-problems-3, Risk- sources, types, risk-return trade –off-2, Measurement of risk- range , standard deviation, coefficient of variation-2, Approaches of investment analysis- fundamental analysis-2, Technical analysis-2, EMH-1, Behavioural finance and heuristic driven biases-1, | |
| August | 19 | presentations on fundamental and technical analysis- 4(select sector) UNIT: 2 Debt instruments- definition, features and types-2 Factors affecting bond yield, current yield, holding period yield Holding period yield,-2 YTM problems , YTC Problems-4 Valuation of compulsory/ optionally convertible bonds-2, Bond duration problems-4, Bond convexity, managing bond portfolio & strategies-1 | |
| September | 19 | UNIT: 3 Common stock features-2 Approaches – balance sheet , dividend capitalization models-5 P/E approach, Free cash flow model-2 CAPM- SML-2, Sensex, And Nifty-2, activity on Sensex and Nifty-1, case study on equity performance of a company-1 UNIT: 4 Concept of portfolio return and risk-1, Risk and return of a portfolio problems-3, | |
| October | 15 | Markowitz portfolio theory-2. Minimum risk portfolio-1, Single index model-1, Capital Market Theory-1, CAPM-2, Arbitrage Pricing theory-law of one price & Two factor arbitrage pricing,-2 A synthesis of CAPM and APT-1, Activity – presentations - on construction of a portfolio- 2, UNIT: 5 Performance measures- Sharpe's reward to variability index Sharpe's reward to variability index , Treynor's reward to variability index, Jensen's model, Fama's decomposition of returns-4 | |
| November | 4 | Mutual funds- features , genesis, NAV, Types and schemes of mutual funds problems , regulation of mutual funds and investor's protection in India-3, Revision -1 | |
| TOTAL CLASSES 75 | | | |

W.S.
4/7/2016



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MBA III semester II year (2016-17) Total Quality Management

| <u>Month</u> | <u>Name of the Topic</u> | <u>No of Classes</u> | <u>Remarks</u> |
|----------------|---|----------------------|----------------|
| JULY (18) | Unit : 1 TQM History & Evolution Concept of TQM- definitions, views, Connotations, dimensions, types, levels- 6 Evolution of TQM- 2, Conventional quality management Vs TQM- 2, Customer supplier focus -2, Quality systems Awards & Guidelines - 3 Unit : 2 Tools of TQM Measurement Tools – creative problem solving method - Check sheets, Histograms, Run Charts -3 | 15 | |
| AUGUST (19) | Scatter diagrams, cause & effect diagram process capability measurement – 2 Analytical Tools – process mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness – 5 Improvement Tools: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. – 4 Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management – 4 Unit : 3 Techniques of TQM Quantitative techniques – FMEA, Statistical Process Control (SPC), Quality Function Deployment (QFD), - 4 | 18 | |
| September (19) | Design of Experiments (DOE), Quality by Design and Monte Carlo Technique -3 Qualitative techniques: Benchmarking, Sales and Operations Planning, Kanban and Activity Based Costing (ABC) - 6 Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio -5 Unit: 4 Six Sigma Concept – definition, evolution, principles -2 Objectives, framework-1 | 18 | |

| | | | |
|-----------------|--|----|--|
| | Six sigma organization : roles & responsibilities - 2 | | |
| October (15) | Six sigma problem solving approach: the DMAIC model- 3 six sigma metrics: cost of poor quality - 1 defects per million opportunities /First Pass Yield - 1 Benefits and costs of six sigma- 2 Unit :5 TQM in service sector Implementation of TQM in service organization: Framework for improving service quality- 3, Model to measure service quality programs-4 TQM in Health-care services- 1 | 12 | |
| November (4) | Hotels and financial services - Banks, Investment Company and Mutual Funds -4 | 12 | |
| | Total | 75 | |

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