

CURRICULUM AND SYLLABUS

Master of Business Administration (M.B.A)

P.S.R.ENGINEERING COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES(MBA)
REGULATIONS, CURRICULUM AND SYLLABUS
(I TO IV SEMESTERS)
2012- 2013 AND ONWARDS

SEMESTER – I

Code No.	Course Title	L	T	P	C
12BA11	Statistics for Management	3	1	0	4
12BA12	Economic Analysis for Business	4	0	0	4
12BA13	Total Quality Management	3	0	0	3
12BA14	Organizational Behaviour	3	0	0	3
12BA15	Principles of Management	3	0	0	3
12BA16	Accounting for Management	3	1	0	4
12BA17	Legal Aspects of Business	3	0	0	3
12BA18	Seminar I – Executive Communication	0	0	2	1
	Total				25

SEMESTER – II

Code No.	Course Title	L	T	P	C
12BA21	Operations Management	3	0	0	3
12BA22	Financial Management	3	0	0	3
12BA23	Marketing Management	4	0	0	4
12BA24	Human Resource Management	3	0	0	3
12BA25	Management Information System	3	0	0	3
12BA26	Applied Operations Research for Management	3	1	0	4
12BA27	Business Research Methods	3	0	0	3
12BA28	Business Application Software	0	0	4	2
12BA29	Seminar II – Emerging Trends in Management	0	0	2	1
	Total				26

SUMMER PROJECT (6 WEEKS)

Project report of the Summer Project is to be submitted by the students within 30 days from the commencement of the 3rd semester. Evaluation report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd semester.

SEMESTER – III

Code No.	Course Title	L	T	P	C
12BA31	International Business Management	3	0	0	3
12BA32	Strategic Management	3	0	0	3
E1	Elective I	3	0	0	3
E2	Elective II	3	0	0	3
E3	Elective III	3	0	0	3
E4	Elective IV	3	0	0	3
E5	Elective V	3	0	0	3
E6	Elective VI	3	0	0	3
12BA33	Summer Project Report	0	0	0	2
12BA34	Seminar III– Entrepreneurship Development	0	0	2	1
Total					27

SEMESTER – IV

Code No.	Course Title	L	T	P	C
12BA41	Project Work	0	0	24	12
Total					90

LIST OF ELECTIVES

MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Code	Course Title	L	T	P	C
MARKETING – ELECTIVES					
12BAM1	Brand Management	3	0	0	3
12BAM2	Retail Management	3	0	0	3
12BAM3	Services Marketing	3	0	0	3
12BAM4	Advertising & Sales Promotion	3	0	0	3
12BAM5	Consumer Behaviour	3	0	0	3
12BAM6	Customer Relationship Management	3	0	0	3
12BAM7	Event Marketing	3	0	0	3
12BAM8	Marketing Metrics	3	0	0	3
12BAM9	Advanced Data Analysis	3	0	0	3
FINANCE – ELECTIVES					
12BAF1	Security Analysis and Portfolio Management	3	0	0	3
12BAF2	Merchant Banking and Financial Services	3	0	0	3
12BAF3	International Trade Finance	3	0	0	3
12BAF4	Corporate Finance	3	0	0	3
12BAF5	Derivatives Management	3	0	0	3
12BAF6	Strategic Investment and Financing Decisions	3	0	0	3
12BAF7	Risk Management and Insurance	3	0	0	3
12BAF8	Micro Finance	3	0	0	3

Course Code	Course Title	L	T	P	C
HUMAN RESOURCE – ELECTIVES					
12BAH1	Managerial Behavior and Effectiveness	3	0	0	3
12BAH2	Entrepreneurship Development	3	0	0	3
12BAH3	Organizational Theory, Design & Development	3	0	0	3
12BAH4	Industrial Relations & Labour Welfare	3	0	0	3
12BAH5	Labour Legislations	3	0	0	3
12BAH6	Strategic Human Resource Management & Development	3	0	0	3
12BAH7	Social Psychology	3	0	0	3
12BAH8	Stress Management	3	0	0	3
SYSTEMS - ELECTIVES					
12BAS1	Database Management System	3	0	0	3
12BAS2	E-Commerce Technology and Management	3	0	0	3
12BAS3	Enterprise Resources Planning	3	0	0	3
12BAS4	Decision Support System and Intelligent Systems	3	0	0	3
12BAS5	Software Project and Quality Management	3	0	0	3
12BAS6	Data Mining and Data Warehousing	3	0	0	3
12BAS7	Knowledge Management Systems	3	0	0	3
12BAS8	Business Intelligence	3	0	0	3
12BAS9	Business Modelling	3	0	0	3
OPERATIONS – ELECTIVES					
12BAP1	Supply Chain Management	3	0	0	3
12BAP2	Logistics Management	3	0	0	3
12BAP3	Advanced Operation Management	3	0	0	3
12BAP4	Product Design	3	0	0	3
12BAP5	Services Operations Management	3	0	0	3
12BAP6	Project Management	3	0	0	3
12BAP7	Advanced Maintenance Management	3	0	0	3
12BAP8	Robust Design	3	0	0	3

NOTE : Three electives from any two among the 5 area of specialisation are to be chosen by the Students.

SYLLABUS

12BA11

STATISTICS FOR MANAGEMENT

LT P C
3 1 0 4

UNIT I INTRODUCTION TO STATISTICS & PROBABILITY

12

Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION

12

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS

12

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way – Design of experiments.

UNIT IV NON-PARAMETRIC METHODS

12

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

UNIT V CORRELATION, REGRESSION, INDEX NUMBERS AND TIME SERIES ANALYSIS

12

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre's, Paasche's and Fisher's Ideal index.

Total: 60 Periods

TEXT BOOKS

1. Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
2. Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
3. Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.

REFERENCES

1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore, 2002.
2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill, 2004.
3. Prem S. Mann, Introductory Statistics, Wiley Student Edition, Fifth Edition.

UNIT I INTRODUCTION**8**

The themes of economics – scarcity and efficiency – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT II CONSUMER AND PRODUCER BEHAVIOUR**13**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

UNIT III PRODUCT AND FACTOR MARKET**13**

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**13**

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY**13**

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors – Inflation Vs Unemployment tradeoff – Phillips curve – short-run and long-run – Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

Total: 60 Periods**TEXT BOOKS**

1. Paul A. Samuelson and William D. Nordhaus, Economics, 18th edition, Tata McGraw Hill, 2005.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alee Charystal, Economics, 11th edition, Oxford University Press, New Delhi, 2008.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson Education Asia, New Delhi, 2002.

UNIT I INTRODUCTION TO QUALITY MANAGEMENT 9

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 9

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 9

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 9

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 9

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.

Total: 45 Periods

TEXT BOOKS

1. Dale H. Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.

REFERENCES

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

UNIT I FOCUS AND PURPOSE**5**

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

UNIT II INDIVIDUAL BEHAVIOUR**12**

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement-Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception-Impression Management. Motivation – importance – Types – Effects on work behavior.

UNIT III GROUP BEHAVIOUR**10**

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – **Team building** - Interpersonal relations – Communication – Control.

UNIT IV LEADERSHIP AND POWER**8**

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR**10**

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness

Total: 45 Periods**TEXT BOOKS**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.

REFERENCES

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9th Edition, 2008.
2. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2004.
3. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Hellrigan, Slocum and Woodman, Organisational Behavior, Cengage Learning, 11th Edition 2007.
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.

12BA15

PRINCIPLES OF MANAGEMENT

**L T P C
3 0 0 3**

UNIT – I HISTORICAL DEVELOPMENT

9

Definition of Management – Science or Art – Nature – Scope and functions - Management and Administration – Role of managers - Development of Management Thought – Contribution of Taylor ,Fayol, Elton Mayo – Approaches to Management.

UNIT – II PLANNING

9

Nature & Purpose – Steps involved in Planning - Types of plans – Objectives – Setting Objectives – Process of Managing by Objectives – Strategies, Policies, Procedures and methods & Planning Premises-Forecasting – Decision-making.

UNIT – III ORGANISING

9

Nature and Purpose of organizing – Types of Business Organization - Organization structure - Formal and informal organization – Structure and Process – Departmentation by difference strategies – Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing - Selection and Recruitment – Techniques - Orientation – Training - Performance Appraisal.

UNIT – IV DIRECTING

9

Creativity and Innovation – Leadership – Types of Leadership Motivation – Hierarchy of needs – Motivation theories – Motivational Techniques – Job Enrichment – Communication – Process of Communication – Barriers and Breakdown – Effective Communication – Electronic media in Communication.

UNIT – V CONTROLLING

9

Process of controlling - Types of control - Budgetary and non-budgetary control techniques - Managing Productivity - Cost Control - Purchase Control - Maintenance Control - Quality Control – Case Studies in Management functions.

Total: 45 Periods

TEXTBOOKS

1. Harold Koontz, Heinz Weihrich and Mark V Cannice, ' Management - A global & Entrepreneurial Perspective', Tata McGraw Hill, 12th edition, 2007.
2. James A.F. Stoner,R.Edward Freeman,Daniel R. Gilbert Jr., 'Management ' , Prentice-Hall of India, 6th ed.
3. Hellriegel, Slocum & Jackson, ' Management - A Competency Based Approach', Thomson South Western, 10th edition, 2007.
4. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India, 8th edition

REFERENCES

1. Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition, 2007.
2. Andrew J. Dubrin, 'Essentials of Management', Thomson Southwestern, 7th edition, 2007.
3. Tripathy PC and Reddy PN, 'Principles of Management' ,Tata McGraw-Hill, 1999

UNIT – I FINANCIAL ACCOUNTING 9

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Preparation of Trading, Profit and Loss account and Balance sheet with adjustment entries - Introduction to inflation accounting- Introduction to human resources accounting.

UNIT – II ANALYSIS OF FINANCIAL STATEMENTS 9

Analysis of financial statements – Common size statement – Comparative statement – Trend analysis - Ratio analysis, Funds flow statement and cash flow statement (as per Accounting Standard 3).

UNIT – III BUDGET AND BUDGETORY CONTROL 9

Budgetary control – Nature and objectives of budgetary control – limitations; Types of Budgets, Fixed and Flexible budgets; Zero base budgeting.

UNIT - IV COST ACCOUNTING 9

Cost Accounting – Elements of cost – Cost sheet and preparation of cost sheet - Marginal costing including decision making- Cost volume profit analysis - Standard cost system.

UNIT - V ACCOUNTING IN COMPUTERISED ENVIRONMENT 9

Significance of Computerised Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Prepackaged Accounting software.

Total: 45 Periods

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

TEXT BOOKS

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2006.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2008.

REFERENCES

1. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2008.
2. Dr.Maheswari.S.N., Management Accounting, 5th Edition, Sultan Chand & sons ,2008
3. Reddy.T.S.&Hari Prasad Reddy, Financial and Management Accounting, 6th Edition, Margerm Publications, 2008.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.
5. Jain,Narang- Advanced Cost Accounting,Kalyani Publishers, 2008.

12BA17

LEGAL ASPECTS OF BUSINESS

**L T P C
3 0 0 3**

UNIT – I MERCANTILE AND COMMERCIAL LAW

15

THE INDIAN CONTRACT ACT 1872

Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

THE SALE OF GOODS ACT 1930

Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

AGENCY

Nature of agency – Creation of agency, types of agents, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agents torts, termination of agency.

NEGOTIABLE INSTRUMENTS ACT 1881

Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT – II COMPANY LAW

10

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

8

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

5

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 7

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

Total: 45 Periods

TEXT BOOKS

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2006.

2. P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008.

REFERENCES

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.
4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
5. V. S. Datey, Taxman Publication, 21st Edition, 2008.

Note: Students Are Expected To Prepare And Present On Topics Suggested Below:

1. Basics in Communication
2. Verbal - Oral Communication -Presentations, Group Discussions, Debates, Conferences, Interviews
3. Verbal – Written Communication – Business letters – Sales letters, Enquiries, Orders, Complaint ,Claims & adjustments.
4. Verbal – Written Communication – Memos, E-mails, Agendas, Minutes, Circulars Notice & Tenders
5. Verbal – Written Communication – Job application –Covering letter, Resume& Curriculum Vitae
6. Business proposals
7. Business Reports
8. Non Verbal Communication
9. Interpersonal perception – SWOT analysis, Johari Window , Transactional Analysis.
10. Visual aids in Communication
11. Barriers in Effective Communication

Total: 30 Periods

12BA21

OPERATIONS MANAGEMENT

**L T P C
3 0 0 3**

**UNIT – I INTRODUCTION TO PRODUCTION AND OPERATIONS
MANAGEMENT**

9

Production Systems – Nature, Importance and organizational function. Characteristics of Modern Production and Operations function. Organisation of Production function. Recent Trends in Production and Operations Management. Role of Operations in Strategic Management. Production and Operations strategy – Elements and Competitive Priorities. Nature of International Operations Management.

UNIT – II FORECASTING, CAPACITY AND AGGREGATE PLANNING

9

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP

UNIT – III DESIGN OF PRODUCT, SERVICE AND WORK SYSTEMS

9

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Service Operations – Types, Strategies, Scheduling (Multiple resources and cyclical scheduling). Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

UNIT – IV MATERIALS MANAGEMENT

9

Materials Management – Objectives, Planning, Budgeting and Control. Overview of Materials Management Information Systems (MMIS). Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

UNIT – V PROJECT AND FACILITY PLANNING

9

Project Management – Scheduling Techniques, PERT, CPM, Crashing CPM networks – Simple Problems. Facility Location – Theories, Steps in Selection, Location Models – Simple Problems. Facility Layout – Principles, Types, Planning tools and techniques.

Total: 45 Periods

TEXT BOOKS

1. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
2. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

REFERENCES

1. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
2. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
3. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
4. Chase Jacobs, Aquilano & Agarwal., Operations Management, Tata McGraw Hill, 2006.
5. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.

UNIT – I FOUNDATIONS OF FINANCE: 9

Financial management – Objectives, Scope, Uses and Functions of Financial management – Finance Functions – Finance Manager’s Role - Risk and return relationship – Time value of Money – Discounting and compounding concepts Financial Information System – Financial Forecasting.

UNIT – II WORKING CAPITAL MANAGEMENT AND FINANCE - I: 9

Sources of Finance: Security Financing, Internal Financing, Loan Financing and other Innovative sources of Financing - Principles of working capital: Concepts, Needs, Factors, Determinants, issues and methods of estimating working capital Management.

UNIT – III WORKING CAPITAL MANAGEMENT AND FINANCE - II: 9

Receivables Management: Objectives – Costs – Benefits – Credit policies – Credit Terms – Collection policies - Inventory management: Objectives of inventory management - Inventory management Techniques

UNIT – IV FINANCING AND DIVIDEND DECISION: 9

Leverage: Operating leverage - Financial leverage – Combined leverage – EBIT/EPS Analysis - Cost of capital: Equity, Debt, Retained Earnings – Weighted Average Cost of Capital - Capital structure: designing capital structure - Capital structure Theories – Net income, Net operating Income, MM and Traditional theories - Dividend policy and practices - Dividend policies – Factors affecting Dividend Decision – Dividend Theories – Graham, Walter, Gordon and MM theories.

UNIT – V INVESTMENT DECISIONS: 9

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Net Present Value, Profitability Index, Internal Rate of Return, Accounting rate of return, , - Comparison of DCF techniques - Project selection under capital rationing.

Total: 45 Periods

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

TEXT BOOKS

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 5th edition, 2008.
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 9th edition, 2008.

REFERENCES

1. Prasanna Chandra, Financial Management, 7th edition, Tata McGraw Hill, 2008.
2. S.N.Maheswari, Financial Management, 13th Edition, Sultan Chand & Sons, 2008.
3. P.C.Tulsian, Financial Mangement ,2nd Edition, S.Chand & Company, 2011.
4. P.V.Kulkarani and B.G.Sathya Prasad, Financial Management, 15th Edition, Himalaya Publishing House, 2011.
5. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2008.

12BA23 **MARKETING MANAGEMENT** **LTPC**
4004

UNIT – I INTRODUCTION **12**

Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT – II MARKETING STRATEGY **12**

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

Unit – III MARKETING MIX DECISIONS **12**

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

UNIT – IV BUYER BEHAVIOUR **12**

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT – V MARKETING RESEARCH & TRENDS IN MARKETING **12**

Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

Total: 60 Periods

TEXT BOOKS

1. Philip Kotler and Kevin Lane, Marketing Management, PHI 13th Edition, 2008
2. Paul Baisen et al, Marketing, Oxford University Press, 2008.

REFERENCES

1. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
2. Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002.
5. Dalvymples, Marketing Management, Wiley India Pvt Ltd, 2008.
6. Keith Flether, Marketing Management and Information Technology, Prentice Hall, 1998.

**12BA26 APPLIED OPERATIONS RESEARCH FOR MANAGEMENT LT P C
3 0 1 4**

UNIT – I INTRODUCTION TO LINEAR PROGRAMMING (LP) 12

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases.

Dual simplex method. Principles of Duality. Sensitivity Analysis.

UNIT – II LINEAR PROGRAMMING EXTENSIONS 12

Transportation Models (Minimising and Maximising Cases) – Balanced and unbalanced cases – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Cases of degeneracy. Transshipment Models.

Assignment Models (Minimising and Maximising Cases) – Balanced and Unbalanced Cases. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT – III INTEGER LINEAR PROGRAMMING AND GAME THEORY 12

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms.

Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT – IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 12

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models.

Decision making under risk – Decision trees – Decision making under uncertainty.

Application of simulation techniques for decision making.

UNIT – V QUEUING THEORY AND REPLACEMENT MODELS 12

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source.

Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

Total:60 Periods

TEXT BOOKS

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. Natarajan AM, Balasubramani P and Tamilarasi A, Operations Research, Pearson Education, First Indian Reprint, 2005.
3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.

REFERENCES

1. Sankara Iyer P, Operations Research, Tata Mcgraw Hill, 2008.
2. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.
3. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
4. Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2004.
5. Richard Broson , Govindasamy & Naachimuthu , Operations Research, Schaum's outline series, II Edition, 2000.

UNIT – I INTRODUCTION**9**

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

UNIT – II RESEARCH DESIGN AND MEASUREMENT**9**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT – III DATA COLLECTION**9**

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

UNIT – IV DATA PREPARATION AND ANALYSIS**9**

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

UNIT – V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH 9

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

Total: 45 Periods**TEXT BOOKS**

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods ,9th Edition, Tata Mc Graw Hill, 2006.
2. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 2008.
3. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006.
4. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2006.

6. David George and Paul Mallery, SPSS for windows, Step by step- A simple guide and reference, 2008.
7. Carver and Nash, Doing analysis with SPSS Ver 14, Cengage Learning, 2008.
8. Deborah Morley and Charles S Parker, Understanding computers today and tomorrow, 11th edition, Thomson, 2008.

Note: Following Is The List Of Topics Suggested For Preparation And Presentation By Students.

1. Emotional Intelligence and Management
2. Reputation Management
3. Knowledge Systems and Management
4. Holistic Marketing
5. Integrated Marketing Communication
6. Intellectual Property Rights
7. International Logistics and Supply Chain Management
8. Cyber Laws.
9. Corporate governance.
10. Business Ethics.

Total: 30 Periods

UNIT – I INTRODUCTION**6**

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**11**

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**11**

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**11**

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**6**

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.

Total: 45 Periods**TEXT BOOKS**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, 2009.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.

3. K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
6. Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

UNIT- I STRATEGY AND PROCESS**9**

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**9**

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**10**

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**9**

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**8**

Managing Technology and Innovation- Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

Total: 45 Periods**TEXT BOOKS**

- Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006
 Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 2007.
 Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, Third Edition, 2008.

REFERENCES

1. Fred.R.David, Strategic Management and cases, PHI Learning, 2008.
2. Upendra Hachru , Strategic Management concepts & cases , Excel Books, 2006.
3. Adriaux HAbenberg and Alison Rieple, Dstrategic Management Theory & Application, Oxford University Press, 2008.
4. Arnoldo C.Hax and Nicholas S. Majluf, The Strategy Concept and Process – A Pragmatic Approach, Pearson Education, Second Edition, 2005.
5. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
6. Saloner and Shepard, Podolny, Strategic Management, John Wiley, 2001.
7. Lawerence G. Hrebiniak, Making strategy work, Pearson, 2005.
8. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.

Note: Following is the list of topics suggested for preparation and presentation by students.

1. Entrepreneurship as a career.
2. Qualities & types of Entrepreneurs.
3. Entrepreneurial Development Training.
4. Forms of ownership.
5. Growth strategies of small business.
6. Role of small business in Indian economy.
7. Central Government Industrial policies regarding small business development.
8. State Government policies regarding promotion of SSI.
9. Stages in Business plan preparation.
10. Preventing sickness & rehabilitation of sick units.

Total: 30 Periods

UNIT – I INTRODUCTION**9**

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT – II SERVICE MARKETING OPPORTUNITIES**9**

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT – III SERVICE DESIGN AND DEVELOPMENT**9**

Service Life Cycle – New service development – Service Blue Printing – GAP's model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

UNIT – IV SERVICE DELIVERY AND PROMOTION**9**

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

UNIT – V SERVICE STRATEGIES**9**

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services – case studies

Total: 45 Periods**TEXT BOOKS**

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 2004.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

REFERENCES

1. K. Douglas Hoffman et al, Essentials of Service Marketing : Concepts, Strategies and Cases, Thomson Learning, 2nd Edition.
2. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
3. Halen Woodroffe, Services Marketing, McMillan, 2003.
4. Valarie Zeithaml et al, Services Marketing, 5th International Edition, 2007.
5. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.

UNIT – I INTRODUCTION TO ADVERTISEMENT 9

Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns – case studies.

UNIT – II ADVERTISEMENT MEDIA 9

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.

UNIT – III DESIGN AND EXECUTION OF ADVERTISEMENTS 9

Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

UNIT – IV INTRODUCTION TO SALES PROMOTION 9

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT – V SALES PROMOTION CAMPAIGN 9

Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

Total: 45 Periods

TEXT BOOKS

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007.
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.

REFERENCES

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.
3. Julian Cummings, Sales Promotion, Kogan Page, London 1998.
4. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
5. Jaishri Jefhwaney, Advertising Management, Oxford, 2008.

12BAM5 **CONSUMER BEHAVIOR** **LTPC**
3003

UNIT – I INTRODUCTION **9**

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT – II CONSUMER BEHAVIOR MODELS **9**

Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT – III INTERNAL INFLUENCES **9**

Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT – IV EXTERNAL INFLUENCES **9**

Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior

UNIT – V PURCHASE DECISION PROCESS **9**

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.

Total: 45 Periods

TEXT BOOKS

1. Jay D. Lindquist and Joseph Sirgy, Shopper, Buyer and Consumer Behavior, Biztranza 2008.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

REFERENCES

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.
2. David L. Loudon and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2002.
3. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition.
4. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
5. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.

UNIT – I INTRODUCTION**9**

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT – II UNDERSTANDING CUSTOMERS**9**

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

UNIT – III CRM STRUCTURES**9**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT – IV CRM PLANNING AND IMPLEMENTATION**9**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT – V TRENDS IN CRM**9**

e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Total: 45 Periods**TEXT BOOKS**

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Perspective, Macmillan 2005.
2. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008

REFERENCES

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.

UNIT – I INTRODUCTION**9**

Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.

UNIT – II CUSTOMER AND BRAND METRICS**9**

Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers' satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance.

UNIT – III COMMUNICATION AND PRICING METRICS**9**

Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

UNIT – IV CHANNEL METRICS**9**

Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

UNIT – V ADDITIONAL METRICS**9**

Financial implications on Research and development – Training of sales force. Determination of financial incentives across Product / Service delivery system – Global Marketing Metrics.

Total: 45 Periods**REFERENCES**

1. Paul W. Farris, Neil T. Bendle, Puillip E. Pfeifer and David J. Reibstein, Marketing Metrics : Measuring Salesforce Effectiveness and Channel Management, Wharton School of Publishing.
2. John Davis, Measuring Marketing: 103 Key Metrics, Every Marketer Needs, Wiley Publisher.
3. Ned L. Roberto and John Davis, Metrics Driven Marketing,
4. Paul W. Farris, Marketing Metrics: 50 + Metrics Every Executive should Master, Wharton School Publishing.
5. David J. Reibstein, Marketing Metrics, Pearson Education (USA).
6. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, PHI, 3rd edition, 2008.
7. Lilien, Kotter & Morthy, Marketing Models, PHI, 2008.
8. Dhvur Grewal and Micheal Levy, Marketing Value Based, Tata Mc Graw Hill, 2008.

UNIT – I INTRODUCTION**8**

Introduction – Basic concepts – Uni-variate, Bi-variate and Multi-variate techniques – Types of multivariate techniques – Classification of multivariate techniques – Guidelines for multivariate analysis and interpretation – Approaches to multivariate model building.

UNIT – II PREPARING FOR MULTIVARIATE ANALYSIS**8**

Introduction – Conceptualization of research problem – Identification of technique - Examination of variables and data – Measurement of variables and collection of data – Measurement of errors – Statistical significance of errors. Missing data – Approaches for dealing with missing data – Testing the assumptions of multivariate analysis – Incorporating non-metric data with dummy variables.

UNIT – III MULTIPLE LINEAR REGRESSION ANALYSIS, FACTOR ANALYSIS, AND CANONICAL CORRELATION ANALYSIS**10**

Multiple Linear Regression Analysis – Introduction – Basic concepts – Multiple linear regression model – Least square estimation – Inferences from the estimated regression function – Validation of the model.

Factor Analysis: Definition – Objectives – Approaches to factor analysis – methods of estimation – Factor rotation – Factor scores - Sum of variance explained – interpretation of results.

Canonical Correlation Analysis - Objectives – Canonical variates and canonical correlation – Interpretation of variates and correlations.

UNIT – IV MULTIPLE DISCRIMINANT ANALYSIS, CLUSTER ANALYSIS AND CONJOINT**10**

Multiple Discriminant Analysis - Basic concepts – Separation and classification of two populations - Evaluating classification functions – Validation of the model.

Cluster Analysis – Definitions – Objectives – Similarity of measures – Hierarchical and Non – Hierarchical clustering methods – Interpretation and validation of the model.

Conjoint Analysis – Definitions – Basic concepts – Attributes – Preferences – Ranking of Preferences – Output of Conjoint measurements – Utility - Interpretation.

UNIT – V MULTI DIMENSIONAL SCALING AND ADVANCED TECHNIQUES**9**

Multi Dimensional Scaling – Definitions – Objectives – Basic concepts – Scaling techniques – Attribute and Non-Attributes based MDS Techniques – Interpretation and Validation of models.

Advanced Techniques – Structural Equation modeling – Basic concepts – Stages in SEM – Application of SEM in business research.

Total: 45 Periods**REFERENCES**

1. Joseph F Hair, Rolph E Anderson, Ronald L. Tatham & William C. Black, Multivariate Data Analysis, Pearson Education, New Delhi, 2005.
2. Richard A Johnson and Dean W. Wichern, Applied Multivariate Statistical Analysis, Prentice Hall, New Delhi, 2005.

3. David R Anderson, Dennis J Seveency, and Thomas A Williams, *Statistics for Business and Economics*, Thompson, Singapore, 2002.

FINANCE ELECTIVES

**12BAF1 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT L T P C
3 0 0 3**

UNIT – I INVESTMENT SETTING AND SECURITIES MARKETS 9

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Making a trade at market place: Primary and Secondary Markets - Methods of floating new issues Market - Regulation of primary market, Stock exchanges in India - Trading system in stock exchanges.

UNIT- II FUNDAMENTAL ANALYSIS 9

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

UNIT – III TECHNICAL ANALYSIS 9

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

UNIT – IV PORTFOLIO MANAGEMENT AND SELECTION 9

Portfolio analysis and selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, Calculation of Beta, Selection of Portfolio: Markowitz's theory, Single Index Model – Capital Asset Pricing model –Arbitrage pricing theory.

UNIT – V PORTFOLIO MANAGEMENT AND PERFORMANCE EVALUATION 9

Portfolio management and performance evaluation: Performance evaluation of Existing Portfolio, Sharpe and Trynor measures; Finding alternatives and revision of portfolio.

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

Total: 45 Periods

TEXT BOOKS

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 6th edition, 2008.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.
3. V.K.Bhalla, Investment Management, S.Chand & Company Ltd, 2008.

REFERENCES

1. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2008.
3. Preeti Singh, Investment Management, Himalaya Publishing House, 2008.
4. Punithavathy Pandian, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.

12BAF2 **MERCHANT BANKING AND FINANCIAL SERVICES** **L T P C**
3 0 0 3

UNIT – I **MERCHANT BANKING** **5**

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** **12**

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, FIIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT – III **OTHER FEE BASED SERVICES** **10**

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

UNIT – IV **FUND BASED FINANCIAL SERVICES** **10**

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

UNIT – V **OTHER FUND BASED FINANCIAL SERVICES** **8**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfaiting – Venture Capital.

Total: 45 Periods

TEXT BOOKS

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008.

REFERENCES:

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2002.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 1st Edition, 2008.
5. Website of SEBI

12BAF4 **CORPORATE FINANCE** **LTPC**
3003

UNIT – I INDUSTRIAL FINANCE 9

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

UNIT – II SHORT TERM-WORKING CAPITAL FINANCE 6

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

UNIT – III ADVANCED FINANCIAL MANAGEMENT 12

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

UNIT – IV FINANCING DECISION 10

Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

UNIT – V CORPORATE GOVERNANCE 8

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

Total: 45 Periods

TEXT BOOKS

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 8th Edition, 2008
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 11th Edition, 2008.

REFERENCES

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 1st Edition, 2008.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 5th Edition, 2008
3. Smart, Megginson, and Gitman, Corporate Finance, 1st Edition, 2008.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2008.
5. Website of SEBI

UNIT – I INTRODUCTION 10

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT – II FUTURES CONTRACT 10

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT – III OPTIONS 10

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT – IV SWAPS 7

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT – V DERIVATIVES IN INDIA 8

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

Total: 45 Periods

TEXT BOOKS

1. John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 7th Edition, 2008
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs',– PHI Learning, 2008.

REFERENCES

1. Stulz, Risk Management and Derivatives, Cengage Learning, 1st Edition, 2008.
2. Varma, Derivatives and Risk Management, 1st Edition, 2008.
3. David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
4. S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall Of India, 2008.
5. Website of NSE, BSE.

UNIT – I INTRODUCTION TO MICROFINANCE**9**

Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Micro credit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending -Flexible approaches to collateral-Frequent & public installment for loan & saving products

UNIT - II FINANCIAL AND OPERATIONAL EVALUATION**9**

Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs.

Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency

UNIT – III OTHER EVALUATIONS OF MICROFINANCE**9**

Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – – Competition - Risks .

Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance

Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics

UNIT – IV MICROFINANCE IN INDIA**9**

Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.

UNIT – V ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE**9**

Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – – Gender issues

Total: 45 Periods**TEXT BOOKS**

1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2009.
2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,2007.

REFERENCES

1. [www. microfinancesummit.org](http://www.microfinancesummit.org).

HUMAN RESOURCE ELECTIVES

12BAH1	MANAGERIAL BEHAVIOR AND EFFECTIVENESS	L T P C 3 0 0 3
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UNIT – I	DEFINING THE MANAGERIAL JOB	8
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Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

UNIT – II	DESIGNING THE MANAGERIAL JOB	12
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Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

UNIT – III	THE CONCEPT OF MANAGERIAL EFFECTIVENESS	7
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Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT – IV	ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS	8
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Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

UNIT – V	DEVELOPING THE WINNING EDGE	10
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Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .

Total: 45 Periods

REFERENCES

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000.
7. R.M.Omkar, Personality Development and Career Management, S.Chand 1stedition,2008.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

12BAH2	ENTREPRENEURSHIP DEVELOPMENT	LT P C 3 0 0 3
UNIT – I	ENTREPRENEURAL COMPETENCE	6
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.		
UNIT – II	ENTREPRENEURAL ENVIRONMENT	12
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.		
UNIT – II	BUSINESS PLAN PREPARATION	12
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.		
UNIT – III	LAUNCHING OF SMALL BUSINESS	10
Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching.		
UNIT – IV	MANAGEMENT OF SMALL BUSINESS	5
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.		

Total: 45 Periods

TEXT BOOKS

1. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

REFERENCES

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition, 2005
2. Prasama Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.C.Jain (ed.), Handbook for New Entrepreneurs, EDII, Oxford University Press, New Delhi, 1999.
4. Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, Entrepreneurship Development, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.
5. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997.

3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2007.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2005.
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2005.

12BAH4 **INDUSTRIAL RELATIONS AND LABOUR WELFARE** **LT P C**
3 0 0 3

UNIT – I **INDUSTRIAL RELATIONS** **7**

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

UNIT – II **INDUSTRIAL CONFLICTS** **12**

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

UNIT – III **LABOUR WELFARE** **8**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

UNIT – IV **INDUSTRIAL SAFETY** **9**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT – V **WELFARE OF SPECIAL CATEGORIES OF LABOUR** **9**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

Total: 45 Periods

TEXT BOOKS

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.

REFERENCES

1. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
2. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. Sarma A. M, Welfare of Unorganized Labour, Himalaya Publishing House, 1st Edition, 2008.
5. Subba Rao , Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2007.

Legal Provision relating to

- a) Wages
- b) Working Conditions and Labour Welfare
- c) Industrial Relations
- d) Social Security

Contained in the following acts are to be studied.

	Periods
1. The Factories Act, 1948	3
2. The Trade Unions Act, 1926	4
3. The Payment of Wages Act, 1936	3
4. The Minimum Wages Act, 1948	2
5. The Industrial Disputes Act, 1947	5
6. The Workmen's Compensation Act, 1923	2
7. The Payment of Gratuity Act, 1972	3
8. The Payment of Bonus Act, 1965	3
9. The Employee's Provident Fund & Misc. Act, 1952	3
10. The Employees State Insurance Act, 1948	4
11. The Industrial Employment (Standing Orders) Act, 1946	3
12. The Apprentices Act, 1961	2
13. The Equal Remuneration Act, 1976	2
14. The Maternity Benefit Act, 1961	2
15. Contract Labour Regulations and Abolition Act, 1970	2
16. The Child Labour Prevention and Regulation Act, 1986	2

Total: 45 Periods

TEXT BOOKS:

1. P.K. Padhi, Industrial Laws, PHI, 2008.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008.

REFERENCES

- 1 Tax Mann, Labour Laws, 2008.
- 2 D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
- 3 Respective Bare Acts.

12BAH6 STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

**L T P C
3 0 0 3**

UNIT – I HUMAN RESOURCE DEVELOPMENT 10

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.

UNIT – II E-HRM 6

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT – III CROSS CULTURAL HRM 7

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border M and A- Repatriation etc - Building Multicultural Organisation - International Compensation.

UNIT – IV CAREER & COMPETENCY DEVELOPMENT 10

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT – V EMPLOYEE COACHING & COUNSELING 12

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

Total: 45 Periods

TEXT BOOKS

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.

REFERENCES

1. Bernadin, Human Resource Management, Tata McGraw Hill, 2006.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
3. Rosemary Harrison, Employee Development – University Press, India Ltd, New Delhi, 2007.
4. Tony Edwards and Chris Rees, International Human Resource Management , Pearson, 2007.
5. Chris Brewstes, Paul Sparrow, Guy Vernon, International Human Resource Management , University Press 1st Edition 2008.

12BAH7	SOCIAL PSYCHOLOGY	L T P C 3 0 0 3
UNIT – I	INTRODUCTION TO SOCIAL PSYCHOLOGY	6
Social Psychology – Origin and development – Social behaviour and social thought – Applications in society and business.		
UNIT – II	PERCEIVING AND UNDERSTANDING OTHERS	9
Social perception – Nonverbal communication – Attribution – Impression formation and impression management.		
UNIT – III	COGNITION IN THE SOCIAL WORLD	10
Social cognition – Schemas – Heuristics – Errors – Attitudes & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem & Social Comparison.		
UNIT – IV	INTERPERSONAL RELATIONS	10
Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction.		
UNIT – V	APPLIED SOCIAL PSYCHOLOGY	10
Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues.		

Total: 45 Periods

TEXT BOOK

1. Baron, Byrne and Brascombe, Social Psychology, 11th Edition, Pearson, 2006.
2. David G. Myers, Social Psychology, Tata McGraw Hill, 8th Edition, 2005.

REFERENCES

1. Baron and Byrne, Social Psychology, 8th Edition, PHI, 2006.
2. Journal of Personality and Social Psychology – Current issues.
3. Journal of Applied Social Psychology – Current issues.
4. Journal of Social and Personal Relationships – Current issues.
5. Journal of Occupational and Organisational Psychology - Current issues

12BAH8 **STRESS MANAGEMENT** **L T P C**
3 0 0 3

UNIT – I UNDERSTANDING STRESS 6

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

UNIT – II COMMON STRESS FACTORS TIME & CAREER PLATEAUING 12

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say 'No'.

UNIT – III CRISIS MANAGEMENT 10

Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT – IV WORK PLACE HUMOUR 5

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT – V SELF DEVELOPMENT 12

Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

Total: 45 Periods

REFERENCES

1. Cooper, Managing Stress, Sage, 2007
2. Waltschafer, Stress Management, Cengage Learning, 4th Edition 2008.
3. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2006.
4. S.K. Chakraborty & Pradip Bhattacharya, Human values, New Age International 2008
5. Swami Ranganathananda, Eternal Values for a changing society, Bharatiya Vidya Bhavan, 2003.

SYSTEMS ELECTIVES

12BAS1	DATABASE MANAGEMENT SYSTEM	L T P C 3 0 0 3
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UNIT – I	INTRODUCTION	9
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Database and DBMS – characteristics – importance – advantages – evolution - codd rules- database architecture; data organization- file structures and indexing

UNIT – II	MODELING AND DESIGN FRAME WORK	9
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Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration

UNIT – III	DATABASE IMPLEMENTATION	9
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Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atomicity, recovery, security, backup and recovery, data base administration- client server architecture based RDBMS.

UNIT – IV	DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES	9
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Concepts of distributed databases and design, Object oriented databases-object life cycle modeling conceptual design-UML.

UNIT – V	EMERGING TRENDS	9
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Overview of visual databases and knowledge based databases-conceptual design and business impacts. Scope for professionals and certifications such as Oracle Certified Professional.

Total: 45 Periods

TEXT BOOKS

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning,
2. Jeffrey A Hoffer et al, Modern Database Management, 8th Edition, Pearson Education, 2008,

REFERENCES

1. V. K. Jain, Database Management Systems, Dreamtech press, 2007
2. Narayan S. Umanath and Richard W. Scamell, Data Modeling and database design, Thomson course technology, 2008
3. Mark L.Gillenson & el, Introduction database management, Wiley India Pvt. Ltd, 2008
4. Peter Rob and Carlos Coronel, Database systems- Design, Implementation and Management, Thomson Course technology, 2008
5. Hector Garcia -Molica et al, Database Systems – The complete book, Pearson Education, 2008

12BAS2 **E-COMMERCE TECHNOLOGY AND MANAGEMENT** **L T P C**
3 0 0 3

UNIT – I **INTRODUCTION TO E-COMMERCE** **8**

Electronic commerce and physical commerce - Economic forces – advantages – myths - business models.

UNIT – II **TECHNOLOGY INFRASTRUCTURE** **10**

Internet and World Wide Web, internet protocols - FTP, intranet and extranet - cryptography, information publishing technology- basics of web server hardware and software.

UNIT – III **BUSINESS APPLICATIONS** **10**

Consumer oriented ecommerce –etailing and models - Marketing on web – advertising, e-mail marketing, e-CRM; Business oriented ecommerce – E-Government, EDI on the internet, SCM; Web Auctions, Virtual communities and Web portals

UNIT – IV **ECOMMERCE PAYMENTS AND SECURITY** **9**

E payments - Characteristics of payment of systems, protocols, E-cash, E- check and Micro payment systems.

UNIT – V **LEGAL AND PRIVACY ISSUES IN E- COMMERCE** **8**

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws , contracts and warranties . Taxation and encryption policies.

Total: 45 Periods

TEXT BOOKS

1. Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
2. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007

REFERENCES

1. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2008.
2. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 2008
3. Efraim Turban et al, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2006.
4. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004

12BAS3

ENTERPRISE RESOURCE PLANNING

L T P C
3 0 0 3

Unit – I INTRODUCTION

8

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 - Case studies.

UNIT – II ERP SOLUTIONS AND FUNCTIONAL MODULES

10

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 etc. -Case studies.

UNIT – III ERP IMPLEMENTATION

10

Planning Evaluation and selection of ERP systems-Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees-Case studies.

UNIT – IV POST IMPLEMENTATION

8

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation -case studies.

UNIT – V EMERGING TRENDS ON ERP

9

Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on-Case studies.

Total: 45 Periods

TEXT BOOK

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006.

REFERENCES

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
5. Summer, ERP, Pearson Education, 2008.

12BAS5	SOFTWARE PROJECT AND QUALITY MANAGEMENT	L T P C 3 0 0 3
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Unit – I	INTRODUCTION	9
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Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Project Tracking.

UNIT – II	SOFTWARE METRICS	9
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Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.

UNIT – III	SOFTWARE PROJECT ESTIMATION	9
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Effort Estimation, Expert Judgment, LOC, Function Points, Object Points, COCOMO, Risk Management.

UNIT – IV	SOFTWARE QUALITY	9
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Quality Management Systems, Software Quality Models, FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO.

UNIT – V	SOFTWARE QUALITY ASSURANCE	9
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Software Reliability models, Rayleigh model, Defect Removal Effectiveness, Quality standards, ISO 9000 models and standards for process improvement, CMM, PCMM, CMMI, SPICE

Total: 45 Periods

TEXT BOOKS

1. Roger S. Pressman, Software Engineering A Practioners Approach, McGraw Hill International Edition, New Delhi, 2005.
2. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 2004.

REFERENCES

1. Walker Royce, Software Project Management – A unified framework, Pearson Education Asia, New Delhi, 2000.
2. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2003.
3. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 2003.
4. Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002.
5. Richard H. Thayer, Software Engineering Project Management, John Wiley, 2007.

12BAS6 **DATA MINING AND DATA WAREHOUSING** **L T P C**
3 0 0 3

UNIT – I INTRODUCTION TO DATA MINING 9

Architecture of data and organization-Relational, Transactional, Spatial data so on- Reporting and query processing –Relation to statistics, Machine learning- Data mining tasks – Process - Virtuous cycle of data mining-case studies.

UNIT – II DATA WAREHOUSING 8

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse- Case studies.

UNIT – III DATA MINING TOOLS, METHODS AND TECHNIQUES 10

Lure of statistics- Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis- With case study.

UNIT – IV DATA MINING APPLICATIONS 9

Applications in various sectors - Financial services- Financial time serious prediction, retail banking-Credit risk management and credit scorecards, Genetics, Biological , CRM, Target marketing -Case studies.

UNIT – V DATA MINING TRENDS 9

Text mining –Web mining- Spatial mining- web usage mining –E-metrics and Ecommerce data analysis- web promotions-Tutorial on data mining software.

Total: 45 Periods

TEXT BOOKS

1. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2004.
2. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2001.

REFERENCES

1. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd.
2. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2001.
3. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2004.
4. Mattison, Web Warehousing and Knowledge Management, Tata McGraw Hill 2001.
5. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India.
6. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley.

12BAS7	KNOWLEDGE MANAGEMENT SYSTEM	L T P C 3 0 0 3
UNIT – I	INTRODUCTION	9
Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.		
UNIT – II	KNOWLEDGE MANAGEMENT MODELS	9
Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I-space, Complex Adaptive System models, Tacit and Explicit knowledge capture.		
UNIT – III	KM TOOLS STRATEGY AND METRICS	9
KM capture and creation tools, Sharing and Dissemination tools, Acquisition and Application tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced scorecard, House of Quality method.		
UNIT – IV	KM IN ORGANISATION	9
Organisational culture, Organisational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organisational levels, Knowledge reuse, Knowledge repositories.		
UNIT – V	KNOWLEDGE LEADERSHIP	9
Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, Balancing knowledge and business management systems, Constructing knowledge infrastructure.		
Total: 45 Periods		

TEXT BOOK

1. Kimiz Dalkir, Knowledge Management in Theory and Practice, Butterworth – Heinemann 2008.

REFERENCES

1. Stuart Barnes, Knowledge Management Systems – Theory and Practice, Cengage Learning, 2002.
2. Steven Cavaleri and Sharon Seivert with Lee W. Lee, Knowledge Leadership – The Art and Science of Knowledge based organisation, Butterworth – Heinemann, 2008.

12BAS8 **BUSINESS INTELLIGENCE** **L T P C**
3 0 0 3

UNIT – I INTRODUCTION 9

Definition, BI process- Private and Public intelligence, BI Decision Support Initiatives, Business Drivers, Cost- Benefit analysis, Risk Assessment, Enterprise Infrastructure Evaluation-Technical and Non-technical.

UNIT – II PROJECT PLANNING AND DATA ANALYSIS 9

BI Project planning, Requirements definition and gathering, deliverables, Business focused data analysis, top-down Logical data modeling, Bottom-up source data analysis, data cleansing, Prototyping.

UNIT – III METADATA REPOSITORY ANALYSIS AND DESIGN 9

Meta Data models, Analysis, Database design, Extract/ Transform / Load (ETL) design, Meta data design, ETL development.

UNIT – IV APPLICATION DEVELOPMENT 9

OLAP tools, Multidimensional analysis factors, architecture, Data mining, Risks, Metadata repository development, Implementation, Release evaluation.

UNIT – V MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES 9

Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, BI software, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

Total: 45 Periods

TEXT BOOKS

1. Larissa T. Moss and Shaku Atre, Business Intelligence Roadmap : The complete project Lifecycle for Decision Support Applications, Addison Wesley, 2003.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.

REFERENCES

1. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2002.
2. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, 2006.
3. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2007.

12BAS9	BUSINESS MODELLING	L T P C 3 0 0 3
UNIT – I	INTRODUCTION	9
	Business analysis, Business analyst, Competencies of business analyst, Strategy analysis, Stakeholders analysis, Environment analysis, SWOT analysis.	
UNIT – II	BUSINESS ANALYSIS PROCESS MODEL	9
	Process models, Process analysis, Investigation techniques, Requirements engineering, Validating the requirements, Modelling business systems.	
UNIT – III	BUSINESS SYSTEM	9
	Soft systems, Business perspectives, Business activity models, critical success factors, key performance Indicators, Business activity model, gap analysis.	
UNIT – IV	BUSINESS PROCESS MODELLING	9
	Business processes - Business process modelling, business modelling techniques, business case analysis, case development, Managing business change, Governance.	
UNIT – V	MANAGING THE INFORMATION RESOURCE	9
	Managing data resource, modelling system functions, system data, data modelling and administration, technology for capturing and storing data, Security.	

Total: 45 Periods

REFERENCES

1. Becker J, Kuegler M, Rosemann M, Process Management: A Guide for the Business Processes, Berlin Springer, 2003.
2. Senn J. A, Business Information Technology in Business : Principles, Practices and Opportunities, Prentice Hall, 2000
3. Harmon P, Business Process Change, Morgan Kaufmann, Boston MA, 2003.
4. Lynda M. Applegate, Robert D Austin, F Warren M. Farlan, Corporate Information – Strategy and Management, Tata Mc Graw Hill, 2007.
5. Henry C. Lucas Jr, Information Technology-Strategic Decision Making for Managers, Wiley, 2005.
6. Dorian Pyle, Business Modelling and Data Mining, Morgan Kaufmann Publishers, 2005.
7. Parag Kulkarni and Pradip K. Chande, IT Strategy for Business, Oxford Higher Education, 2008.

OPERATIONS ELECTIVE

12BAP1	SUPPLY CHAIN MANAGEMENT	L T P C 3 0 0 3
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UNIT – I	INTRODUCTION	9
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Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. Supply chain strategy - Enablers/ Drivers of Supply Chain Performance. Overview of Supply Chain Models and Modeling Systems.

UNIT – II	STRATEGIC SOURCING	9
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Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Evaluation and Measurement - Supplier Selection and Contract Negotiation. Creating a world class supply base. World Wide Sourcing.

UNIOIOT – III	SUPPLY CHAIN NETWORK	9
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Distribution Network Design – Role - Factors Influencing Options, Value Addition. Models for Facility Location and Capacity allocation. Impact of uncertainty on Network Design. Network Design decisions using Decision trees. Distribution Center Location Models. Supply Chain Network optimization models.

UNIT – IV	PLANNING DEMAND, INVENTORY AND SUPPLY	9
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Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. Managing supply chain cycle inventory. Uncertainty in the supply chain – Safety Inventory. Coordination in the Supply Chain. Analysing impact of supply chain redesign on the inventory. Managing inventory for short life - cycle products -multiple item -multiple location inv mgmt.

UNIT – V	CURRENT TRENDS	9
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Supply Chain Integration - Building partnership and trust in SC. SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation.. E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chain IT Framework. Fundamentals of transaction management. Information Systems development - eSCM - Agile Supply Chains -Reverse Supply chain. Agricultural Supply Chains.

Total: 45 Periods

TEXT BOOKS

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.
3. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.

REFERENCES

1. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.

2. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint , 2002.
3. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.
4. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage Learning 2008.

UNIT – I INTRODUCTION**9**

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service

UNIT – II WAREHOUSING AND MATERIALS HANDLING**9**

Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.
Material Handling equipment and Systems – Role of Material Handling in Logistics. Automated Material Handling. Material Storage Systems – principles – benefits – methods.- ASRS.

UNIT – III TRANSPORTATION AND PACKAGING**9**

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies.
Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT – IV PERFORMANCE MEASUREMENT AND COSTS**9**

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit.
Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

UNIT – V CURRENT TRENDS**9**

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Warehouse Simulation.
Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning.

Total: 45 Periods**TEXT BOOKS**

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2000.
2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, Indian Reprint 2004.

REFERENCES

1. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2005.

3. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.
4. Pierre David, International Logistics, Biztantra, 2003.
5. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.

12BAP3 **ADVANCED OPERATIONS MANAGEMENT** **L T P C**
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UNIT – I **OPERATIONS STRATEGY IN A GLOBAL ENVIRONMENT** **9**

Global view of Operations – Missions and Strategies – OM Decisions – Issues in Operations Strategy – Strategy Development and Implementation – Global operations Strategy options.

UNIT – II **FORECASTING AND SCHEDULING MODLES** **9**

Forecasting – Types, Quantitative Models – Moving Averages and Smoothing techniques – Error estimations. Scheduling and Sequencing models.

UNIT – III **LOCATION AND LAYOUT STRATEGIES** **9**

Location Decisions – Strategic importance, Factors, Methods. Service Location Strategies. Layout – Types – Office, retail, warehousing, fixed-position, process-oriented, work-cells, Repetitive and product oriented layouts.

UNIT - IV **MRP AND ERP** **9**

MRP – Genesis, Prerequisites, Computations. Handling Uncertainties – EOQ in MRP –MRP II – ERP Models and Software.

UNIT – V **RECENT TRENDS IN OPERATIONS MANAGEMENT** **9**

Recent Trends in operations management – Lean manufacturing, CIM, Synchronous manufacturing & theory of constraints - Agile Manufacturing.

Total: 45 Periods

TEXTBOOKS

1. Norman Gaither and Gregory Frazier, Operations Management, South Western, Cengage Learning, 2002.
2. Jay Heizer & Barry Render , Operations Management , Pearson Education , 2008.

REFERENCES

1. Roberta S. Russell & Bernard W. Taylor Operations Management – Quality and Competitiveness in global environment, Wiley India Fifth Edition, 2006.
2. Chary SN, Production and Operations Management, Tata McGraw Hill, 2006
3. Richard Chase & Nicolas Aquilano Operations Management for Competitive advantage, 10/e, TMH, 2006.

12BAP4 **PRODUCT DESIGN** **LTPC**
3003

UNIT – I INTRODUCTION **9**

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

UNIT – II PRODUCT PLANNING **9**

Product Planning Process – Steps. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Brain Storming,

UNIT – III PRODUCT CONCEPT **9**

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT – IV INDUSTRIAL DESIGN AND DESIGN TOOLS **9**

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Collaborative Product development- Product development economics.

UNIT – V PATENTS **9**

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

Total: 45 Periods

TEXT BOOK

1. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Third Edition, reprint 2008.

REFERENCES

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
3. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
4. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata- McGraw Hill, 2007.
5. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.

12BAP5	SERVICES OPERATIONS MANAGEMENT	L T P C 3 0 0 3
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UNIT – I	INTRODUCTION	9
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Importance and role of Services -Nature of services -Service classification Service Package Service Strategy -Internet strategies - Environmental strategies.

UNIT – II	SERVICE DESIGN	9
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New Service Development - Designing the Service delivery system: Service Blue-printing - Managing Service Experience - Front-office Back-office Interface - Service scape – Implication for Service Design

UNIT – III	SERVICE QUALITY	9
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Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter.

UNIT – IV	OPERATING SERVICES	9
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Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location -Capacity Management in Services – Queuing models - Waiting Lines – Simulation - Yield management.

UNIT – V	TOOLS AND TECHNIQUES	9
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Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle Routing and Scheduling -Productivity and Performance measurement - Data Envelopment Analysis (DEA) -Scoring System – Method for customer selection.

Total: 45 Periods

TEXT BOOKS

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006.

REFERENCES

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2005.

12BAP6 **PROJECT MANAGEMENT** **L T P C**
3 0 0 3

UNIT – I INTRODUCTION TO PROJECT MANAGEMENT 9

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

UNIT – II PLANNING AND BUDGETING 9

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

UNIT – III SCHEDULING & RESOURCE ALLOCATION 9

PERT & CPM Networks – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.

UNIT – IV CONTROL AND COMPLETION 9

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

UNIT – V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9

Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

Total: 45 Periods

TEXT BOOKS

1. Samuel J. Mantel et al. Project Management – Core Textbook, First Indian Edition, Wiley India, 2006.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

REFERENCES

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
3. John M. Nicholas and Herman Steyn, Project Management for Business, Engineering and Technology, Butterworth-Heinemann, 2008.

12BAP7

ADVANCED MAINTENANCE MANAGEMENT

L T P C
3 0 0 3

UNIT – I MAINTENANCE CONCEPTS

9

Objectives and functions of Maintenance – Maintenance Strategies – Organisation for Maintenance – Five Zero Concept

UNIT – II FAILURE DATA ANALYSIS

9

MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability.

UNIT – III MAINTENANCE PLANNING AND REPLACEMENT DECISION

9

Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Spare parts management.
Optimal interval between preventive replacement of equipment subject to break down, group replacement.

UNIT – IV MAINTENANCE POLICIES

9

Fixed Time Maintenance – Condition based Maintenance. Operate to failure – Opportunity Maintenance – Design out maintenance – Total Productive Maintenance.

UNIT – V RECENT TECHNIQUES

9

Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology – Reengineering Maintenance process.

Total: 45 Periods

TEXT BOOKS

1. Mishtra RC and Pathak K, Maintenance Engineering and Management, PHI, 2005.
2. Sushil Kumar Srivatsava, Industrial Maintenance Management, S Chand and Company, 2005.

REFERENCES

1. Jardine AK, Maintenance, Replacement and Reliability, Pitman Publishing.
2. Kelly and Harris MJ, Management of Industrial Maintenance, Butterworth and Company Limited.

12BAP8

ROBUST DESIGN

**L T P C
3 0 0 3**

UNIT – I INTRODUCTION

9

Introduction to robust design - Robust Design and Experiments -Planning of experiments - Overview of quality by design - Quality loss function -ANOVA rationale -Single Factor Experiments.

UNIT – II FACTORIAL EXPERIMENTS

9

Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - 2^K and 3^K factorial designs -Fractional factorial design.

UNIT – III SPECIAL EXPERIMENTAL DESIGNS

9

Randomized blocks - Latin square design - Blocking and confounding - Response Surface Method - Nested designs.

UNIT – IV ORTHOGONAL EXPERIMENTS

9

Comparison of classical and Taguchi' s approach - Selection and application of orthogonal arrays for design - Conduct of experiments -collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.

UNIT – V MAKING THE DESIGN ROBUST

9

Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.

Total: 45 Periods

TEXTBOOK

1. Douglas.C. Montgomery, Design and Analysis of Experiments, John Wiley and Sons 2005.
2. Phillip J. Rose, Taguchi techniques for quality engineering, Tata McGraw Hill, 2005.

REFERENCES

1. Nicolo Belavendram, Quality by Design: Taguchi techniques for industrial Experimentation, Prentice Hall 1999.
2. Tapan. P. Bagchi, Taguchi methods explained: Practical steps to Robust Design, PHI, 1993.