

ANNA UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION (MBA)
CURRICULUM - 2005 - FULL-TIME MODE
SEMESTER – I

Code No.	Course Title	L	T	P	M
BA1601	Statistics for Management	3	1	0	100
BA1602	Economic Foundations of Business Environment	4	0	0	100
BA1603	Applied Operations Research for Management	3	1	0	100
BA1604	Organizational Behavior	3	0	0	100
BA1605	Communication Skills	3	0	0	100
BA1606	Accounting for Management	3	1	0	100
BA1607	Legal Aspects of Business	3	0	0	100
BA1620	Seminar I	0	0	4	*

SEMESTER – II

Code No.	Course Title	L	T	P	M
BA1651	Production Management	3	0	0	100
BA1652	Financial Management	3	0	0	100
BA1653	Marketing Management	4	0	0	100
BA1654	Human Resource Management	3	0	0	100
BA1655	Management Information System	3	0	0	100
BA1656	Quality Management	3	0	0	100
BA1657	Research Method in Business	3	0	0	100
BA1658	Business Application Software	0	0	4	100
BA1670	Seminar II	0	0	4	*

SUMMER SEMESTER (6 WEEKS)

BA 1719 SUMMER PROJECT

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	M
BA1701	International Business Management	3	0	0	100
BA1702	Strategic Management	3	0	0	100
E1***	Electives I	3	0	0	100
E2***	Electives II	3	0	0	100
E3***	Electives III	3	0	0	100
E4***	Elective IV	3	0	0	100
E5***	Elective V	3	0	0	100
E6***	Elective VI	3	0	0	100
BA1719	Summer Project Report	0	0	0	100
BA1720	Seminar III	0	0	4	*

SEMESTER – IV

Code No.	Course Title	L	T	P	M
BA1770	Project Work	0	0	24	400

LIST OF ELECTIVES MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Code	Course Title	L	T	P	M
MARKETING – ELECTIVES					
BA1721	Sales Management	3	0	0	100
BA1722	Services Marketing	3	0	0	100
BA1723	Advertising and Sales Promotion	3	0	0	100
BA1724	Consumer Behaviour	3	0	0	100
BA1725	Brand Management	3	0	0	100
BA1726	Rural Marketing	3	0	0	100
FINANCE - ELECTIVES					
BA1727	Security Analysis and Portfolio Management	3	0	0	100
BA1728	Merchant Banking and Financial Services	3	0	0	100
BA1729	International Trade Finance	3	0	0	100
BA1730	Strategic Financial Management	3	0	0	100
BA1731	Corporate Finance	3	0	0	100
BA1732	Derivatives Management	3	0	0	100
HUMAN RESOURCE - ELECTIVES					
BA1733	Managerial Behaviour and Effectiveness	3	0	0	100
BA1734	Entrepreneurship Development	3	0	0	100
BA1735	Organisational Theory Design & Development	3	0	0	100
BA1736	Industrial Relations and Labour Welfare	3	0	0	100
BA1737	Labour Legislations	3	0	0	100
BA1738	Strategic Human Management and Development	3	0	0	100

3. 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, Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit.

4. NON-PARAMETRIC METHODS:

6

Sign test for paired data. Rank sum test: Mann – Whitney U test and kruskal Wallis test. One sample run test, rank correlation.

5. CORRELATION, REGRESSION AND TIME SERIES ANALYSIS

9

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations.

TOTAL : 45

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. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2004.
3. Anderson D.R., Sweeney D.J. and Williams T.A., "Statistics for business and economics", 8th edition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2002.

REFERENCES:

1. Levine D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics: A First Course", Pearson Education Asia, 2nd edition, New Delhi, 2002.
2. Hooda R.P., "Statistics for Business and Economics", 2nd edition, Macmillan India Ltd., 2001.
3. Morse L.B., "Statistics for Business and Economics", HarperCollins college Publishers, New York, 1993.
4. Bowerman B.L., Connel R.T.O' and Hand M.L., "Business Statistics in Prattice", 2nd edition, McGraw-Hill / Irwin, 2001.
5. Gupta S.C. and Kapoor V.K., "Fundamentals of Mathematical Statistics", Sultan Chand & Sons, New Delhi, 2002.

BA1602 ECONOMIC FOUNDATIONS OF BUSINESS ENVIRONMENT

4 0 0 100

UNIT I – NATURE AND SCOPE OF MACRO ECONOMIC ISSUES: 10

Macro economic variables – national income, investment, savings, employment, inflation, balance of payment, exchange rate, etc. – circular flow of income – national income concepts – measurement of national income – role of economic planning – Indian economic planning.

UNIT II – ANALYSIS OF NATIONAL INCOME: 15

Determination of national income – Keynesian perspective - multiplier – accelerator – business cycle – the role of fiscal policy – Indian fiscal policy and experiences.

UNIT III – ANALYSIS OF MONEY MARKET: 10

Demand and supply of money – money market equilibrium – the role of money - monetary policy – Indian perspectives.

UNIT IV – INTEGRATION OF COMMODITY AND MONEY MARKET: 10

Analysis of inflation and unemployment – the role of economic policies – Indian experiences.

UNIT V – ANALYSIS OF EXTERNAL SECTOR: 15

International trade – trade multiplier – linkage model – the role of trade policy – analysis of performance of Indian economy in external sector.

TOTAL : 60

TEXT BOOKS:

1. Ahuja H.L., Economic Environment of Business, Macroeconomic analysis, S.Chand & Company Ltd., New Delhi, 2005.
2. Gupta, G.S. Macroeconomics, Theory and Applications, Tata McGraw-Hill publishing company Ltd., New Delhi, 2001.

REFERENCES:

1. Samuelson, Paul A., and Nordhaus, W.D., Economics, Tata McGraw-Hill publishing company Ltd., New Delhi 2004.
2. Ruddar Datt and K.P.M.Sundharam, Indian Economy, S.Chand & Company Ltd., New Delhi, 2003.
3. Government of India (Ministry of Finance), Economic Survey (Latest issue), New Delhi.

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 – DYNAMIC PROGRAMMING, SIMULATION AND DECISION THEORY 12

Dynamic Programming (DP) – Deterministic Cases-Maximising and Minimising problems. DP techniques for LP problems.

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

TEXT BOOKS:

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, August 2003.
2. Tulsian P.C, Vishal Pandey, Quantitative Techniques (Theory and Problems), Pearson Education (Asia), First Indian Reprint, 2002.

REFERENCES:

1. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
2. Gupta P.K, Man Mohan, Problem in Operations Research (Methods and Solutions), Sultan Chand and Sons, Ninth Edition, 2003.
3. Vohra N.D. Quantitative Techniques in Management, Tata McGraw Hill, Second Edition, 2001.
4. Kalavathy S, Operations Research, Second Edition, third Reprint 2004, Vikas Publishing House.

1. FOCUS AND PURPOSE	5
Definition, need and importance of organizational behaviour – nature and scope – frame work – organizational behaviour models.	
2. INDIVIDUAL BEHAVIOUR	12
Personality – types – factors influencing personality – theories – learning – types of learners – the learning process – learning theories – organizational behaviour modification. Attitudes – characteristics – components – formation – measurement. Perceptions – importance – factors influencing perception – interpersonal perception. Motivation – importance – types – effects on work behavior.	
3. GROUP BEHAVIOUR	10
Organization structure – formation – groups in organizations – influence – group dynamics – emergence of informal leaders and working norms – group decision making techniques – interpersonal relations – communication – control.	
4. LEADERSHIP AND POWER	8
Meaning – importance – leadership styles – theories – leaders Vs managers – sources of power – power centers – power and politics.	
5. DYNAMICS OF ORGANIZATIONAL BEHAVIOURS	10
Organizational 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. Organizational development – characteristics – objectives – team building. Organizational effectiveness – perspective – effectiveness Vs efficiency – approaches – the time dimension – achieving organizational effectiveness.	
TOTAL : 45	

TEXT BOOKS:

1. Stephen P. Robins, Organisational Behavior, Prentice Hall of India, 9th edition, 2001.
2. Hellriegel, Slocum and Woodman, Organisational Behavior, South-Western, Thomson Learning, 9th edition, 2001.

REFERENCES:

1. Schermerhorn, hunt and Osborn, Organisational behavior, John Wiley, 7th edition, 2001.
2. Jit S. Chand, Organisational Behavior, Vikas publishing House Pvt. Ltd. 2nd edition, 2001.
3. Fred Luthans, Organisational Behavior, McGraw Hill Book Co., 1998.
4. New Strom & Davis, Organisational behaviour, McGraw Hill, 2001.
5. Jaffa Harris and Sandra Hartman, Organisational Behaviour, Jaico, 2002.

1. FINANCIAL ACCOUNTING:	9
1.1 Introduction to Financial, cost and management Accounting, generally accepted accounting principles, conventions and concepts. The balance sheet and related concepts, the profit and loss account and related concepts/ Introduction to inflation accounting introduction to human resources accounting.	
1.2 Accounting Mechanics	15
Basic records, preparation of financial statements, revenue recognition and measurement, matching revenues and expenses, Inventory pricing and valuation, Fixed assets and depreciation accounting, intangible assets.	
1.3 Analysis of financial statements	12
Financial ratio analysis, cash flow and funds flow statement analysis	
2. COST ACCOUNTING AND MANAGEMENT ACCOUNTING:	12
2.1 Cost Accounts:	
Accounting for manufacturing operations, classification of manufacturing costs, Accounting for manufacturing costs. Cost Accounting Systems: Job order costing, Process costing, Activity Based costing, Costing and the value chain, Target costing, Cost-Volume – Profit Analysis, Standard cost system.	
2.2 Management Accounting:	12
Relevant Cost for decision making, Incremental analysis, Special order decision, Production constraint decisions, Make or buy decisions, sell, scrap or rebuild decisions, Joint product decision, Responsibility accounting and performance evaluation. Budget: As a planning and control tool.	
	TOTAL : 60

TEXT BOOKS:

1. M.Y.Khan & P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 2004.
2. M.A.Sahaf – Management Accounting (Principles & Pratices): Vikas Publishing House Pvt. Ltd., New Delhi, 2004.

REFERENCES:

1. R.S.N.Pillai & Bagavathi – Managemnt Accounting S.Chand & Co. Ltd., New Delhi, (2002)
2. R.Narayanaswamy – Financial Accounting – A managerial perspective Prentice Hall India Pvt., Ltd., New Delhi.
3. Bhattacharya S.K.John Dearden Accounting for Management text and cases – Vikas publishing house, New Delhi, 2000.
4. Charles T.Hornegren – Introduction to management accounting Prentice Hall, New Delhi, 2001.

1. MERCANTILE AND COMMERCIAL LAW 15**The Indian Contract Act 1872:**

Essential of a valid contract, Void Agreements, 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, warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

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 cheques and drafts, discharge of negotiable instruments.

Agency

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

2. 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.

3. INDUSTRIAL LAW: 10

An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Minimum Wages Act, Industrial Disputes Act.

4. INCOME TAX ACT AND SALES TAX ACT: 5

Corporate Tax Planning, Overview of Sales Tax Act, including Value Added Tax.

5. CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS: 5**TOTAL : 45****TEXT BOOKS**

1. N.D.Kapoor, Elements of mercantile law – Sultanchand and company, New Delhi – Latest edition.
2. Sen & Mitra – Commercial and Industrial law – The world press, Pvt. Ltd., Calcutta – 1996.

REFERENCES:

1. P.P.S.Gogna, Mercantile Law, S.Chand & Co. Ltd., New Delhi, 1999.
2. Dr.Vinod K.Singhania Direct Taxes Planning and Management (Latest edition)
3. Respective Bare Acts.

TEXT BOOKS:

1. R.Paneer Selvam, Production and Operations Management, Prentice Hall of India, 2002.
2. Sang M Lee and Marc J Schniederjans, Operation Management, All India Publishers and Distributors, First Indian edition 1997.
3. Robert H. Lawson, Strategic operations Management (The new competitive advantage), Vikas Publishing House, First Indian reprint 2003.

REFERENCES:

1. Thomas E Morton, Production and operations management, Vikas Publishing House, First Indian reprint 2003.
2. Mahapatra P B, Computer Aided Production Management, Prentice Hall of India, 2001.
3. Martand T Telsang, Production Management, S Chand and Company, First edition 2005.

BA1652 FINANCIAL MANAGEMENT 3 0 0 100

1 FOUNDATIONS OF FINANCE 9

- . Financial management – An overview, time value of money. Introduction to the concept of risk and return of a single asset and of a portfolio, valuation of bonds and shares option valuation.

2 INVESTMENT DECISIONS: 9

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

3 FINANCING AND DIVIDEND DECISION: 9

- . Financial and operating leverage, capital structure, Cost of capital and revaluation, designing capital structure.
Dividend policy, Aspects of dividend policy, practical consideration, forms of dividend policy, practical considerations, forms of dividends, share splits.

4 WORKING CAPITAL MANAGEMENT: 9

- . Principles of working capital: Concepts need; Determinants, issues and estimation of working capital, Accounts Receivables Management and factoring, Inventory management, Cash management, Working capital finance, Trade credit, Bank finance and Commercial paper.

5 LONG TERM SOURCES OF FINANCE: 9

- . Indian capital and stock market, New issues market
Long term finance: Shares debentures and term loans, lease, hire purchase, project financing, venture capital financing.

45

TEXT BOOKS

1. I.M.Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8th edition, 1999
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill Publishing company Ltd., 4th edition, 2004.

REFERENCES:

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2000
2. Hrishikes Bhattacharya – Working capital management, strategies and techniques, pentice – Hall of India Pvt. Ltd., New Delhi 2001.
3. James C.Vanhorne – Financial Management and policy – Perason Education Asia (low priced edition), (latest edition)

1. Marketing conceptual frame work – marketing environment – customer oriented organization – marketing interface wit other functional areas marketing in a globalised environment. **10**
2. Product planning and development – product life cycle – brand management, developing new product – market segmentation – targeting and positioning, developing marketing mix, pricing decisions – channel design and management – retailing and wholesaling – promotion methods. Advertisement and personal selling, public relations. **15**
3. Understanding Industrial and individual buyer behavior – influencing factors – responding buyer behaviour – building customer satisfaction – marketing to organization and marketing of services. **15**
4. **MARKETING RESEARCH:** Types, process – tools and techniques – application of marketing research – product launching, demand estimation, advertising, brand preferences, customer satisfaction, retail stores image, customer perception, distribution, customer relationship, competitor analysis and related aspects – preparation of marketing research report – sample case studies. **10**
5. **INFORMATION TECHNOLOGY IMPACT ON MARKETING DECISIONS:** Online marketing – web based marketing programmes – emerging now trends and challenges to marketers. **10**

TOTAL : 60

TEXT BOOKS

1. Philip Kotler: Marketing management (Millenium edidtion), prentice hall of India P (ltd), New Delhi 2001.
2. Zikmand d’Amico, Marketing South western, Thomson Learning, 2000.

REFERENCES:

1. Micheal R.Czinkota & Masaaki Kotabe, Marketing management, Vikas Thomson learning 2000.
2. Douglas, J.Darymple marketing management John Wiley & Sons, 2000
3. NAG, marketing successfully A professional perceptive, macmilan 2001.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002
5. Aakar Day, Kumar, Essential of Marketing Research
6. Keith Flether, Marketing Management and Information Technology Prentice Hall, 1998.
7. R.L.Varshney, S.L.Gupta, marketing management Indian perspective, Sultan Chand 2000.

- 1. PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT: 5**
Evolution of human resource management – the importance of the human factor – objectives of human resource management – role of human resource manager – human resource policies – computer applications in human resource management.
- 2. THE CONCEPT OF BEST FIT EMPLOYEE: 8**
Importance of human resource planning – forecasting human resource requirement – internal and external sources. Selection process screening – tests - validation – interview - medical examination – recruitment introduction – importance – practices – socialization benefits.
- 3. TRAINING AND EXECUTIVE DEVELOPMENT: 10**
Types of training methods purpose benefits resistance. Executive development programmes – common practices - benefits – self development – knowledge management.
- 4. SUSTAINING EMPLOYEE INTEREST: 12**
Compensation plan – reward – motivation – theories of motivation – career management – development mentor – protégé relationships.
- 5. PERFORMANCE EVALUATION AND CONTROL PROCESS: 10**
Method of performance evaluation – feedback – industry practices. Promotion, demotion, transfer and separation – implication of job change. The control process – importance – methods – requirement of effective control systems grievances – causes – implications – redressal methods.

TOTAL : 45

TEXT BOOKS:

1. Decenzo and Robbins, Human Resource Management, Wilsey, 6th edition, 2001.
2. Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India, 2001.

REFERENCES:

1. Human Resource Management, Eugence Mckenna and Nic Beach, Pearson Education Limited, 2002.
2. Dessler Human Resource Management, Pearson Education Limited, 2002.
3. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 1997.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 1998.
5. Ivancevich, Human Resource Management, McGraw Hill 2002.

- 1. INTRODUCTION: 7**
Information system – establishing the framework – business model – information system architecture – evolution of information systems.
 - 2. SYSTEM DEVELOPMENT: 8**
Modern information system – system development life cycle – structured methodologies – designing computer based method, procedures control, designing structured programs.
 - 3. INFORMATION SYSTEM: 10**
Functional areas, Finance, marketing, production, personnel – levels, Concepts of DSS, EIS, ES – comparison, concepts and knowledge representation – managing international information system.
 - 4. IMPLEMENTATION AND CONTROL: 10**
Testing security – coding techniques – detection of error – validation – cost benefits analysis – assessing the value and risk information systems.
 - 5. SYSTEM AUDIT: 10**
Software engineering qualities – design, production, service, software specification, software metrics, software quality assurance – systems methodology – objectives – Time and Logic, Knowledge and Human dimension – software life cycle models – verification and validation.
- TOTAL : 45**

TEXT BOOK:

1. Kenneth C. Laudon and Jane Price Laudon, Management Information systems Managing the digital firm, Pearson Education Asia.

REFERENCES:

1. Gordon B.Davis, Management Information system: Conceptual Foundations, Structure and Development, McGraw Hill, 1974.
2. Joyce J. Elam, Case series for Management Information System Silmon and Schuster, Custom Publishing 1996.
3. Steven Alter, Information system – A Management Perspective – Addison – Wesley, 1999.
4. James AN O' Brein, Management Information Systems, Tata McGraw Hill, New Delhi, 1999.
5. Turban Mc Lean, Wetherbe, Information Technology Management making connection for strategic advantage – John Wiley, 1999.
6. Ralph M.Stair and George W.Reynolds Principles of Information Systems – A Managerial Approach Learning, 2001.

1. 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.

2. PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi, Shingeo and Walter Shewhart. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

3. 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.

4. 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.

Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio.

Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

5. 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.

Information technology – computers and quality functions, internet and electronic communications. Information quality issues.

TOTAL : 45

TEXT BOOKS:

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

REFERENCES:

1. William J.Kolarii, Creating quality, McGraw Hill, 1995
2. Poornima M.Charantimath., Total quality management, Pearson Education, First Indian Reprint 2003.
3. Rose J.E. Total Quality Management, Kogan Page India Pvt Ltd, 1993.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

1. INTRODUCTION TO RESEARCH: 8

The hallmarks of scientific research – the building blocks of science in research – the research process for applied and basic research – the need for theoretical frame work – hypothesis development – hypothesis testing with quantitative data. The research design. The purpose of the study: Exploratory, Descriptive, Hypothesis testing (Analytical and Predictive) – cross sectional and longitudinal studies.

2. EXPERIMENTAL DESIGN: 7

The laboratory and the field experiment – internal and external validity – factors affecting internal validity. Measurement of variables – scales and measurement of variables – development scales - rating scale and concept in scales being developed. Stability measures.

3. DATA COLLECTION METHOD: 10

Interviewing, questionnaires etc. Secondary sources of data collection. Guidelines for questionnaire design – electronic questionnaire design and surveys. Special data source: Focus groups, Static and dynamic data-collection methods and when to use each. Sampling techniques and confidence in determining sample size. Hypothesis testing determination of optimal sample size.

4. A REFRESHER ON SOME MULTIVARIATE STATISTICAL TECHNIQUES: 15

Factor analysis – cluster analysis – discriminant analysis –multiple regression & Correlation – canonical correlation – application of SPSS package.

5. THE RESEARCH REPORT: 5

The purpose of the written report – concept of audience – Basics of written reports. The integral parts of a report – the title of a report. The table of content, the synopsis, the introductory section, method of sections of a report, result section – discussion section – recommendation and implementation section.

TOTAL : 45

TEXT BOOKS:

1. Donald R.Cooper and Ramcis S.Schindler, Business Research Methods, Tata McGraw Hill Publishing CompanyLimited, New Delhi, 2000.
2. C.R.Kothari Research Methodology, Wishva Prakashan, New Delhi, 2001.

REFERENCES:

1. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.
2. Donald H.Mc.Burney, Research Methods, Thomson Asia Pvt. Ltd. Singapore 2002.
3. G.W.Ticehurst and A.J.Veal, Business Research Methods, Longman, 1999.
4. Ranjit Kumar, Research Methodology, Sage Publication, London, New Delhi, 1999.
5. Raymond-Alain Thie'tart, ET, al., doing management research, sage publication, London, 1999.

BA1658

BUSINESS APPLIATION SOFTWARE

0 0 4 100

1. BUSINESS APPLICATION SOFTWARE: 20

MS office – MS Excel, MS Power Point, MS Word, MS Access, MS Front Page, MS Project, Accounting packages Statistical Packages, Operations Research Package, Packages in functional areas of management.

2. DATABASE MANAGEMENT PACKAGES: 20

Sqlserver or oracle or ingress; front-end tool – Visual basic or Developer 2000.

3. INHOUSE DEVELOPMENT OF A PACKAGE. 20

Total : 60

UNIT I: STRATEGY AND PROCESS**8**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process - A formal Strategic Planning Process - Corporate Governance and Social responsibility.

UNIT II: COMPETITIVE ADVANTAGE**8**

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.

UNIT III: STRATEGIES**8**

Building competitive advantage through functional level strategies- Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation-Choice of Strategies—Balance Score Card.

UNIT IV: STRATEGY IMPLEMENTATION & EVALUATION**8**

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.

UNIT V: OTHER STRATEGIC ISSUES**8**

Managing Technology and Innovation- Entrepreneurial Ventures and Small Business Strategic issues for Non Profit organisations.

CASES IN STRATEGIC MANAGEMENT**5****Total 45 periods****TEXT BOOKS**

1. Charles W.L.Hill & Gareth R.Jones – 'Strategic Management Theory, An Integrated approach' – Houghton Mifflin Company, Princeton New Jersey, All India Publisher and Distributors, Chennai, 1998.
2. Thomas L. Wheelen, J.David Hunger – 'Strategic Management' Addison Wesley Longman Singapore Pvt., Ltd., 6th Edition, 2000.

REFERENCES

1. Arnaldo C.Hax, Nicholas S. Majluf – 'The Strategy Concept and Process' – A Pragmatic Approach – Pearson Education Publishing Company, Second Edition, 2005.
2. Azhar Kazmi – 'Business Policy & Strategic Management' Tata McGraw Hill Publishing Company Ltd., New Delhi – Second Edition, 1998.
3. Harvard Business Review – 'Business Policy' – part I & II Harvard Business School.
4. Saloner, Shepard, Podolny – 'Strategic Management' – John Wiley 2001.
5. Lawrence G. Hrebiniak, 'Making strategy work', Person publishing company, 2005.
6. Gupta, Gollakota & Srinivasan – 'Business Policy and Strategic Management – Concepts and Application' Prentice Hall of India, 2005.

MARKETING – ELECTIVES

BA 1721

SALES MANAGEMENT

3 0 0 100

UNIT I: MEANING AND FUNCTIONS

8

Introduction - Meaning and Objectives - responsibilities of sales managers - sales management Vs. Marketing management- Organization of the Sales Department- structures - Objectives - determination of functions - sales department's integration with other departments.

UNIT II: SALES FORCE MANAGEMENT

9

Salesmanship – Meaning – importance - process of selling - focus on customer satisfaction and building seller customer relationship- sales Force Management Quantitative and qualitative planning of sales force- recruitment and selection- training- motivation- compensation- appraisal of performance and promotion- direction and control of sales force.

UNIT III: SALES VOLUME AND TERRITORY MANAGEMENT

9

Objectives of sales forecasting- methods and procedures of sales forecasting- sales budgets, designing Sales Territories and Quotas- assigning territories - reasons for selling and using quotas- types of quotas and quota selling procedures- administering the quota system.

UNIT IV: SALES PROMOTION

9

Sales Promotion Techniques - Customer oriented techniques- salesman oriented techniques- dealer oriented techniques- government department oriented techniques. Direct marketing – definition - scope and importance of direct marketing - direct marketing mode – telemarketing- catalogue marketing- network marketing- and data base marketing- challenges in direct marketing

UNIT V: INDUSTRIAL SELLING

10

Concepts of Industrial Selling- nature and characteristic of industrial goods- procedures in buying industrial goods- role of service in industrial selling- Sales Policies and Procedures- Terms and conditions of sale- handling complaints.

Case studies on above mentioned topics.

Total 45 periods

TEXT BOOKS

1. Richard R. Still, Edward W. Cundiff, Norman A.P. Goveni, Sales Management Decisions, Strategies & Cases, Prentice Hall, 5th Edition, 2005.
2. Charles M. Futvell, Sales Management, Team work, Leadership and Technology, Thomson learning, South Western, Sixth Edition, 2003.

REFERENCES

1. Fundamentals of Sales Management, Ramneek Kapoor, Mac Millan India Pvt Ltd.
2. Salesmanship & Sales Management, P.K.Sahu, K.C.Raut, Vikas Publications, Third Revised Edition.
3. Sales Management: A Global Perspective, Earl D.Honeycutt, John B.Ford, Antonis C.Simintiras, Routledge Publisher.
4. Market & Sales Forecasting, Gordon Bolt, Crest Publishing House.

UNIT I: INTRODUCTION TO SERVICES MARKETING**9**

Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to gaps model and SERVQUAL dimensions.

UNIT II: FOCUS ON CUSTOMERS**10**

Assessing service marketing opportunities – customer expectations and perceptions of services – customer behaviour specific to usage of services – service markets segmentation – market targeting and selection.

UNIT III: SERVICE DESIGN**9**

Levels of service product – Service life cycle – new service development – service blueprinting – physical evidence and service scape – competitive differentiation of services – service positioning strategies – developing positioning maps – pricing of services – methods and specific issues.

UNIT IV: SERVICE DELIVERY**10**

People in services – service process – distributing service direct distribution, channel functions, channels selection, impact of information technology – designing communications mix for promoting services – building service customer relationships and service recovery – role of internal marketing in service delivery.

UNIT V: MARKETING STRATEGIES FOR DIFFERENT SERVICES**7**

Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

Total 45 periods**REFERENCES:**

1. Kenneth E Clow, et. al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2004.
2. Chiristopher H.Lovelock, Jochen Wirtz, “Services Marketing”, Pearson Education, New Delhi, 2004.
3. Halen Woodroffe, “Services Marketing”, McMillan Publishing Co, New Delhi 2003.
4. Nimit Chowdhary and Monika Choudhary, “Text book of Marketing of Services”, the Indian experience, MacMillan Publishing Co, New Delhi, 2005.
5. Christian Gronroos, “Services Management and Marketing a ‘CRM Approach”, John Wiley and sons England 2001.
6. Bhattacharjee, “Services Management, An Indian Respective” Jaico Publishing House, Chennai, 2005.

UNIT I: INTRODUCTION TO ADVERTISEMENT 8

Concept and definition of advertisement – Social, Economic and Legal Implications of Advertisements – setting advertisement objectives – Ad. Agencies – selection and remuneration – advertisement campaign.

UNIT II: ADVERTISEMENT MEDIA 7

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 10

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.

UNIT IV: INTRODUCTION TO SALES PROMOTION 10

Scope and role of sale promotion – definition – objective sales promotion sales promotion techniques – trade oriented and consumer oriented.

UNIT V: SALES PROMOTION CAMPAIGN 10

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.

Total 45 periods

REFERENCES:

1. Kenneth Clow. Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2001.
3. George E Belch, Michel A Belch, "Advertising & Promotion", McGraw Hill, Singapore, 1998.
4. Julian Cummings, "Sales Promotion", Kogan Page, London 1998.
5. E.Betch and Michael, Advertising and Promotion, MC. Graw Hill.

UNIT I: INTRODUCTION**8**

Consumer behaviour – concepts – dimensions of consumer behaviours – application of consumer behaviour knowledge in marketing decisions – approaches to the study of consumer behaviour.

UNIT II: CONSUMER AS AN INDIVIDUAL**10**

Consumer needs and motives – personality and consumer behavior – consumer perception – learning – consumer attitudes – attitude formation and change – communication and persuasion – self image – life style analysis.

UNIT III: CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS**10**

Group dynamics and consumer reference groups – Family – Social class cultural and sub-cultural aspects – cross cultural consumer behaviour.

UNIT IV: CONSUMER DECISION PROCESS AND POST-PURCHASE BEHAVIOUR**10**

Personal influence and opinion leadership – diffusion of innovations – consumer decision – making process – models of consumer decision process – Nicosia-Howard Sheth and Engel-Kollat model- post purchase behaviour – Consumer expectation and satisfaction – managing dissonance – consumer loyalty–types of loyalty programmes.

UNIT V: ADDITIONAL DIMENSIONS**7**

Consumerism – consumer protection – difficulties and challenges in predicting consumer behaviour – online consumer behaviour – organizational and industrial buyer behaviour – consumer behaviour in Indian context – emerging issues.

Total 45 periods**REFERENCES:**

1. Leon G. Schiffman, Leslie Lazar Kanuk, "Consumer Behaviour", Pearson Education, New Delhi, 2002.
2. David L.Loudon, Albert J Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi 2002.
3. Jay D. Lindquist and M.Joseph sirgy, "Shopper, buyer & consumer Behaviour, Theory and Marketing application", Biztantra Publication, New Delhi 2005.
4. Sheth Mittal, "Consumer Behaviour A Managerial Perspective", Thomson Asia (P) Ltd., Singapore, 2003.
5. K.K.Srivastava, "Consumer Behaviour in Indian Context", Goal Gotia Publishing Co, New Delhi 2002.
6. S.L. Gupta & Sumitra Pal, "Consumer Behaviour an Indian Perspective", Sultan Chand, New Delhi 2001.
7. Ms.Raju, Dominique Xavedel, "Consumer behaviour, Concepts Applications and Cases", Vikas publishing house (P) Ltd., New Delhi – 2004.
8. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi, 2005.

UNIT I: INTRODUCTION**7**

Basic understanding of brands – concepts and process – significance of a brand – brand mark and trade mark – different types of brands – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT II: BRAND ASSOCIATIONS**8**

Brand vision – brand ambassadors – brand as a personality, as trading asset, Brand extension – brand positioning – brand image building.

UNIT III: BRAND IMPACT**10**

Branding impact on buyers – competitors, Brand loyalty – loyalty programmes – brand equity – role of brand manager – Relationship with manufacturing - marketing- finance - purchase and R & D – brand audit.

UNIT IV: BRAND REJUVENATION**10**

Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding.

UNIT V: BRAND STRATEGIES**10**

Designing and implementing branding strategies – Case studies

Total 45 periods**REFERENCES:**

1. Kevin Lane Keller, "Strategic brand Management", Person Education, New Delhi, 2003.
2. Lan Batey Asian Branding – "A great way to fly", Prentice Hall of India, Singapore 2002.
3. Jean Noel, Kapferer, "Strategic brand Management", The Free Press, New York, 1992.
4. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York, 2000.
5. S.Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., New Delhi, 2002.
6. Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005.

FINANCE - ELECTIVES

BA1727 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 3 0 0 100

UNIT I: INVESTMENT SETTING 8

Investment setting – Securities – Sources of investment information – Security market indications – Security Contract regulation Act. Investor Protection.

UNIT II: CAPITAL MARKETS 10

Over view of capital market, Institutional structure in capital market, Reforms and state of capital market, New issue market and problems, Securities and Exchange Board of India (SEBI), Debt Market.

UNIT I: FUNDAMENTAL ANALYSIS 9

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

UNIT IV: TECHNICAL ANALYSIS 9

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – ROC Momentum – MACD – RSI – Stoastics.

UNIT V: PORTFOLIO MANAGEMENT 9

Portfolio Theory – Portfolio Construction – Diagnostics Management – Performance Evaluation – Portfolio revision- Mutual Funds.

Total 45 periods

TEXT BOOKS

1. Donald E.Fischer & Ronald J.Jordan, 'Security Analysis & Portfolio Management', Prentice Hall of India Private Ltd., New Delhi 2000.
2. V.A.Avadhani – 'Securities Analysis and Portfolio Management', Himalaya Publishing House, 1997.
3. V.K.Bhalla, 'Investment Management', S.Chand & Company Ltd., Seventh Edition, 2000.

REFERENCE:

1. Punithavathy Pandian, 'Security Analysis & Portfolio Management' – Vikas Publishing House Pvt., Ltd., 2001.

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 Banking - Legal and Regulatory Frameworks – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges, OTCEI and NSE.

UNIT II: ISSUE MANAGEMENT **12**

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

UNIT III: OTHER FEE BASED MANAGEMENT **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 – Tax Implication.

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

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Developments in Factoring and Forfaiting – Venture Capital.

Total 45 periods

TEXT BOOKS

1. M.Y.Khan, 'Financial Services' – Tata McGraw-Hill, 3rd Edition, 2005.
2. Machiraju, 'Indian Financial System' – Vikas Publishing House, 2nd Edition, 2002.

REFERENCES:

1. J.C.Verma, 'A Manual of Merchant Banking', Bharath Publishing House, New Delhi, 2001.
2. K.Sriram, 'Hand Book of Leasing, Hire Purchase & Factoring', ICFAI, Hyderabad, 1992.
3. Economic Dailies, Relevant Publication of AMFS.
4. Bhalla. V.K. – 'Management of Financial Services' – Mnmol, New Delhi, 2001.
5. Bhalla. V.K. and Dilbag, Singh, 'International Financial Centers', New Delhi, Anmol, 1997.
6. Ennew.C. Trevor Watkins & Mike Wright, 'Marketing of Financial Services', Heinemann Professional Pub., 1990.
7. Verma J.C. Trevor Watkins & Mike Wright, 'Marketing of Financial Services', Heinemann Professional Pub., 1990.
8. Kothari V., 'Lease Financing, Hire Purchase including Consumer Credit', Wadhwa and co.1991.
9. Verma J.C., 'Venture Capital Financing in India', Sage, New Delhi, 1997.
10. Sadhale H., 'Mutual Funds in India', Sage, New Delhi, 1997.
11. Varshney P.N., & Mittal D.K., 'Indian Financial System', Sultan Chand & Sons, New Delhi. 2002.

UNIT I: INTERNATIONAL TRADE**9**

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II: EXPORT AND IMPORT FINANCE**9**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT III: FOREX MANAGEMENT**9**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV: DOCUMENTATION IN INTERNATIONAL TRADE**9**

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Performa, Commercial, Consular, Customs, Legalized Invoice, Certification of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Landing, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, Certification of Origin, GSPS – UPCDC Norms.

UNIT V: EXPORT PROMOTION SCHEMES**9**

Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts | Export Promotion – EPZ – EQU – SEZ and Export House.

Total 45 periods**TEXT BOOKS:**

1. Apte P.G., 'International Financial Management'– Tata McGraw Hill
2. Larceny & Bhattacharya, 'International Marketing' - Sultan Chand & Sons.
3. B.M.Wali and AB Kalkumdrikas, 'Export Management' - Sterling Publishers Pvt., Ltd.

REFERENCE

1. Websites of WTO, World Bank, IMF, Ministry of Commerce, ECGC and EXIM Bank.

UNIT I: INDUSTRIAL FINANCE**7**

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI procedures, advantages and disadvantages and cost of various sources of Finance. Short term-working capital finance – Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper.

UNIT II: FINANCE FOR REHABILITATION**8**

Finance for rehabilitation of sick units. Public deposits and inter corporate investments. Finance from international sources and financing of exports – role of EXIM bank and commercial banks.

UNIT III: ADVANCED FINANCIAL MANAGEMENT**12**

Appraisal of Risky Investments, certainty equivalent 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- discounting of current ratios- cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Interdependence 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. I.M.Pandey, 'Financial Management', Vikas Publishing House Pvt., Ltd., 8th Edition, 2004.
2. Machiraju, 'Indian Financial System', Vikas Publishing House P.Ltd, 2nd Edition, 2002.
3. Comparative Corporate Governance: 'The State of the Art and Emerging Research', by Klaus Hopt.

REFERENCES

1. Thomas E.Copeland and J.Fred Weston – 'Financial Theory & Corporate Policy', Addison – Wesley Publishing Company.
2. Raj Aggarwal – 'Capital budgeting under uncertainty'. Prentice Hall Englewood Cliffs, New Jersey, 1993.
3. Cooley – 'Advances in Business Financial Management', The Dryden Press – 1990.
4. Periodicals like Journal of Institute of Company Secretaries, India.

UNIT 1: 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 – Cases (Barings Bank, MG refining Marketing Inc (MGRM)).

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 Future 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', Prentice Hall India Pvt., Ltd.,
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs',– Prentice Hall India Pvt., Ltd.,
3. P.Vijaya Bhaskar and B.Mahapatra, 'Derivatives simplified – An Introduction to Risk Management', Response Books, Sage Publication Pvt., Ltd.,

REFERENCES

1. David Dubofsky – 'Option and Financial Futures – Valuation and Uses' –McGraw Hill International Edition.

REFERENCES WEB SITES:

www.nse-india.com

www.mcxindia.com

www.ncdex.com

www.fcamin.nic.in

HUMAN RESOURCE – ELECTIVES

BA1733 MANAGERIAL BEHAVIOR AND EFFECTIVENESS 3 0 0 100

1. DEFINING THE MANAGERIAL JOB 8

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.

2. DESIGNING THE MANAGERIAL JOB 12

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.

3. THE CONCEPT OF MANAGERIAL EFFECTIVENESS 7

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.

4. ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS 8

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

5. DEVELOPING THE WINNING EDGE 10

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity.

Total 45 periods

REFERENCES

1. Peter Drucker, 'Management', Harper Row, 2000.
2. Milkovich and Newman, 'Compensation', McGraw-Hill International, 2000.
3. Blanchard and Thacker, 'Effective Training Systems, Strategies and Practices' Pearson 2005.
4. Dubin, Leadership, 'Research Findings, Practices & Skills', Biztantra, 2005.
5. Mathis Jackson Human, 'Resource Management', Thomson Southwestern, 2005.

BA1734 ENTREPRENEURSHIP DEVELOPMENT 3 0 0 100

UNIT I: ENTREPRENEURIAL COMPETENCE 6

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneur – Personality Characteristics of Successful. Entrepreneur – Knowledge and Skills Required for an Entrepreneur.

UNIT II: ENTREPRENEURIAL 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 III: 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 IV: LAUNCHING OF SMALL BUSINESS 10

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching.

UNIT V : 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. P. Saravanavel, 'Entrepreneurial Development', Ess Pee kay Publishing House, Chennai -1997.
3. S.S.Khanka, 'Entrepreneurial Development', S.Chand and Company Limited, New Delhi, 2001.

REFERENCES:

1. Prasama Chandra, Projects – 'Planning, Analysis, Selection, Implementation and Reviews', Tata McGraw-Hill Publishing Company Limited 1996.
2. P.C.Jain (ed.), 'Handbook for New Entrepreneurs', EDII, Oxford University Press, New Delhi, 1999.
3. 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.

BA1735 ORGANISATIONAL THEORY DESIGN & DEVELOPMENT 3 0 0 100

UNIT I: ORGANISATION & ITS ENVIRONMENT 8

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II: ORGANIZATIONAL DESIGN 15

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT III: ORGANISATIONAL CULTURE 6

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV: ORGANISATIONAL CHANGE 6

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process - Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT V: ORGANISATION EVOLUTION AND SUSTENANCE 10

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

Total 45 periods

REFERENCES:

1. Gareth R.Jones, 'Organisational Theory', Design & Change, Pearson Education, 2004.
2. Madhukar Shukla, 'Understanding Organisations' – 'Organisational Theory & Practice in India', Prentice Hall of India, 2005
3. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley, 2005.
4. Robbins Organisation Theory; 'Structure Design & Applications', Prentice Hall of India, 2005.
5. Robert A Paton, James Mc Calman, 'Change Management; A guide to effective implementation', Response books, 2005.

BA1736 INDUSTRIAL RELATIONS AND LABOUR WELFARE 3 0 0 100

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 – Disabled – Welfare of knowledge workers - Social Assistance – Social Security – Implications.

Total 45 periods

REFERENCES

1. Mamoria C.B. and Sathish Mamoria, 'Dynamics of Industrial Relations', Himalaya Publishing House, New Delhi, 1998.
2. Dwivedi. R.S. 'Human Relations & Organisational Behaviour', Macmillan India Ltd., New Delhi, 1997.
3. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
4. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.
5. C.S.Venkata Ratnam, 'Globalisation and Labour Management Relations', Response Books, 2001.

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	5
2. The Trade Unions Act, 1926	5
3. The Payment of Wages Act, 1936	4
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

	Total 45

TEXT BOOKS

1. Kapoor N.D. 'Elements of Industrial Law', Sultan Chand, 1998.
2. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.

REFERENCES

1. Respective Acts.
2. Dhandapani, 'Commercial and Industrial Law', Sultan Chand, 1998.
3. Das Gupta, 'Maintaining Industrial Discipline', Response Books, 2002.

BA 1738 STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

3 0 0 100

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 Organisations - 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

REFERENCES:

1. Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, Southwestern 2003.
2. Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore, 2002.
3. Robert L.Mathis and John H. Jackson, 'Human Resource Management', Thomson Southwestern, Singapore, 2003.
4. Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi, 2003.
5. Srinivas Kandula, 'Human Resource Management in Practice', Prentice Hall of India, 2005, New Delhi, 2004.

BA1741 E – COMMERCE TECHNOLOGY AND MANAGEMENT 3 0 0 100

UNIT I: FUNDAMENTAL OF E-COMMERCE 9

Driving forces – benefits and limitations of e-commerce. Basics of Data mining, data warehousing and network infrastructure requirements. Overview of IP, TCP, HTML, OLAP and Cryptography.

UNIT II: BUSINESS APPLICATIONS IN E-COMMERCE 9

Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B ecommerce.

UNIT III: E-COMMERCE INFRASTRUCTURE 9

Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models.

UNIT IV: E-COMMERCE PAYMENTS AND SECURITY 9

E-Payments and Protocols-Security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems.

UNIT V: LEGAL AND PRIVACY ISSUES IN E-COMMERCE 9

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. Efraim Turban et al., 'Electronic Commerce – A managerial perspective', Pearson Education Asia, 2002.
2. Kalakota et al, 'Frontiers of Electronic Commerce', Addison Wesley, 2001.

REFERENCES:

1. Sandeep Krishnamurthy, 'E-Commerce Management – Text and Cases', Thomson Learning, 2003.
2. Greenstein Firsman, 'Electronic Commerce', Tata McGraw Hill, 1999.
3. Nabil Adam et al, 'Electronic Commerce – Technical, Business and Legal Issues'. Prentice Hall. 1998.

BA1742 ENTERPRISE RESOURCE PLANNING FOR MANAGEMENT

3 0 0 100

UNIT I: INTRODUCTION 5

ERP Concepts – Enterprise System – Evolution of ERP – Tangible and Intangible Benefits – Emerging Trends in ERP adoption – ERP Implementation Stages – case Study.

UNIT II: PRE – IMPLEMENTATION STAGE 12

Need Analysis – Competitive Environment Analysis – Gap Analysis – Cost Elements – Feasibility Analysis – ERP Modules – ERP Industries verticals – ERP Architecture –ERP Software – SAP - Baan – IFS – Oracle – people Soft Comparison of ERP Software – ERP Package Evaluation Criteria – Package Life Cycle – Request for Information – Functional Requirement Specification – Request for Proposal – Vendor Selection – ERP Consultants – Case Studies.

UNIT III: IMPLEMENTATION 10

Business Process Reengineering Concepts – Reengineering and Process Improvement – BPR Steps – AS-IS and TO – BE Analysis – Modeling Business Process – Successful BPR – Reengineering – Organisational Readiness – Implementation Approaches.

UNIT IV: PROJECT MANAGEMENT 10

Project Management – Project Team – Steering Committee – Project Manager – Functional Team – IS Team – Security Specialists. Project Deliverables – Change Management – System integration – Systems Integration standards – Middleware Development – Forward and Reverse Engineering – ERP Infrastructure Planning – System Architecture

UNIT V: POST IMPLEMENTATION 8

Organisational Transformational Model of ES Success – Cross Functional, Organisational and Industrial Impacts. Measuring Business Benefits – Balanced Score card Method – ABCD Checklist Framework – Capability Maturity Framework – case study.

Total 45 periods

BOOKS FOR REFERENCE

1. Mahadeo Jaiswal and Ganesh Vanapalli, Text Book of Enterprise Resource Planning, Macmillan India Ltd., Chennai 2005.
2. Alexis Leon, Enterprise Resource Planning Demystified, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004.
3. Vinod Kumar Grag and N.K. Venkitakrishnan, Enterprise Resource Planning – Concepts and Practice, Prentice Hall of India, New Delhi, 1998.

BA1743 SOFTWARE PROJECT AND QUALITY MANAGEMENT 3 0 0 100

UNIT I: INTRODUCTION 6

Product life Cycle, Project Life Cycle Models for software and Process Models.

UNIT II: PROJECT MANAGEMENT PROCESS AND ACTIVITIES 9

Project Initiation, Project Planning and Tracking, Project Closure.

UNIT III: ENGINEERING ACTIVITIES 9

Software requirements gathering, estimation, design and development phase. Project management in the testing and maintenance phase.

UNIT IV: INTRODUCTION TO SOFTWARE QUALITY 10

Software Quality Views & Standards – Fundamental measures, size, effort, defects. Software quality metrics, complexity metrics. Defect Identification and removal efficiency. Function Points – Benchmarking for software quality.

UNIT V: SOFTWARE QUALITY ASSURANCE 11

Reliability models for Software quality – ISO 9000 for software quality – CMM, CMMI, PCMM, PSP, and COCOMO – TQM for Software quality.

Total 45 periods

TEXT BOOKS

1. Roger S Pressman, 'Software Engineering – A Practitioners Approach', McGraw Hill International Edition, New Delhi, 2001.
2. Stephen Kan, 'Software Quality Metrics and Models', Pearson Education Asia.

REFERENCES

1. Walker Royce, 'Software Project Management' – A unified Framework, Pearson Education Asia, New Delhi, 2000.
2. Alan Gillies, 'Software Quality – Theory & Management', Thomson Learning, 2003.

BA1744 DECISION SUPPORT SYSTEMS 3 0 0 100

UNIT I: DECISION SUPPORT SYSTEM 6

Decision Concept-steps-Decision Support System-Components-Characteristics-Classification & Application.

UNIT II: MODEL MANAGEMENT 15

Models – Modeling Process – Types of Models – Optimisation – Simulation – Heuristic – Descriptive – Predictive – Model base – Modeling Languages – Model Directory – Model Base Management System – Model Execution, Integration and command processing – Model Packages.

UNIT III: DATA MANAGEMENT SYSTEMS 7

Database – Sources of Data – Data Directory – Data Structure and Database Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.

UNIT IV: DIALOG MANAGEMENT 7

User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural Language Processing – Speech Recognition and under standing – Issues in user interface.

UNIT V: DEVELOPMENT OF DECISION SUPPORT SYSTEM 10

Development process – Software and Hardware and Data Acquisition – Model Acquisition – Dialog Development – Integration – Testing and Validation – Training and Implementation.

Total 45 periods

TEXT BOOK

1. Efraim turban and Jay E Aronson, 'Decision Support Systems and Intelligent Systems', Prentice Hall International, 1998.

REFERENCES:

1. Janakiraman V.S. and Sarukesi. K. 'Decision Support Systems', Prentice Hall of India, 1999.
2. Lofti, 'Decision Support System and Management', McGraw Hill Inc., International Edition, New Delhi, 1996.
3. Marakas, 'Decision Support System', Prentice Hall International Paper back Edition, Delhi, 1998.

BA1745 INFORMATION TECHNOLOGY FOR MANAGEMENT 3 0 0 100

UNIT I: INTRODUCTION 5

Managing in Information Age. Evolution of IT Management – Types of Information Systems – Internet Based Business Systems – Value Chain Reconstruction for E-Business – IT Management Challenges and issues – Critical success Factors for IT Managers.

UNIT II: HARDWARE SOFTWARE AND COMMUNICATION 10

Computing Hierarchy – Input – Output Technologies – Hardware Issues – System Architecture – Operating Systems – Network Operating Systems – Grid Computing – Mobile Computing – Ubiquitous Computing – Application Programming – Managing Application Development – Data Resources – Managing Data Resources – Problem of Change and Recovery.

UNIT III: COMMUNICATION TECHNOLOGY 5

Communication Technology – WWW – Intranets – Extranets – Voice Networks Data Communication Networks – Last Mile – Wireless System – Web Hosting – Application Service Providers.

UNIT IV: IT APPLICATIONS 15

Enterprise Resource Planning – Enterprise System – Expert System – Decision Support System – Neural Networks – Executive Information System – Customer Relationship Management System – Supply Chain Management Systems – Knowledge Management – Data Warehousing – Data Mining – Virtual Reality – E-Business and Alternatives. E-Business Expectations and Customer Satisfaction.

UNIT V: IT MANAGEMENT 10

IT Strategy Statements – Planning Models for IT Managers Legislation and Industry Trends. Independent Operations – Headquarters Driver – Intellectual Synergy – Integrated Global IT – IT investment – Estimating Returns – IT Value Equation – Pricing Frame work – Hardware and Software Buying – Factors of IT Management – Implementation Control – Security – Quality – Ethical Issues – Chief Information Officer.

Total 45 periods

REFERENCE BOOKS:

1. Garroll W. Frenzel Johne. Frenzel, Management of Information Technology, Thomson Course Technology, Boston, 2004.
2. Henry C. Lucas. Jr, Information Technology – Strategic Decision Making for Managers, John Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2005.
3. Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore, 2004.

OPERATIONS MANAGEMENT – ELECTIVES

BA1746 FACILITIES LOCATION AND PROCESS DESIGN 3 0 0 100

UNIT I: INTRODUCTION 3

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

UNIT II: PLANT LAYOUT 10

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

UNIT III: PLANT LOCATION 15

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

UNIT IV: PROCESS MANAGEMENT AND STRATEGY 12

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

UNIT V: PROCESS FLOW 5

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

Total 45 periods

TEXT BOOKS:

1. Richard Francis, L. Leon McGinnis, F. Jr., John White, A., “Facility Layout and Location - an Analytical Approach”, Prentice Hall of India., 2nd Ed.
2. Raví Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2006

REFERENCES:

1. G.Halevi and R.D.Weill, “Principles of Process Planning” Chappman and Hall, Madras 1995.

BA1747 COMPUTER INTEGRATED MANUFACTURING (CIM) 3 0 0 100

UNIT I: INTRODUCTION 9

Computer Integrated Manufacturing – Definition, Concept, Evolution and Benefits. Types of Manufacturing Systems and Sub-systems. Automated Systems – Elements, Functions and Levels.

UNIT II: COMPUTERS AND COMMUNICATION IN CIM 9

Hardware, Software and Security Requirements for implementing CIM systems. Communication Systems for CIMS – Communications Matrix, Network architectures and Techniques. Overview of creating and maintaining a manufacturing systems database.

UNIT III : DESIGN AND PRODUCTION 9

Fundamentals of Design for Manufacturing (DFM), Computer Aided Design (CAD), 3D Modeling packages, Finite Element Analysis packages and transportability.

NC, CNC and DNC machines. Introduction to part-programming. Tool Management. Data Logging and acquisition. Automated data collection.

UNIT IV : MANUFACTURING SYSTEMS 9

Manufacturing Systems – Components, Classifications and Functions. Flexible Manufacturing Systems(FMS) – Components, Applications and benefits, Planning and Implementation issues in FMS. Group Technology – Part-Families, Classification and Coding.

UNIT V : CURRENT TRENDS 9

Concurrent Engineering. Role of Expert Systems in CIMS. Robotics-Overview, Types in CIMS. Automated Guided Vehicles – Types and Technology, Control. Overview of Automated Assembly systems-Lean Production –Agile Manufacturing

Total 45 periods

TEXT BOOK

1. Vajpayee Kant. S, Principles of Computer Integrated Manufacturing, Prentice Hall India, Second Indian Reprint, 2005.

REFERENCES

1. Mikell P.Groover, Automation, “Production Systems and Computer Integrated Manufacturing” PHI, 2001.
2. Ronald G.Askin, “Modelling and Analysis of manufacturing” John Wiley & Sons, 1993.

UNIT I : INTRODUCTION**9**

Supply Chain – Fundamentals, Importance , Decision Phases, Process View. Supplier- Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems.

UNIT II : STRATEGIC SOURCING**9**

In-sourcing and Out-sourcing – Types of Purchasing Strategies. Supplier Evaluation, Selection and Measurement. Supplier Quality Management. Creating a world class supply base. World Wide Sourcing.

UNIT III : SUPPLY CHAIN NETWORK**9**

Distribution Network Design – Role, Factors Influencing, Options, Value Addition. Modles for Facility Location and Capacity Location. 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**

Overview of Demand forecasting in the supply chain. Aggregate planning in the supply chain. Managing Predictable Variability. Managing supply chain cycle inventory. Uncertainty in the supply chain – Safety Inventory. Determination of Optimal level of product availability. Coordination in the Supply Chain.

UNIT V : CURRENT TRENDS**9**

E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chin IT Framework. Internal Supply chain management. Fundamentals of transaction management. Supply Chain in IT practice. Supplier relationship management. Information Systems development. Packages in Supply Chain –eSRM, eLRM, eSCM. Supply Base Management

Total 45 periods**TEXT BOOKS**

1. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

REFERENCES

1. Altekhar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 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.

BA1749 ADVANCED OPERATIONS MANAGEMENT 3 0 0 100

UNIT I 9

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

UNIT II 9

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

UNIT III 9

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

UNIT IV 12

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

UNIT V 6

Cases in operations management

Total 45 periods

Unit V : Current Trends

9

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management. Automatic Identification Technologies. Warehouse Simulation.

Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues. Strategic logistics Planning.

Total 45 periods

Text Books

1. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, Indian Reprint 2004.
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, Prentice Hall India, 2005.

References

1. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
2. Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process Tata McGraw Hill, 2000.
3. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.

BA1751 ADVANCED MAINTENANCE MANAGEMENT 3 0 0 100

UNIT I : Maintenance Concept

9

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

UNIT II : Failure Data Analysis

9

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

UNIT III

9

Maintenance Planning: Overhaul and Repair: Meaning and Difference, optimal overhaul/Repair / Replace maintenance policy for equipment subject to breakdown.

Replacement Decisions: Optimal interval between preventive replacement of equipment subject to breakdown, group replacement

UNIT IV : Maintenance Systems

9

Fixed Time Maintenance, Condition based Maintenance, Operate to Failure, opportunity maintenance, Design out maintenance, total productive maintenance.

UNIT V : Advanced Techniques

9

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

Total 45 Periods

Text Books:

1. Maintenance Engineering & Management – R.C.Mishra & K.Pathak, PHI, 2005
2. Industrial Maintenance Management – Sushil Kumar Srivatsava, S.Chand & Company, 2005
3. Gopalakrishnan, P. Banerji, A.K., "Maintenance and Spare Parts Management", Prentice Hall of India, 2004

References:

1. Kelly and M.J. Harris "Management of Industrial Maintenance", Butterworth and Company Limited.
2. AKS Jardine "Maintenance, Replacement and Reliability", Pitman Publishing.