

Department of Management Studies
MBA Program

I Semester

Sl.No.	Subjects	L	T	P	C
MBA501	Economic Analysis for Business Decisions	3	0	0	3
MBA502	General Management	3	0	0	3
MBA503	Accounting for Business	2	1	0	3
MBA504	Data Analysis for Management	2	1	0	3
MBA505	Organizational Behaviour	3	0	0	3
MBA506	Operations Research	3	0	0	3
MBA581	Business Application Software Lab	0	0	3	1
MBA582	Professional Development Workshop-I	0	0	3	1
	Total Credit	16	2	6	20

II Semester

Sl.No.	Subjects	L	T	P	C
MBA507	Operations Management	2	1	0	3
MBA508	Marketing Management	3	0	0	3
MBA509	Human Resource Management	3	0	0	3
MBA510	Corporate Financial Management	2	1	0	3
MBA511	Research Methodology	3	0	0	3
MBA512	Management Information System	3	0	0	3
MBA583	Business Communication Laboratory	0	0	3	1
MBA584	Professional Development Workshop-II	0	0	3	1
	Total Credit	16	2	6	20

MBA585**Summer Project****0 0 0 3****III Semester**

Sl.No.	Subjects	L	T	P	C
MBA601	Competition and Strategy	3	0	0	3
MBAxxx	Elective-I	3	0	0	3
MBAxxx	Elective-II	3	0	0	3
MBAxxx	Elective-III	3	0	0	3
MBAxxx	Elective – IV	3	0	0	3
MBAxxx	Elective – V	3	0	0	3
MBAxxx	Elective- VI	3	0	0	3
	Total Credit	21	0	0	21

NOTE: Three electives from any two among the 5 areas of specialization are to be chosen by the Students for the III Semester and the same specialization has to be taken in the IV Semester with three electives.

IV Semester

Sl.No.	Subjects	L	T	P	C
MBA602	Legal Environment of Business	3	0	0	3
MBAxxx	Elective- VII	3	0	0	3
MBAxxx	Elective- VIII	3	0	0	3
MBAxxx	Elective- IX	3	0	0	3
MBAxxx	Elective- X	3	0	0	3
MBAxxx	Elective- XI	3	0	0	3
MBAxxx	Elective- XII	3	0	0	3
MBA699	Industrial Project	0	0	0	5
	Total Credit	21	0	0	26

ELECTIVES

Systems

Subject Code	Subjects	L	T	P	C
MBA603	Introduction to Database Systems	3	0	0	3
MBA604	Introduction to Computer Networking	3	0	0	3
MBA605	System Analysis and Design	3	0	0	3
MBA606	Software Engineering	3	0	0	3
MBA607	Decision Support Systems	3	0	0	3
MBA608	E-Business Strategies	3	0	0	3
MBA609	Data Warehousing and Data Mining	3	0	0	3
MBA610	Object-Oriented Analysis and Design	3	0	0	3
MBA611	Software Project Management	3	0	0	3
MBA612	Artificial Intelligence and Expert systems	3	0	0	3

Marketing

Subject Code	Subjects	L	T	P	C
MBA613	Consumer Behaviour	3	0	0	3
MBA614	Integrated Marketing Communication	3	0	0	3
MBA615	Marketing Research	3	0	0	3
MBA616	Logistics Management	3	0	0	3
MBA617	Services Marketing	3	0	0	3
MBA618	Rural Marketing	3	0	0	3

MBA619	Retailing Management	3	0	0	3
MBA620	Web Marketing	3	0	0	3
MBA621	Strategic Marketing	3	0	0	3
MBA622	Brand Management	3	0	0	3
MBA623	Industrial Marketing	3	0	0	3

Finance

Subject Code	Subjects	L	T	P	C
MBA624	Security Analysis and Portfolio Management	3	0	0	3
MBA625	Financial Services	3	0	0	3
MBA626	Financial Institutions Management	3	0	0	3
MBA627	Mergers and Acquisitions	3	0	0	3
MBA628	Strategic Cost Management	3	0	0	3
MBA629	Financial Markets	3	0	0	3
MBA630	International Finance	3	0	0	3
MBA631	Computational Finance	3	0	0	3
MBA632	Derivatives and Risk Management	3	0	0	3
MBA633	Infrastructure Finance	3	0	0	3
MBA634	Micro Finance	3	0	0	3

Human Resource

Subject Code	Subjects	L	T	P	C
MBA635	Human Acquisition, Training and Development	3	0	0	3
MBA636	Industrial Relations	3	0	0	3
MBA637	Organizational theory Design and Development	3	0	0	3
MBA638	Compensation Management	3	0	0	3
MBA639	Human Resources Development	3	0	0	3
MBA640	Introduction to Knowledge Management	3	0	0	3
MBA641	Entrepreneurship Development	3	0	0	3
MBA642	Stress Management	3	0	0	3
MBA643	Change Management	3	0	0	3
MBA644	Labour Law	3	0	0	3

SEMESTER-I

MBA501	ECONOMIC ANALYSIS FOR BUSINESS DECISIONS	L	T	P	C
		3	0	0	3

INTRODUCTION TO ECONOMICS

Macroeconomic variables: Inflation, circular flow of income, national income – Fiscal Policy - Unemployment – Indian economic planning - Current national economic trends.

DEMAND ANALYSIS AND ESTIMATION

Individual, market and firm demand - Determinants of demand - Elasticity measures and business decision making - Demand estimation and forecasting - Production function – Types of costs- costs in the short and long run - Break even analysis.

MARKET STRUCTURE

Perfect and imperfect market structures - barriers to entry, economic systems, liberalization, privatization and globalization - Business Cycle - Forms of business Enterprises - Industrial Policy.

FINANCIAL MARKETS

Capital market – Money market – Debt market – Derivatives market- Credit market - Foreign exchange market – Overview of instrument and players – Central Bank, World bank and commercial banks and their functions, Stock exchange and role of SEBI - Monetary policy .

INTERNATIONAL TRADE

International trade – Balance of payment - the role of trade Policy, analysis of performance of Indian economy in external sector - WTO - Trade Blocks, Trade theories.

TEXT BOOKS

1. K.Asathappa, Essentials of Business Environment, 8th, edition, Himalaya Publishing House, Mumbai, 2006.
2. Francis Cherunilam, Business Environment – Text and cases, 17th, edition, Himalaya Publishing House, Mumbai, 2006.

REFERENCES

1. Dhingra I.C., Indian Economy, 21st edition, S.Chand and Company Ltd., New Delhi, 2006.
2. Adhikary M., Economic Environment of Business, Macroeconomic Analysis, 10th edition, S.Chand and Company Ltd., New Delhi, 2006.
3. Gupta, G.S. Macroeconomics, Theory and Applications, 2nd edition, Tata McGraw-Hill publishing company Ltd., New Delhi, 2001.
4. Dwivedi D.N., Macroeconomics, 2nd Edition, Tata McGraw-Hill publishing company Ltd., New Delhi, 2001.
5. K.P.M.Sundaram, Indian Economy, 17th Edition, Himalaya Publishing House, Mumbai, 2006.

MBA502	GENERAL MANAGEMENT	L	T	P	C
		3	0	0	3

DEVELOPMENT OF MANAGEMENT THOUGHT

Development of Management thought - scientific management, administrative movement, human relations movement - Decision – science movement, behavioral movement, systems movement, contingency movement. Functions of managers, Management Vs Administration, Ethics in management – Social responsibilities of managers- Japanese management style – American management style.

ESSENTIALS OF PLANNING

Essentials of Planning – steps in planning - objectives, Policies, goals – Decision making - Creativity in decision making, programmed decisions and unprogrammed decisions - Forecasting - strategy formulation and Management by Objectives.

ORGANIZING

Formal and informal organisation - Organizing - span of control, departmentation and organisational structure, authority structure, centralization and decentralization - responsibility - Group Dynamics - Organizational Politics - Organizational Power - Organizational Conflict.

MANAGING HUMAN RESOURCES

Staffing – selection process – Performance appraisal – Career management - Managing change - Training - Executive development

LEADING AND CONTROL

Motivation – Leadership - Communication Process - evaluation, control process, qualities of a good control system - Management Audit - Cost Benefit Analysis.

TEXT BOOKS

1. Harold Koontz and Heinz Weihrich, Essentials of Management, 6th edition, Tata McGraw Hill publishing company Ltd, New Delhi, 2004.
2. Koontz, Weihrich and Aryasri, Principles of Management, 6th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2004.

REFERENCES

1. Luis Gomez Meijia , Management, 2nd edition, Tata McGraw Hill publishing Company Ltd, New Delhi, 2005.
2. Tripathi and Reddy, Principles of Management, 3rd edition, Tata McGraw Hill publishing company Ltd, New Delhi, 2006.
3. Angelo Kinicki, Management, 2nd edition, Tata McGraw Hill publishing company Ltd, New Delhi, 2006.

MBA503	ACCOUNTING FOR BUSINESS	L	T	P	C
		2	1	0	3

INTRODUCTION TO ACCOUNTING

Introduction to Financial, Cost and Management accounting - generally accepted accounting principles, conventions and concepts - Introduction to inflation accounting and human resources accounting.

FINANCIAL ACCOUNTING MECHANISM

Basic records - The balance sheet and related concepts, the profit and loss account and related concepts - Measurement of income - Valuation of assets - Preparation of the income statement and balance sheet.

FINANCIAL STATEMENT ANALYSIS

Ratio analysis - Cash and Fund flow statements, changes in working capital, funds from operation, and cash from operations.

ACCOUNTING DISCLOSURE

Accounting disclosure practices in India - International Accounting – Disclosure Practices - Accounting standards, Financial Forecasting - Computerized Accounting.

COST ACCOUNTING AND MANAGEMENT ACCOUNTING

Cost concepts and methods – Manufacturing Costs – Job order costing, process costing - Activity based costing, Target Costing, Standard Cost system – Marginal Costing, incremental analysis, Special order decision, Budget as a Planning and Control tool.

TEXT BOOKS

1. Narayanaswamy .R, Financial Accounting: A Managerial Perspective, 2nd edition, Prentice Hall India Pvt., Ltd., New Delhi. 2005.
2. Pillai.R.S.N and Bagavathi, Management Accounting, 1st edition, S.Chand and Co. Ltd., New Delhi, 2004.
3. Pandey. I.M., Management Accounting, 3rd edition, Vikas Publishing House Pvt. Ltd., New Delhi, 2004.

REFERENCES

1. Khan.M.Y and P.K.Jain, Management Accounting, 4th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2004.
2. Srinivasan .N.P and M.Sakthivel Murugan, Accounting for Management, 1st edition, S.Chand, 2004.
3. Bhattacharya S.K., John Dearden, Accounting for Management: text and cases, 3rd edition, Vikas publishing house, New Delhi, 1997.

MBA504	DATA ANALYSIS FOR MANAGEMENT	L	T	P	C
		2	1	0	3

PROBABILITY

Probability - basic definitions and rules for probability, conditional probability Baye's theorem, and random variables, probability distributions: Binomial, Poisson, Uniform and Normal distributions.

SAMPLING DISTRIBUTION

Sampling Distribution and Estimation - introduction to sampling techniques, determining the sample size - Testing of Hypothesis - 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).

TESTING OF HYPOTHESIS

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.

CORRELATION, REGRESSION AND TIME SERIES ANALYSIS

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

NON-PARAMETRIC METHODS

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

TEXT BOOKS0

1. Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
2. 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, 2nd edition, Pearson Education Asia, New Delhi, 2002.
2. Hooda R.P., Statistics for Business and Economics, 2nd edition, Macmillan India Ltd., 2001.
3. Kapoor V.K., Statistics for Business and Economics, 1st edition, Sultan chand & Sons, New Delhi, 2005.

MBA505	ORGANIZATIONAL BEHAVIOUR	L	T	P	C
		3	0	0	3

FOCUS AND PURPOSE

Organizational Behaviour - Need and importance, nature and scope, framework.

INDIVIDUAL BEHAVIOUR

Personality – types, factors influencing personality, theories – Learning – types of learners, learning theories – Organizational Behaviour modification - Attitudes – characteristics, components, formation and measurement - Perceptions – importance, factors influencing perception, interpersonal perception – Motivation - Importance, types, effects on work behaviour.

GROUP BEHAVIOUR

Groups in organizations, influence, group dynamics – emergence of informal leaders and working norm, group decision making techniques - Interpersonal relations – communication, control.

DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

Leadership styles – theories, leaders Vs managers, sources of power, power centers, power and politics - Organizational climate – factors affecting organizational climate, importance, job satisfaction, determinants, measurements, and influence on behavior.

ORGANIZATIONAL DEVELOPMENT

Organizational development - Importance, characteristics, objectives, stability Vs change, proactive Vs reaction change , the change process, resistance to change, managing change, team building - Organizational effectiveness, perspective, effectiveness Vs efficiency, approaches, the time dimension, achieving organizational effectiveness.

TEXT BOOKS

1. Fred Luthans, Organisational Behaviour, 9th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2005.
2. Stephen P.Robins, Organisational Behavior, 9th edition, Prentice Hall of India, New Delhi, 2001.

REFERENCES

1. Sekaran, Uma, Organisational Behaviour, 2nd edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2004.
2. Hellriegel, Slocum and Woodman, Organisational Behavior, 9th edition, South-Western, Thomson Learning, New Delhi, 2001.
3. Schermerhorn, Hunt and Osborn, Organisational Behavior, 7th edition, John Wiley, New Delhi, 2001.
4. Steven Mcshane and Mary Ann Von Glinow, Organisational Behaviour, 1st edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2007.

MBA506	OPERATIONS RESEARCH	L	T	P	C
		3	0	0	3

INTRODUCTION TO LINEAR PROGRAMMING

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.

TRANSPORTATION

Transportation Models (Minimizing 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.

GAME THEORY

Game Theory-Two person zero sum games - Saddle point, dominance rule, convex linear combination (Averages), methods of matrices, graphical and LP solutions.

REPLACEMENT MODELS, SIMULATION

Replacement models - Individuals replacement models (With and without time value of money) – Group Replacement Models - Application of simulation techniques for decision making.

PERT /CPM AND DECISION THEORY

Network Analysis - PERT / CPM – construction of networks, finding critical path, and project cost control - Decision making under risk – Decision trees – Decision making under uncertainty.

TEXT BOOKS

1. Paneerselvam R., Operations Research, 4th edition, Prentice Hall of India, New Delhi, 2003.
2. Tulsian P.C, Vishal Pandey, Quantitative Techniques (Theory and Problems), 1st edition, Pearson Education (Asia), New Delhi, 2002.

REFERENCES

1. Hamdy A Taha, Introduction to Operations Research, 7th edition, Prentice Hall India, New Delhi, 2004.
2. Gupta P.K, Man Mohan, Problem in Operations Research: Methods and Solutions, 9th edition, Sultan Chand and Sons, New Delhi, 2003.
3. Vohra N.D., Quantitative Techniques in Management, 2nd edition, Tata McGraw Hill, New Delhi, 2001.
4. Kalavathy S., Operations Research, 2nd edition, Vikas Publishing House New Delhi, 2004.

MBA581	BUSINESS APPLICATION SOFTWARE LAB	L	T	P	C
		0	0	3	1

DATABASE MANAGEMENT PACKAGES

Sqlserver or oracle or ingress front-end tool – Visual basic, Oracle, MS Access, MS Excel applications.

MANAGEMENT PACKAGES

Accounting packages (TALLY), Statistical Packages (SPSS).

AMOS (Analysis and Motion Structure) and Operations Research Package (POM), MG20.

PRESENTATION AND ANIMATION SOFTWARE

PHOTOSHOP, Coral Draw, Flash - Introduction, Tools, palettes, drawings, animation motion guides, movie control, using flash in HTML.

WEB PAGE DESIGNING

MS Front Page, HTML- basic HTML Tags (paragraphs, headings, colors, font size etc.), anchors and links, images and sounds, creating tables and frames, creating web pages.

TEXT BOOKS

1. Winston, Practical Management science: Spreadsheet Modeling and applications, 2nd edition, Thomson learning, New Delhi, 2001
2. Carver, Doing Data analysis with SPSS 10.0, 6th edition, Thomson Learning, New Delhi, 2001.
3. Swapna Kishore and Rajesh Naik, Software Requirements and Estimation, 1st edition, Tata McGraw Hill, New Delhi, 2002.

REFERENCES

1. Chary, Production and Operations Management, 3rd edition, Tata McGraw Hill, New Delhi, 2004.
2. Majumdar, Introduction to Database Management Systems, 3rd edition, Tata McGraw Hill, New Delhi, 2002.
3. Fred T. Hofstetter, Advanced Web design with Front Page, 1st edition, Tata McGraw Hill, New Delhi, 2003.

MBA582	PROFESSIONAL DEVELOPMENT WORKSHOP - I	L	T	P	C
		0	0	3	1

HUMAN CONCERNS AND ASPIRATIONS

Guidelines for human Behaviour – Human rights and freedoms, learning and development.

TRANSACTIONAL ANALYSIS

TA Origins - TA Model - Complementary transactions, crossed transactions, ulterior, transactions, child ego state, parent ego state samples of parent ego states - Strokes, the stroke economy - discounts, ego state contamination, ego state exclusivity - Time Structuring, Passivity, the ok corral & life position, injunctions, script processes, behavior drivers - Rackets - Games - The Drama Triangle.

NEGOTIATION SKILLS

Building Relationships that work, bargaining for advantage - Strategic Persuasion, the art and science of selling ideas – Conflict resolution, transforming competition into cooperation - Personality, strengths, and weaknesses in negotiations.

UNDERSTANDING CULTURE

Culture, Perception, and International Transactions, dealing with emotional and irrational situations.

BUSINESS ETIQUETTES

Definition of etiquettes, work etiquette, meeting people, telephone etiquette, dining etiquettes, correspondence etiquette, email etiquettes, international business etiquettes, cultural courtesy.

REFERENCES

1. Negotiation, Harvard Business School Press, Published 2003.
2. Helena Hargaden, Charlotte Sills, Transactional Analysis: A Relational Perspective, Psychology Press (UK), Published 2002.
3. Dilip G. Saraf, Conquering Your Workplace: From Mail Room to Board Room-A Sourcebook for Today's Workforce, iUniverse, Published 2005.

SEMESTER-II

MBA507	OPERATIONS MANAGEMENT	L	T	P	C
		2	1	0	3

INTRODUCTION OF PRODUCTION AND OPERATIONS MANAGEMENT

Production and Operations Management (POM) – need, history, services - Aggregate and Capacity Planning - Applications of CAD, CAM, and Computer Integrated Manufacturing Systems.

MATERIALS MANAGEMENT

Materials Management - handling technology (Robots, Automated storage and retrieval systems (ASRS) and methods (JIT, / Kanban, ABC Systems) - Independent Demand Inventory Models – Fixed order system, Basic EOQ, EBQ Models, Quantity discount models - Dependent Demand Inventory models – MRP and MRP II systems - Introduction to ERP, SCM.

FACILITY, LAYOUT LOCATION

Facility Location Decisions (FLD) – Facility Layout Decision – types (Fixed Position, and Production, Process, Flexible), methodologies (Distance Minimizing) - Computer software systems (CRAFT, CORELAP, ALDEP).

SCHEDULING

Johnson's Algorithm for job sequencing (n job thro' 2 machines, n jobs thro' 3 machines - Use of Gantt charts - Queuing Theory.

ASSIGNMENT / WORK MEASUREMENT

Assignment Model - balanced, unbalanced and restricted problems - Formulation and Solution: Use of LP, Hungarian algorithm – Traveling Salesman problem - Line Balancing - work measurement methods (WM) - Time study.

TEXT BOOKS

1. Chary S.N, Production and Operations Management, 3rd edition, Tata Mc Graw Hill, New Delhi, 2004.
2. William J Stevenson, Operations Management, 1st edition, Tata Mc Graw Hill, New Delhi, 2005.

REFERENCES

1. Daniel Sipper, Robert Bulfin, Auburn, 5th edition, Production and Operations Management, Tata Mc Graw Hill, New Delhi, 1997.
2. Thomas Vollmann, David Clay Whybark, Manufacturing Planning and Control Systems, 5th edition, Tata Mc Graw Hill, New Delhi, 2004.
3. Martand T. Telsang, Production Management, 1st edition, S. Chand and Company, New Delhi, 2005.

MBA508	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3

MARKETING BASICS

Importance of marketing - basic functions; core concepts, tasks of marketing - marketing environment - Marketing Interface with Other Functional Areas - Marketing in a Globalised Environment - Recent trends like multi level marketing, social marketing and others - Challenges in Marketing, rural marketing, services marketing and industrial marketing.

MARKETING STRATEGIES

Market segmentation - Target marketing, relationship marketing, positioning strategies - Marketing Research - Demand estimation, marketing mix - Consumer behaviour analysis - Competitive Strategies - Marketing communication.

PRODUCT STRATEGIES

New product development - Product Life cycle - Product Mix, branding, packaging labeling, warranties - Guarantees and managing services.

PRICING AND DISTRIBUTION STRATEGIES

Types of pricing and pricing issues - Pricing process - Role of marketing channels - Types of distribution channels, choice of channels and logistics in marketing.

PROMOTIONAL MIX STRATEGIES

Advertising - Sales Promotion - Public Relations - Personal Selling - Direct Marketing.

TEXT BOOKS

1. Philip Kotler, Kevin Lane Keller and Abraham Koshy, Marketing Management, 12th edition, Prentice Hall of India, New Delhi, 2007.
2. Rajan Saxena, Dorector, Jain S.P., Marketing Management, 1st edition, Tata McGraw Hill, New Delhi, 2006.

REFERENCES

1. Ramaswamy V.S., Namakumary S., Marketing Management, 3rd edition, Macmillan India Limited, New Delhi, 2002.
2. Rajiv Lal, John A Quelch, Kasturi V. Rangan, Marketing Management: Text and Cases, 1st edition, Tata McGraw Hill, 2005.
3. Robert Dwyer F., Baylor, Business Marketing: Connecting Strategy, Relationship and Learning, 3rd edition, Tata McGraw Hill, New Delhi, 2006.

MBA509	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

INTRODUCTION TO HRM

Nature and Scope of Human Resource Management – Evolution of Human Resource Management - HR environment - Functions of a human resources management – Role of HR professionals - Emerging HR Trends.

ACQUISITION OF HUMAN RESOURCES

Human Resource Planning – Strategic Human Resource Management - HR Policies – Job analysis and Design - Use of Human Resource Information System – Recruitment: sources and choice – Selection process: types of tests, Group discussion, Interviews and its types and medical test.

HUMAN RESOURCE DEVELOPMENT

Socialising - Training and development – HRD programmes - Performance appraisal – Career Planning and Development - Disciplinary Procedures - Collective Bargaining.

MOTIVATING HUMAN RESOURCES

Motivation Theories – Hawthorne Studies – Motivation and Morale – Participative Management – Quality Circle – Empowerment.

MAINTENANCE OF WORKERS

Compensation Management- Reward system – Labour relations – Knowledge creation and Management- Employee Welfare, Safety and Health – Employee benefits and services – Promotion , Transfers and separation – Human resource Accounting and Audit – Ethical issues in HR Management and International Human Resource Management.

TEXT BOOKS

1. Prasad L.M., Human Resource Management, 2nd edition, Sultan Chand, New Delhi, 2001.
2. Ivancevich, Human Resource Management, 9th edition, McGraw-Hill, New Delhi, 2003.

REFERENCES

1. Biswajeet Pattanayak, Human Resource Management, 3rd edition, Eastern Economy Edition, New Delhi, 2006.
2. Dessler, Human Resource Management, 3rd edition, Pearson Education Limited, New Delhi, 2002.
3. Aswathappa, Human Resource and Personnel Management, 7th edition, Tata McGraw Hill, New Delhi, 2005.
4. Ivancevich, Human Resource Management, 9th edition, McGraw-Hill, New Delhi, 2003.

MBA510	CORPORATE FINANCIAL MANAGEMENT	L	T	P	C
		2	1	0	3

FOUNDATIONS OF FINANCE

Nature of financial management – scope of finance function, objectives of firm and goals of finance function - Agency Theory and Valuation of Firm

FINANCING DECISION

Sources of finance – short-term and long term - Cost of capital - Financial and Operating leverage, capital structure theories, planning and policy

INVESTMENT DECISION

Value vs. return, cash flow vs. profit, capital budgeting – process and practices - Risk analysis in capital budgeting.

DIVIDEND DECISION

Dividend Decision - dividend theories, dividend policies, and practices -Valuation of firm and shares - methods – Capital Asset Pricing Model and AP

LIQUIDITY DECISION

Determinants and estimation of working capital requirements - Accounts receivables management; factoring - Inventory management - Cash management - Working capital finance: trade credit, bank finance, commercial papers - Current asset – Current liability management.

TEXT BOOKS

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

REFERENCES

1. Aswath Damodaran, Applied Corporate Finance: A User's Manual. John Wiley and Sons, Inc., 2005.
2. James C. Vanhorne, Financial Management and Policy, 7th edition, Pearson Education Asia (low priced edition), 2004.
3. Brearly and Myers, Principles of Corporate Finance, 7th Edition, McGraw Hill, 2002.
4. Ross, Westerfield and Jordan, Fundamentals of Corporate Finance, 5th Edition, McGraw Hill, 2001.

MBA511	RESEARCH METHODOLOGY	L	T	P	C
		3	0	0	3

INTRODUCTION TO 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.

EXPERIMENTAL DESIGN

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.

DATA COLLECTION METHOD

Data Collection Method - interviewing, questionnaires - 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.

MULTIVARIATE STATISTICAL TECHNIQUES

Factor analysis – Cluster analysis – Discriminant analysis – Multiple regression and Correlation, canonical correlation, application of SPSS package.

RESEARCH REPORT

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

TEXT BOOKS

1. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, 9th edition, Tata McGraw Hill Publishing Company Limited, New Delhi, 2006.
2. Kothari C.R., Research Methodology, 2nd edition, New Age International Private, Ltd, New Delhi, 2001.

REFERENCES

1. Donald Cooper, Boca Rator and Pamela Schindler, Business Research Methods, 9th edition, Tata McGraw Hill, New Delhi, 2006.
2. Pamela .L.Alreck and Robert Settle, Survey Research Hand Book, 3rd edition, Tata McGraw Hill Publishing Company Limited, New Delhi, 2004.
3. Tripathi, Research Methodology in Socials Sciences, 5th edition, Sultan Chand, New Delhi, 2007.
4. Hair, J. F. Jr., Anderson, R. E., Tatham, R. L and Black, W. C., Mulitvariate Data Analysis, Prentice Hall, New Delhi, 1998.

MBA512	MANAGEMENT INFORMATION SYSTEM	L	T	P	C
		3	0	0	3

INTRODUCTION

Information system – Establishing the framework – Business model – Information system architecture – Evolution of information systems.

INFORMATION SYSTEM

Functional areas - Finance, marketing, production, HR - Levels – Concept of DSS, EIS, ES, comparison, concepts and knowledge representation – Managing international information system.

SYSTEM DEVELOPMENT

Modern information system – system development life cycle - designing computer based method, procedures control, designing structured programs.

IMPLEMENTATION AND CONTROL

Testing security – Coding techniques – detection of error, validation – Cost benefits analysis – assessing the value and risk information systems.

SOFTWARE ENGINEERING

Software engineering qualities – Design, production, service, software specification, and software metrics - Software quality assurance – Software life cycle models – Verification and validation.

TEXT BOOK

1. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems Managing the Digital Firm, 10th Edition, Pearson Education Asia., New Delhi, 2006.
2. Steven Alter, Information System – A Management Perspective, Addison – Wesley, New Delhi, 1999.

REFERENCES

1. Gordon B. Davis, Management Information System: Conceptual Foundations, Structure and Development, 2nd edition, McGraw Hill, New Delhi, 1974.
2. Prasad L.M., Management Information System, 1st edition, Sultan Chand, New Delhi, 2006.
3. James AN O’ Brein, Management Information Systems, 7th edition, Tata McGraw Hill, New Delhi, 2007.
4. Henry C Lucas, Information Technology for Management, 7th edition, Tata McGraw Hill, New Delhi, 1999.

MBA583	BUSINESS COMMUNICATION LABORATORY	L	T	P	C
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INTRODUCTION

Communication - Structure of communication - Business Letters.

REPORT WRITING

Memorandum and Minutes - Reports – Informal and Formal Press Releases, Persuasive Writing and Language of Advertisements.

PROPOSAL WRITING AND CASE STUDY

Application and C.V. - Writing Proposals - Case Studies and Written Analyses.

PRESENTATIONS

Presentation Structure, Delivery, Handling the Audience, Small Group Communication and Group Discussion - Public Speaking.

NEGOTIATION

Presentations - use of graphics, body language, interviews, conduct of meetings, the language of negotiations, small talk.

TEXT BOOKS

1. Raymond, Report Writing for Business, 10th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 1998.
2. Marilyn Satterwhite, Business Communication at Work, 2nd edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2003.

REFERENCES

1. Heidi Schultz, A context based approach to Business Communication, 1st edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2006.
2. Ronald.B.Adlen, Communicating at Works, 8th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2005.
3. Dorothy A. Maxwell, Phone Skills for the Information age, 3rd edition, Tata McGraw Hill, New Delhi, 2006.

MBA584	PROFESSIONAL DEVELOPMENT WORKSHOP - II	L	T	P	C
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MANAGEMENT RHETORIC

Conversation in public and domestic life, Conversation in Board, Silence

EMOTIONAL INTELLIGENCE

Social intelligence - Empathy, positive regard and active listening skills - Personal intelligence, self-insight, self-evaluation, self-monitoring, self-motivating.

INTERPERSONAL SKILLS

Self-development – Emotional Competence, emotional self control and empowerment - Social Competent, harmonious, productive interpersonal relationships - Exercise and testing.

TEAM WORK

Team Building Basics, team building activities - group dynamics, group facilitation, adventure team building, psychological profiling tools - Exercise and testing.

STRESS MANAGEMENT

Understanding Stress, Causes of Stress, - Overload, problem jobs, problem people, environment - Building Defenses, Performance Stress - Relaxation Techniques - Avoid Burnout- Exercise and testing - Yoga.

SELF ANALYSIS

Knowing self – Strength, weakness, attitude, personality - Entrepreneurial self analysis.

REFERENCES

1. Yogani, Advanced Yoga Practices - Easy Lessons for Ecstatic Living, AYP Publishing, Published 2004.
2. Paul M. Lehrer, Robert L. Woolfolk, Principles and Practice of Stress Management, Guilford Press, Published 1993.

SEMESTER-III

MBA601	COMPETITION AND STRATEGY	L	T	P	C
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STRATEGY AND PROCESS

Strategic management – concept of strategy – strategic management process - Strategy formulation – mission, business definition, objectives – environmental appraisal – organisation appraisal.

COMPETITIVE ADVANTAGE

External Environment – PEST Analysis, Porter’s Five Forces Model - Strategic Groups, Competitive Changes during Industry Evolution - Globalization 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 - sustaining competitive advantage.

CORPORATE STRATEGIES

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.

STRATEGY IMPLEMENTATION AND EVALUATION

Designing organisational structure - Designing Strategic Control Systems - Matching structure and control to strategy - Implementing strategic change – Politics - Power and Conflict -Techniques of strategic evaluation and control.

STRATEGIC ISSUES

Managing Technology and Innovation - Entrepreneurial Ventures and Small Business Strategic issues for Non Profit organizations – Balanced Scorecard.

TEXT BOOKS

1. Gregory Dess, Strategic Management Text and Cases, 3rd edition, Tata McGraw Hill, New Delhi, 2007.
2. Thomas L. Wheelen, David Hunger J., Strategic Management, 6th edition, Addison Wesley Longman Pvt., Ltd., Singapore, 2000.

REFERENCES

1. Arnoldo C. Hax, Nicholas Majluf S., The Strategy Concept and Process – A Pragmatic Approach, 2nd edition, Pearson Education Publishing Company, New Delhi, 2005.
2. Kazmi, Business Policy and Strategic Management, 2nd edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2001.
3. Mark Grinblatt, Financial Markets and Corporate Strategy, 2nd edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2002.

SEMESTER-IV

MBA602	LEGAL ENVIRONMENT OF BUSINESS	L	T	P	C
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INDIAN CONSTITUTION

Basic principles of the Indian Constitution - Fundamental rights and directive principles.

CONTRACTS ACT

Contract Act - Basic principles of contract, indemnities and guarantees, agency, quasi contracts.

SALE OF GOODS ACT

Sale of Goods Act - conditions, warranties, Negotiable Instruments Act, negotiable instruments, banker and customer relation, bills of exchange, cheque, and banker's cheque.

COMPANIES ACT

Companies Act - Incorporation, types of companies, articles and memorandum of association, prospectus, borrowing powers of the company, powers, duties and liabilities of directors.

INDUSTRIAL LAW

Overview of Factories act - Payment of Wages Act, Payment of Bonus Act, Minimum Wages Act, ESI Act, Workmen's Compensation Act, Industrial Disputes Act, Shops and Establishments Act, Trade Unions Act - VAT and Service tax, Customs Act, Central Excise, Consumer Protection Act, only basic concepts.

TEXT BOOKS

1. Kapoor N.D., Elements of Mercantile Law, 28th edition, Sultan chand and company, New Delhi, 2007.
2. Akhileshwa Pathak, Legal aspects of Business, 1st edition, Tata McGraw Hill, New Delhi, 1996.

REFERENCES

1. Kuchhal M.C., Mercantile Law, 6th edition, Vikas Publishing house Pvt. Ltd., New Delhi, 1999.
2. Datey.V.S, Indirect Taxes, 17th edition, Taxmann Publications Pvt, Ltd, New Delhi, 2007.
3. Kapoor N.D., Legal and Regulatory Framework of Business, 1st edition, Sultan Chand, New Delhi, 2005.

ELECTIVES-SYSTEMS

MBA603	INTRODUCTION TO DATABASE SYSTEMS	L	T	P	C
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INTRODUCTION

Data and Databases - the need, Examples, file systems - Data Base System - types and architectures - Uses of Data base Systems.

MODELS

Data Modeling - types of data models, entity - relationship modeling, relational data models, application design and development.

DESIGN

Database System Design Database Organization - Normalization, Performance Tuning, Database System Implementation Schemas, domains, tables and views, editing, access issues.

ADVANCED CONCEPTS

Use of SQL Overview of Advanced Concepts - Transaction Management Distributed Databases.

OPERATIONS AND MANAGEMENT

Data Warehousing - OLAP, databases and worldwide web - Data Mining Multimedia Databases Management Considerations - Case Studies.

TEXT BOOKS

1. Christopher Allen, Catherine Greary and Simon Chatwin, Introduction to Relational Databases, 1st edition, Tata McGraw Hill, New Delhi, 2004.
2. Michael V. Mannino, Database Design, Application Development and Administration, 3rd edition, Tata McGraw Hill, New Delhi, 2007.

REFERENCES

1. Abraham Silberschatz, Henry F.Korth and Sudharssan S., Database System Concepts, 4th Edition, Tata McGraw Hill, New Delhi, 2002.
2. Raghu Ramakrishnan and Madison and Johannes Gehrke, Data Base Management Systems, 3rd edition, Mc Graw Hill International Edition, 2003.
3. Everest, Database Management: Objectives, System Functions & Administration, 3rd edition, Tata McGraw Hill, New Delhi, 2001.
4. Jeffrey A. Hoffer, Mary B. Prescott, Fred R. Mcfadden, Modern Database Management, 7th edition, Prentice Hall, New Delhi, 2002.

MBA604	INTRODUCTION TO COMPUTER NETWORKING	L	T	P	C
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INTRODUCTION

Networking Concepts – Protocol - OSI Layer, repeater, bridge, router, and gateway - Data link Layer – HDLC - PPP Ethernet.

INTERNET PRINCIPLE

Introduction to ATM (Asynchronous Transfer Mode) - Introduction to Internet Principle, architecture, addressing (IP Address).

NETWORK PROTOCOL

Network Layer IP protocol – routing – Subnet - Supper net Transport Layer TCP - Sliding window – UDP - ports/sockets.

NETWORK SECURITY

Network Management System (SNMP) Security System level security Network level security (Firewall, proxy, etc) - NAT Transaction security (Private Key encryption - Public key encryption).

ADVANCED TOPICS

VLAN – VPN – VoIP - IPv6 - ADSL Networking Practice and Experience (analysis, design, implementation and maintenance of a network).

TEXT BOOKS

1. Larry L. Peterson and Bruce S. Davie, Computer Networks - A Systems Approach, 2nd Edition, Harcourt Asia/Morgan Kaufmann, New Delhi, 2000.
2. Rich McMahon, Introduction to Networking, 2nd edition, Tata McGraw Hill, New Delhi, 2003.

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1. Alberto Leon-Garcia, Communication Networks, 2nd edition, Tata McGraw Hill, New Delhi, 2004.
2. William Stallings, Data and Computer Communications, Prentice Hall of India, 5th edition, New Delhi, 1997.
3. Andrew S. Tanenbaum, Computer Networks, 3rd edition, Tata McGraw Hill, New Delhi, 2001.

MBA605	SYSTEMS ANALYSIS AND DESIGN	L	T	P	C
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FOUNDATIONS OF SYSTEMS DEVELOPMENT

System development - analysis, fundamentals, players in the systems game, system characteristics, information system building block - Creativity vs Diversity, Development, project initiation, project management.

SYSTEM ANALYSIS

System Analysis - gathering information, discovery - Feasibility - economic, technical, operational, schedule, analysis - Cost Benefit Analysis, risk Analysis, system Proposal.

SYSTEM MODELING

Data Modeling and Analysis - Process modeling, logic modeling, conceptual modeling, alternative design strategy, distributed data modeling.

SYSTEM DESIGN

System Design - application architecture and modeling, forms and reports, interfaces and dialog, logical data modeling, database design, output design and prototyping, input design and prototyping, - User Interface design - designing distributed systems.

IMPLEMENTATION, MAINTENANCE AND OBJECT APPROACH

System construction and Implementation – Maintenance, systems operations and support, object oriented analysis and design - Rapid Application development.

TEXT BOOKS

1. Jeffrey L Whitten, Lonnie D Bentley, Lafayette and Kevin Dittman, System Analysis and Design Methods with Projects and Cases CD, 6th edition, Tata McGraw Hill, New Delhi, 2004.
2. Senn, Analysis and Design of Information Systems, 2nd edition, Tata McGraw Hill, New Delhi, 1989.
3. Marakas, Systems Analysis and Design: An Active Approach, 1st edition, Tata McGraw Hill, New Delhi, 2006.

REFERENCES

1. Myrvin Chester, Avtar Athwal, Basic Information System Analysis and Design, 1st edition, Tata McGraw Hill, New Delhi, 2002.
2. Gordon Hunter M., Systems Development Case studies, 1st edition, Tata McGraw Hill, New Delhi, 1998.
3. Haigh, Object oriented Analysis and Design, 1st edition, Tata McGraw Hill, New Delhi, 2001.
4. Ali Bahrami, Object Oriented Systems Development, 1st edition, Tata McGraw Hill, New Delhi, 1999.

MBA606	SOFTWARE ENGINEERING	L	T	P	C
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INTRODUCTION

Software – Product and Process aspects - Process patterns, process assessment.

SOFTWARE LIFECYCLE

The Software Development Life Cycle (SDLC) - Process Models - Prescriptive Model, water fall model, incremental process models, evolutionary process models, specialized process model, unified Process Model.

SOFTWARE SPECIFICATION

User Requirements and Software Requirements specification - The Physical System – Analysis and Modeling approaches - Software Design – Concepts and principles.

QUALITY METRICS

Quality and testing issues - process and project metrics - Fundamental measures, size, effort, defects, software quality metrics, complexity metrics, FURPS + (Functionality, usability, reliability, performance, supportability) model, defect identification and removal efficiency – Economics of software quality Improvement – New metrics – Research proposals – Case studies.

SOFTWARE PROJECT MANAGEMENT

Software Project Management concepts - Software Project Planning and Risk Analysis - Software Project Implementation – Scheduling, monitoring and control.

TEXT BOOKS

1. Gopaldaswamy Ramesh, Managing Global Software Project, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2002.
2. Roger S. Pressman, Software Engineering, A Practitioner's approach, 6th edition McGraw-Hill International Edition, New Delhi, 2005.

REFERENCES

1. Jawadekar, Software Engineering, 1st edition, Tata McGraw Hill, New Delhi, 2000.
2. Steve McConnel, Rapid Development, WP Publishers and Distributors (P) Limited, Microsoft Press, Bangalore, 1996.
3. Bob Hughes and Mike Cotterell, Software Project Management, 4th edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2006.
4. Hughes, Software Project Management, 1st edition, Tata McGraw Hill, New Delhi, 2004.

MBA607	DECISION SUPPORT SYSTEMS	L	T	P	C
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DECISION SUPPORT SYSTEM

Introduction to the formulation and classification of Mathematical Programming problems - Sensitivity analysis and duality.

MODEL MANAGEMENT

Formulation of network models - Formulation of integer programming models - Location models - Vehicle routing models - Random variables and probability distributions - Introduction to queuing models.

MARKETING MODEL

Marketing decision support – Logit and probit models for consumer choice behavior - Marketing decision support – Use of brand scanner data - Marketing decision support – Sales force optimization.

FINANCIAL MODELS AND DATA MANAGEMENT SYSTEM

Financial spreadsheet models – options pricing - Financial spreadsheet models – bond portfolio immunization. Architecture of (DSS) - Overview of DSS software and applications - Databases for DSS.

EIS AND DSS

Executive Information Systems (EIS) - Information and Decision Support Systems – A comparison.

TEXT BOOK

1. Efraim Turban and Jay E Aronson, Decision Support Systems and Intelligent Systems, Prentice Hall International, New Delhi, 1998.
2. Janakiraman V.S. and Sarukesi. K., Decision Support Systems, Prentice Hall of India, New Delhi, 1999.

REFERENCES:

1. Lofti, Decision Support System and Management, McGraw Hill Inc., International Edition, New Delhi, 1996.
2. Marakas, Decision Support System, Prentice Hall International Paper back Edition, New Delhi, 1998.
3. Berson, Data Warehousing, Data Mining & OLAP, 1st edition, Tata McGraw Hill, New Delhi, 2001.

MBA608	E-BUSINESS STRATEGIES	L	T	P	C
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INTRODUCTION

E-business evolution - E-business models - Direct to customer, full-service provider, whole of enterprise, portals, agents, auctions, aggregators, shared infrastructure, virtual community, value net integrator, content provider.

INTEGRATED STRATEGY APPROACHES IN E-BUSINESS MODELS

Integration of new technology - New business innovations, business models and policy issues.

E – SUPPORT STRATEGIES

Economic opportunities – Issues - channel conflict, supply chain management and pricing building traffic to a site, acquiring and retaining visitors - E-support and service strategies.

E –BRANDING

Branding strategy and domain names - E-business design - Innovation and business method.

LEGAL AND ETHICAL ASPECTS

Patents in the models information value and the economics of information - Customer relationship management over the internet mobile – E-Commerce Ethics in the digital age E-Government.

TEXT BOOKS

1. Duncan Langford, Internet Ethics, Macmillan Press Ltd (UK), St. Martins Press (US), 2000.
2. Paul Timmer, Electronic Commerce - Strategies and Models for Business to Business Trading, 3rd edition, Pearson Education, New Delhi, 1999.
3. Kalakota, E-Business 2.0: Roadmap for Success, 2nd edition, Pearson Education, New Delhi, 2007.

REFERENCES

1. Laudon, E-Commerce: Business, Technology, Society, 1st edition, Pearson education, New Delhi, 2007.
2. Jeffrey F. Rayport and Bernard J. Jaworski, Introduction to E-Commerce, 2nd edition, Tata McGraw Hill, New Delhi, 2003.
3. Elsenpeter, Robert C. E-Business: A Beginner's Guide, Tata McGraw-Hill, New Delhi, 2001.

MBA609	DATA WAREHOUSING AND DATA MINING	L	T	P	C
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INTRODUCTION TO DATA MINING

Data Mining and the Customer - Management lifecycle, examples from the credit card industry, insurance, airlines and banking - Overview of basic statistics concepts and methods.

INTRODUCTION TO DATA WAREHOUSING

The business dimensional lifecycle - Data warehousing – Project planning for managing a data warehouse, project data warehousing – Requirements gathering - Data warehousing examples from the healthcare industry.

ONLINE ANALYTIC PROCESSING (OLAP)

On line analytical processing - automatic cluster detection - Link Analysis - Neural Networks and Genetic Algorithms - Data Mining in customer acquisitions, e.g. credit card acquisition campaigns - Use of Logistic Regression models - Discriminant Analysis models – Measuring Customer Lifetime Value.

CUSTOMER MANAGEMENT

Managing a credit card customer base - Introduction to decision tree modeling - Setting customer management policy – Effect of management policies on customer spending and credit losses - Management of customer attrition and collections efforts - Overview of CRM products and companies.

MARKET BASKET ANALYSIS

Web mining applications in e-marketing - Web mining applications in e-marketing – click - Through rates and conversion rates for Banner ads - Placement of banner advertisements and designing - E-loyalty programs - Text mining and knowledge management systems - Spatial data mining - Data Visualization.

TEXT BOOKS

1. Berson, Data Warehousing, Data Mining & OLAP, 1st edition, Tata McGraw Hill, New Delhi, 2001.
2. Suliman Al-Hawamdeh, Information and Knowledge Society, 2nd edition, Tata McGraw Hill, New Delhi, 2004.

REFERENCES

1. Mattison, Web Warehousing & Knowledge Management, 1st edition, Tata McGraw Hill, New Delhi, 1999.
2. Tom Housel and Arthur Bell, Measuring and Managing Knowledge, 1st edition, Tata McGraw Hill, New Delhi, 2001.
3. Mohanty, Data Warehousing, 1st edition, Tata McGraw Hill, New Delhi, 2004.

MBA610	OBJECT- ORIENTED ANALYSIS AND DESIGN	L	T	P	C
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OBJECT ORIENTED DESIGN FUNDAMENTALS

The Object Model – Classes and Objects - Complexity of software – classification, notation, process, and pragmatics – Binary and Entity Relationship – Object types – object state – OOSD Life Cycle.

OBJECT ORIENTED METHODOLOGIES AND UML

Object Oriented Methodology - Rumbaugh, Booch, Jacobson, Shaler/Mellor, Coad / Yardon – Patterns – frameworks, the unified approach, UML.

OBJECT ORIENTED ANALYSIS

Identify Use Cases – Use Case Model – documentation, classification – Identifying Classes – noun Phrases approach, common class pattern approach, use case driven approach, identifying object relationship, attributes and models.

OBJECT ORIENTED DESIGN

Design Process – Design Axioms – Designing Classes – Access Layer Design – View Layer Design.

MANAGING OBJECT ORIENTED DEVELOPMENT

Managing Analysis and Design – Evaluation Testing – Coding – Maintenance – Metrics – Case Study: Foundation Class Library – Client/Server Computing.

TEXT BOOK

1. Timothy Lethbridge, and Robert Laganieri, Object Oriented Software Engineering Practical Software Development using UML and Java, 2nd Edition, Tata McGraw Hill, New Delhi, 2005.
2. Jawadkar, Software Engineering, 1st edition, Tata McGraw Hill, New Delhi, 2004.

REFERENCES

1. Craig Larman, Applying UML and Patterns, 2nd edition, Pearson, Delhi, 2002.
2. Simson Bennett, Ericsson, Stephen Mc Robb and Ray Farmer, Object-Oriented Systems Analysis and Design using UML, 2nd edition, Tata McGraw Hill, 2004.
3. Bernd Bruegge, Allen H. Dutoit, Object Oriented Software Engineering Practical Oriented Software Development, 6th edition, Tata McGraw Hill, New Delhi, 2004.

MBA611	SOFTWARE PROJECT MANAGEMENT	L	T	P	C
		3	0	0	3

INTRODUCTION

The nature of projects and types of projects - Product Life Cycle - Project Life Cycle models - Process models.

PROJECT MANAGEMENT PROCESSES AND ACTIVITIES

Matrix - Software configuration Management - Software Quality Assurance - Risk Management - Project Initiation.

ENGINEERING ACTIVITIES

Project identification - Software effort estimation - Activity planning, resource allocation, managing contracts - Project evaluation and selection - Prince 2.

IMPLEMENTATION ACTIVITIES

Project planning - Project implementation / execution - Project monitoring and control.

PROJECT MANAGEMENT ACTIVITIES

Project review - Project closure - Project management software.

TEXT BOOKS

1. Hughes, Bob Cotterell, Mike, Software Project Management, 4th edition Tata McGraw-Hill Publishing Company Limited, New Delhi, 2006.
2. Phillips, Joseph, IT Project Management: On Track from Start to Finish, 2nd edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2004.

REFERENCES

1. Lewis, Project Planning, Scheduling & Control: A hands-on-Guide to Bringing Projects in on time and on Budget, 3rd edition, Tata McGraw Hill, New Delhi, 2004.
2. Hughes, Software Project Management, 4th edition, Tata McGraw Hill, New Delhi, 2004.
3. Bob Hughes and Mike Coffereil, Software Project Management, 4th edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2006.
4. David Olson, Introduction to Information Project Management, 2nd edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2004.

MBA612	ARTIFICIAL INTELLIGENCE AND EXPERT SYSTEMS	L	T	P	C
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INTRODUCTION

Artificial intelligence definition – Importance of artificial intelligence – Knowledge based systems – Knowledge representation – State space search – Production systems – Artificial intelligence programming language – PROLOG – Heuristic search - Depth first - Breadth first – Hill climbing – 4th algorithms – Game Playing.

KNOWLEDGE REPRESENTATION

Propositional logic – Clause form – Predicate logic – Resolution – Inference rules – Unification – Semantic networks – frames – Conceptual dependency – Scripts – representing knowledge using rules.

SYMBOLIC REASONING AND UNCERTAINTY

Non monotonic reasoning – Truth maintenance systems – Closed world assumption – Modal and temporal logics – Bays theorem - Certainty factors – Bayesian networks – Dumpster – Shafer theory – Fuzzy logic.

NATURAL LANGUAGE PROCESSING AND DISTRIBUTED ARTIFICIAL INTELLIGENCE

Overview of linguistics – Grammars and languages – Basic parsing techniques – semantic analysis and representation structures – Natural language generation – Natural language systems – Distributed reasoning systems – Intelligent agents.

EXPERT SYSTEMS

Architecture – Non production systems architectures – Knowledge acquisition and validation – Knowledge system building tools – Types of learning – General learning model – Learning by induction – Generalization and specialization – Inductive bias – Explanation based learning.

TEXT BOOKS

1. Dan W. Patterson, Introduction to Artificial Intelligence and Expert Systems, 2nd edition, Prentice Hall of India, New Delhi, 2001.
2. Elaine Rich and Kevin Knight, Artificial Intelligence, 3rd edition, Tata McGraw Hill Pub. Co., New Delhi, 2001.

REFERENCES

1. George F. Luger, Artificial Intelligence: Structures and Strategies for Complex Problem solving, 2nd edition, Pearson Education, New Delhi, 2001.
2. Padhy N. P., Artificial Intelligence and Intelligent Systems, Oxford University Press, 2005.
3. Narasimhan R., Artificial Intelligence and the study of Agentive Behaviour, Tata McGraw-Hill, New Delhi, 2003.

ELECTIVES -MARKETING

MBA613	CONSUMER BEHAVIOUR	L	T	P	C
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INTRODUCTION TO CONSUMER BEHAVIOUR

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

PERCEPTION AND DECISION MAKING

Motivation, ability and opportunity, exposure, attention and perception categorizing and comprehending information - Attitude formation and change – memory and retrieval Process of decision making – psychographics consumer behaviour outcomes – consumer welfare.

SOCIO CULTURAL IMPACT

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

CONSUMER BEHAVIOUR MODELS

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– Organizational and industrial buyer behaviour – Consumer behaviour in Indian context – Emerging issues.

CONSUMERISM

Consumerism – Consumer protection – Difficulties and challenges in predicting consumer behaviour – Online consumer behaviour.

TEXT BOOKS

1. Del Hawkins, Roger J Best, Kenneth A Coney, Eric C Koch Amit Mookerjee, Consumer Behaviour, Building Marketing Strategy , 9th edition, Tata McGraw Hill, New Delhi, 2006.
2. Paul Peter, Madison, Jerry C Olson, Consumer Behaviour & Marketing Strategy, 7th edition, Tata McGraw Hill, New Delhi, 2005.

REFERENCES

1. Loudon, Consumer Behaviour: Concepts and Application, 4th edition, Tata McGraw Hill, New Delhi, 2001.
2. Delbert I. Hawkins and Roger J. Best and Coney A., Consumer Behaviour: Building Marketing Strategy, 10th edition, Tata McGraw Hill, New Delhi, 2007.
3. Cathy Neal, Pascale Quester, Consumer Behaviour Implication for Marketing Strategy, 4th edition, Tata McGraw Hill, New Delhi, 2004.

MBA614	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
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INTRODUCTION

Integrated Marketing Communication – Scope - Advertising management – Advertiser, facilitating institutions and perspectives on advertising.

ADVERTISING PROCESS

Advertising planning and decision-making – situation analysis – marketing program – segmentation strategies, social and legal factors - Advertising objectives – image and competitive position – Attitude and market structure, behavioral objectives Communications – persuasion and market processes.

BUDGET AND MEDIA PLANNING

Budget decision - creative strategy and creative process and copy decisions – Copy testing Media decisions – Media planning, economic, social and legal constraints - Media Research.

MEASURING EFFECTIVENESS

Ad testing validity and reliability of ads – Types of tests, measuring impact of advertisements.

OTHER COMMUNICATION TECHNIQUES

Relationship Building – Direct marketing, personal selling, sales promotion, public relations, sponsorship and corporate advertising.

TEXT BOOKS

1. William F. Arens, Contemporary Advertising, 10th edition, Tata McGraw Hill, New Delhi, 2006.
2. George E Belch, Michel A Belch, Advertising and Promotion, Tata McGraw Hill, 6th edition, New Delhi, 2004.

REFERENCES

1. Jfkins, Advertising, 4th edition, Pearson Education, New Delhi, 2007.
2. Wells, Advertising: Principles and Practice, 6th edition, Pearson Education, New Delhi, 2007.
3. Roger A. Kerin, Steven W. Hartley, William Rudelius, Marketing, 2nd edition, Tata McGraw Hill, New Delhi, 2007.

MBA615	MARKETING RESEARCH	L	T	P	C
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INTRODUCTION TO MARKETING RESEARCH

Marketing Research – Meaning and importance – Role and scope – MR interface with other disciplines – Evaluation of major MR agencies in India – Market Research and Marketing Research – Marketing Information System – Marketing Research process – Marketing Research design.

RESEARCH FOR NEW PRODUCT DEVELOPMENT

New product developments – Why new products? – Techniques used in generating new product concepts, repertory grid, attribute listing, focus group, morphological analysis, perceptual maps - Concept Testing - Types of concept, concept screening and evaluation tests, focus group interview, monadic ratings, paired comparison tests, sequential monadic, conjoint analysis – Product test – Research methods in Product Tests: Income - Placement and Central Location Product Testing - Test marketing: procedures and issues – Research issues in marketing segmentation.

PACKAGING AND PROMOTION RESEARCH

Promotion Research: Researching consumer promotions – Promoting - Consumer promotions – Promotion evaluation – Computing short-term promotional impact – Advertising Research – Copy testing.

MARKET SEGMENTATION

General procedure for segmenting Market – Requirements for effective segmentation, two types of basis variables – Types of measuring scale – Benefit segmentation paradox - Consumer Markets – Consumer based / Product – service based basis variables – B 2 B Markets.

POSITIONING CONCEPTS AND TECHNIQUES

Requirements for Effective Positioning – Simple Positioning Research – Positioning Based on Laddering Methodology – Hierarchical value Map – Developing a positioning strategy – Perceptual Positioning Maps – Techniques used – Multi Dimensional Scaling – Correspondence Analysis – Structural Equation Modeling - Confirmatory Factor Analysis.

TEXT BOOKS

1. Joseph Hair, Robert P. Bush, Marketing Research within a Changing Information Environment, 3rd edition, Tata McGraw Hill, New Delhi, 2005.
2. Peter Chisnall, Marketing Research, 7th edition Tata McGraw Hill, New Delhi, 2004.

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1. Beri G.C., Marketing Research, 4th edition, Tata McGraw Hill, New Delhi, 2006.
2. Cooper, Marketing Research, 1st edition, Tata McGraw Hill, New Delhi, 2005.
3. Naresh Malhotra, Marketing Research: An Applied Orientation and SPSS 14.0 Student CD, 5th Edition, Tata McGraw Hill, New Delhi,

MBA616	LOGISTICS MANAGEMENT	L	T	P	C
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LOGISTICS AND COMPETITIVE STRATEGY

Definition and Scope of Logistics – functions and objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy.

WAREHOUSING AND MATERIALS HANDLING

Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.

Material Handling equipment and Systems – Role of material handling in logistics - Material Storage Systems – Principles, benefits, methods - Automated Material Handling.

PERFORMANCE MEASUREMENT AND COSTS

Performance Measurement – Need, system, levels and dimensions, internal and external Performance Measurement - Logistics Audit.

TRANSPORTATION

Transportation System – Evolution, infrastructure and networks - Freight Management – route planning, containerization, modal characteristics, inter-modal operators and transport economies.

PACKAGING

Packaging - design considerations, material and cost, packaging as utilization, consumer and industrial packaging.

TEXT BOOKS

1. Sunil Chopra, Peter Meindl, Supply Chain Management, 3rd edition, Pearson Education, Delhi, 2006.
2. Rajiv aserker, Logistics in International Business, 1st edition, Shroff Publishers & Distributors Pvt. Ltd., Navi Mumbai, 2004.

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1. Sople Vinod V., Logistics Management: The Supply Chain Imperative, 2nd edition, Pearson Education, New Delhi, 2004.
2. Ailawadi C. Sathish and Rakesh Singh, Logistics Management, 1st edition, Prentice Hall India, New Delhi, 2005.
3. Coyle, The Management of Business Logistics, 7th Edition, Thomson Learning, New Delhi, 2004.

MBA617	SERVICES MARKETING	L	T	P	C
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INTRODUCTION

Foundations of services marketing - Concepts - Scope and dimensions - Services marketing environment – Global and national perspectives.

FEATURES OF SERVICES

Classification of services - distinctive features of services - service market potential - factors contributing to the growth of service marketing in the Indian context.

PRODUCT STRATEGIES

Assessing service marketing opportunities – Service market segmentation - Targeting service users - Positioning strategies - Developing brand new services - Pricing of service - Issues relating to distribution.

COMMUNICATION MIX

Designing communication mix for promoting services - advertising and publicity for services - personal selling in relation to services - Information Technology impact on service marketing

MARKETING STRATEGIES

Building marketing strategy for hospitality, tourism, travel, insurance, medical, information technology, educational, financial and entertainment services – Event Management.

TEXT BOOKS

1. Christian Gronroos, Service Management and Marketing, 3rd edition, John Wiley and Sons Ltd, New Delhi, 2007.
2. Rajendra Nargundkar, Service Marketing: Text and Cases, 2nd edition, Tata McGraw Hill, New Delhi, 2003.
3. Christopher Love Lock, Service Marketing, 5th edition, Pearson Education Asia, Delhi, 2006.

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1. David L. Kurtz, Kenneth E. Clow, Services Marketing, 1st edition, John Wiley, New Delhi, 1998.
2. Tom Powers, Marketing Hospitality, 3rd edition, John Wiley and Sons Inc., New Delhi, 2001.
3. Valerie Zeithaml, Service Marketing, 3rd edition, Tata McGraw Hill, New Delhi, 2003.
4. Zeithaml, Bitner & Gremler, Service Marketing, 4th edition, Tata McGraw Hill, New Delhi, 2005.
5. Adrian Palmer, Principles of Services Marketing, 4th edition, Tata McGraw Hill, New Delhi, 2004.

MBA618	RURAL MARKETING	L	T	P	C
		3	0	0	3

RURAL MARKETING CHARACTERISTICS

Indian rural market environment – Demographic details – Characteristic features specific to rural markets – Marketing opportunities and challenges under rural setting.

RURAL BUYERS

Understanding rural buyer behaviour - Purchase Decision making process – Influencing factors – Changes in the behavioral pattern.

SEGMENTATION

Rural market segmentation – Targeting – Positioning products in rural market.

MARKETING MIX

Products and services – Designing innovative products and services to rural market – Pricing methods – Methods of distribution – Role of cooperative sectors – Public distribution system.

COMMUNICATION AND RESEARCH

Designing advertisement campaigns for rural markets – Media choice – Sales promotion techniques – Personal selling and publicity – Impact of information technology on rural communication Advertising and sales promotion under rural settings – Conduct of marketing research in rural markets.

TEXT BOOKS

1. Krishnamacharyulu C.S.G. and Lalitha Ramakrishnan, Rural Marketing, 1st edition, Pearson Education, New Delhi, 2003.
2. Gopaldaswamy T.P., Rural Marketing Environment: Problem and Strategies, 2nd edition, Wheeler Publications, New Delhi, 1999.

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1. Varshney R.L., and Gupta S.L., Marketing Management, 3rd edition, An Indian Perspective, Sultan Chand, New Delhi, 2007.
2. Sanal Kumar Velayudhan, Rural Marketing Targeting the Non-Urban Consumer, 3rd edition, Sage Publication, New Delhi, 2002.
3. Ram Kishen, New Perspectives in Rural and Agricultural Marketing, 2nd edition, Jaico Publishing House, Mumbai, 2005.

MBA619	RETAILING MANAGEMENT	L	T	P	C
		3	0	0	3

RETAILING

Overview of Retailing - Theories of retailing and development, retail in India, retail models, current trends, types of retailer.

STRATEGY AND PLANNING

Understanding retail consumer, retail strategy, retail franchising, location and site selection decisions store design, layout and visual merchandising.

MERCHANDISE MANAGEMENT

Basics of retail merchandising - The process of merchandise planning, the methods of merchandise procurement, retail pricing and promotion decisions, decisions on stock keeping units.

SEGMENTATION PROCESS

Understanding segmentation and Positioning – National / Regional Brands Vs Store Brands - Organization structure and human resource management in retail, retail operation, measuring financial performance.

TECHNOLOGY IN RETAILING

Technology in retailing - internet and electronic retailing, role of technology in retailing, retail management information system - Future trends and Innovation in Retailing - Strategic Concerns.

GLOBAL ISSUES

MNCs in retailing, Global trends in retailing - Ethics in retail - Supply chain management - Merger and tie-ups.

TEXT BOOKS

1. Swapna Pradhan, Retailing, 2nd edition, Tata McGraw Hill, New Delhi, 2006.
2. Micheal Levy, Retailing Management, 5th edition, Tata McGraw Hill, New Delhi, 2004.

REFERENCES

1. Gilbert, Retail Marketing Management, 2nd edition, Pearson education, New Delhi, 2007.
2. Michael Levy, Barton W. Weitz, Retailing Management, 5th edition, Tata McGraw Hill, New Delhi, 2004.
3. Suzanne De Janasz, Karen Dowd and Beth Schneider, Interpersonal Skills Business, 2nd edition, Tata McGraw Hill, New Delhi, 2006.

MBA620	WEB MARKETING	L	T	P	C
		3	0	0	3

WEB ENABLED MARKETING

Web enabled Marketing features - Structural requirements – Specific characteristics and components of marketing mix under web enabled environment - Organizational and environmental scanning, designing of marketing programmes.

B2B MARKETING

B2B Marketing – Focus, scope - Organizational buyer behaviour - Different forms of B2B - Organizational buying decision process - Marketing mix relevant to B2B.

BUSINESS SOLUTIONS

Collaborative product commerce – Customized product design – Supply chain management - Product data management - Introduction to CAD/CAM – Product Centric Business Solutions.

BUSINESS TO CONSUMER

B2C – focus and scope - Individual buyer behaviour - Decision process – Factors influencing process – Customer relationship management – C2C - Auction selling.

ON-LINE MARKETING

On-line marketing – Push Technology and Pull Technology - On-line retail – On-line sales promotion – Web enabled advertisements – Web based Marketing research – On-line Purchase – Popular on-line portals.

TEXT BOOKS

1. Paul S. Richardson, Internet Marketing: Readings and Online Resources, 2nd edition, Tata McGraw Hill, New Delhi, 2001.
2. Robert Dwyer John F.Tanner, Business Marketing: Connecting Strategy, Relationships and Learning, 3rd edition, Tata McGraw-Hill, New Delhi, 2006.

REFERENCES

1. Rafi Mohammed, Robert J. Fisher, Bernard J. Jaworski, Internet Marketing, 2nd edition, Tata McGraw Hill, New Delhi, 2004.
2. Mary Lou Roberts, Internet Marketing: Integrating Online and offline Strategies, 2nd edition, Tata McGraw Hill, New Delhi, 2003.
3. Chaston, E-Marketing Strategy, 2nd edition, Tata McGraw Hill, New Delhi, 2000.
4. Leon G. Schiffman, Consumer Behaviour, 9th edition, Prentice Hall India Ltd., New Delhi, 2007.

MBA621	STRATEGIC MARKETING	L	T	P	C
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INTRODUCTION

New Paradigms in Marketing - Corporate strategy vs marketing strategy - Strategic marketing and marketing management.

MARKETING ENVIRONMENTAL AUDIT

Marketing environmental audit - Assessing internal environment – Mission – Vision - Core competence - Strategic intent - Studies of excellence.

CUSTOMER ANALYSIS

Customer analysis - grouping of customers - adoption process - brand loyalty analysis – Market analysis - Broad market characteristics - Segment – Selection - Structural market changes - Technology assessment – Product analysis - Cost dynamics - Experience curve.

COMPETITOR ANALYSIS

Competitor analysis - different models of competition - Porter's Five Force Model - Value chain analysis - competitive advantage, global competition, information technology enabled competition - Competitive intelligence - Competitive strategies.

STRATEGIC MARKET PLANNING

Strategic market planning - Three Cs framework - generic strategies - strategic position and action evaluation - Growth strategies - Intensive, integrative and diversification growth - Survival strategies - Strategic alliances – Strategies for domestic players – Strategies for global players.

TEXT BOOKS

1. David Cravens, Strategic Marketing Management, 8th edition, Tata McGraw Hill, New Delhi, 2006.
2. Bowersox, Strategic Marketing: Channel Management, 1st edition, Tata McGraw Hill, New Delhi, 2004.

REFERENCES

1. Orville C. Walker, John Mullins, Marketing Strategy, 5th edition, Tata McGraw Hill, New Delhi, 2006.
2. David Cravens, Strategic Management Cases, 7th edition, Tata McGraw-Hill, New Delhi, 2004.
3. Karel Jan Alsem, Strategic Marketing a Practical Approach, Tata McGraw Hill, New Delhi, 2007.

MBA622	BRAND MANAGEMENT	L	T	P	C
		3	0	0	3

INTRODUCTION

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.

BRAND ASSOCIATIONS

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

BRAND IMPACT

Branding impact on buyers – Competitors, Brand loyalty – Loyalty programmes – Brand equity – Role of brand manager – Relationship with manufacturing – Marketing, finance, purchase and research and development – Brand audit.

BRAND REJUVENATION

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

BRAND STRATEGIES

Designing and implementing branding strategies – Case studies.

TEXT BOOKS

1. Kevin Lane Keller, Strategic Brand Management, Pearson Education, New Delhi, 2003.
2. Ramesh Kumar S., Managing Indian Brands, Vikas publishing House (P) Ltd., New Delhi, 2002.

REFERENCES

1. Lan Batey, Asian Branding: A great way to fly, Prentice Hall of India, Singapore 2002.
2. Jean Noel, Kapferer, Strategic Brand Management, The Free Press, New York, 1992.
3. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York, 2000.
4. Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005.

MBA623	INDUSRTIAL MARKETING	L	T	P	C
		3	0	0	3

INDUSTRIAL MARKETING

Basics, Environment for industrial marketing, trends in marketing, recent market practices - Distinctive characteristics of industrial marketing – Understanding industrial marketing environment - Inter relationship with other functions.

BUYER BEHAVIOUR

Strategic variables - Market selection and product planning, pricing strategy, distribution strategy – Buyer seller relations, organisational buyer behaviour models - Organizational procedures and polity aspects in industrial buying decisions, industrial buying practices.

MARKETING STRATEGIES

Industrial Products - Development – Product life cycle – Segmentation – Experience curve - Positioning strategy - Personal selling – Industrial sales force management, sales force selection, training and control, evaluation.

VENDORS EVALUATION

Selection of vendors – Evaluation, industrial product and service pricing methods, competitive bidding, negotiation skills.

DISTRIBUTION CHANNELS

Industrial products distribution channels, physical distribution, logistics – Communicating with industrial customers.

TEXT BOOKS

1. Havaldar, Krishna, Industrial Marketing: Text and Cases, 2nd edition, Tata McGraw Hill, 2005.
2. Francis Cherunilam, Industrial Marketing: Text and Cases 1st edition, Himalaya Publishing House, New Delhi, 2004.

REFERENCES

1. Raymond Corey E., Industrial Marketing: Cases and Concepts, 4th edition, Prentice-Hall of India, New Delhi, 1991.
2. Frederick E., Jr. Webster, Industrial Marketing Strategy, 3rd edition, John Wiley & Sons, New Delhi, 1991.
3. Industrial Marketing Text Book, ICFACI Press.

ELECTIVES-FINANCE

MBA624	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		3	0	0	3

INVESTMENT SETTING

Securities and Securities Markets, - Financial System in India, - Investment avenues and their features, tax and transaction costs in investment

MONEY MARKET SECURITIES

Money market securities - CDs, CPs, Eurodollars, REPO, banker's acceptances, government bills - Corporate bonds, types, characteristics, determinants of discount rates.

SHARES AND BONDS

Shares and bonds – Types, characteristics, determination of issue price - Security market indexes - Risk and factors influencing security risk – Short positions, hedging, abridge - Bond portfolio management – Bond valuation, duration, yield spreads, bond portfolio immunization.

PORTFOLIO MANAGEMENT

Share valuation – earnings approach – value vs price - Technical analysis – Fundamental analysis – Portfolio return – Efficient frontiers, optimum portfolio.

PORTFOLIO PERFORMANCE EVALUATION

Mutual funds – Sharpe's performance measure, Treynor's performance measure, Jensen's performance measure, comparison of performance measures.

TEXT BOOKS

1. Reilly K. and Keith C. Brown, Investment Analysis and Portfolio Management, 7th edition, Frank Thomson South western, New Delhi, 2007.
2. Donald E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, 3rd edition, Prentice Hall of India Private Ltd., New Delhi, 2000.

REFERENCES

1. Punithavathy Pandian, Security Analysis and Portfolio Management, 2nd edition, Vikas Publishing House Pvt., Ltd., 2001.
2. Chandra Prasanna, Investment Analysis and Portfolio Management, 2nd edition, Tata McGraw Hill, New Delhi, 2005
3. Bhalla V.K., Investment Management, 7th edition, Sultan Chand and Company Ltd., New Delhi, 2000.

MBA625	FINANCIAL SERVICES	L	T	P	C
		3	0	0	3

INTRODUCTION TO FINANCIAL SERVICES

Indian Financial System - Merchant banking in India- Merchant banking services, recent developments and challenges ahead, NBFC - Regulatory framework, RBI guidelines, SERA and SEBI guidelines.

ISSUE MANAGEMENT

Capital issue management - designing capital structure and instruments, pricing of issue, marketing of issues, preparation of prospectus selection of bankers, advertising Consultants, etc., role of registrars, underwriting arrangements, offer for sale, Book Building, Green Shoe Option, E-IPO Private Placement, off - Shore issues, advertising strategies, NRI marketing, post issue activities.

FEE BASED FINANCIAL SERVICES

Mergers and Acquisitions - Portfolio management services, credit syndication, credit Rating, mutual Funds, types, business valuation.

FUND BASED FINANCIAL SERVICES

Leasing and Hire Purchasing - basics of lease financing, hire purchase finance, financial evaluation, tax implication, consumer credit - Credit Cards - Recent developments in Factoring and forfeiting.

OTHER FUND BASED SERVICES

Bills discounting - Debt Securitization - Housing finance - Insurance Services, venture Capital Financing - Stock Broking - Credit Rating - Real Estate Financing.

TEXT BOOKS

1. Khan M.Y., Financial Services, 2nd Edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2001.
2. Saunders, Financial Markets and Institutions, 5th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2006.

REFERENCES

1. Khan, Indian Financial System, 5th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2004.
2. Bhole L.M., Financial Institutions and Markets, 4th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2004.
3. David O. Beim and Charles, Emerging Financial Markets, 4th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2001.

MBA626	FINANCIAL INSTITUTIONS MANAGEMENT	L	T	P	C
		3	0	0	3

INTRODUCTION TO BANKING

Liberalization in Banking Sector - Banking Services - Risk Management - Bank Norms, Banking Regulation Act.

INVESTMENT BANKING

Investment banking activities, potential for investment banking in India - Stock broking.

DEVELOPMENT BANKING

Financial appraisal - Technical, economic appraisal - Social cost-benefit analysis, guidelines for financing, supervision system.

COMMERCIAL BANKING

Commercial Banking - characteristics, functions, credit creation, capital adequacy norms, credit appraisal, deposits, assets, investments, NPAs and profitability, cash management, asset liability management, debt recovery tribunal and civil suits, alternate dispute resolution methods.

ELECTRONIC BANKING

ATM - online banking, work technology - Bank Marketing - Positioning – Competition - Bank Supervisions and bank audit - Accounting Standards - Banks foray into insurance, agency contracts.

TEXT BOOKS

1. Peter Rose, Bank Management and Financial Services, 6th edition, Tata Mc-Graw Hill, New Delhi, 2005.
2. Gurusamy, Financial Services and Markets, 1st edition, Thomson Learning, New Delhi, 2007.

REFERENCES

1. Zvi Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty, Investments, 6th edition, Tata Mc-Graw Hill, New Delhi, 2006.
2. James W. Kolari, Benton E. Gup, Commercial Banking: The Management of Risk, 3rd edition, Wiley, 2004.
3. Anthony Saunders, Financial Market and Institution, 3rd edition, Tata Mc-Graw Hill, New Delhi, 2007.

MBA627	MERGERS AND ACQUISITIONS	L	T	P	C
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MERGERS AND ACQUISITIONS

Merger and Acquisition – Divestitures, reorganization, joint ventures, leveraged buyouts
- Corporate restructuring - Economic, legal and corporate finance considerations of
Mergers and Acquisitions.

LEGAL FRAMEWORK

Laws Governing Mergers, Acquisitions, and Tender Offers - Securities Laws - Measuring
Concentration and Defining Market Share - European Competition Policy - Regulation of
Insider Trading - Company's Obligation to Disclose - Merger Negotiations, - Merger
Strategy.

VALUATION FOR MERGERS AND ACQUISITIONS

Financial Analysis - Hostile versus Friendly Deals – Free cash flow approach – APV
method – Comparable approach, Valuation Vs Pricing, Exchange Ratio.

INTERNATIONAL NORMS

International takeovers, guidelines, case studies.

ACCOUNTING FOR MERGERS AND ACQUISITIONS

Accounting for Merger and acquisition - Tax issues – Post Merger Integration Issue.

TEXT BOOKS

1. Aswath Damodaran, Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, 2nd edition, Wiley, 2006.
2. Borgese, Merger and Acquisition from Planning to Integration, Tata Mc Graw Hill, New Delhi, 2004
3. Weston, Mitchell and Mulherin, Takeovers, Restructuring, and Corporate Governance, 4th edition, Prentice Hall, New Delhi, 2004.

REFERENCES

1. Borgese, Mergers and Acquisition, 1st edition, Tata Mc Graw Hill, New Delhi, 2004.
2. Deans, Winning the Merger Endgame, 3rd edition, Tata Mc Graw Hill, New Delhi, 2004.
3. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Wiley Publications, 3rd Edition, 2007.

MBA628	STRATEGIC COST MANAGEMENT	L	T	P	C
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STRATEGY AND COST MANAGEMENT

Strategy Formulation and Cost System Design – Alternate Strategies.

COST MANAGEMENT SYSTEM

Cost Management System - objectives of cost management system, causes and symptoms of broken cost systems, remedies, cost of quality and long – term profitability – Activity based costing principles – Activity based management - Target costing and continuous improvement – Competing cost philosophies – Lifecycle Costing.

COST MANAGEMENT FOR MANUFACTURING AND SERVICE INDUSTRIES

Cost management for manufacturing and Service Industries - cost drivers – Multi objective cost system – Industry experiences in “new” cost systems.

INTEGRATION OF COST SYSTEMS WITH SHOP-FLOOR SYSTEMS

Cost accounting functions in an integrated systems environment – issues.

MANAGING CHANGE

Managing change - International considerations – balanced scorecard, COPQ Measures, cost reduction methodology in the organization.

TEXT BOOKS

1. Ronald W. Hilton Michael W. Maher, Frank Selto, Cost Management Strategies for Business Decision, 3rd edition, Tata McGraw Hill, New Delhi, 2006.
2. Robert Higgins, Analysis Financial management, 8th edition, Tata McGraw Hill, New Delhi, 2007.

REFERENCES

1. Blocher J., K. H. Chen, G. Cokins and T. W. Lin, Cost Management: A Strategic Emphasis, 3rd edition, Tata McGraw-Hill, New Delhi, 2005.
2. Sha J., Cases in Cost Management: A Strategic Emphasis, 2nd Edition, South-Western, Delhi, 2001.
3. Erich Helfert, Techniques of Financial Analysis, 11th edition, Tata McGraw Hill, New Delhi, 2003.

MBA629	FINANCIAL MARKETS	L	T	P	C
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INDIAN FINANCIAL SYSTEM

Structure of Indian financial system - Finance commission, financial administration, receipts of the Government - Expenditures of the Government - Central banking, RBI - instruments of monetary control, interest rate theories.

MONEY MARKET

Features - instruments, secondary market for money market instruments - money market regulations.

CAPITAL MARKETS

Primary market - instruments, legal issues and regulations - Secondary market - Stock exchanges, brokers, trading in stock exchanges - Forward trading - Stock index, depositories, regulations, debt market – Valuation of REPO, TB and government bonds, trading in debt market.

INTERNATIONAL CAPITAL MARKETS

Instruments - Guidelines, foreign investment in India and its regulations, FDI in business and SFZ

FOREIGN EXCHANGE MARKET

Exchange control, fixation of exchange rate, exchange control in India - FEMA, foreign exchange transactions of commercial banks in India - currency convertibility, currency forwards, futures and options, trading in foreign exchange market - relationship between money market and foreign exchange market.

TEXT BOOKS

1. Frank J. Fabozzi, Capital Markets: Institutions and Instruments, 2nd edition, Prentice Hall India, New Delhi, 1996.
2. Kohn, Financial Institution and Markets, 4th edition, Tata McGraw Hill publishing company Ltd., New Delhi.
3. Saunders, Financial Markets and Institutions, 2nd edition, Tata McGraw Hill publishing company Ltd., 2004.

REFERENCES

1. Jan Williams, Robert Meigs, Sue Haka, Mark Bettner, Financial and Managerial Accounting, 13th edition, Tata Mc Graw Hill New Delhi, 2005.
2. Bhole. L.M., Financial Institutions and Markets, 4th edition, Tata Mc-Graw Hill New Delhi, 2004.
3. Christopherviney, Financial Institutions Instruments and Markets, 4th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2003.

MBA630	INTERNATIONAL FINANCE	L	T	P	C
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INTERNATIONAL SOURCE OF FINANCE: INSTITUTION AND SERVICES

International Finance overview - International Financial Institutions/Development Banks – World Bank – IBRD – IDA – IFC – MIGA – International Monetary Fund – Special Drawing Rights – Asian Development Bank – Internationalization process.

THE FOREIGN EXCHANGE MARKET

Swift – Arbitrage – Spot Market – Forward market – Cross rates of exchange, Bid, Ask spreads – Balance of payments – Foreign exchange rates – Theories of Foreign Exchange Rate.

FOREIGN EXCHANGE EXPOSURE AND MANAGEMENT

Management of translation exposure – Methods – Management of transaction exposure – Management of economic exposure - Methods, strategies.

FINANCIAL MANAGEMENT OF THE MULTINATIONAL FIRM

Foreign direct investment – Cost of capital and capital structure of the multinational firm – Multinational capital budgeting – Multinational cash management – Country Risk Analysis – International Taxation.

FINANCING FOREIGN OPERATIONS

Eurocurrency markets – Instruments, interest rate swaps, currency swaps and its pricing – Depository receipts – GDR and ADR, Euro and its implications for India.

TEXT BOOKS

1. Adrian Buckley, Multinational Finance, 3rd edition, Prentice Hall of India, New Delhi, 1998.
2. Levi, International Finance, 3rd Edition, Tata McGraw-Hill, New Delhi, 1997.

REFERENCES

1. Shapiro, Multinational Financial Management, 4th edition, Prentice Hall of India, New Delhi, 2001.
2. Madura, International Financial Management, 6th edition, South Western, New Delhi, 2001.
3. Adrian Buckley, International Capital Budgeting, Prentice Hall of India Pvt., Ltd., New Delhi, 1996.
4. Francisco L. Rivera-Batiz, International Finance and Open Economy Macroeconomics, 2nd edition, Pearson Education, Delhi, 2004.

MBA631	COMPUTATIONAL FINANCE	L	T	P	C
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INTRODUCTION

Computational finance – Scope, applications, overview of tools and techniques event study methods.

TECHNIQUES

Multiple Regression Models – Autocorrelation, Cross Correlation, Multicollinearity

VOLATILITY MODELS

Heteroscedascity – testing for Heteroscedascity – ARCH and GARCH Models and their extensions.

STATIONARY PROCESSES AND TIME SERIES

Stationary – Cointegration augmented Dicky Fuller Test, Non stationary time series, conversion methods - ARIMA, SEM Cointegration and VAR.

FORECASTING METHODS

Risk Management and VaR - Application of neural network, genetic Algorithm, expert system to finance - financial modeling through use of Matlab, SPSS.

TEXT BOOKS

1. Christian Gouriou, Joann Jasia, Financial Econometrics: Problems, Models, and Methods, Princeton University Press, 2001.
2. Peijie Wang, Financial Econometrics: Methods and Models, 1st edition, Routledge, 2002.

REFERENCES

1. Mark A White, Financial Analysis with an Electronic Calculator, 5th edition, Tata McGraw-Hill, New Delhi, 2004.
2. Helfert, Techniques of Financial Analysis: A Modern Approach, 9th edition Tata McGraw-Hill, New Delhi, 2004.
3. Russell lundholm and Richard Sloan, Equity Valuation and Analysis with Eval 2004 CD-ROM, 2nd edition, Tata McGraw-Hill, New Delhi, 2004.

MBA632	DERIVATIVES AND RISK MANAGEMENT	L	T	P	C
		3	0	0	3

INTRODUCTION

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)).

THEORY OF DERIVATIVES

Random behaviour of assets – Black, scholes model, binomial model - Interest rate derivatives – Internal rate modeling - Futures – stock index, currency, forwarding futures, swaps.

OPTIONS

Types: barrier options – path-dependent options, Asian options, look back options - Defects in Black – Scholes model, discrete hedging, transaction costs, stochastic volatility, speculating with options hedging.

PORTFOLIO MANAGEMENT

Value at risk – Credit risk, credit derivatives, risk metrics, credit metrics and crash metrics - Pricing derivative securities.

DERIVATIVES IN INDIA

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.

TEXT BOOKS

1. John. C. Hull, Options, Futures and other Derivative Securities, 1st edition, Prentice Hall India Pvt., Ltd., 2005.
2. Keith Redhead, Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs, 1st edition, Prentice Hall India Pvt. Ltd., 2004.

REFERENCES

1. Vohra N.D. and Bagri. P.R., Futures and Options, 2nd edition, Tata McGraw Hill, New Delhi, 2003.
2. Hall, Global Derivatives: A Strategic Risk Management Perspective Andersen, 2nd edition, Prentice Hall India Pvt., Ltd., 2006.
3. Hull, Fundamentals of Futures and Options Markets, 5th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2006.

MBA633	INFRASTRUCTURE FINANCE	L	T	P	C
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INTRODUCTION

Demand supply Gap and Resource Requirements – Issues in Infrastructure Development - Infrastructure financing in India - Financial instruments market access, dealing with risk, incentives and approvals, environment and tax issues.

PROJECT EVALUATION TECHNIQUE

Infrastructure project evaluation techniques – Internal Rate of Return, net present value, profitability index and other methods - Bidding process – Bidding methods.

FUNDING AND RATING AGENCIES

Infrastructure finance - Appraisal and Financing - Ratings and credit services – Banks and developmental institutions, NBFC.

UTILITIES

Electric - Role of Government – Political Economy – Gas - Tourism - Project Structuring Water - Transport, Privatization – Unbundling of Strategies – BOT and BOLT schemes Environmental Concerns.

FINANCINGPROJECTS

Energy Projects - Telecommunication Projects, Housing Projects, Land development projects – SEZ.

TEXT BOOKS

1. William B. Brueggeman, Real Estate Finance and Investments, 12th edition, Tata McGraw Hill, New Delhi, 2005.
2. David C. Ling and Wayne Archer, Real Estate Principles a Value Approach 7th edition, Tata McGraw Hill, New Delhi, 2005.

REFERENCES

1. William B. Brueggeman, Real estate Finance and Investments, 12th edition, Tata McGraw Hill, New Delhi, 2005.
2. Tony Merna, Cyrus Njiru, Financing Infrastructure Projects (Paperback), 3rd edition, Thomas Telford Ltd., New Delhi, 2004.
3. John B. Springer, Case Studies in Infrastructure Delivery (Infrastructure Systems: Delivery and Finance) (Hardcover), 1st edition, Miller Publisher, New Delhi 2005.

MBA 634	MICRO FINANCE	L	T	P	C
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UNDERSTANDING THE COUNTRY CONTEXT AND THE TARGET MARKET AND IMPACT ANALYSIS

Microfinance – Suppliers of Financial Intermediation Services – Interest Rate Policies – Government Mandates for Sectoral Credit Allocations – Legal Enforcement of Financial Contracts – Objectives of the Microfinance Institution – Direct and Indirect Targeting – Types of Micro enterprises – Impact Analysis – Methods of Impact Assessment, qualitative approaches, quantitative approaches, comparisons, integrating Methodologies.

PRODUCTS AND SERVICES

Financial Intermediation – Credit - Savings – Insurance – Credit Cards and Smart Cards – Payment Services – Social Services.

DESIGNING AND MONITORING FINANCIAL PRODUCTS AND SERVICES /DESIGNING SAVINGS PRODUCTS

Cash Patterns, Loan Terms, and Payment Frequency – Client Cash Patterns and Loan Amounts – Loan Collateral – Loan Pricing – Calculating Effective Rates – Demand for Savings Services – Legal Requirements for Offering Voluntary Savings Services – Types of savings Product for Micro entrepreneurs – Liquid Accounts – Semi liquid Accounts – Fixed - Term Deposits.

MANAGEMENT INFORMATION SYSTEMS

Areas of Management Information Systems – Accounting Systems – Credit and Savings Monitoring Systems – Client Impact Tracking Systems – Testing – Data Transfer.

MEASURING PERFORMANCE AND MANAGING VIABILITY AND PERFORMANCE INDICATORS

Accounting Adjustments – Adjusting for Subsidies and Inflation – Portfolio Quality – Productivity and Efficiency Ratios, financial viability, profitability ratios – Leverage and Capital Adequacy – Performance Management, delinquency management, productivity and efficiency management – Risk Management.

TEXT BOOKS

1. Seethapathi K., Sivaram Y.G. and Rama Krishna Rao, Financial Intermediation: Innovations and Practices, 2nd edition, Icfai University Press, Hyderabad, 2004.
2. Nageswara Rao Katuri, Rural Credit and Micro Finance, 1st edition, Icfai University Press, Hyderabad, 2006.

REFERENCES

1. SN Ghosal, Some Radical Thoughts on Microfinance, 5th edition, Icfai University Press, Hyderabad, 2005.
2. Y Chandra Sekhar, Urban Infrastructure: An Introduction, 2nd edition, Icfai University Press, Hyderabad, 2005.
3. Hawawini, Finance for Executives: Managing for Value Creation, 2nd edition, Thomson Learning, New Delhi, 2007.

ELECTIVES-HUMAN RESOURCE

MBA635	HUMAN ACQUISITION, TRAINING AND DEVELOPMENT	L	T	P	C
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RECRUITMENT PROCESS

Recruitment - Strategic issues in the recruitment process – Recruitment preparation – Recruitment sources – Recruitment methods – Recruitment cost and advertisement.

SELECTION PROCESS

Initial screening – Application form – Employment tests/Psychological tests – Assessment centers – Interview process and methods – Background investigation – Physical/Medical examination – Reference checks.

TRAINING NEED IDENTIFICATION

Need assessment – purpose and methods of need assessment, three levels of need assessment, identifying training objectives. Training phase – learning principles, training methods, management development programmes – new employee orientation – E – training and development – E- Performance management.

HUMAN RESOURCE DEVELOPMENT

Scope and cost of human resource development – A systems model to training, strategy and HRD, building employee commitment – Orientation and socialization.

RECENT TRENDS IN HRD

Human resources development in the future – small business applications; training, training for special purposes, global HRM training, information technology and HR training. Employee coaching and counseling – Role of HR in coaching – Coaching and Performance, skills for effective coaching – Need for Counseling – Role of HR in Counseling – Counseling Effectiveness – Employee Health and Welfare Programs.

TEXT BOOKS

1. Hughes and Jowitt, Recruit and Select Personnel, 5th edition, Tata McGraw Hill, New Delhi, 2003.
2. Herbert Heneman, Timothy Judge, Staffing Organizations, 5th edition, Tata McGraw Hill, New Delhi, 2006.
3. Sumati Reddy, Training and Development Trends and Experiences, 2nd edition, Icfai University Press, Hyderabad, 2004.

REFERENCES

1. Heneman, H. G. III, and Judge T. A., Staffing Organizations, Middleton, WI: Mendota House, 4th edition, McGraw-Hill/Irwin, New Delhi, 2003.
2. Pareek, Training Instruments for HRD and OD, 2nd edition, Tata McGraw Hill, New Delhi, 2001.
3. Paul Evans and Vladmimir Pucik, The Global Challenge Frameworks for International Human Resource Management, 1st edition, , Tata McGraw Hill, New Delhi, 2002.

MBA636	INDUSTRIAL RELATIONS	L	T	P	C
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INDUSTRIAL RELATIONS

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

INDUSTRIAL CONFLICTS

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

LABOUR WELFARE

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

INDUSTRIAL SAFETY

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

WELFARE OF SPECIAL CATEGORIES OF LABOUR

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Disabled – Welfare of knowledge workers – Social Assistance – Social Security – Implications.

TEXT BOOKS

1. Srivastava, Industrial Relations and Labour laws, 4th edition, Vikas, Delhi, 2000.
2. Venkata Ratnam C.S., Globalisation and Labour Management Relations, 8th edition, Response Books, 2001.

REFERENCES

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, 5th edition, Himalaya Publishing House, New Delhi, 1998.
2. Dwivedi. R.S., Human Relations and Organisational Behaviour, 4th edition, Macmillan India Ltd., New Delhi, 1997.
3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, 1st edition, Macmillan India Ltd., New Delhi, 2003.

MBA637	ORGANIZATIONAL THEORY DESIGN AND DEVELOPMENT	L	T	P	C
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ORGANISATION & ITS ENVIRONMENT

Meaning of Organization – Need for existence - Organizational effectiveness - Creation of value - Measuring Organizational Effectiveness - External Resources Approach, internal systems approach and technical approach - HR implications.

ORGANIZATIONAL DESIGN

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.

ORGANISATIONAL CULTURE

Understanding culture – Strong and weak cultures – Types of cultures – Importance of culture - Creating and sustaining culture - Culture and strategy - Implications for practicing managers.

ORGANISATIONAL CHANGE

Meaning – Forces for change - Resistance to Change – Types and forms of change – Evolutionary and revolutionary change – Change process - Organization Development – HR functions and strategic change management - Implications for practicing managers.

ORGANISATION EVOLUTION AND SUSTENANCE

Organizational life cycle – Models of transformation – Models of organizational decision making – Organizational Learning – Innovation, intrapreneurship and creativity - HR implications.

TEXT BOOKS

1. Gareth R. Jones, Organizational Theory, Design and Change, Pearson Education, 2004.
2. Madhukar Shukla, Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall of India, 2005.

REFERENCES

1. Adrian Thorn Hill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change: A Human Resource Strategy Approach, Wiley, 2005.
2. Robbins, Organization Theory: Structure Design & Applications, Prentice Hall of India, 2005.
3. Robert A Paton, James Mc Calman, Change Management: A guide to effective implementation, Response books, 2005.

MBA638	COMPENSATION MANAGEMENT	L	T	P	C
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INTRODUCTION

Overview of compensation – strategic role of compensation in human resource system, the importance of compensation, factors influencing effective compensation.

COMPENSATION PROCESS

Compensation Process – employee satisfaction and motivation issues in compensation, developing salary structure, elements of compensation, executive compensation.

PERFORMANCE MANAGEMENT

Performance management framework – definition and coverage, reason for undertaking PM, PM process, linking pay to performance – Planning of performance management – establishing individual/team objectives, job analysis and its process, establishing internal equity; job evaluation methods, setting performance standards.

MANAGING PERFORMANCE MANAGEMENT

Managing performance management – coaching and counseling, feedback and day-to-day planning of meetings, motivation, self-monitoring, monitoring training and development activities.

PERFORMANCE REVIEW

Reviewing of performance management – Formal review of performance, performance measurement – Rewarding performance – Financial rewards, non-financial rewards, administering compensation systems.

TEXT BOOKS

1. George Milkovich and Jerry Newman, Compensation, 8th edition, Tata McGraw Hill, New Delhi, 2005.
2. Ellig, Bruce, The Complete Guide to Executive Compensation, 1st edition, Tata McGraw Hill, New Delhi, 2004.

REFERENCES

1. Richard I Henderson, Compensation Management in Knowledge, 10th Edition, Based World, Pearson education, New Delhi, 2003.
2. Peter T. Chingos, Paying for Performance: A Guide to Compensation Management, 2nd edition, Pearson education, New Delhi, 2004.
3. Martocchio, Strategic Compensation, 4th Edition, Pearson education, New Delhi, 2006.

MBA639	HUMAN RESOURCES DEVELOPMENT	L	T	P	C
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HUMAN RESOURCE DEVELOPMENT

Human Resource Development, meaning – Strategic framework for HRM and HRD – vision, mission and values, importance, challenges to organizations, 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.

E-HRM

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.

CROSS CULTURAL HRM

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 Organizations - International Compensation.

CAREER AND COMPETENCY DEVELOPMENT

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.

EMPLOYEE COACHING AND COUNSELING

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.

TEXT BOOKS

1. Udai, Pareek, Instruments for Human Resource Development, 1st edition, Tata McGraw Hill, New Delhi, 2001.
2. Badar Alam Iqbal, Human Resource Development: Issues and Challenges for 21st Century, 1st edition, Icfai University press, Hyderabad, 2006.

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1. Srinivas Kandula, HRD in Competitive Business Environment – Realities, 3rd edition, Icfai University press, Hyderabad, 2005.
2. Anukool M Hyde and Sanjyot Pethe, Impact of HRD Climate on Empowerment and Organization Citizenship Behavior, 2nd edition, Icfai University press, Hyderabad, 2005.
3. Robert L. Mathis and John H. Jackson, Human Resource Management, Thomson Southwestern, Singapore, 2003.

MBA640	INTRODUCTION TO KNOWLEDGE MANAGEMENT	L	T	P	C
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INTRODUCTION

The rise of Knowledge Management, traditional methods, factors of productivity the learning - Organization the Role of Information technology - implications to leadership and competitiveness.

CONCEPTS

Concepts of Knowledge – definitions, attributes-a classification framework, forms - Types Organizational Levels–Structure - States Domains Knowledge and Organizational Strategy.

STRATEGY

Elements of Organizational Strategy - Knowledge for Strategy Formulation and Implementation - Knowledge and Organizational Leadership.

ORGANIZATIONAL PROCESSES

Organizational – Processes - elements of organizational processes, knowledge f–r process - Effectiveness and Efficiency.

KNOWLEDGE ENVIRONMENT AND STRUCTURE

Knowledge Environment and Infrastructure Structure Climate and Culture Technology a–d Systems - Knowledge Management Processes and–Practices - Knowledge Creation and Acquisition - Knowledge Documentation and–Retrieval - Knowledge Sharing and Application.

TEXT BOOKS

1. Barnes, Knowledge Management System: Theory and Practice, 1st edition, Thomson Learning, New Delhi, 2007.
2. Rao, Madanmohan, Leading with Knowledge: Knowledge Management Practices in Global Infotech Companies, 1st edition, Tata McGraw Hill, New Delhi, 2003.
3. Awad, Knowledge Management, 1st edition, Pearson Education, New Delhi, 2007.

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1. Jashapara , Knowledge Management: An integrated approach, 2nd edition, Pearson education, New Delhi, 2004.
2. Barnes, Knowledge Management systems: Theory and practice, 1st edition, Thomson Learning, New Delhi, 2007.
3. Gupta C.B., Management: Theory and Practice, 9th edition, Sultan Chand & Sons, New Delhi, 2006.

MBA641	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
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ENTREPRENEURIAL COMPETENCE

Conceptual models of entrepreneurship – entrepreneurial leaders, managers – Districts - Entrepreneurial characteristics – attitudes, motivation, ethical issues.

ENTREPRENEURIAL ENVIRONMENT

Small business and corporate entrepreneurship – Risk – Intrapreneurship – culture and competence - Building entrepreneurial organization - Entrepreneurial team – matching human resources needs and skills.

LAUNCHING OF SMALL BUSINESS

Finance and Human Resource Mobilization - operations planning, market and channel selection, growth strategies, product launching.

BUSINESS PLAN PREPARATION

Identifying business opportunities and planning for business production - Innovation and creativity - Business promotion, process, stages, facilities and incentives.

MANAGEMENT OF SMALL BUSINESS

Monitoring and Evaluation of Business, preventing sickness and rehabilitation of business units - Effective Management of small Business.

TEXT BOOKS

1. Leon Megginson, Mary Jane Byrd and Willian, Small Business Management: An Entrepreneur's Guidebook, 5th edition, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2006.
2. Jerry Katz, Entrepreneurship Small Business, 5th edition, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.

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1. Saravanavel P., Entrepreneurial Development, 3rd edition, Ess Pee kay Publishing House, Chennai, 1997.
2. Khanka S.S., Entrepreneurial Development, 1st edition, S.Chand and Company Limited, New Delhi, 2001.
3. Prasama Chandra, Projects: Planning, Analysis, Selection, Implementation and Reviews, 2nd edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 1996.
4. Robert D. Hisrich, Entrepreneurship, 6th edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2006.

MBA642	STRESS MANAGEMENT	L	T	P	C
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UNDERSTANDING STRESS

Meaning - Symptoms - Work Related Stress - Individual Stress – Reducing Stress - Burnout.

COMMON STRESS FACTORS TIME AND CAREER PLATEAUEING

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’.

Career Plateauing – Identifying career plateaus, structural and content plateauing - Making a fresh start – Importance of sabbaticals – Counseling out – Executive leasing – Sustaining a marketable career.

CRISIS MANAGEMENT

Implications – People issues – Structure 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.

WORK PLACE HUMOUR

Developing a sense of Humour – Learning to laugh, role of group cohesion and team spirit, using humour at work, reducing conflicts with humour.

SELF DEVELOPMENT

Improving Personality – Leading with Integrity, enhancing creativity – Effective Decision Making – Sensible Communication – The Listening Game – Managing Self - Meditation for Peace – Yoga for Life.

TEXT BOOKS

1. Greenberg Jerrold S., Comprehensive Stress Management, 9th edition, Tata McGraw-Hill, New Delhi, 2005.
2. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 1998.

REFERENCES

1. Bhatia R.L., The Executive Track: An Action Plan for Self Development, Wheeler Publishing, New Delhi, 1996.
2. Charavarthy S.K., Human Values for Managers, Wheeler Publishing, New Delhi, 1996.
3. Frances A. Clark, Total Career Management, Mc Graw Hill/Henley Management Series, 1995.
4. Swami Ranganathananda, Eternal Values for a changing society, Bharatiya Vidya Bhavan, 1995.

MBA643	CHANGE MANAGEMENT	L	T	P	C
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INTRODUCTION

Understanding and implementing change evolution of an organization, factors that inhibit change - Classification of Change - Mode of Change.

CHANGE MANAGEMENT ANALYSIS

Images of managing change - Why organizations change - What changes in organizations - Diagnosis for change - Resistance to change.

IMPLEMENTING CHANGE

Transforming an organization, understanding organizational culture, the need to change culture - Change agents, CEOs, middle-level managers, HR personnel - Traditional role in new circumstances, consultants as change agents.

APPROACHES TO IMPLEMENTING CHANGE

Organization development, appreciative inquiry and sense-making - Approaches - Management, contingency and processual approaches.

CONSOLIDATING CHANGE

Linking vision and change - Strategies for communicating change, skills for communicating change, consolidating change.

TEXT BOOKS

1. Ian Palmer, Managing Organizational Change: A Multiple Perspectives Approach, 1st Edition, McGraw Hill, New Delhi, 2006.
2. Todd D Jick, Managing Change: Text and Cases, 2nd edition, McGraw Hill, New Delhi, 2003.

REFERENCES

1. Wamer Burke W., Organization Change theory and Practice, 4th edition, Sage Publication, New Delhi, 2003.
2. Jerald M. Jellison, Managing the Dynamics of Change, 2nd edition, McGraw Hill, New Delhi, 2006.
3. Nilakant V., Change Management: Altering Mindsets in a Global Context, 2nd edition, Response Books, 2006.

MBA644	LABOUR LAW	L	T	P	C
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LEGISLATIVE ENVIRONMENT FOR BUSINESS

Industrial legislation - Growth of industrial labour force - Characteristics of industrial labour.

FACTORIES ACT

Preliminary, the inspecting staff, health, safety, and provisions related to hazardous processes, welfare, working hours, annual leave with wages, special provision, penalties and procedure.

EMPLOYEES STATE INSURANCE ACT

Employees entitled for ESI, employer/employer's contribution , employee's benefits, payment of benefits in case of death, inspector-their duties and powers, obligations of employers , disputes & remedies.

EMPLOYEES PROVIDENT FUND ACT

Employees entitled for PF, employees pension scheme, employer's contribution, voluntary application for the act, penalty for default in payment, dispute, determination and recovery, appeal, clubbing of establishments.

SOCIAL SECURITY

Minimum Wages Act - Criteria for notification of scheduled employment, Fixation/revision of minimum wages, norms, methods - Maternity Act - Workmen's Compensation Act - Gratuity Act - Mines Act, Plantation Labour Act.

TEXT BOOKS

1. Kapoor N.D., Elements of Mercantile Law, 1st edition, Sultan Chand and company, New Delhi, 2006.
2. Sumati Reddy, Employee Health and Wellness: Perspectives and Cases, 3rd edition, Icfai University Press, Hyderabad, 2005.

REFERENCES

1. Sen and Mitra, Commercial and Industrial Law, 5th edition, The world press, Pvt. Ltd., Calcutta, 1996.
2. Gogna P.P.S., Mercantile Law, 3rd edition, S.Chand and Co. Ltd., New Delhi, 1999.

ELECTIVES-PRODUCTION

MBA645	SUPPLY CHAIN MANAGEMENT	L	T	P	C
		3	0	0	3

INTRODUCTION

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

STRATEGIC SOURCING

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.

SUPPLY CHAIN NETWORK

Distribution Network Design – Role, Factors Influencing, Options, Value Addition - Models for Facility Location and Capacity Location - Impact of uncertainty on SIM.

PLANNING DEMAND, INVENTORY AND SUPPLY

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.

CURRENT TRENDS

E-Business – Framework and Role of Supply Chain in e- business and b2b practice - Supply Chain IT Framework - Internal Supply chain management - Fundamentals of transaction management - Supply Chain in IT practice - Supplier relationship management.

TEXT BOOKS

1. David N. Burt, Diego and Donald W. Dobler, World Class Supply Management, 7th edition, Tata McGraw Hill, New Delhi, 2003.
2. Donald Bowersox, David Closs and Bixby Cooper M., Supply Chain Logistics Management, Tata McGraw Hill, New Delhi, 2007.

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1. Monczka, Purchasing and Supply Chain Management, 2nd edition, Thomson Learning, New Delhi, 2002.SS
2. David Simchi-Levi, Wendy Bishop, Designing and Managing the Supply Chain, 3rd edition, Tata McGraw Hill, New Delhi, 2007.
3. Kulkarni, Sarika, Supply Chain Management, 1st edition, Tata McGraw Hill, New Delhi, 2004.
4. Vollman, Thomas, Manufacturing Planning and Control for Supply Chain Management, 5th edition, Tata McGraw Hill, New Delhi, 2003.

MBA646	QUALITY CONTROL AND RELIABILITY ENGINEERING	L	T	P	C
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INTRODUCTION TO QUALITY

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.

PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

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.

STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed - Process capability – meaning, significance and measurement – Six sigma concepts of process capability - Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve - Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process - Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation.

RELIABILITY ENGINEERING

Definition of Reliability – basic elements of reliability- failure pattern for complex product – MTBF - Failure tests and problems-Design of reliability, redundancy, system reliability, series, parallel and mixed system, simple problems, maintainability - MRT – MTTR.

TEXT BOOKS

1. Sharma D.D., Total Quality Management Principles, Practice and Cases, 2nd edition, Sultan Chand, New Delhi, 2007.
2. Jain L.P., Quality Control and Total Quality Management, 5th edition, Tata McGraw Hill, New Delhi, 2001.

REFERENCES

1. Dale H. Besterfield et al, Total Quality Management, 3rd edition, Pearson Education, New Delhi, 2004.
2. Shridhara Bhat K., Total Quality Management: Text and Cases, 1st Edition, Himalaya Publishing House, New Delhi, 2002.
3. Eugene Grant, Richard Leavenworth, Statistical Quality Control, 7th edition, Tata McGraw Hill, New Delhi, 2000.

MBA647	COMPUTER AIDED PRODUCTION MANAGEMENT	L	T	P	C
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AUTOMATION AND CONTROL TECHNOLOGIES

Introduction to automation - Industrial control systems - Numerical control - Industrial robotics.

MATERIAL HANDLING AND IDENTIFICATION TECHNOLOGIES

Material handling - An over view, principles and considerations - Material transport systems - storage systems - Automatic data capture.

MANUFACTURING SYSTEMS

Components, classification and overview of manufacturing systems - Group technology and cellular manufacturing - FMS (flexible manufacturing system) - Manual Assembly lines.

QUALITY CONTROL SYSTEMS

Quality assurance, statistical process control, inspection principles and practices, inspection technologies.

MANUFACTURING SUPPORT SYSTEM

Product design and CAD/CAM in the production system, process planning and concurrent engineering, production planning and control system – Lean production and agile manufacturing.

TEXT BOOKS

1. Mikell P. Groover, Automated Production Systems and Computer – Integrated Manufacturing, 2nd edition, Pearson Education Asia, New Delhi, 2001.
2. John M Nicholas, Competitive Manufacturing Management, 3rd edition, Tata McGraw Hill, New Delhi, 1998.

REFERENCES

1. Lee J. Krajewski and Larry P. Ritzman, Operations Management Strategy and Analysis, 5th edition, Pearson Education Asia, New Delhi, 1999.
2. Ramtmirov V., FMS and Control of Machine Tools, MIR Publishers, 1990.
3. Radhakrishnan, P., Computer Numerical Control Machines, New Central Book Agency, 1992.

MBA648	WORK SYSTEM ENGINEERING	L	T	P	C
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INTRODUCTION

Definition and scope of work system engineering and work measurement - Productivity and work study – Productivity in the organization - Management techniques to reduce work content and ineffective time - Work study – The human factor in the application of work study.

METHOD STUDY

Method study - Introduction to method study and the selection of jobs - Recording, examining, developing the improved method - Ergonomics – Nature of man – Machine systems – Characteristics – Purpose – Operational functions and components – Types of systems.

MATERIAL HANDLING

The flow and handling of materials – Plant layout – The flow diagram - Developing the new layout – The use of templates and scale models – The handling of materials - Principles – Equipment - Method and movements at the work place - Defining, installing, maintaining new method.

WORK MEASUREMENT

Work measurement - Time study equipments - Establishment and maintenance of time standards - Allowances and performance rating - Precision time measurement - Pre determined fundamental motion time standards - Standard data - Comparative analysis, different measurement techniques - Work sampling – Activity and performance - Sampling - Errors and sensitivity of techniques - Physiological methods of work measurement.

APPLICATION OF WORK STUDY

Nature of human activity and their effects - Biomechanics of motion - Energy expenditure - Strength and endurance - Speed and accuracy of movements - Human control of systems - Input/Output channels – Compatibility - Nature of continuous control systems - Influence of display factors and control factors on system control.

TEXT BOOKS

1. Mecromick E.J., Human Factors in Engineering and Design, Tata Mcgraw Hill New Delhi, 1997.
2. Barnes R.M., Work Design and Measurement, Wiley & sons, New Delhi, 1997.

REFERENCES

1. Bage T.R. & Sharma S.C., Production Planning and Control, Khanna Publishers.
2. Safety in Industry, N.V.Krishnan Jaico publisher House, 1996.
3. Industrial safety and the law, P.M.C.Nair publishers, Trivandrum.

MBA649	COMPUTER AIDED DESIGN AND MANUFACTURING	L	T	P	C
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INTRODUCTION TO CAD

Design process – Application of computer for design, benefits of CAD – Computer hardware and software in CAD – Principles of computer graphics - Creation of graphic primitives, display transformation in 2D and 3D, windows and view ports, clipping, hidden line elimination, rendering, shading and animation.

COMPUTER AIDED DRAFTING

Layering - Drawing primitives, display techniques, editing, utilities, scaling, hatching, dimensioning and 3 D Visualization - Geometric Modeling - Wire frame modeling, Surface modeling, solid modeling - Solid modeling - Constructive solid geometry and boundary representation, modeling of curves and surfaces - Design data base - Concept, data structures creation and accessing data files.

FINITE ELEMENT ANALYSIS

Introduction, FEA procedure – Discretization – Basic element shapes, interpolation equations for linear one dimensional, two dimensional, three dimensional simplex elements, coordinate systems - Formulation of element equations and matrices – Assembly of element matrix – solution – simple problems using direct method.

INTRODUCTION TO CNC

Classification of CNC, coordinate system machine types - Constructional features - Spindle and axes drives, slide ways, linear motion guide ways, ball screw - Feed back devices - Synchros, resolvers, inducto syns., Rotary encoders, Preset and qualified tool, ATC.

INTRODUCTION TO CNC PROGRAMMING

Different techniques – Manual part programming: Preparatory and miscellaneous functions, absolute and incremental programming, linear and circular interpolation, subroutines, do loops, compensation for nose radius, cutter radius, and tool length, parametric programming - Introduction to CNC programming based on CAD (GNC), direct numerical control, distributed numerical control, adaptive control.

TEXT BOOKS

1. Mikell P. Groover and Emory W., CAD/CAM, Prentice Hall of India Pvt. Ltd., New Delhi, 1998.
2. Radha Krishnan, Computer Numerical Control Machines, New Central Book Agency, 1992.

REFERENCES

1. Joe Rooney and Phiklip Steadman, Principles of Computer Aided Design, Affiliated East West Press Ltd., 1990.
2. Ibrahim Zeid, CAD/CAM Theory and Practice, Tata McGraw Hill, New Delhi.
3. Groover, CAD/CAM: Computer-Aided Design and Manufacturing, 7th edition, Pearson Education, New Delhi, 2006.

MBA650	PROJECT ENGINEERING	L	T	P	C
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INTRODUCTION

Project management – Nature, scope of PERT/CPM, CPM techniques, principles - Resource leveling technique - Scheduling - Gantt chart.

APPLICATION OF OPERATION RESEARCH

Vogels Approximation Method - MODI method - Degeneracy in Transportation, traveling salesman problem - Assignment Model – Maximization & Minimization problems, n jobs through two machines, n jobs through three machines - Two jobs through m machines - Graphical solution.

TIME VALUE OF MONEY

Internal and Time value of money - Simple interest, compound interest, present worth uniform series payments - Use of interest tables - Nominal and effective rates - Continuous compounding uniform - Continuous payment - Simple problems.

DEPRECIATION

Depreciation - Pleasers for depreciation - Causes of reclaiming values, depreciation method, comparison with and with out accounting of time value of money.

FORECASTING AND RISK ANALYSIS

Methods of forecasting - Need for forecast, statistical method-time series analysis - Method of least squares - Moving average method - simple problems Risk Analysis - Risk in economic analysis-measuring risk investment, risk profiles, decision trees.

TEXT BOOKS

1. Clifford Gray and Erik Larson of Oregon, Project Management, 2nd edition, Tata McGraw Hill, New Delhi, 2003.
2. James Lewis, Project Planning, Scheduling and Control, 3rd edition, Tata McGraw Hill, New Delhi, 2001.

REFERENCES

1. Daharani Venkata Krishnan S., Operations Research, Keerthi publishing house Limited Coimbatore, 1990.
2. James L. Riggs, Engineering Economics, Mc Graw Hill Book Company, New Delhi, 1982.
3. James L. Pappas and F.Brigham, Managerial Economics, Holt Richart abd Winston Limited, 1983.
4. Prashnna Chandra, Projects, Tata Mc Graw Hill, New Delhi, 1996.

MBA651	INDUSTRIAL SAFETY MANAGEMENT	L	T	P	C
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BASICS OF MANAGEMENT IN INDUSTRIAL SAFETY

History - Development of safety – Safety and productivity - Safety organization – Committees - Role of government and management in safety audit, job safety analysis - Plant safety inspection - Safety sampling technique.

OPERATIONAL SAFETY – I

Hot metal operations - Safety in welding and cutting boilers-pressure vessels - Heat treatment shop - Gas furnace operation – Electroplating, hot bending process - Cold metal operations - Safety in machine shop - Cold bending and chamfering of pipers, metal cutting, shot blasting, grinding, painting - Safety in the use of hard and portable (power) tools-power press and other machines.

OPERATIONAL SAFETY – II

Safety in material handling - Machine guarding - Use of electricity, safety in generation, distribution and handling of industrial gases - Safety in chemical laboratories, ammonia printing, industrial fires, safety in inspection and testing - Safety in sewage disposal and cleaning - Industrial pollution working at heights.

PROTECTING DEVICES AND ACCIDENT PREVENTION

Personal protective equipment - Survey the plant for locating the hazards, part of body to be protected - Basic philosophy of accident prevention causes and cost of accidents - House keeping - safety education and training-first aid-fire fighting devices, accident reporting - Investigations and statistics - Industrial psychology in accident prevention.

LAWS RELATED TO SAFETY & INDUSTRIAL HYGIENE

History of legislations related to safety – Advantages, safety provisions in the factory act-work men compensation act-ESI act-Boiler act-Explosives act etc - Industrial hygiene - occupational diseases prevention - Ergonomics and safety.

TEXT BOOKS

1. Krishnan N.V., Safety in Industry, Jaico publisher House, 1996.
2. Industrial safety and the Law, P.M.C.Nair publishers, Trivandrum.
3. John V. Grimaldi and Rollin H. Simonds, Safety Management, All India Travelers book seller, New Delhi, 1989.

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1. Kapoor N.D., Elements of Mercantile law, 1st edition, Sultan chand and company, New Delhi, 2006.
2. Sen and Mitra, Commercial and Industrial law, 5th edition, The world press, Pvt. Ltd., Calcutta, 1996.
3. Occupational Safety Manual, BHEL.

MBA652	COMPUTER INTEGRATED MANUFACTURING (CIM)	L	T	P	C
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INTRODUCTION

Computer Integrated Manufacturing - Definition, concept, evolution and benefits - Types of manufacturing systems and sub-systems - Automated Systems - Elements, functions and Levels.

COMPUTERS AND COMMUNICATION IN CIM

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.

DESIGN AND PRODUCTION

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.

MANUFACTURING SYSTEMS

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.

CURRENT TRENDS

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.

TEXT BOOKS

1. Vajpayee Kant S., Principles of Computer Integrated Manufacturing, 2nd edition, Prentice Hall India, New Delhi, 2005.
2. Mikell P. Groover and Emory W., CAD/CAM, Prentice Hall of India Pvt. Ltd., New Delhi, 1998.

REFERENCES

1. Mikell P. Groover, Automation, Production Systems and Computer Integrated Manufacturing, 4th edition, Prentice Hall India, New Delhi, 2001.
2. Ronald G. Askin, Modeling and Analysis of Manufacturing, 2nd edition, John Wiley & Sons, New Delhi, 1993.
3. Radha Krishnan, Computer Numerical Control Machines, New Central Book Agency, 1992.

MBA653	FACILITIES PLANNING AND MANAGEMENT	L	T	P	C
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INTRODUCTION

Facilities requirements, need for layout study - Types of layout, model classification, criterion selection, model validation, design process.

PLANT LAYOUT

Layout problem - Plant layout procedures - Various approaches, flow and activity analysis, designing the layout.

PLANT LOCATION

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

PROCESS MANAGEMENT AND STRATEGY

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.

PROCESS FLOW

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.

TEXT BOOKS

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

REFERENCES

1. Halevi G. and Weill R.D., Principles of Process Planning, Chappman and Hall, Madras 1995.
2. Chary S.N., Production and Operations Management, 3rd edition, Tata Mc Graw Hill, New Delhi, 2004.
3. William J. Stevenson, Operations Management, 1st edition, Tata Mc Graw Hill, New Delhi, 2005.

MBA654	PRODUCTION PLANNING AND CONTROL	L	T	P	C
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PPC AND PRODUCTION SYSTEMS

Definition – Functions – Objectives - Organization and advantages of PPC - Life cycle of product and manufacturing strategy - Manufacturing systems, characteristics of production systems.

PROCESS PLANNING AND PRODUCT PLANNING

Manual process planning methodology and techniques, computer aided process planning methods. Master production schedule (MPS) – Bill of materials (BOM), material requirement planning (MRP) - Advantages and problems of MRP - Material selecting techniques and value analysis.

MATERIAL MANAGEMENT

Programmed material planning – Inventories, types, cost and management inventory policy-ABC analysis - Inventory models - Economic order quantity (EOQ) - Reorder point, lead time, problems in EOQ, simulation application in inventory management.

PURCHASING & STORES MANAGEMENT

Functions and organization of purchase department - Make or buy decisions, purchasing management – Stores management - Inspection and identifying bad storage - Classification and coding of purchased items.

LOADING, SCHEDULING, DISPATCHING AND CONTROL

Developing a loading and scheduling system – Dispatching – Procedure - Progress reporting - Corrective action - Recording and reporting.

TEXT BOOKS

1. Dalela Mansoor Ali S., Industrial Engineering and Management System, Standard publishers, Nai sarak, Delhi.
2. Buffa E.S., Modern Production Management, Eastern private limited.

REFERENCES

1. Barnes R.M., Work Design and Measurement, Wiley & sons, 1997.
2. Bage T.R. & Sharma S.C., Production Planning and Control, Khanna Publishers.
3. James L. Riggs, Engineering Economics, Mc Graw Hill Book Company, 1982.
4. James L. Pappas and Brigham F., Managerial Economics, Holt. Rinehart and Winston Limited, 1983.