

AFFILIATED INSTITUTIONS

REGULATIONS 2017
CHOICE BASED CREDIT SYSTEM
COMMON TO ALL POST GRADUATE PROGRAMMES

The following Regulations is applicable to the students admitted to M.E / M.Tech., M.C.A and M.B.A. Programmes at all Engineering Colleges affiliated to Anna University, Chennai (other than Autonomous Colleges) and to all the University Colleges of Engineering of Anna University, Chennai from the academic year 2017-2018.

1 PRELIMINARY DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

- i. **“Programme”** means Post graduate Degree Programme e.g. M.E., M.Tech. Degree Programme.
- ii. **“Branch”** means specialization or discipline of M.E. / M.Tech. Degree Programme like “Structural Engineering”, “Engineering Design”, etc.
- iii. **“Course”** means Theory or Practical subject that is normally studied in a semester, like Applied Mathematics, Advanced Thermodynamics, etc.
- iv. **“Director, Academic Courses”** means the authority of the University who is responsible for all academic activities of the University for implementation of relevant Rules and Regulations.
- v. **“Chairman”** means the Head of the Faculty.
- vi. **“Head of the Department”** means Head of the Department concerned.
- vii. **“Head of the Institution”** means the Principal of a College / Institution who is responsible for all academic activities of that College / Institution and for implementation of relevant Rules and Regulations.
- viii. **“Controller of Examinations”** means the Authority of the University who is responsible for all activities of the University Examinations.
- ix. **“University”** means ANNA UNIVERSITY, CHENNAI.


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2 PROGRAMMES OFFERED, MODES OF STUDY AND ADMISSION REQUIREMENTS

2.1 P.G. PROGRAMMES OFFERED:

1. M.E
2. M.Tech.
3. M.B.A.
4. M.C.A.

2.2 MODES OF STUDY:

2.2.1 Full-Time:

Candidates admitted under 'Full-Time' should be available in the College / Institution during the entire duration of working hours (From Morning to Evening on Full-Time basis) for the curricular, co-curricular and extra-curricular activities assigned to them.

The Full-Time candidates should not attend any other Full-Time programme(s) / course(s) or take up any Full-Time job / Part-Time job in any Institution or Company during the period of the Full-Time programme. Violation of the above rules will result in cancellation of admission to the PG programme.

2.2.2 Part-Time Mode:

In this mode of study, the students are required to attend classes conducted in the evenings and complete the course in three years.

2.2.3 Conversion from one mode of study to the other is not permitted.

2.3 ADMISSION REQUIREMENTS:

2.3.1 Candidates for admission to the first semester of the Post-Graduate Degree Programme shall be required to have passed an appropriate Under-Graduate Degree **Examination of Anna University** or equivalent as specified under qualification for admission as per the Tamil Nadu Common Admission (TANCA) criteria.

Note: TANCA releases the updated criteria during the admissions every academic year. Admission shall be offered only to the candidates who possess the qualification prescribed against each programme.

Any other relevant qualification which is not prescribed against each programme shall be considered for equivalence by the committee constituted for the purpose. Admission to such degrees shall be offered only after obtaining equivalence to such degrees.

2.3.2 However, the Syndicate of the University may decide to restrict admission in any particular year to candidates having a subset of qualifications prescribed at the time of admission.

2.3.3 Notwithstanding the qualifying examination the candidate might have passed, he/she shall have a minimum level of proficiency in the appropriate programme / courses as prescribed by the Syndicate of the University from time to time.

2.3.4 Eligibility conditions for admission such as the class obtained, the number of attempts in qualifying examination and physical fitness will be as prescribed by the Syndicate of the University from time to time.

2.3.5 All Part-Time candidates should satisfy other conditions regarding Experience, Sponsorship etc. that may be prescribed by the Syndicate from time to time.

3 STRUCTURE OF THE PROGRAMMES

3.1 Categorization of Courses

Every Post Graduate Degree Programme will have a curriculum with syllabi consisting of theory and practical courses that shall be categorized as follows:

- i. **Foundation Courses (FC)** may include Mathematics or other basic courses
- ii. **Professional Core (PC)** courses include the core courses relevant to the chosen specialization/branch.
- iii. **Professional Elective (PE)** courses include the elective courses relevant to the chosen specialization/ branch.
- iv. **Employability Enhancement Courses (EEC)** include Project Work and/or Internship, Seminar, Professional Practices, Summer Project, Case Study and Industrial / Practical Training.

Instead of two electives in the curriculum, the student may be permitted to choose a maximum of 2 courses from other PG programmes with the approval of the Head of the Department offering such courses.

3.2 Courses per Semester

Curriculum of a semester shall normally have a blend of lecture courses and practical courses including Employability Enhancement Courses. Each course may have credits assigned as per clause 3.3.

3.3 Credit Assignment

Each course is assigned certain number of credits based on the following:

Contact period per week	CREDITS
1 Lecture Period	1
2 Tutorial Periods	1
2 Practical Periods (Laboratory / Seminar / Project Work etc.)	1

The Contact Periods per week for Tutorials and Practical can only be in multiples of 2.

3.4 Project Work

- 3.4.1 The project work for M.E. / M.Tech. Programmes consist of Phase-I and Phase-II. The Phase-I is to be undertaken during III semester and Phase-II, which is a continuation of Phase-I is to be undertaken during IV semester.
- 3.4.2 In case of candidates of M.E. / M.Tech. Programmes not completing Phase-I of project work successfully, the candidates can undertake Phase-I again in the subsequent semester. In such cases the candidates can enroll for Phase-II, only after successful completion of Phase-I.
- 3.4.3 Project work shall be carried out under the supervision of a "qualified teacher" in the Department concerned. In this context "qualified teacher" means the faculty member possessing (i) PG degree with a minimum of 3 years experience in teaching or (ii) Ph.D. degree.

- 3.4.4 A candidate may, however, in certain cases, be permitted to work on projects in an Industrial/Research Organization, on the recommendations of the Head of the Department Concerned. In such cases, the Project work shall be jointly supervised by a supervisor of the department and an expert, as a joint supervisor from the organization and the student shall be instructed to meet the supervisor periodically and to attend the review committee meetings for evaluating the progress.
- 3.4.5 The Project work (Phase II in the case of M.E/M.Tech.) shall be pursued for a minimum of 16 weeks during the final semester.
- 3.6 The deadline for submission of final Project Report is 60 calendar days from the last working day of the semester in which project / thesis / dissertation is done. However, the Phase-I of the Project work in the case M.E. / M.Tech. Programmes shall be submitted within a maximum period of 30 calendar days from the last working day of the semester as per the academic calendar published by the University.

3.7 Industrial Training / Internship

The students may undergo Industrial training for a period as specified in the curriculum during summer / winter vacation. In this case the training has to be undergone continuously for the entire period.

The students may undergo Internship at Research organization / University (after due approval from the Department Consultative Committee) for the period prescribed in the curriculum during summer / winter vacation, in lieu of Industrial training.

3.8 Value Added Courses

The Students may optionally undergo Value Added Courses and the credits earned through the Value Added Courses shall be over and above the total credit requirement prescribed in the curriculum for the award of the degree. One / Two credit courses shall be offered by a Department of an institution with the prior approval from the Head of the Institution. The details of the syllabus, time table and faculty may be sent to the Centre for Academic Courses and the Controller of Examinations after approval from the Head of the Institution concerned atleast one month before the course is offered. Students can take a maximum of two one credit courses / one two credit course during the entire duration of the Programme.

3.9 Online Courses

- 3.9.1 Students may be permitted to credit only one online course of 3 credits with the approval of **Head of the Institution** and Centre for Academic Courses.
- 3.9.2 Students may be permitted to credit one online course (which are provided with certificate) subject to a maximum of three credits. The approved list of online courses will be provided by the Centre for Academic courses from time to time. The student needs to obtain certification or credit to become eligible for writing the End Semester Examination to be conducted by Controller of Examinations, Anna University. The details regarding online courses taken up by students should be sent to the Controller of Examinations, Anna University and Centre for Academic Courses one month before the commencement of end Semester Examination.

3.10 Medium of Instruction

The medium of instruction is English for all courses, examinations, seminar presentations and project / thesis / dissertation reports.

4 DURATION AND STRUCTURE OF THE PROGRAMMES:

4.1 The minimum and maximum period for completion of the P.G. Programmes are given below:

Programme	Min. No. of Semesters	Max. No. of Semesters
M.E. / M.Tech. (Full-Time)	4	8
M.E. / M.Tech. (Part Time)	6	12
M.C.A. (Full Time)	6	12
M.B.A. (Full Time)	4	8
M.B.A. (Part Time)	6	12

4.2 The Curriculum and Syllabi of all the P.G. Programmes shall be approved by the Academic Council of Anna University. The number of Credits to be earned for the successful completion of the programme shall be as specified in the Curriculum of the respective specialization of the P.G. Programme

4.3 Each semester shall normally consist of 75 working days or 540 periods of each 50 minutes duration, for full-time mode of study or 250 periods for part-time mode of study. The Head of the Institution shall ensure that every teacher imparts instruction as per the number of periods specified in the syllabus and that the teacher teaches the full content of the specified syllabus for the course being taught. For the purpose of calculation of attendance requirement for writing the end semester examinations (as per clause 9) by students, following method shall be used.

$$\text{Percentage of Attendance} = \frac{\text{Total no. of periods attended in all the courses per semester}}{(\text{No. of periods / week as prescribed in the curriculum}) \times 15 \text{ taken together for all courses of the semester}} \times 100$$

End Semester Examinations conducted by the University will be scheduled after the last working day of the semester.

4.5 The minimum prescribed credits required for the award of the degree shall be within the limits specified below:

PROGRAMME	PRESCRIBED CREDIT RANGE
M.E. / M.Tech.	70 to 75

Programme	Prescribed Credits
M.C.A.	120-125
M.B.A.	95-100

5. COURSE REGISTRATION

5.1 The Institution is responsible for registering the courses that each student is proposing to undergo in the ensuing semester. Each student has to register for all courses to be undergone in the curriculum of a particular semester (with the facility to drop courses to a maximum of 6 credits (vide clause 6.5). The student can also register for courses for which the student has failed in the earlier semesters. In such cases the student shall do **reappearance registration** for those courses for which the attendance requirement is not compulsory. However, the student have the option to take up some other professional elective or open elective that he has

failed to pass. **But, the total number of credits that a student is allowed to register per semester cannot exceed 36.** The registration details of the candidates may be approved by the Head of the Institution and forwarded to the Controller of Examinations. This registration is for undergoing the course as well as for writing the End Semester Examinations. No course shall be offered by any department of any institution unless a minimum 5 students register for the course.

The courses that a student registers in a particular semester may include

- i. Courses of the current semester.
- ii. The core (Theory/Lab /EEC) courses that the student has not cleared in the previous semesters.
- iii. Elective courses which the student failed (either the same elective or a different elective instead)

5.2 Flexibility to Drop courses

- 5.2.1 A student has to earn the total number of credits specified in the curriculum of the respective Programme of study in order to be eligible to obtain the degree.
- 5.2.2 From the II to Final semesters, the student has the option of dropping existing courses in a semester during registration. Total number of credits of such courses cannot exceed 6 for PG (Full Time) programmes and cannot exceed 3 for PG (Part Time) programmes.

6 EVALUATION OF PROJECT WORK

The evaluation of Project Work for Phase-I & Phase-II in the case of M.E. / M.Tech. and project work of M.B.A and M.C.A shall be done independently in the respective semesters and marks shall be allotted as per the weightages given in Clause 6.1.

- 6.1 There shall be three assessments (each 100 marks) during the Semester by a review committee. The Student shall make presentation on the progress made before the Committee. The Head of the Institution shall constitute the review committee for each branch of study. The total marks obtained in the three assessments shall be reduced to 20 marks and rounded to the nearest integer (as per the Table given below). There will be a vice-voce Examination during End Semester Examinations conducted by a Committee consisting of the supervisor, one internal examiner and one external examiner. The internal examiner and the external examiner shall be appointed by the Controller of Examination. The distribution of marks for the internal assessment and End semester examination is given below:

Internal Assessment (20 Marks)			End Semester Examination (80 Marks)			
Review - I	Review - II	Review - III	Thesis Submission (30 Marks)	Viva – Voce (Rounded to 50 Marks)		
			External Examiner	Internal Examiner	External Examiner	Supervisor Examiner
5	7.5	7.5	30	15	20	15

- 6.2 The Project Report prepared according to approved guidelines as given by Director, Academic Courses and duly signed by the supervisor(s) and the Head of the Department concerned shall be submitted to the Head of the Institution.

- 6.3** If the candidate fails to obtain 50% of the internal assessment marks in the Phase–I and Phase–II / final project, he/she will not be permitted to submit the report for that particular semester and has to re-enroll for the same in the subsequent semester.

If a candidate fails to submit the project report on or before the specified deadline, he/she is deemed to have failed in the Project Work and shall re-enroll for the same in a subsequent semester. This applies to both Phase–I and Phase–II in the case of M.E. / M.Tech. Project Work and the Final Project work of M.B.A. / M.C.A.

If a candidate fails in the end semester examinations of Phase–I, he/she has to resubmit the Project Report within 30 days from the date of declaration of the results. If he / she fails in the End semester examination of Phase–II of Project work of M.E. / M.Tech. or the Final Project work of M.B.A. / M.C.A, he/she shall resubmit the Project Report within 60 days from the date of declaration of the results. The resubmission of a project report and subsequent viva-voce examination will be considered as reappearance with payment of exam fee. For this purpose the same Internal and External examiners shall evaluate the resubmitted report.

- 6.3.1 A copy of the approved Project Report after the successful completion of viva-voce examinations shall be kept in the library of the college / institution.
- 6.3.2 Practical / Industrial Training, Summer Project if specified in the Curriculum shall not exceed the maximum duration of 4 weeks and should be organized by the Head of the Department for every student.
- 6.3.3 At the end of Practical / Industrial Training, Summer Project the candidate shall submit a certificate from the organization where he/she has undergone training and also a brief report. The evaluation for 100 marks will be carried out internally based on this report and a Viva-Voce Examination will be conducted by a Departmental Committee constituted by the Head of the Institution. Certificates submitted by the students shall be attached to the mark list sent by the Head of the Institution to the Controller of Examination.

7 CLASS ADVISER

There shall be a class advisor for each class. The class advisor will be one among the (course-instructors) of the class. He / She will be appointed by the Head of the department concerned. The class advisor is the ex-officio member and the Convener of the class committee. The responsibilities for the class advisor shall be:

- To act as the channel of communication between the HoD and the students of the respective class.
- To collect and maintain various statistical details of students.
- To help the chairperson of the class committee in planning and conduct of the class committee meetings.
- To monitor the academic performance of the students including attendance and to inform the class committee.
- To attend to the students' welfare activities like awards, medals, scholarships and industrial visits.

8 CLASS COMMITTEE

- 8.1 A Class Committee consists of teachers of the concerned class, student representatives and a chairperson who is not teaching the class. It is like the 'Quality Circle' (more commonly used in industries) with the overall goal of improving the teaching-learning process. The functions of the class committee include:

- Solving problems experienced by students in the class room and in the laboratories.
- Clarifying the regulations of the programme and the details of rules therein.
- Informing the student representatives, the “academic schedule” including the dates of assessments and the syllabus coverage for each assessment period.
- Informing the student representatives, the details of regulations regarding the weightage used for each assessment. In the case of practical courses (laboratory / project work / seminar etc.) the breakup of marks for each experiment/ exercise/ module of work, should be clearly discussed in the class committee meeting and informed to the students.
- Analyzing the performance of the students of the class after each test and finding the ways and means of improving the Students Performance
- Identifying the weak students, if any, in any specific subject and requesting the teachers concerned to provide some additional help or guidance or coaching to such weak students as frequently as possible.

8.2 The class committee for a class under a particular programme is normally constituted by the Head of the Department. However, if the students of different programmes are mixed in a class, the class committee is to be constituted by the Head of the Institution.

8.3 The class committee shall be constituted on the first working day of any semester or earlier.

8.4 At least 2 student representatives (usually 1 boy and 1 girl) shall be included in the class committee.

8.5 The chairperson of the class committee shall invite the Class adviser(s) and the Head of the Department to the meeting of the class committee.

8.6 The Head of the Institution may participate in any class committee of the institution.

8.7 The Chairperson of the Class Committee is required to prepare the minutes of every meeting, submit the same to the Head of the Institution within two days of the meeting and arrange to circulate among the concerned students and teachers. If there are some points in the minutes requiring action by the management, the same shall be brought to the notice of the management by the Head of the Institution.

8.8 The first meeting of the class committee shall be held within one week from the date of commencement of the semester in order to inform the students about the nature and weightage of assessments within the framework of the Regulations. Two or three subsequent meetings may be held at suitable intervals. During these meetings the student members, representing the entire class, shall meaningfully interact and express the opinions and suggestions of the class students to improve the effectiveness of the teaching-learning process.

9 COURSE COMMITTEE FOR COMMON COURSES

Each common course offered to more than one group of students shall have a “Course Committee” comprising all the teachers teaching the common course with one of them nominated as Course Coordinator. The nomination of the course Coordinator shall be made by the Head of the Department / Head of the Institution depending upon whether all the teachers teaching the common course belong to a single department or to several departments. The ‘Course committee’ shall meet as often as possible and ensure uniform evaluation of the tests and arrive at a common scheme of evaluation for the tests. Wherever it is feasible, the course committee may also prepare a common question paper for the Assessment Test(s).

10 ATTENDANCE REQUIREMENTS FOR COMPLETION OF A SEMESTER

- 10.1 A candidate who has fulfilled the following conditions shall be deemed to have satisfied the attendance requirements for completion of a semester.

Ideally every student is expected to attend all classes and earn 100% attendance. However in order to allow provision for certain unavoidable reasons such as prolonged hospitalization / accident / specific illness the student is expected to earn a minimum of 75% attendance to become eligible to write the End-Semester Examinations.

Therefore, every student shall secure not less than 75% of overall attendance in that semester as per clause 4.4.

- 10.2 However, a candidate who secures overall attendance between 65% and 74% in that current semester due to medical reasons (prolonged hospitalization / accident / specific illness / participation in sports events) may be permitted to appear for the current semester examinations subject to the condition that the candidate shall submit the medical certificate / sports participation certificate to the Head of the Institution. The same shall be forwarded to the Controller of Examinations for record purposes.
- 10.3 Candidates who could secure less than 65% overall attendance and **Candidates who do not satisfy the clauses 10.1 & 10.2** will not be permitted to write the end-semester examination of that current semester and are not permitted to go to next semester. They are required to repeat the incomplete semester in the next academic year.

11 PROCEDURES FOR AWARDING MARKS FOR INTERNAL ASSESSMENT(IA)

The maximum marks assigned to different courses shall be as given below:

Each of the theory and practical courses (including project work) shall carry a maximum of 100 marks of which 20 marks will be through internal assessment and the End Semester Examination (ESE) will carry 80 marks.

- 11.1 The marks for the continuous assessment shall be awarded as per the procedure given below:

(i) Theory Courses:

Three tests each carrying 100 marks shall be conducted during the semester by the Department / College concerned. The total marks obtained in all tests put together out of 300, shall be proportionately reduced for 20 marks and rounded to the nearest integer (This also implies equal weightage to all the three tests).

(ii) Practical Courses:

The maximum marks for Internal Assessment shall be 20 in case of practical courses. Every practical exercise / experiment shall be evaluated based on conduct of experiment / exercise and records maintained. There shall be at least one test. The criteria for arriving at the Internal Assessment marks of 20 is as follows: 75 marks shall be awarded for successful completion of all the prescribed experiments done in the Laboratory and 25 marks for the test. The total mark shall be reduced to 20 and rounded to the nearest integer.

(iii) Theory Courses with Laboratory component:

The maximum marks for Internal Assessment shall be 20 in case of theory courses with Laboratory component. For a theory course with Laboratory component, there shall be three assessments: the first two assessments (each with a maximum of 100 marks) will be from theory portions and the third assessment (maximum marks 100) will be for laboratory component. The sum of marks of all three assessments shall be reduced to 20 marks and rounded to the nearest integer.

(iv) Other Employability Enhancement Courses

- (a) The seminar / Case study is to be considered as purely INTERNAL (with 100% internal marks only). Every student is expected to present a minimum of 2 seminars per semester before the evaluation committee and for each seminar marks can be equally apportioned. The three member committee appointed by Head of the Institution will evaluate the seminar and at the end of the semester the marks can be consolidated and taken as the final mark. The evaluation shall be based on the seminar paper (40%), presentation (40%) and response to the questions asked during presentation (20%).
- (b) The Industrial / Practical Training shall carry 100 marks and shall be evaluated through internal assessment only. At the end of Industrial / Practical training / internship / Summer Project, the candidate shall submit a certificate from the organization where he / she has undergone training and a brief report. The evaluation will be made based on this report and a Viva-Voce Examination, conducted internally by a three member Departmental Committee constituted by the Head of the Institution. Certificates submitted by the candidate shall be attached to the mark list sent by the Head of the Department.

11.2 Assessment for Value Added Course

The one / two credit course shall carry 100 marks and shall be evaluated through **continuous assessments only**. Two Assessments shall be conducted during the semester by the Department concerned. The total marks obtained in the tests shall be reduced to 100 marks and rounded to the nearest integer. A committee consisting of the Head of the Department, staff handling the course and a senior Faculty member nominated by the Head of the Institution shall monitor the evaluation process. The list of students along with the marks and the grades earned may be forwarded to the Controller of Examinations for appropriate action at least one month before the commencement of End Semester Examinations

11.3 Assessment for Online Courses

Students may be permitted to credit one online course (which are provided with certificate) subject to a maximum of three credits. The approved list of online courses will be provided by the Centre for Academic courses from time to time. **This online course of 3 credits can be considered instead of one elective course.** The student needs to obtain certification or credit to become eligible for writing the End Semester Examination to be conducted by Anna University. **The course shall be evaluated through the End Semester Examination only conducted by Controller of Examinations, Anna University.**

11.4 Internal marks approved by the Head of the Institution shall be displayed by the respective HODs within 5 days from the last working day.

11.5 Every teacher is required to maintain an 'ATTENDANCE AND ASSESSMENT RECORD' which consists of attendance marked in each lecture or practical or project work class, the test marks and the record of class work (topics covered), separately for each course. This should be submitted to the Head of the Department periodically (at least three times in a semester) for checking the syllabus coverage and the records of test marks and attendance. The Head of the department will put his signature and date after due verification. At the end the semester, the record should be verified by the Head of the institution who will keep this document in safe custody (for five years). The university or any inspection team appointed by the University may inspect the records of attendance and assessments of both current and previous semesters.

12 REQUIREMENTS FOR APPEARING FOR SEMESTER EXAMINATION

- 12.1 A candidate shall normally be permitted to appear for the University examinations of the current semester if he/she has satisfied the semester completion requirements as per clause 10.1 & 10.2 and has registered for examination in all courses of the current semester.
- 12.2 Further, registration is mandatory for all the courses in the current semester as well as for arrear(s) course(s) for the university examinations failing which, the candidate will not be permitted to move to the higher semester.
- 12.3 A student who has passed all the courses prescribed in the curriculum for the award of the degree shall not be permitted to re-enroll to improve his/her marks in a course or the aggregate marks / CGPA.

13 UNIVERSITY EXAMINATIONS

- 13.1 There shall be an End- Semester Examination of 3 hours duration in each lecture based course.

The examinations shall ordinarily be conducted between October and December during the odd semesters and between April and June in the even semesters.

For the practical examinations (including project work), both internal and external examiners shall be appointed by the University.

13.2 WEIGHTAGE

The following will be the weightage for different courses.

i) Lecture or Lecture cum Tutorial based course:

Internal Assessment	-	20%
End Semester Examination	-	80%

ii) Laboratory based courses

Internal Assessment	-	20%
End Semester Examination	-	80%

iii) Project work

Internal Assessment	-	20%
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Evaluation of Project Report by external examiner	-	30%
Viva-Voce Examination	-	50%

iv) Practical training / summer project / seminar

Internal Assessment	-	100%
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14 PASSING REQUIREMENTS

- 14.1 A candidate who secures not less than 50% of total marks prescribed for the course with a minimum of 50% of the marks prescribed for each of the course of the End-Semester University Examination in both theory and practical courses shall be declared to have passed in the course and acquired the relevant number of credits.

- 14.2 If a student fails to secure a pass in a theory course (except electives), **the student shall do reappearance registration** for that course in the subsequent semester, when offered next, earn continuous assessment marks and attend the end semester examination.
- 14.3 If the course, in which the student has failed, is a professional elective or an open elective, the student may be permitted to register for the same or any other professional elective or open elective course in the subsequent semesters, attend the classes and fulfill the attendance requirements as per Clause 10.
- 14.4 If a student fails to secure a pass in a laboratory course, **the student shall register** for the course again, when offered next.
- 14.5 If a student fails to secure a pass in project work, **the student shall register** for the course again, when offered next.
- 14.6 The passing requirement for the courses which are assessed only through purely internal assessment (EEC courses except project work), is 50% of the internal assessment marks only.
- 14.7 If a student has failed in the final semester examination he/ she may be allowed to register for the course in the next semester itself.
- 14.8 A student can apply for revaluation of the student's semester examination answer paper in a theory course, within 2 weeks from the declaration of results, on payment of a prescribed fee along with prescribed application to the COE through the Head of the Institution. The COE will arrange for the revaluation and the results will be intimated to the student concerned through the Head of the Institution. Revaluation is not permitted for laboratory course and project work.

15 AWARD OF LETTER GRADES

- 15.1 All assessments of a course will be evaluated on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain number of points, will be awarded as per the range of total marks (out of 100) obtained by the candidate in each subject as detailed below:

Letter Grade	Grade Points	Marks Range
O (Outstanding)	10	91 - 100
A + (Excellent)	9	81 - 90
A (Very Good)	8	71 - 80
B + (Good)	7	61 - 70
B (Average)	6	50 - 60
RA	0	<50
SA (Shortage of Attendance)	0	
W	0	

A student is deemed to have passed and acquired the corresponding credits in a particular course if he/she obtains any one of the following grades: "O", "A+", "A", "B+", "B".

'SA' denotes shortage of attendance (as per clause 10.3) and hence prevention from writing the end semester examinations. 'SA' will appear only in the result sheet.

"RA" denotes that the student has failed to pass in that course. "W" denotes **withdrawal** from the exam for the particular course. The grades RA and W will figure both in Marks Sheet as well as in Result Sheet). In both cases the student has to earn Continuous Assessment marks and appear for the End Semester Examinations.

If the grade W is given to course, the attendance requirement need not be satisfied.

If the grade RA is given to a core **theory course**, the attendance requirement need not be satisfied, but if the grade RA is given to a **Laboratory Course/ Project work / Seminar and any other EEC course**, the attendance requirements (vide clause 10) should be satisfied.

15.2 The grades O, A+, A, B+, B obtained for the one credit course shall figure in the Mark sheet under the title '**Value Added Courses**'. The Courses for which the grades are RA, SA **will not figure in the mark sheet.**

15.3 GRADE SHEET

After results are declared, Grade Sheets will be issued to each student which will contain the following details:

- The college in which the candidate has studied.
- The list of courses enrolled during the semester and the grades scored.
- The Grade Point Average (GPA) for the semester and
- The Cumulative Grade Point Average (CGPA) of all courses enrolled from first semester onwards.

GPA for a semester is the ratio of the sum of the products of the number of credits for courses acquired and the corresponding points to the sum of the number of credits for the courses acquired in the semester. CGPA will be calculated in a similar manner, considering all the courses registered from first semester. RA grades will be excluded for calculating GPA and CGPA.

$$\text{GPA / CGPA} = \frac{\sum_{i=1}^n C_i GP_i}{\sum_{i=1}^n C_i}$$

where

C_i is the number of credits assigned to the course

GP_i is the Grade point corresponding to the grade obtained for each Course

n is number of all Courses successfully cleared during the particular semester in the case of GPA and during all the semesters in the case of **CGPA**.

16 ELIGIBILITY FOR THE AWARD OF THE DEGREE

16.1 A student shall be declared to be eligible for the award of the PG Degree (M.E./ M.Tech., M.C.A., M.B.A.) provided the student has

i. Successfully gained the required number of total credits as specified in the curriculum corresponding to the student's programme within the stipulated time.

ii. **a. M.E./ M.Tech., M.B.A.(Full Time)**

Successfully completed the course requirements, appeared for the End-Semester examinations and passed all the subjects prescribed in all the 4 semesters within a maximum period of 4 years reckoned from the commencement of the first semester to which the candidate was admitted.

b. M.E./ M.Tech., M.B.A.(Part Time) and M.C.A.(Full Time)

Successfully completed the course requirements, appeared for the End-Semester examinations and passed all the subjects prescribed in all the 6 semesters within a maximum period of 6 years reckoned from the commencement of the first semester to which the candidate was admitted.

iii. Successfully passed any additional courses prescribed by the Director, Academic Courses whenever readmitted under regulations other than R-2017 (vide clause **19.3**)

iv. No disciplinary action pending against the student.

v. The award of Degree must have been approved by the Syndicate of the University.

17 CLASSIFICATION OF THE DEGREE AWARDED

17.1 FIRST CLASS WITH DISTINCTION:

A Student who satisfies the following conditions shall be declared to have passed the examination in **First class with Distinction**:

M.E. / M.Tech. M.B.A.(Full Time)

- Should have passed the examination in all the courses of all the four semesters in the student's First Appearance within **three** years, which includes authorised break of study of one year (if availed). Withdrawal from examination (vide Clause 18) will not be considered as an appearance.
- Should have secured a CGPA of not less than **8.50**.
- Should NOT have been prevented from writing end Semester examination due to lack of attendance in any of the courses.

M.E. / M.Tech. M.B.A.(Part Time) and M.C.A (Full Time)

- Should have passed the examination in all the courses of all the six semesters in the student's First Appearance within **four** years, which includes authorised break of study of one year (if availed). Withdrawal from examination (vide Clause 18) will not be considered as an appearance.
- Should have secured a CGPA of not less than **8.50**.
- Should NOT have been prevented from writing end Semester examination due to lack of attendance in any of the courses.

17.2 **FIRST CLASS:**

A student who satisfies the following conditions shall be declared to have passed the examination in **First class**:

M.E. / M.Tech. M.B.A.(Full Time)

- Should have passed the examination in all the courses of all four semesters **within three years** , which includes one year of authorized break of study (if availed) or prevention from writing the End Semester Examination due to lack of attendance (if applicable).
- Should have secured a CGPA of not less than **7.00**

M.E. / M.Tech. M.B.A. (Part Time) and M.C.A (Full Time)

- Should have passed the examination in all the courses of all six semesters **within four years** , which includes one year of authorized break of study (if availed) or prevention from writing the End Semester Examination due to lack of attendance (if applicable).
- Should have secured a CGPA of not less than **7.00**

17.3 **SECOND CLASS:**

All other students (not covered in clauses 17.1 and 17.2) who qualify for the award of the degree (vide Clause 16.1) shall be declared to have passed the examination in **Second Class**.

17.4 A student who is absent in End Semester Examination in a course / project work after having registered for the same shall be considered to have appeared in that examination (except approved withdrawal from end semester examinations as per clause 18) for the purpose of classification.

17.5 **Photocopy / Revaluation**

A candidate can apply for photocopy of his/her semester examination answer paper in a theory course, within 2 weeks from the declaration of results, on payment of a prescribed fee through proper application to the Controller of Examinations through the Head of Institutions. The answer script is to be valued and justified by a faculty member, who handled the subject and recommend for revaluation with breakup of marks for each question. Based on the recommendation, the candidate can register for the revaluation through proper application to the Controller of Examinations. The Controller of Examinations will arrange for the revaluation and the results will be intimated to the candidate concerned through the Head of the Institutions. Revaluation is not permitted for practical courses and for project work.

A candidate can apply for revaluation of answer scripts for not exceeding 5 subjects at a time.

17.6 **Review**

Candidates not satisfied with Revaluation can apply for Review of his/ her examination answer paper in a theory course, within the prescribed date on payment of a prescribed fee through proper application to Controller of Examination through the Head of the Institution.

Candidates applying for Revaluation only are eligible to apply for Review.

18 PROVISION FOR WITHDRAWAL FROM EXAMINATION:

- 18.1 A student may, for valid reasons, (medically unfit / unexpected family situations / sports approved by Chairman, sports board and HOD) be granted permission to withdraw from appearing for the end semester examination in any course or courses in **ANY ONE** of the semester examinations during the entire duration of the degree programme. The application shall be sent to Director, Student Affairs through the Head of the Institutions with required documents.
- 18.2 Withdrawal application is valid if the student is otherwise eligible to write the examination (Clause 10) and if it is made within TEN days prior to the commencement of the examination in that course or courses and recommended by the Head of the Institution and approved by the Controller of Examinations.
- 18.2.1 Notwithstanding the requirement of mandatory 10 days notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merit of the case.
- 18.3 In case of withdrawal from a course / courses (Clause 12) the course will figure both in Marks Sheet as well as in Result Sheet. **Withdrawal essentially requires the student to register for the course/courses** The student has to register for the course, fulfill the attendance requirements (vide clause 10), earn continuous assessment marks and attend the end semester examination. However, withdrawal shall not be construed as an appearance for the eligibility of a candidate for First Class with Distinction.
- 18.4 Withdrawal is permitted for the end semester examinations in the final semester only if the period of study the student concerned does not exceed 3 years as per clause 17.1.

19 AUTHORIZED BREAK OF STUDY FROM A PROGRAMME

- 19.1 A student is permitted to go on break of study for a maximum period of one year as a single spell.
- 19.2 Break of Study shall be granted only once for valid reasons for a maximum of one year during the entire period of study of the degree programme. However, in extraordinary situation the candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for break of study. If a candidate intends to temporarily discontinue the programme in the middle of the semester for valid reasons, and to rejoin the programme in a subsequent year, permission may be granted based on the merits of the case provided he / she applies to the Director, Student Affairs in advance, but not later than the last date for registering for the end semester examination of the semester in question, through the Head of the Institution stating the reasons therefore and the probable date of rejoining the programme.
- 19.3 The candidates permitted to rejoin the programme after break of study / prevention due to lack of attendance, shall be governed by the Curriculum and Regulations in force at the time of rejoining. The students rejoining in new Regulations shall apply to the Director, Academic Courses in the prescribed format through Head of the Institution at the beginning of the readmitted semester itself for prescribing additional courses, if any, from any semester of the regulations in-force, so as to bridge the curriculum in-force and the old curriculum.
- 19.4 The authorized break of study would not be counted towards the duration specified for passing all the courses for the purpose of classification (vide Clause 17.1).
- 19.5 The total period for completion of the Programme reckoned from, the commencement of the first semester to which the candidate was admitted shall not exceed the maximum period specified in clause 4.1 irrespective of the period of break of study in order that he/she may be eligible for the award of the degree.

19.6 If any student is prevented for want of required attendance, the period of prevention shall not be considered as authorized 'Break of Study' (Clause 19.1)

20 DISCIPLINE

21.1 Every student is required to observe disciplined and decorous behavior both inside and outside the college and not to indulge in any activity which will tend to bring down the prestige of the University / College. The Head of Institution shall constitute a disciplinary committee consisting of Head of Institution, Two Heads of Department of which one should be from the faculty of the student, to enquire into acts of indiscipline and notify the University about the disciplinary action recommended for approval. In case of any serious disciplinary action which leads to suspension or dismissal, then a committee shall be constituted including one representative from Anna University, Chennai. In this regard, the member will be nominated by the University on getting information from the Head of the Institution.

21.2 If a student indulges in malpractice in any of the University / internal examination he / she shall be liable for punitive action as prescribed by the University from time to time.

22 REVISION OF REGULATIONS, CURRICULUM AND SYLLABI

The University may from time to time revise, amend or change the Regulations, Curriculum, Syllabus and scheme of examinations through the Academic Council with the approval of Syndicate.

ANNA UNIVERSITY, CHENNAI
AFFILIATED INSTITUTIONS
REGULATIONS – 2017
CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION (GENERAL)

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs) :

MBA programme curriculum is designed to prepare the post graduate students

- I. To have a thorough understanding of the core aspects of the business.
- II. To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
- III. To prepare them to have a holistic approach towards management functions.
- IV. To motivate them for continuous learning.
- V. To inspire and make them practice ethical standards in business.

PROGRAMME OUTCOMES (POs):

On successful completion of the programme,

1. Ability to apply the business acumen gained in practice.
2. Ability to understand and solve managerial issues.
3. Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
4. Ability to upgrade their professional and managerial skills in their workplace.
5. Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
6. Ability to take up challenging assignments.
7. Ability to understand one's own ability to set achievable targets and complete them.
8. Ability to pursue lifelong learning.
9. To have a fulfilling business career.

Programme Educational Objectives	Programme Outcomes								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
I	✓	✓					✓		
II				✓	✓	✓			
III	✓		✓		✓	✓	✓		
IV				✓		✓	✓	✓	
V		✓	✓					✓	✓

			PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
YEAR 1	SEM 1	Principles of Management	✓	✓	✓		✓					
		Accounting for Management	✓			✓						
		Economic Analysis for Business	✓	✓							✓	✓
		Legal Aspects of Business	✓									
		Organizational Behaviour	✓		✓							
		Statistics for Management	✓									
		Total Quality Management				✓	✓					✓
		Spoken and Written Communication	✓		✓							
	SEM 2	Applied Operations Research		✓				✓		✓		
		Business Research Methods		✓				✓		✓		
		Financial Management	✓	✓		✓	✓			✓		✓
		Human Resource Management	✓	✓		✓	✓			✓		✓
		Information Management	✓	✓		✓	✓			✓		✓
		Operations Management	✓	✓		✓	✓			✓		✓
		Marketing Management		✓		✓	✓			✓		
Data Analysis and Business Modeling					✓	✓	✓				✓	
YEAR 2	SEM 3	International Business Management				✓	✓				✓	
		Strategic Management	✓	✓		✓	✓	✓	✓	✓	✓	
		Elective I	Given below for each stream/Specialization									
		Elective II										
		Elective III										
		Elective IV										
		Elective V										
		Elective VI										
	Summer Training	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
	SEM 4	Project Work	✓	✓	✓	✓	✓	✓	✓	✓	✓	

			PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
	Stream/ Specialization : Marketing Management										
	Brand Management		✓		✓		✓			✓	✓
	Consumer Behaviour		✓				✓	✓	✓	✓	✓
	Customer Relationship Management		✓				✓	✓	✓	✓	✓
	Integrated Marketing Communication		✓		✓		✓				✓
	Retail Marketing		✓		✓		✓			✓	✓
	Services Marketing		✓				✓	✓	✓		✓
	Social Marketing		✓				✓	✓	✓	✓	✓
	Stream/ Specialization : Financial Management										
	Banking Financial Services Management		✓		✓		✓			✓	✓
	Corporate Finance		✓		✓	✓				✓	✓
	Derivatives Management		✓		✓				✓	✓	✓
	Merchant Banking and Financial Services		✓		✓		✓			✓	✓
	Security Analysis and Portfolio Management		✓				✓				✓
	Strategic Investment and Financing Decisions		✓		✓			✓		✓	✓
	International Trade Finance		✓		✓		✓			✓	✓
	Stream/ Specialization : Human Resource Management										
	Entrepreneurship Development		✓		✓		✓			✓	✓
	Industrial Relations and Labour Welfare		✓		✓		✓			✓	✓
	Labour Legislations		✓		✓			✓			✓
	Managerial Behaviour and Effectiveness				✓		✓			✓	✓
	Organizational Theory, Design and Development		✓		✓		✓			✓	✓
	Strategic Human Resource Management				✓			✓			✓
	Stream/ Specialization : Systems Management										
	Advanced Database Management System		✓	✓	✓		✓	✓	✓		✓
	Data mining for Business Intelligence		✓		✓			✓			✓
	E-Business Management		✓					✓			✓

		Software Project Management and Quality								
		Enterprise Resource Planning	✓				✓			✓ ✓
	Stream/ Specialization : Operations Management									
		Logistics Management	✓		✓					✓ ✓
		Materials Management	✓				✓			✓
		Product Design	✓		✓		✓			✓
		Project Management	✓		✓		✓			✓ ✓
		Services Operations Management	✓		✓		✓			✓
		Supply Chain Management	✓		✓		✓			✓ ✓

ANNA UNIVERSITY, CHENNAI
AFFILIATED INSTITUTIONS
REGULATIONS – 2017
CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION (FULL TIME)
CURRICULA AND SYLLABI I TO IV SEMESTERS
SEMESTER - I

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	BA5101	Economic Analysis for Business	PC	4	4	0	0	4
2.	BA5102	Principles of Management	PC	3	3	0	0	3
3.	BA5103	Accounting for Management	PC	4	4	0	0	4
4.	BA5104	Legal Aspects of Business	PC	3	3	0	0	3
5.	BA5105	Organizational Behaviour	PC	3	3	0	0	3
6.	BA5106	Statistics for Management	PC	3	3	0	0	3
7.	BA5107	Total Quality Management	PC	3	3	0	0	3
PRACTICALS								
8	BA5111	Spoken and Written Communication #	EEC	4	0	0	4	2
TOTAL				27	23	0	4	25

No end semester examination is required for this course.

SEMESTER - II

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	BA5201	Applied Operations Research	PC	3	3	0	0	3
2.	BA5202	Business Research Methods	PC	3	3	0	0	3
3.	BA5203	Financial Management	PC	3	3	0	0	3
4.	BA5204	Human Resource Management	PC	3	3	0	0	3
5.	BA5205	Information Management	PC	3	3	0	0	3
6.	BA5206	Operations Management	PC	3	3	0	0	3
7	BA5207	Marketing Management	PC	4	4	0	0	4
PRACTICALS								
8	BA5211	Data Analysis and Business Modelling	EEC	4	0	0	4	2
TOTAL				26	22	0	4	24

SUMMER SEMESTER (4 WEEKS)

SUMMER TRAINING

Summer Training – The training report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The training report should be around 40 pages containing the details of training undergone, the departments wherein he was trained with duration (chronological diary), along with the type of managerial skills developed during training. The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

SEMESTER - III

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1.	BA5301	International Business Management	PC	3	3	0	0	3
2	BA5302	Strategic Management	PC	3	3	0	0	3
3		Professional Elective I ***	PE	3	3	0	0	3
4		Professional Elective II***	PE	3	3	0	0	3
5		Professional Elective III***	PE	3	3	0	0	3
6		Professional Elective IV***	PE	3	3	0	0	3
7		Professional Elective V***	PE	3	3	0	0	3
8		Professional Elective VI***	PE	3	3	0	0	3
PRACTICALS								
9	BA5311	Summer Training	EEC	2	0	0	2	1
TOTAL				26	24	0	2	25

*** Chosen electives should be from two streams of management of three electives each.

SEMESTER - IV

SI. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
PRACTICALS								
1.	BA5411	Project Work	EEC	24	0	0	24	12
TOTAL				0	0	24	12	

TOTAL NO. OF CREDITS:86

PROFESSIONAL CORE (PC)

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1.		Principles of Management	PC	3	3	0	0	3
2.		Accounting for Management	PC	4	4	0	0	4
3.		Economic Analysis for Business	PC	4	4	0	0	4
4.		Legal Aspects of Business	PC	3	3	0	0	3
5.		Organizational Behaviour	PC	3	3	0	0	3
6.		Statistics for Management	PC	3	3	0	0	3
7.		Marketing Management	PC	4	4	0	0	4
8.		Spoken and Written Communication	PC	4	0	0	4	2
9.		Applied Operations Research	PC	3	3	0	0	3
10.		Business Research Methods	PC	3	3	0	0	3
11.		Strategic Management	PC	3	3	0	0	3
12.		Financial Management	PC	3	3	0	0	3
13.		Human Resource Management	PC	3	3	0	0	3
14.		Information Management	PC	3	3	0	0	3
15.		Operations Management	PC	3	3	0	0	3
16.		International Business Management	PC	3	3	0	0	3
17.		Total Quality Management	PC	3	3	0	0	3

PROFESSIONAL ELECTIVES (PE)

FUNCTIONAL SPECIALIZATIONS

1. Students can take three elective subjects from two functional specializations
- Or
2. Students can take six elective subjects from any one sectoral specializations

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
Stream/ Specialization : Marketing Management								
1.	BA5001	Brand Management	PE	3	3	0	0	3
2.	BA5002	Consumer Behaviour	PE	3	3	0	0	3
3.	BA5003	Customer Relationship Management	PE	3	3	0	0	3
4.	BA5004	Integrated Marketing Communication	PE	3	3	0	0	3
5.	BA5005	Retail Marketing	PE	3	3	0	0	3
6.	BA5006	Services Marketing	PE	3	3	0	0	3
7.	BA5007	Social Marketing	PE	3	3	0	0	3
Stream/ Specialization : Financial Management								
8.	BA5008	Banking Financial Services Management	PE	3	3	0	0	3
9.	BA5009	Corporate Finance	PE	3	3	0	0	3
10.	BA5010	Derivatives Management	PE	3	3	0	0	3
11.	BA5011	Merchant Banking and Financial Services	PE	3	3	0	0	3
12.	BA5012	Security Analysis and Portfolio Management	PE	3	3	0	0	3
13.	BA5013	Strategic Investment and Financing Decisions	PE	3	3	0	0	3
14.	BA5031	International Trade Finance	PE	3	3	0	0	3
Stream/ Specialization : Human Resource Management								
15.	BA5014	Entrepreneurship Development	PE	3	3	0	0	3
16.	BA5015	Industrial Relations and Labour Welfare	PE	3	3	0	0	3
17.	BA5016	Labour Legislations	PE	3	3	0	0	3
18.	BA5017	Managerial	PE	3	3	0	0	3

		Behaviour and Effectiveness						
19.	BA5018	Organizational Theory, Design and Development	PE	3	3	0	0	3
20.	BA5019	Strategic Human Resource Management	PE	3	3	0	0	3
Stream/ Specialization : Systems Management								
21.	BA5020	Advanced Database Management System	PE	3	3	0	0	3
22.	BA5021	Datamining for Business Intelligence	PE	3	3	0	0	3
23.	BA5022	Enterprise Resource Planning	PE	3	3	0	0	3
24.	BA5023	Software Project Management and Quality	PE	3	3	0	0	3
25.	BA5024	E-Business Management	PE	3	3	0	0	3
Stream/ Specialization : Operations Management								
26.	BA5025	Logistics Management	PE	3	3	0	0	3
27.	BA5026	Materials Management	PE	3	3	0	0	3
28.	BA5027	Product Design	PE	3	3	0	0	3
29.	BA5028	Project Management	PE	3	3	0	0	3
30.	BA5029	Services Operations Management	PE	3	3	0	0	3
31.	BA5030	Supply Chain Management	PE	3	3	0	0	3

SECTORAL SPECIALIZATIONS

1. Students can take three electives subjects from two functional specializations
or
2. Students can take six elective subjects from any one sectoral specializations

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
Sectoral Specialization : Logistics and Supply Chain Management								
1.	BA5051	Supply Chain Concepts and Planning	PE	3	3	0	0	3
2.	BA5052	Sourcing and Supply Management	PE	3	3	0	0	3
3.	BA5053	Supply Chain Inventory Management	PE	3	3	0	0	3
4.	BA5054	Supply Chain Information System	PE	3	3	0	0	3
5.	BA5055	Warehouse Management	PE	3	3	0	0	3
6.	BA5056	Transportation and Distribution Management	PE	3	3	0	0	3
7.	BA5057	Reverse and Contract Logistics	PE	3	3	0	0	3
8.	BA5058	Air Cargo Management	PE	3	3	0	0	3
9.	BA5059	Containerization and Allied Business	PE	3	3	0	0	3
10.	BA5060	Exim Management	PE	3	3	0	0	3
11.	BA5061	Fundamentals of Shipping	PE	3	3	0	0	3
12.	BA5062	Port and Terminal Management	PE	3	3	0	0	3
Sectoral Specialization :Infrastructure and Real Estate Management								
13.	BA5063	Infrastructure Planning Scheduling and Control	PE	3	3	0	0	3
14.	BA5064	Contracts and Arbitration	PE	3	3	0	0	3
15.	BA5065	Project Management for Infrastructure	PE	3	3	0	0	3
16.	BA5066	Management of Human Resources, Safety and Quality	PE	3	3	0	0	3
17.	BA5067	Disaster Mitigation and Management	PE	3	3	0	0	3
18.	BA5068	Economics and Financial Management in Construction	PE	3	3	0	0	3
19.	BA5069	Urban Environmental Management	PE	3	3	0	0	3
20.	BA5070	Smart Materials, Techniques and Equipments for Infrastructure	PE	3	3	0	0	3
21.	BA5071	Strategic Airport Infrastructure Management	PE	3	3	0	0	3
22.	BA5072	Real Estate Marketing and Management	PE	3	3	0	0	3
23.	BA5073	Infrastructure and Real Estate Entrepreneurship	PE	3	3	0	0	3
24.	BA5074	Valuation of Real Estate and Infrastructure Assets	PE	3	3	0	0	3

EMPLOYABILITY ENHANCEMENT COURSES (EEC)

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1.	BA5111	Spoken and Written Communication #	EEC	4	0	0	4	2
2.	BA5211	Data Analysis and Business Modeling	EEC	4	0	0	4	2
3.	BA5311	Summer Training	EEC	2	0	0	2	1
4.	BA5411	Project Work	EEC	24	0	0	24	12

OBJECTIVES:

- To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.

UNIT I INTRODUCTION**8**

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

UNIT II CONSUMER AND PRODUCER BEHAVIOUR**13**

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

UNIT III PRODUCT AND FACTOR MARKET**13**

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

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

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

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

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

TOTAL: 60 PERIODS**OUTCOMES:**

- Students are expected to become familiar with both principles of micro and macro economics. They would also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

REFERENCES :

- Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
- William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9th Edition, 2012.
- N. Gregory Mankiw, Principles of Economics, 7th edition, Cengage, New Delhi, 2014
- Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
- Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2014.

OBJECTIVES:

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

UNIT I INTRODUCTION TO MANAGEMENT 9

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business.

UNIT II PLANNING 9

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

UNIT III ORGANISING 9

Nature and purpose of organizing- Organization structure- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal

UNIT IV DIRECTING 9

Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.

UNIT V CONTROLLING 9

Process of controlling- Types of control- Budgetary and non-budgetary control techniques - Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.

TOTAL: 45 PERIODS**OUTCOMES:**

- The students should be able to describe and discuss the elements of effective management,
- discuss and apply the planning, organizing and control processes,
- describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication,
- communicate effectively through both oral and written presentation.

REFERENCES:

- Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
- Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
- Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
- Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.
- Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13th edition, 2010.
- Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012.

OBJECTIVES :

- Acquire a reasonable knowledge in accounts
- Analysis and evaluate financial statements

UNIT I FINANCIAL ACCOUNTING 12

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

UNIT II COMPANY ACCOUNTS 12

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buyback of securities.

UNIT III ANALYSIS OF FINANCIAL STATEMENTS 12

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

UNIT IV COST ACCOUNTING 12

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing- Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

UNIT V ACCOUNTING IN COMPUTERISED ENVIRONMENT 12

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

TOTAL: 45+15 = 60 PERIODS**OUTCOME**

- Possess a managerial outlook at accounts.

REFERENCES :

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.
3. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.
4. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
5. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage, 2010.
6. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
7. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.
8. Sawyers, Jackson, Jenkins, Arora, Managerial Accounting, 2nd edition, Cengage, 2011
9. Godwin, Alderman, Sanyal , Financial Accounting, 2nd edition, Cengage, 2011
10. Narashiman.M.S, Financial statement analysis, Cengage, 2016.

OBJECTIVE:

- To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

UNIT I FOCUS AND PURPOSE**5**

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

UNIT II INDIVIDUAL BEHAVIOUR**12**

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

UNIT III GROUP BEHAVIOUR**10**

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

UNIT IV LEADERSHIP AND POWER**8**

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

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR**10**

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

TOTAL: 45 PERIODS**OUTCOME:**

- Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

REFERENCES :

- Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
- Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition,
- Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
- Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage, 2nd edition. 2012
- Ivancevich, Konopaske & Maheson, Oranisional Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
- Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
- Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

OBJECTIVE:

- To learn the applications of statistics in business decision making.

UNIT I INTRODUCTION**9**

Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION**9**

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

UNIT III TESTING OF HYPOTHESIS - PARAMETIRC TESTS**9**

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

UNIT IV NON-PARAMETRIC TESTS**9**

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

UNIT V CORRELATION AND REGRESSION**9**

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

TOTAL: 45 PERIODS**OUTCOME:**

To facilitate objective solutions in business decision making under subjective conditions.

REFERENCES:

- Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Statistics for Management, Pearson Education, 7th Edition, 2016.
- Prem.S.Mann, Introductory Statistics, 7th Edition, Wiley India, 2016.
- Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, 2016.
- Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2012.
- Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
- N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
- Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.

OBJECTIVE:

- To learn the quality philosophies and tools in the managerial perspective.

UNIT I INTRODUCTION**9**

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT**9**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL**9**

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

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT**9**

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION**9**

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

TOTAL: 45 PERIODS**OUTCOME:**

- To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.

REFERENCES :

- Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
- Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, II Edition 2010
- Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
- James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
- Poornima M. Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011
- Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

OBJECTIVES :

- To familiarize learners with the mechanics of writing
- To enable learners to write in English precisely and effectively.
- To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities.

UNIT I PERSONAL COMMUNICATION 12

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific - Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information, oral reports, extempore.

UNIT II EMPLOYABILITY SKILLS 12

Interview skills – HR and technical – Types of interview, preparation for interview, mock interview, Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques. Time management and effective planning – identifying barriers to effective time management, time management techniques, relationship between time management and stress management.

UNIT III WORK PLACE COMMUNICATION 12

e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

UNIT IV RESEARCH WRITING 12

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

UNIT V WRITING FOR MEDIA AND CREATIVE WRITING 12

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing.

TOTAL: 60 PERIODS

Note: It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark.

No end semester examination is required for this course.

OUTCOMES :**Learners should be able to**

- Get into the habit of writing regularly.
- Express themselves in different genres of writing from creative to critical to factual writing.
- Take part in print and online media communication
- Read quite widely to acquire a style of writing and
- Identify their area of strengths and weaknesses in writing.
- Speak confidently with any speakers of English, including native speakers.
- Speak effortlessly in different contexts – informal and formal.

REFERENCES :

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly, 2009. Lesikar's Basic Business Communication, 11th ed. Tata McGraw-Hill, New Delhi.
2. E.H. McGrath, S.J. 2012, Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi.

Management books

Robin Sharma - The greatness guide
Steven Covey - 7 Habits of Effective people
Arindham Chaudhuri- Count your chickens before they hatch
Ramadurai - TCS Story

Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar

Review : Harvard Business review

Reports : Deloitte Netsis

Magazines : Bloomberg Businessweek, Economist

3. Richard Denny, 'Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.

BA5201

APPLIED OPERATIONS RESEARCH

L T P C

3 0 0 3

OBJECTIVE:

- To learn the concepts of operations research applied in business decision making.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 9

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

UNIT II LINEAR PROGRAMMING EXTENSIONS 9

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – 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. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT III INTEGER PROGRAMMING AND GAME THEORY 9

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 9

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Monte-carlo simulation.

UNIT V QUEUING THEORY AND REPLACEMENT MODELS 9

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL: 45 PERIODS

OUTCOME:

- To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

REFERENCES :

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Ninth Edition, 2010.
4. Anderson , Sweeney Williams Solutions Manual to Accompany An Introduction to Management Science Quantitative Approaches To Decision, Cengage , 12th edition , 2012
5. G. Srinivasan, Operations Research – Principles and Applications, II edition , PHI, 2010.
6. Bernard W.Taylor ,Introduction to Management Science , 12 th edition, 2012

BA5202**BUSINESS RESEARCH METHODS****L T P C
3 0 0 3****OBJECTIVE:**

- To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

UNIT I INTRODUCTION**9**

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

UNIT II RESEARCH DESIGN AND MEASUREMENT**9**

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

UNIT III DATA COLLECTION**9**

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

UNIT IV DATA PREPARATION AND ANALYSIS**9**

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

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

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

TOTAL: 45 PERIODS

OUTCOME:

- Students would become acquainted with the scientific methodology in business domain. They would also become analytically skillful. They would become familiar with the nuances of scientific communications.

REFERENCES :

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

BA5203

FINANCIAL MANAGEMENT

L T P C
4 0 0 4

OBJECTIVES:

Facilitate student to

- Understand the operational nuances of a Finance Manager
- Comprehend the technique of making decisions related to finance function

UNIT I FOUNDATIONS OF FINANCE:

9

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.

UNIT II INVESTMENT DECISIONS:

9

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

UNIT III FINANCING AND DIVIDEND DECISION:

9

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point.

Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories – Walter's – Model, Gordon's model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend

UNIT IV WORKING CAPITAL MANAGEMENT:

9

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

UNIT V LONG TERM SOURCES OF FINANCE: 9
 Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

TOTAL: 45 PERIODS

OUTCOME:

- Possess the techniques of managing finance in an organization

REFERENCES :

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
5. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
6. G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, 2nd Edition, 2010
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
8. Parasuraman.N.R, Financial Management, Cengage, 2014.
9. William R.Lasher, Financial Management, 7th Edition, Cengage, 2014 .
10. Brigham and Ehrhardt, Financial Management, 14th edition, Cengage, 2015.

BA5204 HUMAN RESOURCE MANAGEMENT L T P C
3 0 0 3

OBJECTIVE:

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 5
 Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 8
 Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 10
 Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

UNIT IV SUSTAINING EMPLOYEE INTEREST 12
 Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 10
 Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

TOTAL: 45 PERIODS

OUTCOME:

- Students will gain knowledge and skills needed for success as a human resources professional

REFERENCES :

1. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
5. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
6. Ivancevich, Human Resource Management, McGraw Hill 2012.
7. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

BA5205**INFORMATION MANAGEMENT****L T P C
3 0 0 3****OBJECTIVES :**

- To understand the importance of information in business
- To know the technologies and methods used for effective decision making in an organization.

UNIT I INTRODUCTION**10**

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

UNIT II SYSTEM ANALYSIS AND DESIGN**10**

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

UNIT III DATABASE MANAGEMENT SYSTEMS**9**

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

UNIT IV SECURITY, CONTROL AND REPORTING**8**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

UNIT V NEW IT INITIATIVES**8**

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TOTAL: 45 PERIODS**OUTCOME**

- Gains knowledge on effective applications of information systems in business

REFERENCES :

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.

2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
3. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
4. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
5. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
6. Turban, McLean and Wetherbe, Information Technology for Management –Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.
7. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
8. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004.
9. Ralph Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012
10. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
11. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition, 2013.

BA5206

OPERATIONS MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE:

- To provide a broad introduction to the field of operations management and explain the concepts, strategies , tools and techniques for managing the transformation process that can lead to competitive advantage.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 9

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit , framework; Supply Chain Management

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN 9

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 9

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

UNIT IV MATERIALS MANAGEMENT 9

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

UNIT V SCHEDULING AND PROJECT MANAGEMENT 9

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson’s Algorithm – Gantt charts; personnel scheduling in services.

TOTAL: 45 PERIODS

OUTCOME:

- Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

REFERENCES :

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 11th Edition, 2015.
4. Russel and Taylor, Operations Management, Wiley, 8th Edition, 2015.
5. Kanishka Bedi, Production and Operations Management, Oxford University, 3rd Edition, 2013.
6. Chary S. N, Production and Operations Management, Tata McGraw Hill, 5th Edition, 2013.
7. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
8. Mahadevan B, Operations Management Theory and practice, Pearson Education, 3rd Edition, 2015
9. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

**BA5207 MARKETING MANAGEMENT L T P C
4 0 0 4**

OBJECTIVES:

- Developing an understanding of ideas and nuances of modern marketing
- Describe the process to formulate and manage the B2B marketing strategy including all key components.
- Explain the techniques to conduct market analysis practices including market segmentation and targeting.
- Compare and contrast different perspectives that characterize the study of consumer behavior.
- Explain the role of IMC in the overall marketing program.

UNIT I INTRODUCTION 12

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

UNIT II MARKETING STRATEGY 12

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

UNIT III MARKETING MIX DECISIONS 12

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

UNIT IV BUYER BEHAVIOUR**12**

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

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

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

TOTAL: 60 PERIODS**OUTCOMES:**

- knowledge of analytical skills in solving marketing related problems
- awareness of marketing management process

REFERENCES :

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill, First edition,2010
3. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning — 2012
4. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011.
5. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Cengage, 2000.

BA5211**DATA ANALYSIS AND BUSINESS MODELING****L T P C
0 0 4 2****OBJECTIVE :**

- to have hands-on experience on decision modeling.

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

- Spreadsheet Software and
- Data Analysis Tools

TOTAL: 60 PERIODS

OUTCOME

- Knowledge of spreadsheets and data analysis software for business modeling.

TEXTBOOKS

1. David M. Levine et al, "Statistics for Managers using MS Excel" (6th Edition) Pearson, 2010
2. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
3. Hansa Lysander Manohar , " Data Analysis and Business Modelling using MS Excel ",PHI Learning private Ltd, 2017.
4. William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009.
5. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
6. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
7. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

BA5301

INTERNATIONAL BUSINESS MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE:

- To familiarize the students to the basic concepts of international business management.

UNIT I INTRODUCTION

6

International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT

11

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT

11

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages - organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS

11

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT

6

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TOTAL: 45 PERIODS

OUTCOME:

- Students would be familiar with global business environment, global strategic management practices and get acquainted with functional domain practices. They would be familiar with conflicts situations and ethical issues in global business.

REFERENCES :

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 12th Edition, New Delhi, 2010
3. K. Aswathappa, International Business, 6th Edition, Tata Mc Graw Hill, New Delhi, 2015.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
6. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

BA5302

STRATEGIC MANAGEMENT

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

OBJECTIVE:

- To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT I STRATEGY AND PROCESS

9

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE

9

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES

10

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc

Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION 9

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES 8

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

TOTAL: 45 PERIODS

OUTCOME :

- This Course will create knowledge and understanding of management concepts principles and skills from a people, finance, marketing and organisational perspectives the development of appropriate organisational policies and strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organisational as well as technical aspects.

REFERENCES :

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill,2008
4. Adriaue Haberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
6. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
7. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012

FUNCTIONAL SPECIALIZATIONS

BA5001

BRAND MANAGEMENT

L T P C
3 0 0 3

OBJECTIVES :

- To understand the basic Principles of branding.
- To understand the key issues in crafting and evaluating brand strategies
- To improve the skills in delivering persuasive brand presentations.
- To evaluate brand extension and its contribution to parent brand
- To develop an understanding of brand equity and a range of performance related outcomes.

UNIT I INTRODUCTION

8

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT II BRAND STRATEGIES

10

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

UNIT III BRAND COMMUNICATIONS

8

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT IV BRAND EXTENSION

9

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V BRAND PERFORMANCE

10

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

TOTAL: 45 PERIODS

OUTCOMES :

- Have a solid understanding of the key 'branding' concepts, methods and tools used by marketing practitioners.
- Be able to more confidently engage in and contribute to 'brand building' projects, developments, and discussions.

REFERENCES :

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, 4th Edition, 2013.
2. Aker, David, Building Strong Brands, Simon and Schuster, 1995
3. Kapferer J.N, Strategic Brand Management, 4th edition, Kogan Press, 2008
4. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2001.

OBJECTIVES :

- To understand the concepts of consumer behaviour and its application in purchase decisions.
- To Analyse of the reasons and motives for consumer buying behaviour
- To analyse the relationship between psychological social and cultural drivers behind consumer behaviour and marketing
- To identify the dynamics of human behaviour and the basic factors that influence the consumers decision process.

UNIT I INTRODUCTION 9

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

UNIT II CONSUMER BEHAVIOR MODELS 9

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

UNIT III INTERNAL INFLUENCES 9

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

UNIT IV EXTERNAL INFLUENCES 9

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

UNIT V PURCHASE DECISION PROCESS 9

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

TOTAL: 45 PERIODS**OUTCOMES :**

- Identify the major individual, social and cultural factors that affect consumers' decision making process;
- Explain and analyze the major stages which consumers usually go through when making a consumption-related decision
- Understand the essence of how consumers make decisions and assess the relevant implications for marketing practitioners

REFERENCES :

1. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, 11th edition, Pearson, 2015
2. Barry J.Babin, Eric G.Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016
3. P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand & Company, 2013.
4. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.
5. Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2008
6. Dinesh kumar ,Consumer Behaviour, Oxford University Press,2015.

OBJECTIVE:

- To understand the need and importance of maintaining a good customer relationship.

UNIT I	INTRODUCTION	9
Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.		
UNIT II	UNDERSTANDING CUSTOMERS	9
Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.		
UNIT III	CRM STRUCTURES	9
Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.		
UNIT IV	CRM PLANNING AND IMPLEMENTATION	9
Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.		
UNIT V	TRENDS IN CRM	9
e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.		

TOTAL: 45 PERIODS**OUTCOME :**

- To use strategic customer acquisition and retention techniques in CRM.

REFERENCES :

- G.Shainesh, Jagdish, N.Sheth, Customer Relationship Management A Strategic Prespective, Macmillan 2010
- Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008
- H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
- Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
- Assel, Consumer Behavior, Cengage, 6th Edition.
- Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
- Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.
- Zikmund. Customer Relationship Management, Wiley 2012 ..

OBJECTIVE:

- This course introduces students to the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.

UNIT I INTRODUCTION TO ADVERTISEMENT 9

Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.

UNIT II ADVERTISEMENT MEDIA 9

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

UNIT III SALES PROMOTION 9

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

UNIT IV PERSONAL SELLING 9

Introduction – Meaning – Functions- Personal selling process – Evaluation – Compensation – Motivation- Territory Management – Sales Report Preparation and Presentation- Ethical Issues

UNIT V PUBLICITY AND PUBLIC RELATIONS 9

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. Difference between Marketing, PR and Publicity -- Social publicity – Web Publicity and Social media – Publicity Campaigns

TOTAL: 45 PERIODS**OUTCOME :**

- Insight into the importance of advertising and sales promotion campaigns planning and objective setting in relation to consumer decision making processes.

REFERENCES :

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 10th edition, 2014
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007.
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.
4. Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016
5. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition edition, 2008.
6. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition Edition ,2010.
7. Jaishri Jefhwaney, Advertising Management, Oxford University Press, 2nd Edition, 2013.

OBJECTIVE:

- To understand the concepts of effective retailing

UNIT I INTRODUCTION 9

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II RETAIL FORMATS 9

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III RETAILING DECISIONS 9

Choice of retail locations - internal and external atmospheric – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Mercandising and category management – buying.

UNIT IV RETAIL SHOP MANAGEMENT 9

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

UNIT V RETAIL SHOPPER BEHAVIOUR 9

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

TOTAL: 45 PERIODS**OUTCOME:**

- To manage the retail chains and understand the retail customer's behavior

REFERENCES :

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. J K Nayak, Prakash C.Dash, Retail Management, Cengage, 2017
3. Dr.Harjit Singh, Retail Management A Global Perspective, S.Chand Publishing, 3rd Edition,2014
4. Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 8th edition, 2013.
5. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3rd Edition 2016.
6. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 4th Edition, 2012.
7. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

BA5006

SERVICES MARKETING

L T P C

3 0 0 3

OBJECTIVE:

- To understand the meaning of services and the significance of marketing the services.

UNIT I INTRODUCTION

9

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

UNIT II SERVICE MARKETING OPPORTUNITIES

9

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

UNIT III SERVICE DESIGN AND DEVELOPMENT

9

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

UNIT IV SERVICE DELIVERY AND PROMOTION

9

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

UNIT V SERVICE STRATEGIES

9

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

TOTAL: 45 PERIODS

OUTCOME:

- Will be able to apply the concepts of services marketing in promoting services.

REFERENCES :

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage, 4th Edition, 2010.
3. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
4. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
5. Gronroos, Service Management and Marketing –Wiley India, 3rd Edition, 2009.

BA5007

SOCIAL MARKETING

L T P C

3 0 0 3

OBJECTIVE:

- To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.

UNIT I INTRODUCTION

9

Social marketing - Definition - Scope and concept - Evolution of Social marketing - Need for Social marketing - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.

UNIT II SOCIAL MARKETING PROCESS AND PLANNING 9

Introduction - Environment Monitoring - Social Class and self-efficacy - social capital - Social ecology - Advocacy - A global phenomenon - Social marketing Process - Stages - Ethical considerations. Planning - Formative Research in Social marketing. Analysis - Problem - Environment - Resource.

Segmentation - Motives and benefits - Sheth's and Frazier's attitude - behavior segmentation - Stage approach to segmentation - Selecting target audiences - Cross cultural targeting - cultural and individual tailoring.

UNIT III SOCIAL MARKETING MIX 9

Social marketing mix - policy - product - place - price - promotion - people - partnership. Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing - Advertisement - Publicity - Edutainment - Civic or Public - Choosing media & methods.

Role of media in social marketing campaigns - planning and developing Social media campaigning – Campaign vs Programme - Programme planning models – conceptual model Lawrence Green's PRECEDE-PROCEED model.

UNIT IV ETHICAL ISSUES AND CHALLENGES 9

Ethical principles - Codes of behaviour - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing- Definition - monitoring - countering competition - competition and principle of differential advantage - Internal competition.

UNIT V TRENDS IN SOCIAL MARKETING 9

Future of Social marketing - setting priorities in social marketing - Repositioning strategies- Future of Public sector – NGO – Private sector social marketing.

Social Media marketing - Importance - Big Brands & Small business - E mail marketing -Social Media Tools –Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

TOTAL: 45 PERIODS

OUTCOME:

- Applying Ethical Principles in Social Marketing through advanced marketing medias

REFERENCES :

1. Rob Donovan & Nadine Henley. (2011). Principles and Practice of Social Marketing-an international perspective. Cambridge University Press.
2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing – Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc.
3. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.
4. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes, Routledge 2013
5. Social marketing in the 21st Century- Alan R. Andreasen- sage Publication, 2012

OBJECTIVES:

- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand e-banking and the threats that go with it.

UNIT I OVERVIEW OF INDIAN BANKING SYSTEM 9

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

UNIT II SOURCES AND APPLICATION OF BANK FUNDS 9

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT II CREDIT MONITORING AND RISK MANAGEMENT 9

Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION 9

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

UNIT V HIGH TECH E-BANKING 9

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI’s initiatives.

TOTAL: 45 PERIODS**OUTCOME:**

- Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks

REFERENCES :

1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.
3. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.
4. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016.

OBJECTIVES :

Student will acquire

- Nuances involved in short term corporate financing
- Good ethical practices

UNIT I INDUSTRIAL FINANCE**9**

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

UNIT II SHORT TERM-WORKING CAPITAL FINANCE**6**

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

UNIT III ADVANCED FINANCIAL MANAGEMENT**12**

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

UNIT IV FINANCING DECISION**10**

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

UNIT V CORPORATE GOVERNANCE**8**

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

TOTAL: 45 PERIODS**OUTCOME :**

- Good ethical corporate manager

REFERENCES :

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
3. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
4. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
5. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
6. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
7. Website of SEBI
8. Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2015
9. Michael C.Ehrhardt, Eugene F.Brigham, Corporate Finance – A focused approach, Cengage Learning, 2011.
10. Madura, International Corporate Finance, 10th edition, Cengage Learning, 2014.

OBJECTIVE :

- To understand the nuances involved in derivatives and to understand the basic operational mechanisms in derivatives.

UNIT I INTRODUCTION 9

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

UNIT II FUTURES CONTRACT 9

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

UNIT III OPTIONS 9

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

UNIT IV SWAPS 9

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

UNIT V DERIVATIVES IN INDIA 9

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

TOTAL: 45 PERIODS**OUTCOME :**

- This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

REFERENCES :

- David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
- Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2015.
- John. C. Hull, Options, Futures and Other Derivative Securities’, PHI Learning, 9th Edition, 2012
- Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’,– PHI Learning, 2011.
- S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2011.
- Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2011.
- Varma, Derivatives and Risk Management, 2nd Edition, 2011.
- Website of NSE, BSE.

OBJECTIVES :

To enable student

- Understand the modes of issuing securities
- Acquire financial evaluation technique of leasing and hire purchase

UNIT I MERCHANT BANKING 5

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – merchant banking services offered by banks – NBFC'S offering merchant banking – Banking system – types of banks – payment banking -Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT II ISSUE MANAGEMENT 12

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

UNIT III OTHER FEE BASED SERVICES 10

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

UNIT IV FUND BASED FINANCIAL SERVICES 10

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

UNIT V OTHER FUND BASED FINANCIAL SERVICES 8

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital - venture debt funds – start up financing.

TOTAL: 45 PERIODS

OUTCOME

- Good knowledge on merchant banking activities

REFERENCES :

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.
7. Website of SEBI
8. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016.

OBJECTIVES :

Enables student to

- Understand the nuances of stock market operations.
- Understand the techniques involved in deciding upon purchase or sale of securities.

UNIT I INVESTMENT SETTING**8**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKETS**10**

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III FUNDAMENTAL ANALYSIS**9**

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

UNIT IV TECHNICAL ANALYSIS**9**

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

UNIT V PORTFOLIO MANAGEMENT**9**

Portfolio analysis – Portfolio Selection –Capital Asset Pricing model – Portfolio Revision Portfolio Evaluation – Mutual Funds.

TOTAL: 45 PERIODS**OUTCOME**

- Become a good investment analyst

REFERENCES :

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.
4. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.

OBJECTIVE :

- Enable students to acquire techniques of evaluating strategic investment decisions understand the causes of prediction modes of financial distress.

UNIT I INVESTMENT DECISIONS 9
Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.

UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES 10
Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS 10
Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

UNIT IV FINANCING DECISIONS 8
Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS 8
Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TOTAL: 45 PERIODS**OUTCOME :**

- Possess good knowledge in techniques for making strategic investment decision and tackling financial distress

REFERENCES:

1. Prasanna Chandra, Financial Management, Tata McGraw Hill, 9th Edition, 2012.
2. Prasanna Chandra, Projects : Planning, Analysis, Financing Implementation and Review, TMH, New Delhi, 2011.
3. Bodie, Kane, Marcus: Investment, Tata McGraw Hill, New Delhi, 2010.
4. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 9 th edition, 2010.
5. M. Pandey, Financial Management, Vikas Publishing House, 10th edition, 2010.
6. M. Y. Khan and P. K. Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2011.
7. Website of IDBI Related to Project Finance.

OBJECTIVES :

To enable student

- Understand export import finance and forex management
- Understand the documentation involved in international trade

UNIT I INTERNATIONAL TRADE 9
International Trade – Meaning and Benefits – Basis of International Trade –Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II EXPORT AND IMPORT FINANCE 9
Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes Import Licensing – Financing methods for import of Capital goods

UNIT III FOREX MANAGEMENT 9
Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE 9
Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents -Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT V EXPORT PROMOTION SCHEMES 9
Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

TOTAL: 45 PERIODS

OUTCOME

- Possess good knowledge on international trade and the documentation involved in it.

TEXT BOOKS

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.

REFERENCES

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 5th Edition, 2011.
3. Website of Indian Government on EXIM policy

OBJECTIVE:

- To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

UNIT I ENTREPRENEURIAL COMPETENCE 6
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II ENTREPRENEURIAL ENVIRONMENT 12
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT III BUSINESS PLAN PREPARATION 12
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS 10
Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.

UNIT V MANAGEMENT OF SMALL BUSINESS 5
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL: 45 PERIODS**OUTCOME:**

- Students will gain knowledge and skills needed to run a business.

REFERENCES:

- Hisrich, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2014
- S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013.
- Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition, 2005
- Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
- P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai
- 1997.
- Arya Kumar. Entrepreneurship. Pearson, 2012.
- Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage, 2012

OBJECTIVE:

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

UNIT I INDUSTRIAL RELATIONS**7**

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

UNIT II INDUSTRIAL CONFLICTS**12**

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

UNIT III LABOUR WELFARE**8**

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

UNIT IV INDUSTRIAL SAFETY**9**

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

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

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

TOTAL: 45 PERIODS**OUTCOME:**

- Students will know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.

REFERENCES :

- Mamoria C.B., Sathish Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2012.
- Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012.
- Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
- C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
- Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
- P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
- P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004

OBJECTIVE:

- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.
- To familiarise the students to the practical problems inherent in the implementation of labour statutes.

Contained in the following acts are to be studied.

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

TOTAL: 45 PERIODS

OUTCOMES:

- To appreciate the application of labour laws.
- Legal Provision relating to
 - a) Wages
 - b) Working Conditions and Labour Welfare
 - c) Industrial Relations
 - d) Social Security

REFERENCES :

1. P.K. Padhi, Industrial Laws, PHI, 2008.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008
3. Tax Mann, Labour Laws, 2008.
4. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
5. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
6. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
7. Respective Bare Acts.

OBJECTIVE:

- To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

UNIT I	DEFINING THE MANAGERIAL JOB	8
Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.		
UNIT II	DESIGNING THE MANAGERIAL JOB	12
Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.		
UNIT III	THE CONCEPT OF MANAGERIAL EFFECTIVENESS	7
Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.		
UNIT IV	ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS	8
Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.		
UNIT V	DEVELOPING THE WINNING EDGE	10
Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.		

TOTAL:45 PERIODS**OUTCOME:**

- Students will gain knowledge about appropriate style of managerial behaviour.

REFERENCES:

- Peter Drucker, Management, Harper Row, 2006.
- Milkovich and Newman, Compensation, McGraw-Hill International, 2013.
- Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2012.
- Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2015.
- Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
- T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2002.
- R.M.Omkar, Personality Development and Career Management, S.Chand 1stedition,2008.
- Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

OBJECTIVE:

- To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

UNIT I ORGANISATION & ITS ENVIRONMENT 8
Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II ORGANIZATIONAL DESIGN 15
Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT III ORGANISATIONAL CULTURE 6
Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV ORGANISATIONAL CHANGE 6
Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT V ORGANISATION EVOLUTION AND SUSTENANCE 10
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

TOTAL: 45 PERIODS**OUTCOME:**

- Students will be able to analyze organizations more accurately and deeply by applying organization theory.

REFERENCES:

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage, 9th edition 2011
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2010.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
5. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010.
6. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.
7. Richard L. Daft, Understanding theory & Design of Organisations, Cengage, Western, 10th Edition 2012.

OBJECTIVE:

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT I HUMAN RESOURCE DEVELOPMENT 10

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

UNIT II E-HRM 6

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

UNIT III CROSS CULTURAL HRM 7

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

UNIT IV CAREER & COMPETENCY DEVELOPMENT 10

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

UNIT V EMPLOYEE COACHING & COUNSELING 12

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

TOTAL: 45 PERIODS**OUTCOME:**

- Students will have a better understanding of the tools and techniques used by organizations to meet current challenges.

REFERENCES :

- Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, Edition 6, 2012.
- Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2012.
- Jeffrey A Mello, Strategic Human Resource Management, Cengage, Southwestern 2007.
- Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage, 2007.
- Monir Tayeb. International Human Resource Management. Oxford. 2007
- Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition
- McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

OBJECTIVES :

- To understand the various advanced databases used in the organization
- To be aware of recent trends in database management.

UNIT I INTRODUCTION 9

DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

UNIT II DATABASE IMPLEMENTATION 9

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

UNIT III DISTRIBUTED DATABASES 9

Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability

UNIT IV OBJECT ORIENTED DATABASES 9

Object Oriented Concepts – Data Object Models –Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages

UNIT V EMERGING TRENDS 9

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC

TOTAL: 45 PERIODS**OUTCOMES :**

- Awareness of database models
- Knowledge of database technologies

REFERENCES :

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 8th edition, Cengage,
2. Ramez Elmasri and Shamkant B. Navathe, Fundamentals of Database Systems, 7th edition , Pearson Education, 2015.
3. Jeffrey A Hoffer et al, Modern Database Management, 12th Edition, Pearson Education, 2016,
4. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 6th Edition, McGraw-Hill, 2015.
5. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 6th edition, Pearson Education, 2015.
6. Jeffrey D. Ullman and Jennifer Widom, A First Course in Database Systems, 3rd edition, Pearson Education Asia, 2013.
7. Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw-Hill International Editions, 2008.
8. Rajesh Narang, Object Oriented Interfaces and Databases, 1st edition ,Prentice Hall of India, 2004.
9. Mark L.Gillenson & el, Introduction to database management, 2nd edition, Wiley India Pvt. Ltd, 2012
10. Charkrabarti, Advanced Database Management Systems, Wiley India Pvt Ltd, 2011

OBJECTIVES :

- To know how to derive meaning form huge volume of data and information
- To understand how knowledge discovering process is used in business decision making

UNIT I INTRODUCTION 9

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI

UNIT II DATA WAREHOUSING 9

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES 9

Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES 9

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

UNIT V BI AND DATA MINING APPLICATIONS 9

Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

TOTAL: 45 PERIODS**OUTCOMES :**

- Big Data Management
- Appreciate the techniques of knowledge discovery for business applications

REFERENCES :

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 3 rd edition, 2011
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, 3rd edition, Prentice Hall, 2014.
3. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 3nd Edition, 2011
6. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 3 rd edition 2011
7. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2014.
8. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009
9. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011
10. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, edition 2016
11. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India ,3rd edition, 2016

OBJECTIVES :

- To understand the business process of an enterprise
- To grasp the activities of erp project management cycle
- To understand the emerging trends in erp developments

UNIT I INTRODUCTION**8**

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES**10**

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

UNIT III ERP IMPLEMENTATION**10**

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

UNIT IV POST IMPLEMENTATION**8**

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

UNIT V EMERGING TRENDS ON ERP**9**

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

TOTAL: 45 PERIODS**OUTCOMES**

- Knowledge of ERP implementation cycle
- Awareness of core and extended modules of ERP

REFERENCES :

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.
5. Mahadeo Jaiswal and Ganesh Vanapalli, first edition,ERP Macmillan India, 2013
6. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2009.
7. Summer, ERP, Pearson Education, 2016

OBJECTIVES:

- To understand the various project management phases – Initiation, Planning, Tracking and Closure
- To study various project estimation methodologies, process models and risk management
- To understand quality assurance in software development

UNIT I PROJECT MANAGEMENT OVERVIEW 8

What is Project and Project Management, Various phase of Project Management, Project Stakeholders, Project Management Organisation (PMO); Roles and Responsibilities of Project Manager. Brief introduction to various process models - Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile– SCRUM, Extreme Programming (XP) and Kanban **Project Initiation** - Project Charter; Statement of Work (SoW)

UNIT II PROJECT PLANNING 10

Project Planning Activities- Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies - COCOMO Model and Function Point
Project Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt Chart and Critical Path Method (CPM)

UNIT III PROJECT TRACKING 10

Monitoring and Control, Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement.

Risk Management: Concepts of Risks and Risk Management; Risk Management Activities; Effective Risk Management; Risk Categories; Aids for Risk Identification; Potential Risk Treatments; Risk Components and Drivers; Risk Prioritization.

UNIT IV PROJECT CLOSURE 8

Project Closure Analysis, Lesson Learnt

Software Quality Assurance-Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.

UNIT V AGILE PROJECT MANAGEMENT WITH SCRUM 9

Agile Manifesto and Agile Principles

Agile Scrum - Purpose, Values, Scrum Framework, Scrum Roles – Product Owner, Scrum Master & Team, Scrum Events – Sprint Planning, Daily Scrum/Stand-up Meeting, Sprint Review, Sprint Retrospective, Scrum Artefacts – Product Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation – Story Point

TOTAL:45 PERIODS**OUTCOMES:**

At the end of this course, student should be able to:

- Manage different phases of Software Project Management
- Identify Risk and create risk mitigation plan
- Apply software quality assurance for better quality software delivery

REFERENCES:

- Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition
- Jalote, "Software Project Management in Practice", Pearson Education
- Ramesh, Gopalaswamy, "Managing Global Projects", Tata McGraw Hill
- Ken Schwaber, Agile Project Management with Scrum, Microsoft Press
- Mike Cohn, Agile Estimating & Planning, Pearson
- Royce, "Software Project Management", Pearson Education, 1999.

ONLINE RESOURCES:

- <http://agilemanifesto.org/>
- <https://www.scrum.org/Resources/What-is-Scrum>
- <http://www.scrumguides.org/scrum-guide.html#purpose>

BA5024

E- BUSINESS MANAGEMENT

L T P C
3 0 0 3

OBJECTIVES:

- To understand the practices and technology to start an online business

UNIT I INTRODUCTION TO e-BUSINESS

8

e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.

UNIT II TECHNOLOGY INFRASTRUCTURE

10

Internet and World Wide Web, internet protocols- FTP, intranet and extranet, Cloud Service Models – SAAS, PAAS, IAAS, Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud, Auto-Scaling in the Cloud, Internet information publishing technology- basics of web server hardware and software

UNIT III BUSINESS APPLICATIONS

10

Consumer oriented e-business – e-tailing and models – Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing

UNIT IV e-BUSINESS PAYMENTS AND SECURITY

9

E-payments - Characteristics of payment systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems- internet security – cryptography – security protocols – network security.

UNIT V LEGAL AND PRIVACY ISSUES

8

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

TOTAL: 45 PERIODS

OUTCOMES:

At the end of this course, student should be able to know how to build and manage an e-business

REFERENCES

1. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.
3. Kelly Goetsch - e Commerce in the Cloud, O Reilly Media, 2014.
4. Parag Kulkarni, Sunita Jahirabad kao, Pradeep Chande, e-business, Oxford University Press, 2012.
5. Henry Chan & el, E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
6. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
7. Bharat Bhasker, Electronic Commerce, Framework technologies and Applications, 3rd Edition. Tata McGraw Hill Publications, 2009
8. Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7th reprint, 2009.

9. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
10. Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.
11. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009

BA5025 **LOGISTICS MANAGEMENT** **L T P C**
3 0 0 3

OBJECTIVE :

- To learn the need and importance of logistics in product flow.

UNIT I INTRODUCTION **9**

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

UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS **9**

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.

UNIT III TRANSPORTATION AND PACKAGING **9**

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

UNIT IV PERFORMANCE MEASUREMENT AND COSTS **9**

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

UNIT V CURRENT TRENDS **9**

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

TOTAL: 45 PERIODS

OUTCOME :

- To enable an efficient method of moving products with optimization of time and cost.

REFERENCES :

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 3rd edition 2016
2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.
3. Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.
4. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2011.
5. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.
6. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.

OBJECTIVE :

- Understand how material management should be considered for profitability

UNIT I INTRODUCTION**9**

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan

UNIT II MATERIALS PLANNING**9**

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

UNIT III INVENTORY MANAGEMENT**9**

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

UNIT IV PURCHASING MANAGEMENT**9**

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

UNIT V WAREHOUSE MANAGEMENT**9**

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement

TOTAL: 45 PERIODS**OUTCOME :**

- Student gains knowledge on effective utilisation of materials in manufacturing and service organisation

REFERENCES :

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
3. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
4. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
5. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
6. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
7. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

OBJECTIVE:

- Understand the application of structured methods to develop a product.

UNIT I INTRODUCTION**9**

Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

UNIT II PRODUCT PLANNING**9**

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Techniques.

UNIT III PRODUCT CONCEPT**9**

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

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

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development- Product development economics-scoring model- financial analysis.

UNIT V PATENTS**9**

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

TOTAL: 45 PERIODS**OUTCOME**

- Student gains knowledge on how a product is designed based on the needs of a customer.

REFERENCES :

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
2. Kenneth B.Kahn, New Product Planning, Sage, 2nd Edition 2011.
3. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
4. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
5. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
6. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
7. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

BA5028

PROJECT MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE:

- To learn the concepts of managing projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9

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

UNIT II PLANNING AND BUDGETING 9

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

UNIT III SCHEDULING & RESOURCE ALLOCATION 9

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

UNIT IV CONTROL AND COMPLETION 9

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

UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9

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

TOTAL: 45 PERIODS

OUTCOME:

- To apply project management principles in business situations to optimize resource utilization and time optimisation.

REFERENCES :

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 6e,2014.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education,5th Edition 2016
3. Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.
4. Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010

BA5029

SERVICES OPERATIONS MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE:

- To help understand how service performance can be improved by studying services operations management

UNIT I INTRODUCTION 9

Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

UNIT II SERVICE DESIGN 9
 New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling

UNIT III SERVICE QUALITY 9
 Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

UNIT IV SERVICE FACILITY 9
 Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

UNIT V MANAGING CAPACITY AND DEMAND 9
 Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

TOTAL: 45 PERIODS

OUTCOME:

- To design and operate a service business using the concepts, tools and techniques of service operations management.

REFERENCES :

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7th Edition 2013.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
5. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
6. J.Nevan Wright and Peter Race, The management of service operations, Cengage, 2nd Edition, 2004

BA5030 SUPPLY CHAIN MANAGEMENT L T P C
3 0 0 3

OBJECTIVE:

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

UNIT I INTRODUCTION 9
 Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier-Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

OBJECTIVES

- To provide understanding of the framework.
- To illustrate current practices in industries.
- To provide knowledge on certain tools & techniques

UNIT - I INTRODUCTION TO PURCHASING AND SUPPLY CHAIN MANAGEMENT 9

The Purchasing Process. Purchasing Policies and Procedures. Supply Management Integration for Competitive Advantage, Purchasing and Supply Management Organization.

UNIT - II STRATEGIC SOURCING 9

Supply Management and Commodity Strategy Development, Supplier Evaluation and Selection Supplier Quality Management Supplier Management and Development, Creating a World-Class Supply Base, Worldwide Sourcing.

UNIT - III STRATEGIC SOURCING PROCESS 9

Strategic Cost Management, Purchasing and Supply Chain Analysis: Tools and Techniques, Negotiation and Conflict Management Contract Management Purchasing Law and Ethics.

UNIT - IV SUPPLIER PERFORMANCE AND QUALITY MANAGEMENT 9

Performance Measurement and Evaluation: Strategies, tools and techniques for measuring and managing supplier performance, Supplier performance evaluation, Purchasing services, Supply Chain Information Systems and Electronic Sourcing.

UNIT - V FUTURE DIRECTIONS 9

Purchasing and Supply Strategy Trends Green Buying, Sustainability, material research, Lean supply Chain Management

TOTAL: 45 PERIODS**OUTCOMES:**

- To Understand basic functions and nuances.
- To Understand the holistic dimensions of SCM & corporate perspectives.
- Learn to acquire skills to become a sourcing professional.

TEXT BOOKS:

1. Purchasing and Supply Chain Management, Robert .M. Monczka, Handfield, Glunipero Paterson, Waters, 6th Edition, Cengage Publication
2. Purchasing and Supply Chain Management, . Benton, 3 rd Edition, Tata Mc Graw Hill.
3. World Class Supply Chain Management, Burt, Dobler, Starling, 7th Edition, Tata Mc Graw Hill.
4. Supply Chain Management For The 21st Century by B S SAHAY. Macmillan Education,2001

OBJECTIVE:

This course provides you the basic concepts and advanced models in inventory management. This course discusses issues related to inventory in a supply chain context. It also gives a multi-dimensional view to approach a problem with case studies.

UNIT I INTRODUCTION TO INVENTORY MANAGEMENT 9

Inventory in SCM, Cash to cash cycle time, measure of inventory in terms of days, Inventory turnover ratio and its relationship with working capital, Review of models, Q-models and P-models Aggregation of Inventory, Cycle stock concepts, Ordering multiple items in a single order to reduce cycle stock

UNIT II INVENTORY MODELS 9

Safety stock issues Safety stock with lead time and demand uncertainty (for Q-models), Short term discounting & Forward Buying, Periodic review models with safety stock, Comparison of P and Q systems

UNIT III INVENTORY MANAGEMENT STRATEGIES 9

Single period models, Inventory management for fashion supply chains, Postponement strategies to reduce inventory, Examples of Fashion supply chains: NFL Reebok, ZARA and Sport Obermeyer Risk Pooling, Applications, Risk pooling in different forms-Substitution, Specialisation, Postponement and Information pooling

UNIT IV INVENTORY OPTIMIZATION 9

Distribution resource planning techniques, Inventory and transportation integration decisions, Vendor Managed Inventory, Product availability measures, Product fill rate, order fill rate, Cycle service level.

UNIT V LATEST TRENDS IN INVENTORY MANAGEMENT SYSTEMS 9

Industry initiatives, Efficient consumer Response and Quick response ,CPFR and other industry initiatives, Inventory reduction strategies, Managing inventory in Reverse Logistics and Remanufacturing situations , Best practices in Inventory Management in a Supply Chain

TOTAL: 45 PERIODS**OUTCOME:**

At the end of this course, the students can confidently approach their supply chain inventory issues and they can use different tools appropriately to solve the problems and enhance the performance of their supply chains.

TEXT BOOKS:

1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.
2. Janat Shah, Supply Chain Management, Pearson Education India, 2009
3. Supply chain management, Chandrasekaran,N., Oxford University Publications, 2010
4. Supply Chain Management For The 21st Century by B S SAHAY. Macmillan Education,2001

OBJECTIVES:

- To explain the various technological aspects that are described in the different logistical background
- To explain the real time description updated technologies in the logistics sector and supply chain industry

UNIT - I ELECTRONIC SCM, COMMUNICATION NETWORKS 9

Introduction e-SCM – e-SCM framework - Key success factors for e-SCM - Benefits of e-SCM- Positioning information in Logistics - Strategic information linkage - Supply chain communication networks - Role of communication networks in supply chains - Overview of telecommunication networks –EDI - Data security in supply chain networks - Overview of internet able models

UNIT - II ENTERPRISE INFORMATION SYSTEMS 9

Overview of enterprise information systems - Information functionality and principles -Introduction enterprise information systems -Classification of enterprise information systems- Information architecture -Framework for managing supply chain information - Describe on popular enterprise application packages -Benefits of enterprise information systems

UNIT - III SCM SYSTEMS DEVELOPMENT, DEPLOYMENT AND MANAGEMENT 9

Stakeholders in supply chain information systems - Stakeholders in SCM - Stakeholders in supply chain information systems - Information systems development- Logistics information systems design- Defining enterprise architecture - Choosing appropriate system development methodologies - Adopting relevant systems development model

UNIT - IV DEPLOYMENT AND MANAGEMENT 9

Information systems deployment - IT Operations and infrastructure management - Portfolio, programme and project management - Management of risk - Management of value

UNIT - V INFORMATION INTEGRATION 9

Enterprise application integration and supply chain visibility - Enterprise application integration - Supply chain visibility - Supply chain event management -Supply chain performance -Planning and design methodology - Problem definition and planning - Data collection and analysis - Recommendations and implementation -Decision support systems

TOTAL: 45 PERIODS**OUTCOME:**

The students will be able to understand the various enterprise information system and its architecture and benefits. Students can gain knowledge about various e-commerce models, e-SCM, benefits and communication networks.

TEXT BOOKS:

1. Bowersox & Closs, Logistical Management, McGraw-Hill Companies, 1996.
2. R.H.Ballou, Business Logistics Management, Prentice-Hall, 2004.

REFERENCES:

1. Strauss,E-Marketing, 4/e, Pearson Education 2008
2. Chaffey, E- Business and E- Commerce Management, 3/e, Pearson Education 2008
3. Blanchard, Logistics Engineering & Management, 6/e, Pearson Education 2008
4. Statistics for Managers Using MS Excel, 4/e, Levine, Pearson Education 2007
5. Donald J. Bowersox and David J. Closs, Logistical Management - The Integrated Supply chain

OBJECTIVES:

- To help the students in explaining the significance of Warehousing.
- To provide timely customer service,
- To keep track of items so they can be found readily & correctly
- To minimize the total physical effort
- To minimize the cost of moving goods in & out of stage.

UNIT - I INTRODUCTION WAREHOUSING 9

Introduction Warehousing – Basic Warehousing Decisions – Warehouse Operations – Types of Warehouses – Functions – Centralized & Decentralized – Storage Systems – Warehousing Cost Analysis – Warehouse Layout – Characteristics of Ideal Warehouse

UNIT - II INVENTORY MANAGEMENT 9

Inventory: Basic Concepts – Role in Supply Chain – Role in Competitive Strategy – Independent Demand Systems – Dependent Demand Systems – Functions – Types – Cost – Need for Inventory – Just in Time

UNIT - III INVENTORY CONTROL 9

Inventory Control – ABC Inventory Control – Multi-Echelon Inventory Systems – Distribution Requirement Planning – Bull Whip Effect – Using WMS for Managing Warehousing Operations

UNIT - IV MATERIALS HANDLING 9

Principles and Performance Measures Of Material Handling Systems – Fundamentals of Material Handling – Various Types of Material Handling Equipments – Types of Conveyors – Refrigerated Warehouses- Cold Chain- Agri SCM

UNIT - V MODERN WAREHOUSING METHODS 9

Modern Warehousing – Automated Storage & Retrieval Systems & their Operations – Bar Coding Technology & Applications in Logistics Industry – RFID Technology & Applications – Advantages of RFID

TOTAL: 45 PERIODS**OUTCOME:**

At the end of the course, the students will be able to get complete insight in to warehouse concepts, various inventory control techniques and application of inventory management in supply chain.

TEXT BOOKS:

1. Vinod.V.Sople, Logistics Management, Pearson Education, 2004.
2. Arnold, Introduction Materials Management, Pearson Education, 2009.

REFERENCES:

1. Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill, 2008
2. Satish K. Kapoor and PurvaKansal, Basics of Distribution Management - A Logistical Approach, Prentice Hall, 2003
3. Satish K. Kapoor and PurvaKansal Marketing, Logistics - A Supply Chain Approach , Pearson Education, 2003

OBJECTIVES:

- To explore the fundamental concepts of transportation and distribution management
- To gain knowledge in network planning, routing and scheduling and application of IT in transportation and distribution management.

UNIT - I	DISTRIBUTION	9
Role of Distribution in Supply chain, Distribution channels – Functions, resources, Operations in Distribution, Designing Distribution network models - its features - advantages and disadvantages.		
UNIT - II	PLANNING	9
Distribution network planning, Distribution network decisions, Distribution requirement planning (DRP)		
UNIT - III	TRANSPORTATION	9
Role of Transportation in Logistics and Business, Principle and Participants-Scope and relationship with other business functions, Modes of Transportation - Mode and Carrier selection, Routing and scheduling.		
UNIT - IV	TRANSPORTATION	9
International transportation, Carrier, Freight and Fleet management, Transportation management systems-Administration, Rate negotiation, Trends in Transportation.		
UNIT - V	INFORMATION TECHNOLOGY (IT)	9
Usage of IT applications -E commerce – ITMS, Communication systems-Automatic vehicle location systems, Geographic information Systems.		

TOTAL: 45 PERIODS**OUTCOMES:** The students will be able to:

- Gain knowledge about the distribution requirements planning.
- Predict the scope and relationship of transportation with other business functions
- Make use of the advantages and disadvantages of the various models.

TEXT BOOKS:

1. Raghuram and N. Rangaraj, Logistics and Supply chain Management – Leveraging Mathematical and Analytical Models: Cases and Concepts, New Delhi: Macmillan, 2000.
2. Janat Shah, Supply Chain Management, Pearson Education India, 2009.

REFERENCES:

1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.
2. Michael B Stroh, Practical Guide to Transportation and Logistics, Logistics Network, 2006.
3. Alan Rushton, John Oxley, Handbook of Logistics & Distribution Management, Kogan Page Publishers, 2000.

OBJECTIVES:

- To prepare students successfully implement a contract logistics and closed supply chain in Retail, FMCG and Automobile sectors.
- To explain the concept and principle of contract logistics and closed supply chain

UNIT - I CONTRACT LOGISTICS 9

Third party logistics industry overview - A framework for strategic alliances - Evolution of contract logistics - Types of third party logistics providers – Automobile, FMCG and Retail-Third party services and integration

UNIT - II CLOSED LOOP SUPPLY CHAINS AND LOGISTICS 9

Introduction closed loop supply chains and logistics – Logistics and closed loop supply chain service - Overview of return logistics and closed loop supply chain models – Introduction product returns - Product Vs Parts returns - Strategic issues in closed loop supply chains

UNIT - III BUSINESS AND MARKET 9

Overview - Introduction life cycle management - Trends and opportunities – Auto Warranty management, return process and benchmarks - Market overview - Reasons for using reverse logistics - General characteristics - Consumer goods Depot repair and value added services - Operating dynamics - Competitive evaluation - Secondary markets and final disposal.

UNIT - IV EMERGING TRENDS 9

Emerging trends in Retail, E-Commerce- FMCG and Automobile sectors- Systems and technology - For consumer goods operations, High tech logistics system - Impact and value of advanced logistics

UNIT - V MANAGING PROCESSES 9

Managing processes - Step by step process - Use of third party service providers - Additional factors – Contemporary issues – Make in India and its impact on Countries GDP and Economic Growth.

TOTAL: 45 PERIODS**OUTCOME:**

The students will be able to understand the basics of contract logistics, third party logistics industry and third party logistics providers. And it helps to gain knowledge about Make in India concept and its impact on the GDP growth

TEXT BOOKS:

1. Janat Shah, Supply Chain Management: Text and Cases, Pearson Education India, 2009
2. John Manners-Bell, Logistics and Supply Chains in Emerging Markets, Kogan Page, 2014.

REFERENCES:

1. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011
2. D. F. Blumberg, Reverse Logistics & Closed Loop Supply Chain Processes, Taylor and Francis, 2005
3. Hsin-I Hsiao, Wageningen, Logistics Outsourcing in the Food Processing Industry, Academic Pub, 2009.
4. Surendra M. Gupta, Sustainability in Supply Chain Management Casebook: Applications in SCM, McGraw Hill, 2013

OBJECTIVES:

- To provide an overview of the various elements of containerization and allied businesses
- To realize the potential of containerization and allied businesses

UNIT –I BASIC CONCEPT OF CONTAINERIZATION 9

Introduction to Liner Shipping industry - Unitization concept and methods - Malcolm Mclean and the birth of containerization - Generations of container ships and their specification - Container types, their specifications and cargoes carried in them.

UNIT –II FREIGHTING AND SIZE OF CONTAINER 9

Container shipping business - FCL and LCL sea freight products - Freighting of FCL and LCL cargo - Slot utilization strategies - Estimation of optimum container fleet size - Multiport LCL consolidation

UNIT – III CHARACTERISTICS AND PHYSICAL OPERATIONS 9

Containerisation: Concept, Classification, Benefits and Constraints, Container terminal business-World's leading container terminals and location characteristics - container terminal infrastructure - container terminal productivity and profitability-Inland container Depots(ICD)Roles and functions - Container Freight Stations(CFS),Clearance at ICD, CONCOD,ICD's under CONCOD, Charting: Kinds of Charter, Charter Party and Arbitration.

UNIT – IV CONTAINER TYPES AND BUSINESS 9

Container manufacturing trends - Container leasing business - Types of container leasing and their terms - maintenance and repair of containers - tracking of container movements - Container interchange.

UNIT – V MULTIMODAL TRANSPORT 9

Alternate uses of containers -marketing of used containers -carriage of shipper own containers - multimodal transport options for containers -Insurance for containers -strategies for managing container imbalance.

TOTAL: 45 PERIODS**OUTCOMES:**

- The students will learn the practices and ways to promote containerization and allied businesses
- The learners will have a complete idea about the different concepts, trends and strategies used for containerization and allied businesses

REFERENCES:

1. Marc Levinson, The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger, Princeton University Press, 2008.
2. Dr. K. V. Hariharan, Containerisation, Multimodal Transport & Infrastructure Development In India, Sixth Edition, Shroff Publishers and Distributors, 2015.
3. Lee, C.-Y., Meng, Q. (Eds.), Handbook of Ocean Container Transport Logistics Making Global Supply Chains Effective, Springer, 2015
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

OBJECTIVES:

- To enlighten the students about the major functions in export and import processes.
- To provide the expertise for solving issues related to requirements in EXIM management.

UNIT – I FUNDAMENTALS OF IMPORT AND EXPORT 9

Role of Import and Export Trade in an Economy - Institutional Framework for Foreign trade in India -Role of Director General of Foreign Trade and Commerce - Objectives of EXIM Policy - Global trade flows - Contract of International Sale of Goods - INCOTERMS 2010

UNIT - II OVERVIEW OF EXPORT AND IMPORT 9

Marketing for Exports - Negotiation and finalization of Export contract - Export Documentation Procedures - Cargo Insurance - Export Promotion Councils and incentive schemes- Role of Logistics in Exports- Export Houses / Trading Houses

UNIT - III DOCUMENTATION FRAMEWORK 9

Import for industrial use / trading - Import Documentation and Customs clearance procedures - Types of Imports - Import Licenses - Cargo Insurance - Role of Logistics in Import

UNIT - IV CREDIT AND PAYMENTS 9

Payment methods in Foreign Trade - Documentary Credit / Letter of Credit–LOU-UCP 600 with respect to Shipping Documents and L/C Negotiation – Export / import financing strategies - Managing payment risks.

UNIT - V CUSTOMS CLEARANCE AND AGENCIES 9

Roles of Service providers in EXIM transactions – Global Traders – Commodity Brokers - Custom House Agents – Transport Operators – Freight Forwarders – Warehousing and 3PL service providers – Liners /Ship Agencies – Container Freight Stations - Port – Inspection Agencies/ surveyors – Quarantine Agencies – Pest Control Agencies – Chamber of Commerce.

TOTAL: 45 PERIODS**OUTCOMES:**

- The students would be aware about the formalities of export and import industry
- The students will be able to comprehend the importance of exim management.

REFERENCES:

1. Justin Pauland Rajiv Aserkar, Export Import Management, Second Edition, Oxford University Press, 2013.
2. UshaKiranRai, Export - Import and Logistics Management, Second Edition, PHI Learning, 2010.
3. Director General of Foreign Trade, Foreign Trade Policy and Handbook of Procedures, 2015
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

OBJECTIVES:

- To provide the knowledge about fundamentals of shipping management
- To equip the students with the knowledge of shipping, ship building and repair

UNIT – I INTERDICTION OF SHIPPING 9
Role of Shipping in International trade-Types of ships and cargoes carried by them - International Organizations serving the shipping industry (IMO, BIMCO, ICS, IACS, IAPH)- Ship Registration and Classification.

UNIT – II LINER SHIPPING OPERATIONS 9
Liner shipping business - Types of Liner services - Container shipping lines and their services - Break bulk, Ro-Ro and project cargo services - Liner freight rates - Liner cargo documentation - Liner agency functions

UNIT – III DRY BULK BUSINESS 9
Dry Bulk shipping business- World's leading dry bulkports and cargoes handled by them - Types of Dry bulk ships and the Dry Bulk industry structure - Dry bulk market indices - Types of Chartering - Port agency functions.

UNIT – IV TANKER OPERATIONS AND BUSINESS 9
Liquid Bulk shipping business - World's leading wet bulk ports and cargoes handled by them-Types of tankers and gas carriers - Tanker freighting system (worldscale) -Factors affecting Tanker markets-Marine pollution conventions.

UNIT – V SHIP BUILDING AND REPAIR 9
Service providers to shipping industry -Ship management companies -Ports, inland terminals and Container Freight Stations- Ship building and repair yards -Financing the Shipping industry - Marine insurance providers.

TOTAL: 45 PERIODS

OUTCOMES:

- The students would be acquainted with the basics of shipping management
- The students will learn the skills needed for shipping industry

REFERENCES:

1. Michael Robarts, Branch"s Elements of Shipping, Ninth Edition, Routledge, 2014.
2. Peter Brodie, Commercial Shipping Handbook, Third Edition, Informa Law from Routledge, 2014.
3. Review of Maritime Transport, UNCTAD, 2014.
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

BA5062 PORT AND TERMINAL MANAGEMENT

L T P C
3 0 0 3

OBJECTIVES:

- To enlighten the students about the major functions in the port and terminal management
- To expose the students on the trends in port and terminal management

UNIT – I INTRODUCTION TO PORT AND TERMINAL 9
Role of ports in international trade and transport - Economic impact of ports on the regional economy - Multiplier effect - Location characteristics of ports - Different types of ports (natural, manmade, river, estuary).

UNIT – II PORT OPERATIONS 9
Design features of facilities in ports for handling various cargoes - Organization structure in Ports - Delivery of port services and the relationship between various departments - Marine Department – Traffic Department – other departments.

UNIT – III PORT MARKETING AND SERVICES 9

Marketing of Port services - Pricing of Port services - Components of port tariff - Concept of hinterland – Identifying the needs of ship owners and operators, ship agents, forwarders, truckers, rail and barge operators - Concept of Total Logistics cost.

UNIT – IV PORT PERFORMANCE 9

Measurement of port performance - vessel turn round time, cargo volume, speed of cargo handling - Information flow requirements of the port, statutory bodies and port users - Port community computer systems and EDI applications.

UNIT – V PORT SECURITY AND ISSUES 9

Environmental issues connected with Ports & Terminals - Health and safety issues - Port security issues - International Ships and Port facility security (ISPS) code - Role of national, regional and local governments in owning / operating / managing ports.

TOTAL: 45 PERIODS

OUTCOMES:

- The students would be aware about skills pertaining to port and terminal management
- The students should be able to understand the principles and applications for port and terminal management

REFERENCES:

1. Maria G. Burns, Port Management and Operations, CRC Press, 2014.
2. Patrick Alderton, Port Management and Operations, Third Edition, Lloyd's Practical Shipping Guides, 2008
3. H. Ligteringen, H. Velsink, Ports and Terminals, VSSD Publishers, 2012.
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

SECTORAL SPECIALISATION IN

INFRASTRUCTURE AND REAL ESTATE MANAGEMENT

**BA5063 INFRASTRUCTURE PLANNING, SCHEDULING AND CONTROL L T P C
3 0 0 3**

OBJECTIVE:

- To give an exposure to the students on the concept and the principles of planning, scheduling and control about infrastructure industry.

UNIT I INTRODUCTION 9

Introduction to infrastructure - Need and importance of infrastructure in India - Overview of power sector - Overview of water supply and sanitation sector-Overview of road, rail, air and port transportation sectors-Overview of telecommunication sector-Overview of rural and urban infrastructure-Introduction to special economic zones-Organizations and players in infrastructure field -Overview of infrastructure project finance.

UNIT II INFRASTRUCTURE PRIVATIZATION 9

Privatization of infrastructure in India - Benefits of privatization-Problems with privatization-Challenges in privatization of water supply projects- Challenges in privatization of power sector projects – Challenges in privatization of road transportation projects.

UNIT III RISKS IN INFRASTRUCTURE PROJECTS 9
Economic and demand risks, political risks, socio-economic risks and cultural risks in infrastructure projects -Legal and contractual issues in infrastructure projects- Challenges in construction of infrastructure projects.

UNIT IV RISK MANAGEMENT FRAMEWORK 9
Planning to mitigate risk-Designing sustainable contracts-Introduction to fair process and negotiation-Negotiation with multiple stakeholders - Sustainable development- Information technology and systems for successful management.

UNIT V DESIGN & MAINTENANCE OF INFRASTRUCTURE 9
Innovative design and maintenance of infrastructure facilities- Modeling and life cycle analysis techniques-Capacity building and improving Government's role in implementation- Integrated framework for successful planning and management.

TOTAL :45 PERIODS

OUTCOMES

On successful completion of the course, students will be able to

- explain the basic concepts related to infrastructure and understand management.
- explain the benefits and problems with infrastructure
- identify the challenges and strategies for successful planning and implementation of infrastructure.
- apply the above concepts to various infrastructure domains.

REFERENCES

1. Raina V.K, "Construction Management Practice – The inside Story", Tata McGraw Hill Publishing Limited, 2005
2. Leslie Feigenbaum, "Construction Scheduling With Primavera Project Planner", Prentice Hall, 2002
3. W.Ronald Hudson, Ralph Haas, Waheed Uddin, "Infrastructure Management: Integrating, Design, Construction, Maintenance, Rehabilitation and renovation", McGraw Hill Publisher, 2013
4. Prasanna Chandra, "Projects – Planning, Analysis, Selection, Implementation Review", Tata McGraw Hill Publishing Company Ltd., New Delhi. 2006.
5. Joy P.K., "Total Project Management - The Indian Context", Macmillan India Ltd., 1992
6. Report on Indian Urban Infrastructure and Services – The High Powered Expert Committee for estimating the Investment Requirements for Urban Infrastructure Services, March 2011
7. Urban Water Development in India 2011 – Published and Distributed by India Infrastructure Research
8. Manual on sewerage and sewage treatment, CPHEEO, Ministry of urban affairs and employment, Govt.of India, New Delhi, 2012
9. Manual of National Highway Authority of India, 1988

BA5064

CONTRACTS AND ARBITRATION

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

OBJECTIVE:

- To create awareness on contracts for construction industry, impart knowledge on tender preparation, tendering process, laws on arbitration, arbitration procedure and laws on dispute resolution in India.

UNIT I INTRODUCTION TO CONTRACTS IN CONSTRUCTION INDUSTRY 9

Brief details of engineering contracts -Definition, types and essentials of contracts and clauses for contracts - Preparation of tender documents and contract documents - Issues related to tendering process- Awarding contract, e-tendering process - Time of performance - Provisions of contract law - Breach of contract - Performance of contracts - Discharge of a contract- Indian contract Act 1872 - Extracts and variations in engineering contracts - Risk management in contracts.

UNIT II LAWS RELATED TO CONSTRUCTION INDUSTRY 9

Labor and industrial laws - Payment of wages act, contract labor - Workmen's compensation act - Insurance, industrial dispute act- Role of RERA

UNIT III ARBITRATION OF ENGINEERING CONTRACTS 9

Background of Arbitration in India - Indian Arbitration Act 1937 - UNCITRAL model law -Forms of arbitration - Arbitration agreement - Commencement of arbitral proceedings - Constitution of arbitral tribunal - Institutional procedure of arbitration -Impartiality and independence of arbitrators jurisdiction of arbitral tribunal - Interim measures - Enforcement of awards.

UNIT IV NEGOTIATION, MEDIATION AND CONCILIATION 9

Concepts and purpose - Statutory back ground ADR and mediation rules - Duty of mediator and disclose facts - Power of court in mediation.

UNIT V ALTERNATE DISPUTE RESOLUTION 9

Structure of Indian Judicial - The arbitration and reconciliation ordinance 1996 -Dispute resolution mechanism under the Indian judicial system - Litigation in Indian courts - Case studies.

TOTAL :45 PERIODS

OUTCOMES:

On successful completion of the course, students will be able to

- understand the laws on contracts for construction industry in india
- apply knowledge of contracts in preparation of contract document and tendering process
- apply appropriate methods to assess the critical factors in contracts leading to arbitration and disputes between the parties
- suggest suitable type of arbitration or dispute resolution for the situation of problem

REFERENCES

1. American Arbitration Association, "Construction industry arbitration rules andmediation procedures", 2007
2. Case study of Southern Railway Arbitration Caseswiki.iricen.gov.in/doku/lib/exe/fetch.php
3. Collex.K, "Managing Construction Contracts", Reston publishing company, Virginia, 1982
4. Eastern Book Company "Arbitration and Conciliation Act 1996", June 2008
5. International Federation of Consulting Engineers (FIDIC) documents, Geneva,2009 (<http://www.fidic.org>)
6. Gajaria. G.T., " Laws relating to building and Engineer's Contracts", M.M. TripathiPvt Ltd., Mumbai, 1985
7. Horgon.M.O and Roulstion F.R., "Project Control of Engineering Contracts" E andFN, SPON, Norway, 1988
8. Krishna Sharma, Momota Oinam and Angshuman Kaushik, "Development andPractice of Arbitration in India- Has it evolved as an effective legal Institution",CDDRL, Stanford, 103, Oct 2009
9. Park.W.B., "Construction Bidding for Projects", John Wiley, Norway, 1978
10. Roshan Namavati, "Professional Practice", Anuphai Publications, Lakhani BookDepot, 2013
11. Vasavada.B.J. "Engineering Contracts and Arbitration" , March 1996

OBJECTIVE:

- To impart projects types, time & resource management, resource optimization and new trends in project management.

UNIT I PROJECT AND ITS PROCESS

Define project and process -Boundaries of project - Objectives and functions of project management -Characteristics and types of projects -Organization structure / styles -Roles of project management group - Project management office and its role - Project knowledge area - Project integration- Process group interaction -project flow - Project life cycle- Influencing factors. - Case study.

UNIT II PROJECT TIME MANAGEMENT

Project scope management - Work break down structure - Activity/Task – Events - Case study - Project planning tools - Rolling wave planning - Gantt charts, Milestone chart, Program progress chart- Creating milestone plan - Project network- Fulkerson's rules - A-O-A and A-O-N networks - Analyze project time- Critical path method (deterministic approach) - Activity oriented network analysis- 80-20 rule- Case study - Type of time estimates & square network diagram - Project updating and monitoring- Case study - Estimate time- Program Evaluation & Review Technique (Probabilistic approach)- Event oriented network analysis- Optimistic, pessimistic and most likely time - Degree of variability in average time - Probabilistic estimate - % utilization of resources.

UNIT III RESOURCE MANAGEMENT

Types of Resource- Time, Men, Material, Machinery, Money, Space - Balancing of resource - Resource smoothing technique- Time constraint - Resource leveling technique- Resource constraint- Case study.

UNIT IV RESOURCE OPTIMIZATION

Types of cost – Direct, indirect and total cost - Variation of cost with time - Schedule compression techniques- Crashing, fast tracking & Re-estimation- Crash timeand crash cost - Optimize project cost for time and resource - CPM cost model - Life cycle assessment - Impacts and economical assessment - Life cycle cost- Maintenance and operation -Life cycle forecasting – Concept and applications.

UNIT V EMERGING TRENDS IN PROJECT MANAGEMENT

AGILE Project management and Project Management using latest tools- Case study.

TOTAL :45 PERIODS

OUTCOMES:

On successful completion of the course, the students will be able to

- explain the concept of projects, its process, objectives and functions of project management
- analyze and manage time in projects through gantt charts, cpm and pert techniques
- balance resource requirements of projects so as to avoid idling of resources
- update projects and determine revised schedule of activities and critical path, if any
- crash projects to determine its optimum time-minimum cost relationships

REFERENCES

1. "A Guide to the Project Management Body of Knowledge (PMBOK Guide) – Fourth Edition, An American National Standard, ANSI/PMI 990001-2008"
2. A Risk Management Standard, AIRMIC Publishers, ALARM, IRM: 2002
3. Gene Dixon, "Service Learning and Integrated Collaborative Project Management", Project Management Journal, DOI:10.1002/pmi, February 2011, pp.42-58
4. Jerome D. Wiest and Ferdinand K. Levy, "A Management Guide to PERT/CPM", Prentice Hall of India Publishers Ltd., New Delhi, 1994.

5. Punmia B. C. and Khandelwal K.K., "Project Planning and Control with PERT/CPM", Laxmi publications, New Delhi, 1989.
6. Srinath L.S., "PERT & CPM- Principles and Applications", Affiliated East West Press Pvt., Ltd., New Delhi, 2008
7. Sengupta. B and Guha. H, "Construction Management and Planning", Tata McGraw Hill, New Delhi, 1995
8. SangaReddi. S and Meiyappan. PL, "Construction Management", Kumaran Publications, Coimbatore, 1999

BA5066 MANAGEMENT OF HUMAN RESOURCES, SAFETY AND QUALITY

L T P C
3 0 0 3

OBJECTIVE:

- to impart knowledge on management of human resources, labor legislation, safety and quality aspects in construction

UNIT I HUMAN RESOURCES MANAGEMENT 9

Introduction - Concept- Growth - Role and function - Manpower planning for construction companies - Line and staff function - Recruitment, selection, placement, induction and training; over staffing; Time office and establishment functions; wage and salary administration - Discipline - Separation process.

UNIT II LABOR LEGISLATION 9

Labor laws- Labor law relating to construction industry- Interstate migration- Industrial relations- Collective bargaining- Worker's participation in management - Grievance handling - Discipline - Role of law enforcing agencies and judiciary -Women in construction industry.

UNIT III SAFETY MANAGEMENT 9

Importance of safety- Causes of accidents -Responsibility for safety - Role of various parties in safety management -Safety benefits- Approaches to improve safety in construction for different works - Measuring safety.

UNIT IV SAFETY IMPLEMENTATION 9

Application of ergonomics to the construction industry - Prevention of fires at construction site- Safety audit.

UNIT V QUALITY MANAGEMENT IN CONSTRUCTION 9

Importance of quality - Elements of quality - Quality characteristics- Quality by design - Quality conformance -Contractor quality control - Identification and traceability - Continuous chain management - Brief concept and application - Importance of specifications- Incentives and penalties in specifications - Workmanship as a mark of quality - Final inspection - Quality assurance techniques - Inspection, testing, sampling - Documentation - Organization for quality control, Cost of quality - Introduction to TQM, Six sigma concept- ISO 14000 in quality management.

TOTAL :45 PERIODS

OUTCOMES:

On successful completion of the course, students will be able to

- Identify the need and importance of human resource management, labour laws relating to construction industry
- Identify the need and measures to improve safety in construction industry and safety audit
- Identify the need for applying ergonomics to construction industry
- Enumerate the need, importance, elements of quality and significance of quality assurance in industry

REFERENCES

1. Arya Ashok, "Human Resources Management – Human Dimensions in Management" March 24-26, 2011, Organizational Development Programme Division – New Delhi
2. Arya Ashok, "Essence of Labour Laws"- www.odiindia.in/about-the-books.pdf
3. Arya Ashok "Discipline & Disciplinary procedure" Organisation Development Institute, 1998
4. Arya Ashok, "Management case studies – An analytical and Developmental Tool" Organisation Development Institute, New Delhi, 1999
5. Corlecon Coulter, Jill Justice Coulter, "The Complete Standard Hand Book of Construction Management", Prentice Hall, (1989)
6. Dwivedi R.S., "Human Relations and Organisational Behaviour", (BH – 1987)
7. Grant E.L., and Leavens worth, "Statistical Quality Control", Mc Graw Hill, 1984.
8. James J Obrien, "Construction Inspection Hand Book – Quality Assurance and Quality Control", Van Nostrand, New York, 1989
9. Josy J. Farrilaro, "Hand Book of Human Resources Administration" Mc.Graw Hill (International Edition) 1987.
10. Juran Frank, J.M. and Gryna F.M. "Quality Planning and Analysis", Tata Mc Graw Hill, 1982.
11. Malik, P.L., "Handbook of Labour & Industrial Law", Eastern book company, Lalbagh, Lucknow, 2010
12. Manoria C.B., "Personnel Management", Himalaya Publishing House, 1992.

BA5067

DISASTER MITIGATION AND MANAGEMENT

L T P C
3 0 0 3

OBJECTIVES:

- To create an awareness on the various types of disasters and to expose the students about the measures, its effect against built structures, and hazard assessment procedure in India.
- To impart knowledge on the methods of mitigating various hazards such that their impact on communities is reduced.

UNIT I INTRODUCTION

9

Difference between hazards and disaster -Types of disasters-Phases of disaster management - Hazards - Classification of hazards - Hazards affecting buildings - Building safety against hazards - Floods - Cyclone - Landslides -Tsunami - Fire.

UNIT II EARTHQUAKE DISASTER

9

Earthquake hazard map -Causes of earthquakes -Classification of earthquakes -Seismic waves - Energy release - Inertia forces - Natural period - Resonance - Damping -Seismic response of free vibration -Seismic response of damped vibration -Performance of ground and buildings in past earthquakes-Earthquake resistant measures in RC and masonry buildings - Potential deficiencies of RC and masonry buildings.

UNIT III OTHER DISASTERS

9

Landslides-Landslide zoning map - Causes -Protection measures Floods -Flood zone map - Effects on buildings -Protection measures from damage to buildings -Mitigation strategies -Tropical cyclones - Effects on buildings -Protection measures from damage to buildings - Tsunami - Tsunami wave characteristics -Peculiarities of tsunami deposits -Tsunami impact on coastal lines- Effects of Tsunami on built structures - Fire disaster - Causes and effects of fire disaster - Preventive mechanism .

UNIT IV HAZARD ASSESSMENT

9

Visual inspection and study of available documents -Detailed in-situ investigation planning and interpretation of results-Foundation capability -Non-structural components - Seismic strengthening of buildings –Repairs, restoration and strengthening of existing buildings - Strengthening materials -Retrofitting of load bearing wall buildings - Retrofitting of RC Buildings-RVS method of screening - RC and masonry structures -Seismic hazard assessment - Deterministic seismic hazard analysis - PSHA.

UNIT V LAND USE ZONING REGULATIONS , QUALITY CONTROL AND DISASTER MANAGEMENT POLICY

9

Introduction-Community planning - Community contingency plan - Report building and initial awareness - Recommendations for land use zoning regulations - Construction quality control - Evolution of quality management -Reasons for poor construction -Construction of quality control in masonry structures - Disaster management policy and procedure -Legal frame work - Institutional mechanism - Schemes and grants on DM - Recommendation of 13th finance commission -Plan schemes - Non plan schemes - Externally aided schemes Role of NDRF in Disaster Management - Medical First Responder - Flood Rescue & Relief Management.

TOTAL :45 PERIODS

OUTCOMES:

On successful completion of the course, students will be able to

- understand the various types of disaster viz hydrological, coastal and marine disasters, atmospheric disasters, geological, mass movement and land disasters, wind and water driven disasters.
- to identify the potential deficiencies of existing buildings for eq disaster and suggest suitable remedial measures.
- derive the guide lines for the precautionary measures and rehabilitation measures for eq disaster.
- understand the effects of disasters on built structures
- derive the protection measures against floods, cyclone and land slides
- understand the hazard assessment procedure
- get the awareness regarding landuse zoning regulations & quality control

REFERENCES

1. Annual Report, Ministry of Home Affairs, Government of India, 2009-10
2. Ayaz Ahmad, "Disaster Management: Through the New Millennium" Anmol Publications, 2003
3. Berg.GV, "Seismic Design codes and procedures", EERI, CA,1982
4. Booth, Edmund, "Concrete Structures in earthquake regions; Design and Analysis", Longman, 1994
5. Dowrick. D.J, "Earthquake resistant design for Engineers and Architects", John Wiley & Sons, Second Edition, 1987.
6. Ghosh G.K. "Disaster Management", A.P.H. Publishing Corporation, 2006
7. Goel, S. L. "Encyclopaedia of Disaster Management", Deep & Deep Publications Pvt Ltd.,2006
8. Jaikrishna & A.R.Chandrasekaran, "Elements of Earthquake Engineering", Sarita Prakashan, Meerut,1996
9. Singh R.B, "Disaster Management", Rawat Publications, 2008
10. Thirteenth Finance Commision Report, Ministry of Finance, Government of India, 2010-15

OBJECTIVE:

- To study the concepts of construction economics and finance such as comparing alternatives proposals, evaluating alternative investments, management of funds, Insurance procedures, risks involved and economics of costing.

UNIT I BASIC PRINCIPLES 9

Time Value of Money - Cash flow diagram - Nominal and effective Interest - Continuous interest - Nominal and effective interest- continuous interest . Single Payment Compound Amount Factor (P/F,F/P) – Uniform series of Payments (F/A,A/F,F/P,A/P)– Problem time zero (PTZ)- equation time zero (ETZ). Constant increment to periodic payments – Arithmetic Gradient(G), Geometric Gradient (C)

UNIT II MARKET STRUCTURE AND CONSTRUCTION ECONOMICS 9

Types of Market Structure in the Construction Industry – Markets and the competitive environment- Perfect competition -. Monopolistic competition - Oligopoly - Monopoly – Characteristics and economic Profit – Construction Economics – BOOT, BOT, BOO Methods - Depreciation - Inflation-Taxes

UNIT III EVALUATING ALTERNATIVE INVESTMENTS 9

Present worth analysis, Annual worth analysis, Future worth analysis, Rate of Return Analysis (ROR) and Incremental Rate of Return (IROR) Analysis, Benefit/Cost Analysis, Break Even Analysis - Replacement Analysis- Equipment Replacement Analysis.

UNIT IV FUNDS MANAGEMENT 9

Project Finance - Sources - Working capital management- Inventory Management- Mortgage Financing-- Interim construction financing - Security and risk aspects

UNIT V ECONOMICS OF COSTING 9

Construction accounting-Chart of accounts- Meaning and definition of costing - Types of costing - Methods of calculation (Marginal costing, cost sheet, budget preparation) – Equipment Cost- Replacement Analysis - Role of costing technique in real estate and infrastructure management.

TOTAL: 45 PERIODS

OUTCOME:

- On completion of this course the students will be able to know the concepts in Economics and Finance in Construction.

REFERENCES

1. Pandey, I.M, Financial Management, 12th Edition Vikas Publishing House Pvt. Ltd., 2012.
2. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
3. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, 2010.
4. Blank, L.T., and Tarquin,a.J , Engineering Economy,4th Edn. Mc-Graw Hill, 1988.
5. Patel, B M, Project management- strategic Financial Planning, Evaluation and Control, Vikas Publishing House Pvt. Ltd. New Delhi, 2000.
6. Shrivastava,U.K., Construction Planning and Management,2nd Edn. Galgotia Publications Pvt. Ltd. New Delhi, 2000.
7. Steiner, H.M.,Engineering Economic principles, 2nd Edn. Mc-Graw Hill Book, New York, 1996.

OBJECTIVES:

- To create an awareness on the various environmental issues in an urban scenario and give an exposure to the urban water resources and its management.
- To impart knowledge on the stages of works involved in a water supply project of a city, safe wastewater collection system for generated wastewater and its management, solid waste and their safe disposal beyond urban limit to be free from pollution is also addressed in the course work.

UNIT I URBAN ENVIRONMENTAL ISSUES 9

Urbanization- Population growth scenario -Migration - Pollution of surface water resources - Rivers, tanks, channels -Ground water exploitation - Waste water -Characteristics -Pollution problems - Solid waste -Air pollution - CPCB norms.

UNIT II URBAN MASTER PLANS 9

Planning and organizational aspects -Urban waste resources management - Water in urban ecosystem -Urban water resources planning and organization aspects -Storm water management practices -Types of storage -Magnitude of storage -Storage capacity of urban components - Percolation ponds -Temple tanks -Rainwater harvesting -Urban water supply - Demand estimation -Population forecasting -Source identification -Water conveyance -Storage reservoirs -Fixing storage capacity - Distribution network -Types -Analysis -Computer applications - Conservation techniques -Integrated urban water planning - Smart city project planning - Green Building - LEED certification - Green audit

UNIT III URBAN WASTEWATER MANAGEMENT 9

Sewage generation -Storm drainage estimation -Industry contribution -Wastewater collection system -Separate and combined system -Hydraulic design of sewer and storm drain -Wastewater treatment -Disposal methods -Concept of decentralization - 3R concepts.

UNIT IV MUNICIPAL SOLID WASTE MANAGEMENT 9

Sources of solid waste -Characteristics -Rate of generation -Segregation at source -Collection of solid waste -Methods of collection -Route analysis -Transfer and transfer stations -Processing and disposal of solid waste.

UNIT V CASE STUDIES 9

Environmental economics- Social and physiological aspects of pollution - Successful urban management -Models- Urban management-Case studies from developed nations -Software.

TOTAL :45 PERIODS**OUTCOMES:**

On successful completion of the course, students will be able to

- understand planning of a city and identify various urban environmental issues
- apply and prepare project plans to integrate urban water resource
- develop water resource management using available water resources
- understand and apply the principles of solid waste management

REFERENCES

1. George Tchobanoglous, Hilary Theisen and Samuel A, Vigil "Integrated Solid Waste Management", McGraw Hill Publishers, New York, 1993.
2. McGhee J., "Water supply and sewerage", McGraw Hill Publishers, 1991
3. Martin P. Wanelista and Yousef. "Storm Water Management and Operations", John Wiley and Sons, 1993.
4. Neil S. Grigg., "Urban Water Infrastructure Planning – Management and Operations", John Wiley and Sons, 1986.

OBJECTIVE:

- To give an exposure on the advanced materials, techniques and equipments used in infrastructure industry.

UNIT I SPECIAL CONCRETES**9**

Concrete -Behavior of concrete - High strength and high performance concrete - Fibre reinforced concrete - Self compacting concrete - Bacterial concrete -Reactive powder concrete - Ready mix concrete -Geopolymer concrete -Alternative materials for concrete.

UNIT II METALS**9**

Steels - New alloy steels - Coatings to reinforcement - Cold formed steel -Aluminum and its products -Applications. Composites: Plastics - Reinforced polymers- FRP -Applications. Smart and intelligent materials: smart and intelligent materials for intelligent buildings - Special features.

UNIT III ADVANCED CONSTRUCTION TECHNIQUES**9**

Sub structure construction: Box jacking- Pipe jacking- Under water construction of diaphragm walls and basement- Tunneling techniques-Cable anchoring and grouting- Driving diaphragm walls, sheet piles, laying operations for built up offshore system- Shoring for deep cutting- Large reservoir construction -Trenchless technology.

UNIT IV SUPERSTRUCTURE CONSTRUCTION FOR BUILDINGS**9**

Vacuum dewatering of concrete flooring- Concrete paving technology- Techniques of construction for continuous concreting operation in tall buildings of various shapes and varying sections - Launching techniques suspended form work -Erection techniques of tall structures, large span structures- Launching techniques for heavy decks -Inset pre-stressing in high rise structures, aerial transporting, handling, erecting lightweight components on tall structures.

UNIT V CONSTRUCTION OF SPECIAL STRUCTURES**9**

Erection of lattice towers and rigging of transmission line structures- Construction sequence in cooling towers, silos, chimney, sky scrapers, bow string bridges, cable stayed bridges - Launching and pushing of box decks -Advanced construction techniques of offshore structures- Construction sequence and methods in domes and prestress domes -Support structure for heavy equipment and conveyor and machinery in heavy industries -Erection of articulated structures, braced domes and space decks. Demolition Techniques -Advanced techniques and sequence in demolition and dismantling.

TOTAL :45 PERIODS**OUTCOMES:**

On successful completion of the course, students will be able to

- explain the properties and applications of special concretes, composites, smart and intelligent materials
- identify and explain advanced construction techniques used for sub structure construction
- select appropriate techniques for super structure construction of buildings
- select suitable techniques for construction of special structures
- choose relevant technique for demolition and dismantling works

REFERENCES

- Jerry Irvine, "Advanced Construction Techniques", C.A. Rocketr, 1984
- Patrick Powers, "Construction Dewatering: New Methods and Applications", John Wiley & Sons, 1992
- Robertwade Brown, "Practical foundation Engineering handbook", McGraw Hill Publications, 1995.
- Sankar S.K. and Saraswathi. S, "Construction Technology", Oxford University Press, New Delhi, 2008.

OBJECTIVE:

- To provide the participants with a good knowledge on strategic planning and marketing in airport organizations.

UNIT I INTRODUCTION TO AIRPORT INFRASTRUCTURE 9

Growth of air transport, Airport organization and associations, Classification of airports airfield components, Air traffic zones and approach areas. Context of airport system planning - Development of airport planning process - Ultimate consumers - Airline decision - Other airport operations.

UNIT II AIRPORT INFRASTRUCTURE CAPACITY DESIGN 9

Components, size, turning radius, speed, airport characteristics. Capacity and Delay - Factors affecting capacity, determination of runway capacity related to delay, gate capacity and taxiway capacity.

UNIT III AIRPORT INFRASTRUCTURE PLANNING AND SURVEYS 9

Runway length and width, sight distances, longitudinal and transverse, runway intersections, taxiways, clearances, aprons, numbering, holding apron. Planning and design of the terminal area: Operational concepts, space relationships and area requirements, noise control, vehicular traffic and parking at airports. Air traffic control and aids: Runways and taxiways markings, day and night landing aids, airport lighting and other associated aids.

UNIT IV AIRPORT INFRASTRUCTURE ENTERPRISE 9

The economic impact on countries and regions - the main governance patterns in the airport business - The International path of evolution in the airport business - Airport transport value chain - Air enterprises - two primary actors in the air transport value chain - Skipping peripheral positions in the value chain. Rise of airport marketing for the aviation related business - Airport revenue management- Airport alliances- management contract.

UNIT V THE DEVELOPMENT OF THE NON AVIATION INFRASTRUCTURE 9

Related value Proposition. Evolution of traditional Airport - Evolutionary patterns for airport enterprises- Commercial Airport Philosophy - tourist and conference service - logistic services- property management- consulting services - BAA and the non aviation business - best airport in the world: The case of Singapore Airport - Role and meaning of loyalty for a service company- Bench marking airline experience - Provider - Customer relational link - benefits from ALPS implementation of ALPS.

TOTAL :45 PERIODS**OUTCOMES :**

On the successful completion of the course, students will be able to:

- explain the classification of airports airfield components
- explain the main governance patterns in the airport business
- identify the evolutionary patterns for airport enterprises.
- explain the primary actors in the air transport value chain

REFERENCES

1. Aviation Safety Programs A Management Hand Book: Richard H. Wood - Jeppesen Sanderson Inc.
2. Airport Systems,: Planning, Design and Management, Second Edition, Richard L. De Neufville , Amedeo R. Odoni, Peter Belobaba,& Tom G. Reynolds), 2013.
3. Airport Planning and Management, Sixth Edition, Seth B. Young, Ph.D., Alexander T. Wells, Ed.D., McGraw-Hill Education, 2011.
4. Asset and Infrastructure Management for Airports—Primer and Guidebook, The national academic press.

OBJECTIVE:

- To provide the participants with a good knowledge on real estate marketing and management.

UNIT I CONCEPT**9**

Fundamental concepts and techniques involved in real estate development process- Role of various organizations - CREDAI- BAI etc

UNIT II EVENTS AND PRE-PROJECT STUDIES**9**

Modeling sequential events in real estate development process - Site evaluation - Land procurement - Development Team assembly - Market study

UNIT III DEVELOPMENT PLANNING & APPROVAL PROCESS**9**

Identifying technical inputs required, planning objectives, front end clearances from various authorities, timing of the project and scheduling

UNIT IV CONSTRUCTION AND PROJECT MANAGEMENT**9**

Identifying the elements of infrastructure and the resource mobilization, disaggregating the project components, mobilizing the human and fiscal resources procuring and storing materials

UNIT V PROJECT MARKETING & HANDING OVER**9**

Over of the completed project- Communication tools required for presenting the project -In house sales promotion -Franchisee system -Joint venture and sharing issues - Procedure and laws relating to transfer of completed project.

TOTAL :45 PERIODS**OUTCOMES:**

On successful completion of the course, students will be able to

- Explain the fundamental concepts and techniques involved in real estate development process
- Explain the procedure and laws relating to transfer of completed project
- Identify the fiscal resources procuring and storing materials process.

REFERENCES:

1. Gerald R. Cortesi, "Mastering real estate principles" (2001); Dearborn Trade Publishing, New York, USA.
2. Fillmore W Galaty, "Modern real estate practice" (2002); Dearborn Trade publishing, New York, USA
3. Tanya Davis, "Real estate developer's handbook" (2007), Atlantic pub company, Ocala, USA.
4. Mike E. Miles, "Real estate development - Principles & process 3rd edition" (2000); Urban Land Institute, ULI, Washington DC.

OBJECTIVES:

- To develop and strengthen entrepreneurial quality and motivation in students.
- To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

UNIT I ENTREPRENEURIAL COMPETENCE 9
 Entrepreneurship concept - Entrepreneurship as a Career - Entrepreneurial Personality - Characteristics of Successful, Entrepreneur - Knowledge and Skills of Entrepreneur.

UNIT II ENTREPRENEURIAL ENVIRONMENT 9
 Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT III BUSINESS PLAN PREPARATION 9
 Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS 9
 Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching -Incubation, Venture capital, IT startups.

UNIT V MANAGEMENT OF SMALL BUSINESS 9
 Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL :45 PERIODS

OUTCOME:

Students will gain knowledge and skills needed to start and run an enterprise.

REFERENCES

1. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.
3. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
4. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
5. P.Saravanel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997.
6. Arya Kumar. Entrepreneurship. Pearson. 2012
7. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012

OBJECTIVE:

- To gain knowledge about the valuation of different infrastructure assets

UNIT I	REAL ESTATE VALUATION	9
Scope and objectives -Concepts of valuation - Types of value - Value vs Price vs Cost-Different methods of valuation- SWOT analysis		
UNIT II	APPROACHES TO REAL ESTATE VALUATION	9
Sales comparison approach - Cost approach - Income approach - SWOT analysis		
UNIT III	VALUATION OF VARIOUS CATEGORIES OF REAL ESTATE	9
Residential real estate valuation - Commercial real estate valuation - Industrial real estate valuation - Retail real estate valuation- Mixed-use real estate valuation		
UNIT IV	INFRASTRUCTURE ASSET VALUATION	9
Objective and approaches-Different categories of infrastructure assets- Valuation methodology-Key operational and financial parameters -Valuation framework and models.		
UNIT V	SECTORAL INFRASTRUCTURE VALUATION	9
Power sector- IT sector - Telecom sector - Aviation-Education sector- Other service sectors- Plant and Machinery -Case studies		

TOTAL :45 PERIODS

OUTCOME:

- Students will gain knowledge and skills in connection to the valuation of different types of real estates and infrastructure assets.

REFERENCES :

1. Infrastructure valuation –Frederic Blanc - Brude and Majid Hasan, EDHEC Risk Institute
2. Infrastructure Asset Management - Frederic Blanc - Brude and Majid Hasan, EDHEC Risk Institute
3. Valuation techniques for infrastructure investment decisions, Michael J. Garvin, Department of Civil Engineering and Engineering Mechanics , Columbia University
4. <https://www.thebalance.com/different-types-of-real-estate-investments-you-can-make-357986>
5. http://rbsa.in/valuation_of_infrastructure_assets_specialized_assets.html
6. http://edhec.infrastructure.institute/wp-content/uploads/publications/blanc-brude_2015a.pdf
7. Application of Real Options in Infrastructure Projects Charles Y.J. Cheah, PhD, CFA

ANNA UNIVERSITY, CHENNAI

REGULATIONS 2013

CREDIT SYSTEM

AFFILIATED COLLEGES

POST-GRADUATE PROGRAMMES

The following Regulations is applicable to the students admitted to M.E / M.Tech., M.C.A and M.B.A. Programmes at all Engineering Colleges affiliated to Anna University, Chennai (other than Autonomous Colleges) and to all the University Colleges of Engineering of Anna University, Chennai from the academic year 2013-2014.

1 PRELIMINARY DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

- i. **“Programme”** means Post graduate Degree Programme e.g. M.E., M.Tech. Degree Programme.
- ii. **“Branch”** means specialization or discipline of M.E. / M.Tech. Degree Programme like “Structural Engineering”, “Engineering Design”, etc.
- iii. **“Course”** means Theory or Practical subject that is normally studied in a semester, like Applied Mathematics, Advanced Thermodynamics, etc.
- iv. **“Director, Academic Courses”** means the authority of the University who is responsible for all academic activities of the University for implementation of relevant Rules and Regulations.
- v. **“Chairman”** means the Head of the Faculty.
- vi. **“Head of the Department”** means Head of the Department concerned.
- vii. **“Head of the Institution”** means the Principal of a College / Institution who is responsible for all academic activities of that College / Institution and for implementation of relevant Rules and Regulations.
- viii. **“Controller of Examinations”** means the Authority of the University who is responsible for all activities of the University Examinations.
- ix. **“University”** means ANNA UNIVERSITY, CHENNAI.


Dr. P. MANIWARAN
Principal
Nehru Institute of Engg. & Technology
T.M.Palayam, Coimbatore - 641 105

2 PROGRAMMES OFFERED, MODES OF STUDY AND ADMISSION REQUIREMENTS

2.1 P.G. PROGRAMMES OFFERED:

1. M.E
2. M.Tech.
3. M.B.A.
4. M.C.A.

2.2 MODES OF STUDY:

2.2.1 Full-Time:

Candidates admitted under 'Full-Time' should be available in the College / Institution during the entire duration of working hours (From Morning to Evening on Full-Time basis) for the curricular, co-curricular and extra-curricular activities assigned to them.

The Full-Time candidates should not attend any other Full-Time programme(s) / course(s) or take up any Full-Time job / Part-Time job in any Institution or Company during the period of the Full-Time programme. Violation of the above rules will result in cancellation of admission to the PG programme.

2.2.2 Part-Time – Day Time Mode:

This mode of study is applicable to those candidates admitted under sponsored category (Teacher candidates only). In this mode of study, the candidates are required to attend classes along with Full-Time students for the required number of courses and complete the programme in three years.

2.2.3 Conversion from one mode of study to the other is not permitted.

2.3 ADMISSION REQUIREMENTS:

2.3.1 Candidates for admission to the first semester of the Post-Graduate Degree Programme shall be required to have passed an appropriate Under-Graduate Degree **Examination of Anna University** or equivalent as specified under qualification for admission as per the Tamil Nadu Common Admission (TANCA) criteria.

Note: TANCA releases the updated criteria during the admissions every academic year. Admission shall be offered only to the candidates who possess the qualification prescribed against each programme. Any other relevant qualification which is not prescribed against each programme shall be considered for equivalence by the committee constituted for the purpose. Admission to such degrees shall be offered only after obtaining equivalence to such degrees.

2.3.2 However, the Syndicate of the University may decide to restrict admission in any particular year to candidates having a subset of qualifications prescribed at the time of admission.

- 2.3.3** Notwithstanding the qualifying examination the candidate might have passed, he/she shall have a minimum level of proficiency in the appropriate programme / courses as prescribed by the Syndicate of the University from time to time.
- 2.3.4** Eligibility conditions for admission such as the class obtained, the number of attempts in qualifying examination and physical fitness will be as prescribed by the Syndicate of the University from time to time.
- 2.3.5** All Part-Time (Day-Time mode) candidates should satisfy other conditions regarding Experience, Sponsorship etc. that may be prescribed by the Syndicate from time to time.

3 DURATION AND STRUCTURE OF THE PROGRAMMES:

- 3.1** The minimum and maximum period for completion of the P.G. Programmes are given below:

Programme	Min. No. of Semesters	Max. No. of Semesters
M.E. / M.Tech. (Full-Time)	4	8
M.E. / M.Tech. (Part Time)	6	12
M.C.A. (Full Time)	6	12
M.B.A. (Full Time)	4	8
M.B.A. (Part Time)	6	12

- 3.2** Every **Programme** will have a curriculum and syllabus consisting of core courses, elective courses and project work. The Programme may also include seminar, practical, practical / Industrial training, Summer project if they are specified in the curriculum.
- 3.3** The Curriculum and Syllabi of all the P.G. Programmes shall be approved by the Academic Council of Anna University. The number of Credits to be earned for the successful completion of the programme shall be as specified in the Curriculum of the respective specialization of the P.G. Programme
- 3.4** Each semester shall normally consist of 90 working days or 350 periods of each 50 minutes duration, for full-time mode of study (400 Periods for M.B.A.) or 200 periods for part-time mode of study. The Head of the Institution shall ensure that every teacher imparts instruction as per the number of periods specified in the syllabus and that the teacher teaches the full content of the specified syllabus for the course being taught. For the purpose of calculation of attendance requirement for writing the end semester examinations (as per clause 9) by students, following method shall be used.

$$\text{Percentage of Attendance} = \frac{\text{Total no. of periods attended in all the courses per semester}}{(\text{No.of periods / week as prescribed in the curriculum}) \times 15 \text{ taken together for all courses of the semester}} \times 100$$

End Semester Examinations conducted by the University will be scheduled after the last working day of the semester.

- 3.5** The minimum prescribed credits required for the award of the degree shall be within the limits specified below:

PROGRAMME	PRESCRIBED CREDIT RANGE
M.E. / M.Tech.	65 to 75

Programme	Prescribed Credits
M.C.A.	119
M.B.A.	96

- 3.6** Credits will be assigned to the courses for different modes of study as given below:

- 3.6.1** The following will apply to all modes of P.G. Programmes.

- One credit for each lecture period allotted per week
- One credit for each tutorial period allotted per week
- One credit for each seminar/practical session/project work of two periods designed per week (2 credits for 3 or 4 periods of practical).

- 3.6.2** Two weeks of practical training in any industrial / research laboratory correspond to one credit, and is applicable to all modes of study.

- 3.6.3** Practical training or Industrial Training if specified in the Curriculum should be organized by the Head of the Department / Institution for a duration not exceeding 4 weeks.

- 3.6.4** Summer project if specified in the Curriculum, should be organized by the Head of the Department / Institution for a duration not exceeding 6 weeks.

- 3.7** The electives from the curriculum are to be chosen with the approval of the Head of the Department. A candidate may be permitted by the Head of the Department to choose a maximum of two electives from other P.G. Programmes offered in the Department /any other Department of the Institutions during the period of his/her study, provided the Head of the Department offering such course also approves such requests subject to no clash in the time-table for the lecture classes of both departments.

- 3.8** The medium of instruction shall be English for all courses, examinations, seminar presentations and project thesis/dissertation reports.

4. PROJECT WORK

- 4.1** The project work for M.E. / M.Tech. Programmes consist of Phase-I and Phase-II. The Phase-I is to be undertaken during III semester and Phase-II, which is a continuation of Phase-I is to be undertaken during IV semester.

- 4.2** In case of candidates of M.E. / M.Tech. Programmes not completing Phase-I of project work successfully, the candidates can undertake Phase-I again in the subsequent semester. In such cases the candidates can enroll for Phase-II, only after successful completion of Phase-I.

- 4.3** Project work shall be carried out under the supervision of a “qualified teacher” in the Department concerned. In this context “qualified teacher” means the faculty member possessing (i) PG degree with a minimum of 3 years experience in teaching or (ii) Ph.D. degree.
- 4.4** A candidate may, however, in certain cases, be permitted to work on projects in an Industrial/Research Organization, on the recommendations of the Head of the Department Concerned. In such cases, the Project work shall be jointly supervised by a supervisor of the department and an expert, as a joint supervisor from the organization and the student shall be instructed to meet the supervisor periodically and to attend the review committee meetings for evaluating the progress.
- 4.5** The Project work (Phase II in the case of M.E/M.Tech.) shall be pursued for a minimum of 16 weeks during the final semester.
- 4.6** The deadline for submission of final Project Report is 60 calendar days from the last working day of the semester in which project / thesis / dissertation is done. However, the Phase-I of the Project work in the case M.E. / M.Tech. Programmes shall be submitted within a maximum period of 30 calendar days from the last working day of the semester as per the academic calendar published by the University.

5 EVALUATION OF PROJECT WORK

The evaluation of Project Work for Phase-I & Phase-II in the case of M.E. / M.Tech. and project work of M.B.A and M.C.A shall be done independently in the respective semesters and marks shall be allotted as per the weightages given in Clause 5.1.

- 5.1** There shall be three assessments (each 100 marks) during the Semester by a review committee. The Student shall make presentation on the progress made before the Committee. The Head of the Institution shall constitute the review committee for each branch of study. The total marks obtained in the three assessments shall be reduced to 20 marks and rounded to the nearest integer (as per the Table given below). There will be a vice-voce Examination during End Semester Examinations conducted by a Committee consisting of the supervisor, one internal examiner and one external examiner. The internal examiner and the external examiner shall be appointed by the Controller of Examination. The distribution of marks for the internal assessment and End semester examination is given below:

Internal Assessment (20 Marks)			End Semester Examination (80 Marks)			
Review - I	Review - II	Review - III	Thesis Submission (30 Marks)	Viva – Voce (Rounded to 50 Marks)		
			External Examiner	Internal Examiner	External Examiner	Supervisor Examiner
5	7.5	7.5	30	15	20	15

- 5.2** The Project Report prepared according to approved guidelines as given by Director, Academic Courses and duly signed by the supervisor(s) and the Head of the Department concerned shall be submitted to the Head of the Institution.
- 5.3** If the candidate fails to obtain 50% of the internal assessment marks in the Phase–I and Phase–II / final project, he/she will not be permitted to submit the report for that particular semester and has to re-enroll for the same in the subsequent semester.

If a candidate fails to submit the project report on or before the specified deadline, he/she is deemed to have failed in the Project Work and shall re-enroll for the same in a subsequent semester. This applies to both Phase–I and Phase–II in the case of M.E. / M.Tech. Project Work and the Final Project work of M.B.A. / M.C.A.

If a candidate fails in the end semester examinations of Phase–I, he/she has to resubmit the Project Report within 30 days from the date of declaration of the results. If he / she fails in the End semester examination of Phase–II of Project work of M.E. / M.Tech. or the Final Project work of M.B.A. / M.C.A, he/she shall resubmit the Project Report within 60 days from the date of declaration of the results. The resubmission of a project report and subsequent viva-voce examination will be considered as reappearance with payment of exam fee. For this purpose the same Internal and External examiners shall evaluate the resubmitted report.

- 5.3.1** A copy of the approved Project Report after the successful completion of viva-voce examinations shall be kept in the library of the college / institution.
- 5.3.2** Practical / Industrial Training, Summer Project if specified in the Curriculum shall not exceed the maximum duration of 4 weeks and should be organized by the Head of the Department for every student.
- 5.3.3** At the end of Practical / Industrial Training, Summer Project the candidate shall submit a certificate from the organization where he/she has undergone training and also a brief report. The evaluation for 100 marks will be carried out internally based on this report and a Viva-Voce Examination will be conducted by a Departmental Committee constituted by the Head of the Institution. Certificates submitted by the students shall be attached to the mark list sent by the Head of the Institution to the Controller of Examination.

6 CLASS ADVISER

There shall be a class advisor for each class. The class advisor will be one among the (course-instructors) of the class. He / She will be appointed by the Head of the department concerned. The class advisor is the ex-officio member and the Convener of the class committee. The responsibilities for the class advisor shall be:

- To act as the channel of communication between the HoD and the students of the respective class.
- To collect and maintain various statistical details of students.
- To help the chairperson of the class committee in planning and conduct of the class committee meetings.

- To monitor the academic performance of the students including attendance and to inform the class committee.
- To attend to the students' welfare activities like awards, medals, scholarships and industrial visits.

7 CLASS COMMITTEE

7.1 A Class Committee consists of teachers of the concerned class, student representatives and a chairperson who is not teaching the class. It is like the 'Quality Circle' (more commonly used in industries) with the overall goal of improving the teaching-learning process. The functions of the class committee include:

- Solving problems experienced by students in the class room and in the laboratories.
- Clarifying the regulations of the programme and the details of rules therein.
- Informing the student representatives, the "academic schedule" including the dates of assessments and the syllabus coverage for each assessment period.
- Informing the student representatives, the details of regulations regarding the weightage used for each assessment. In the case of practical courses (laboratory / project work / seminar etc.) the breakup of marks for each experiment/ exercise/ module of work, should be clearly discussed in the class committee meeting and informed to the students.
- Analyzing the performance of the students of the class after each test and finding the ways and means of improving the Students Performance
- Identifying the weak students, if any, in any specific subject and requesting the teachers concerned to provide some additional help or guidance or coaching to such weak students as frequently as possible.

7.2 The class committee for a class under a particular programme is normally constituted by the Head of the Department. However, if the students of different programmes are mixed in a class, the class committee is to be constituted by the Head of the Institution.

7.3 The class committee shall be constituted on the first working day of any semester or earlier.

7.4 At least 2 student representatives (usually 1 boy and 1 girl) shall be included in the class committee.

7.5 The chairperson of the class committee shall invite the Class adviser(s) and the Head of the Department to the meeting of the class committee.

7.6 The Head of the Institution may participate in any class committee of the institution.

7.7 The Chairperson of the Class Committee is required to prepare the minutes of every meeting, submit the same to the Head of the Institution within two days of the meeting and arrange to circulate among the concerned students and teachers. If there are some points in the minutes requiring action by the management, the same shall be brought to the notice of the management by the Head of the Institution.

- 7.8 The first meeting of the class committee shall be held within one week from the date of commencement of the semester in order to inform the students about the nature and weightage of assessments within the framework of the Regulations. Two or three subsequent meetings may be held at suitable intervals. During these meetings the student members, representing the entire class, shall meaningfully interact and express the opinions and suggestions of the class students to improve the effectiveness of the teaching-learning process.

8 COURSE COMMITTEE FOR COMMON COURSES

Each common course offered to more than one group of students shall have a "Course Committee" comprising all the teachers teaching the common course with one of them nominated as Course Coordinator. The nomination of the course Coordinator shall be made by the Head of the Department / Head of the Institution depending upon whether all the teachers teaching the common course belong to a single department or to several departments. The 'Course committee' shall meet as often as possible and ensure uniform evaluation of the tests and arrive at a common scheme of evaluation for the tests. Wherever it is feasible, the course committee may also prepare a common question paper for the Assessment Test(s).

9 ATTENDANCE REQUIREMENTS FOR COMPLETION OF A SEMESTER

- 9.1 A candidate who has fulfilled the following conditions shall be deemed to have satisfied the attendance requirements for completion of a semester.

Ideally every student is expected to attend all classes and earn 100% attendance. However in order to allow provision for certain unavoidable reasons such as prolonged hospitalization / accident / specific illness the student is expected to earn a minimum of 75% attendance to become eligible to write the End-Semester Examinations.

Therefore, every student shall secure not less than 75% of overall attendance in that semester as per clause 3.4.

- 9.2 However, a candidate who secures overall attendance between 65% and 74% in that current semester due to medical reasons (prolonged hospitalization / accident / specific illness / participation in sports events) may be permitted to appear for the current semester examinations subject to the condition that the candidate shall submit the medical certificate / sports participation certificate to the Head of the Institution. The same shall be forwarded to the Controller of Examinations for record purposes.

- 9.3 Candidates who could secure less than 65% overall attendance and **Candidates who do not satisfy the clauses 9.1 & 9.2** will not be permitted to write the end-semester examination of that current semester and are not permitted to go to next semester. They are required to repeat the incomplete semester in the next academic year.

10 PROCEDURES FOR AWARDING MARKS FOR INTERNAL ASSESSMENT(IA)

The maximum marks assigned to different courses shall be as given below:
Each of the theory and practical courses (including project work) shall carry a maximum of 100 marks of which 20 marks will be through internal assessment and the End Semester Examination (ESE) will carry 80 marks.

10.1 The marks for the continuous assessment shall be awarded as per the procedure given below:

(i) Theory Courses:

Three tests each carrying 100 marks shall be conducted during the semester by the Department / College concerned. The total marks obtained in all tests put together out of 300, shall be proportionately reduced for 20 marks and rounded to the nearest integer (This also implies equal weightage to all the three tests).

(ii) Practical Courses:

The maximum marks for Internal Assessment shall be 20 in case of practical courses. Every practical exercise / experiment shall be evaluated based on conduct of experiment / exercise and records maintained. There shall be at least one test. The criteria for arriving at the Internal Assessment marks of 20 is as follows: 75 marks shall be awarded for successful completion of all the prescribed experiments done in the Laboratory and 25 marks for the test. The total mark shall be reduced to 20 and rounded to the nearest integer.

(iii) Theory Courses with Laboratory component:

The maximum marks for Internal Assessment shall be 20 in case of theory courses with Laboratory component. For a theory course with Laboratory component, there shall be three assessments: the first two assessments (each with a maximum of 100 marks) will be from theory portions and the third assessment (maximum marks 100) will be for laboratory component. The sum of marks of all three assessments shall be reduced to 20 marks and rounded to the nearest integer.

(iv) Seminar / Professional Practices / Case Study:

The seminar / Case study is to be considered as purely INTERNAL (with 100% internal marks only). Every student is expected to present a minimum of 2 seminars per semester before the evaluation committee and for each seminar marks can be equally apportioned. The three member committee appointed by Head of the Institution will evaluate the seminar and at the end of the semester the marks can be consolidated and taken as the final mark. The evaluation shall be based on the seminar paper (40%), presentation (40%) and response to the questions asked during presentation (20%).

(v)The Industrial / Practical Training shall carry 100 marks and shall be evaluated through internal assessment only. At the end of Industrial / Practical training / internship / Summer Project, the candidate shall submit a certificate from the organization where he / she has undergone training and a brief report. The evaluation will be made based on this report and a Viva-Voce Examination, conducted internally by a three member Departmental Committee constituted by the Head of the Institution. Certificates submitted by the candidate shall be attached to the mark list sent by the Head of the Department.

- 10.2** Internal marks approved by the Head of the Institution shall be displayed by the respective HODs within 5 days from the last working day.
- 10.3** Every teacher is required to maintain an 'ATTENDANCE AND ASSESSMENT RECORD' which consists of attendance marked in each lecture or practical or project work class, the test marks and the record of class work (topics covered), separately for each course. This should be submitted to the Head of the Department periodically (at least three times in a semester) for checking the syllabus coverage and the records of test marks and attendance. The Head of the department will put his signature and date after due verification. At the end the semester, the record should be verified by the Head of the institution who will keep this document in safe custody (for five years). The university or any inspection team appointed by the University may inspect the records of attendance and assessments of both current and previous semesters.

11 REQUIREMENTS FOR APPEARING FOR SEMESTER EXAMINATION

- 11.1** A candidate shall normally be permitted to appear for the University examinations of the current semester if he/she has satisfied the semester completion requirements as per clause 9.1 & 9.2 and has registered for examination in all courses of the current semester.
- 11.2** Further, registration is mandatory for all the courses in the current semester as well as for arrear(s) course(s) for the university examinations failing which, the candidate will not be permitted to move to the higher semester.
- 11.3** A student who has passed all the courses prescribed in the curriculum for the award of the degree shall not be permitted to re-enroll to improve his/her marks in a course or the aggregate marks / CGPA.

12 UNIVERSITY EXAMINATIONS

- 12.1** There shall be an End- Semester Examination of 3 hours duration in each lecture based course.

The examinations shall ordinarily be conducted between October and December during the odd semesters and between April and June in the even semesters.

For the practical examinations (including project work), both internal and external examiners shall be appointed by the University.

12.2 WEIGHTAGE

The following will be the weightage for different courses.

- i) Lecture or Lecture cum Tutorial based course:
- | | | |
|--------------------------|---|-----|
| Internal Assessment | - | 20% |
| End Semester Examination | - | 80% |
- ii) Laboratory based courses
- | | | |
|--------------------------|---|-----|
| Internal Assessment | - | 20% |
| End Semester Examination | - | 80% |

iii) Project work		
Internal Assessment	-	20%
Evaluation of Project Report by external examiner	-	30%
Viva-Voce Examination	-	50%
iv) Practical training / summer project / seminar		
Internal Assessment	-	100%

13 PASSING REQUIREMENTS

- 13.1** A candidate who secures not less than 50% of total marks prescribed for the course with a minimum of 50% of the marks prescribed for each of the course of the End-Semester University Examination in both theory and practical courses shall be declared to have passed in the course and acquired the relevant number of credits.
- 13.2** If the candidate fails to secure a pass in a particular course as per clause 13.1, it is mandatory that the candidate shall register and re-appear for the examination in that course during the subsequent semester when examination is conducted for that course. Further, the candidate should continue to enroll and reappear for the examination till a **pass** is secured in such arrear course.
- 13.3** The internal assessment marks obtained by the candidate in the first appearance shall be retained and considered valid for all subsequent attempts till the candidate secure a pass. However, from the third attempt onwards if a candidate fails to obtain pass marks (IA + End Semester Examination) as per clause 13.1, then the candidate shall be declared to have passed the examination if he/she secure a minimum of 50% marks prescribed for the university end semester examinations alone.

14 ELIGIBILITY FOR THE AWARD OF THE DEGREE

- 14.1** A student shall be declared eligible for the award of the degree if he/she has:
- (i) Successfully passed all the courses as specified in the curriculum corresponding to his/her programme within the stipulated period. (as per clause 3.1)
 - (ii) No disciplinary action is pending against him/her.
 - (iii) The award of the degree must have been approved by the syndicate.
 - (iv) Successfully completed any additional courses prescribed by the Director, Academic Courses

15 AWARD OF LETTER GRADES

- 15.1** All assessments of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain points specified, will be awarded as per the range of total marks (out of 100) obtained by the candidate (Regular or Arrear), as detailed below:

Letter grade	Grade Points	Marks Range
S	10	91 – 100
A	9	81 – 90
B	8	71 – 80
C	7	61 – 70
D	6	57 – 60
E	5	50 – 56
U	0	< 50
	(or 50, but not satisfying clause 13.1)	
W	0	

A student is deemed to have passed and acquired the corresponding credits in a particular course if he / she **obtained** any one of the following grades: “S”, “A”, “B”, “C”, “D”, “E”.

‘SA’ denotes shortage of attendance (as per Clause 6) and hence prevented from writing end semester examination. ‘SA’ will appear only in the result sheet.

‘U’ denotes Reappearance (RA) is required for the examination in that particular course. ‘W’ denotes withdrawal from exam for the particular course.
(The grades U and W will figure both in Mark Sheet as well as in Result Sheet)

15.2 GRADE SHEET

After results are declared, Grade Sheets will be issued to each student which will contain the following details:

- The college in which the candidate has studied.
- The list of courses enrolled during the semester and the grades scored.
- The Grade Point Average (GPA) for the semester and
- The Cumulative Grade Point Average (CGPA) of all courses enrolled from first semester onwards.

GPA for a semester is the ratio of the sum of the products of the number of credits for courses acquired and the corresponding points to the sum of the number of credits for the courses acquired in the semester. CGPA will be calculated in a similar manner, considering all the courses registered from first semester.

$$\text{GPA / CGPA} = \frac{\sum_{i=1}^n C_i GP_i}{\sum_{i=1}^n C_i}$$

where

C_i is the number of credits assigned to the course

GP_i is the Grade point corresponding to the grade obtained for each Course

n is number of all Courses successfully cleared during the particular semester in the case of GPA and during all the semesters in the case of **CGPA**.

“U”, “I” and “W” grades will be excluded for calculating GPA and CGPA.

16 CLASSIFICATION OF THE DEGREE AWARDED

16.1 FIRST CLASS WITH DISTINCTION:

A candidate who satisfies the following conditions shall be declared to have passed the examination in **First class with Distinction**:

M.E. / M.Tech. M.B.A.(Full Time)

- Should have passed the End semester examination in all the courses of all the four semesters in his/her **First Appearance** within two years. Withdrawal from examination (vide Clause 17) will not be considered as an appearance. One year authorized break of study (if availed of) is permitted in addition to two years for award of First class with Distinction.
- Should have secured a CGPA of not less than 8.50

M.E. / M.Tech. M.B.A.(Part Time) and M.C.A (Full Time)

- Should have passed the End semester examination in all the courses of all the six semesters in his/her **First Appearance** within three years. Withdrawal from examination (vide Clause 17) will not be considered as an appearance. One year authorized break of study (if availed of) is permitted in addition to three years for award of First class with Distinction.
- Should have secured a CGPA of not less than 8.50.

16.2 FIRST CLASS:

A candidate who satisfies the following conditions shall be declared to have passed the examination in **First class**:

M.E. / M.Tech. M.B.A.(Full Time)

- Should have passed the End semester examination in all the courses of all the four semesters within three years. One year authorized break of study (if availed of) or prevention from writing the End Semester examination due to lack of attendance (if applicable) is included in the three years.
- Should have secured a CGPA of not less than 6.50.

M.E. / M.Tech. M.B.A. (Part Time) and M.C.A (Full Time)

- Should have passed the End semester examination in all the courses of all the six semesters within four years. One year authorized break of study (if availed of) or prevention from writing the End Semester examination due to lack of attendance (if applicable) is included in the four years.
- Should have secured a CGPA of not less than 6.50.

16.3 SECOND CLASS:

All other candidates (not covered in clauses 16.1 and 16.2) who qualify for the award of the degree (vide Clause 14) shall be declared to have passed the examination in **Second Class**.

- 16.4.** A candidate who is absent in semester examination in a course / project work after having registered for the same shall be considered to have appeared in that examination for the purpose of classification.

16.5 Photocopy / Revaluation

A candidate can apply for photocopy of his/her semester examination answer paper in a theory course, within 2 weeks from the declaration of results, on payment of a prescribed fee through proper application to the Controller of Examinations through the Head of Institutions. The answer script is to be valued and justified by a faculty member, who handled the subject and recommend for revaluation with breakup of marks for each question. Based on the recommendation, the candidate can register for the revaluation through proper application to the Controller of Examinations. The Controller of Examinations will arrange for the revaluation and the results will be intimated to the candidate concerned through the Head of the Institutions. Revaluation is not permitted for practical courses and for project work.

A candidate can apply for revaluation of answer scripts for not exceeding 5 subjects at a time.

16.6 Review

Candidates not satisfied with Revaluation can apply for Review of his/ her examination answer paper in a theory course, within the prescribed date on payment of a prescribed fee through proper application to Controller of Examination through the Head of the Institution.

Candidates applying for Revaluation only are eligible to apply for Review.

17 PROVISION FOR WITHDRAWAL FROM EXAMINATION:

A candidate may for valid reasons and on prior application, be granted permission to withdraw from appearing for the examination of any one course or consecutive examinations of more than one course in a semester examination.

- 17.1** Such withdrawal shall be permitted only once during the entire period of study of the degree programme.
- 17.2** Withdrawal application is valid only if it is made within 10 days prior to the commencement of the examination in that course or courses and recommended by the Head of the Institution and approved by the Controller of Examinations.
- 17.3** Notwithstanding the requirement of mandatory TEN days notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merit of the case.
- 17.4** Withdrawal shall not be construed as an appearance for the eligibility of a candidate for First Class with Distinction. Withdrawal is not permitted in the final semester.

- 17.5 Withdrawal from the End semester examination is **NOT** applicable to arrears subjects of previous semesters
- 17.6 The candidate shall reappear for the withdrawn courses during the examination conducted in the subsequent semester.

18 AUTHORIZED BREAK OF STUDY FROM A PROGRAMME

- 18.1 Break of Study shall be granted only once for valid reasons for a maximum of one year during the entire period of study of the degree programme. However, in extraordinary situation the candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for break of study. If a candidate intends to temporarily discontinue the programme in the middle of the semester for valid reasons, and rejoin the programme in a subsequent year, permission may be granted based on the merits of the case provided he / she applies to the **Director, Student Affairs** in advance, but not later than the last date for registering for the end semester examination of the semester in question, through the Head of the Institution stating the reasons therefor and the probable date of rejoining the programme.
- 18.2 The candidates permitted to rejoin the programme after break of study / prevention due to lack of attendance, shall be governed by the Curriculum and Regulations in force at the time of rejoining. The students rejoining in new Regulations shall apply to the Director, Academic Courses in the prescribed format through Head of the Institution at the beginning of the readmitted semester itself for prescribing additional courses, if any, from any semester of the regulations in-force, so as to bridge the curriculum in-force and the old curriculum.
- 18.3 The authorized break of study (for a maximum of one year) will not be counted for the duration specified for passing all the courses for the purpose of classification. (vide Clause 16.1). However, additional break of study granted will be counted for the purpose of classification.
- 18.4 The total period for completion of the Programme reckoned from, the commencement of the first semester to which the candidate was admitted shall not exceed the maximum period specified in clause 3.1 irrespective of the period of break of study (vide clause 18.1) in order that he/she may be eligible for the award of the degree.
- 18.5 If any student is detained for want of required attendance, the period spent in that semester shall not be considered as authorized 'Break of Study' is not applicable for this case.

19 DISCIPLINE

- 19.1 Every student is required to observe disciplined and decorous behavior both inside and outside the college and not to indulge in any activity which will tend to bring down the prestige of the University / College. The Head of Institution shall constitute a disciplinary committee consisting of Head of Institution, Two Heads of Department of which one should be from the faculty of the student, to enquire into acts of indiscipline and notify the University about the disciplinary action recommended for approval. In case of any serious disciplinary action which leads to suspension or dismissal, then a committee shall be constituted including one representative from Anna University, Chennai. In this regard, the member will be nominated by the University on getting information from the Head of the Institution.

19.2 If a student indulges in malpractice in any of the University / internal examination he / she shall be liable for punitive action as prescribed by the University from time to time.

20 REVISION OF REGULATIONS, CURRICULUM AND SYLLABI

The University may from time to time revise, amend or change the Regulations, Curriculum, Syllabus and scheme of examinations through the Academic Council with the approval of Syndicate.

AFFILIATED INSTITUTIONS**ANNA UNIVERSITY: : CHENNAI 600 025****REGULATIONS - 2013****I TO IV SEMESTERS (FULL TIME) CURRICULUM AND SYLLABUS****MASTER OF BUSINESS ADMINISTRATION (MBA)****SEMESTER – I**

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7101	Principles of Management	3	0	0	3
2.	BA7102	Statistics for Management	3	1	0	4
3.	BA7103	Economic Analysis for Business	4	0	0	4
4.	BA7104	Total Quality Management	3	0	0	3
5.	BA7105	Organizational Behaviour	3	0	0	3
6.	BA7106	Accounting for Management	3	1	0	4
7.	BA7107	Legal Aspects of Business	3	0	0	3
8.	BA7108	Written Communication	3	0	0	3
TOTAL			25	2	0	27

SEMESTER – II

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7201	Operations Management	3	0	0	3
2.	BA7202	Financial Management	3	0	0	3
3.	BA7203	Marketing Management	4	0	0	4
4.	BA7204	Human Resource Management	3	0	0	3
5.	BA7205	Information Management	3	0	0	3
6.	BA7206	Applied Operations Research	3	1	0	4
7.	BA7207	Business Research Methods	3	0	0	3
PRACTICAL						
8.	BA7211	Data Analysis and Business Modeling	0	0	4	2
TOTAL			22	1	4	25

SUMMER SEMESTER (4 WEEKS)**SUMMER TRAINING**

Summer Training – The training report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The training report should be around 40 pages containing the details of training undergone, the departments wherein he was trained with duration (chronological diary), along with the type of managerial skills developed during training. The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

SEMESTER – III

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7301	Enterprise Resource Planning	3	0	0	3
2.	BA7302	Strategic Management	3	0	0	3
3.	E1	Elective I	3	0	0	3
4.	E2	Elective II	3	0	0	3
5.	E3	Elective III	3	0	0	3
6.	E4	Elective IV	3	0	0	3
7.	E5	Elective V	3	0	0	3
8.	E6	Elective VI	3	0	0	3
PRACTICAL						
9.	BA7311	Professional Skill Development	0	0	4	2
10.	BA7312	Summer Training	0	0	2	1
TOTAL			24	0	6	27

SEMESTER – IV

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7401	International Business Management	3	0	0	3
2.	BA7402	Business Ethics, Corporate Social Responsibility and Governance	3	0	0	3
PRACTICAL						
3.	BA7411	Creativity and Innovation	0	0	4	2
4.	BA7412	Project Work	0	0	18	9
TOTAL			6	0	22	17

TOTAL NUMBER OF CREDITS = 96

LIST OF ELECTIVES

MASTER OF BUSINESS ADMINISTRATION (MBA)

SL.NO.	COURSE CODE	COURSE TITLE	L	T	P	C
MARKETING – ELECTIVES						
1	BA7011	Brand Management	3	0	0	3
2	BA7012	Retail Management	3	0	0	3
3	BA7013	Services Marketing	3	0	0	3
4	BA7014	Integrated Marketing Communication	3	0	0	3
5	BA7015	Customer Relationship Management	3	0	0	3
6	BA7016	Rural Marketing	3	0	0	3
FINANCE – ELECTIVES						
1	BA7021	Security Analysis and Portfolio Management	3	0	0	3
2	BA7022	Merchant Banking and Financial Services	3	0	0	3
3	BA7023	International Trade Finance	3	0	0	3
4	BA7024	Corporate Finance	3	0	0	3
5	BA7025	Micro Finance	3	0	0	3
6	BA7026	Banking Financial Services Management	3	0	0	3
HUMAN RESOURCE – ELECTIVES						
1	BA7031	Managerial Behavior and Effectiveness	3	0	0	3
2	BA7032	Entrepreneurship Development	3	0	0	3
3	BA7033	Organizational Theory, Design & Development	3	0	0	3
4	BA7034	Industrial Relations & Labour Welfare	3	0	0	3
5	BA7035	Labour Legislations	3	0	0	3
6	BA7036	Strategic Human Resource Management	3	0	0	3
SYSTEMS - ELECTIVES						
1	BA7041	Advanced Database Management Systems	3	0	0	3
2	BA7042	e-Business Management	3	0	0	3
3	BA7043	Software Project and Quality Management	3	0	0	3
4	BA7044	Datamining for Business Intelligence	3	0	0	3
OPERATIONS – ELECTIVES						
1	BA7051	Logistics and Supply Chain Management	3	0	0	3
2	BA7052	Services Operations Management	3	0	0	3
3	BA7053	Project Management	3	0	0	3
4	BA7054	Lean Six Sigma	3	0	0	3
SHIPPING AND LOGISTICS MANAGEMENT- ELECTIVES						
1.	BA7061	Containerization and Allied Business	3	0	0	3
2.	BA7062	Exim Management	3	0	0	3
3.	BA7063	Fundamentals of Shipping	3	0	0	3
4.	BA7064	Port and Terminal Management	3	0	0	3

Note: Three electives from two specializations from among the 5 areas of specialization are to be chosen by the students

COURSE OUTCOME:

The students should be able to describe and discuss the elements of effective management, ii) discuss and apply the planning, organizing and control processes, iii) describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication, iv) communicate effectively through both oral and written presentation.

UNIT I INTRODUCTION TO MANAGEMENT 9

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business.

UNIT II PLANNING 9

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

UNIT III ORGANISING 9

Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal

UNIT IV DIRECTING 9

Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.

UNIT V CONTROLLING 9

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.

TOTAL: 45 PERIODS**COURSE OBJECTIVE:**

To expose the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

TEXT BOOKS:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
4. Charles W.L Hill and Steven L McShane, 'Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.

REFERENCES:

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.

COURSE OBJECTIVE:

To learn the applications of statistics in business decision making.

UNIT I INTRODUCTION**12**

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

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION**12**

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

UNIT III TESTING OF HYPOTHESIS - PARAMETIRC TESTS**12**

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

UNIT IV NON-PARAMETRIC TESTS**12**

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

UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS**12**

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

TOTAL: 60 PERIODS**COURSE OUTCOME:**

To facilitate objective solutions in business decision making under subjective conditions

TEXTBOOKS:

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.

REFERENCES:

1. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.

COURSE OBJECTIVE:

To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.

UNIT I INTRODUCTION**8**

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

UNIT II CONSUMER AND PRODUCER BEHAVIOUR**13**

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

UNIT III PRODUCT AND FACTOR MARKET**13**

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

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

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

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

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

TOTAL: 60 PERIODS**COURSE OUTCOME:**

Students are expected to become familiar with both principles of micro and macro economics. They would also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

TEXT BOOKS

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.

COURSE OBJECTIVE:

To learn the quality philosophies and tools in the managerial perspective.

UNIT I INTRODUCTION 9

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL 9

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

Process capability – meaning, significance and measurement – Six sigma - concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION 9

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

TOTAL: 45 PERIODS

COURSE OUTCOME:

To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.

TEXT BOOKS

1. Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.

REFERENCES

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

COURSE OBJECTIVE:

To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

UNIT I FOCUS AND PURPOSE**5**

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

UNIT II INDIVIDUAL BEHAVIOUR**12**

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification.

Misbehaviour – Types – Management Intervention.

Emotions - Emotional Labour – Emotional Intelligence – Theories.

Attitudes – Characteristics – Components – Formation – Measurement- Values.

Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management.

Motivation – Importance – Types – Effects on work behavior.

UNIT III GROUP BEHAVIOUR**10**

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

UNIT IV LEADERSHIP AND POWER**8**

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

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR**10**

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

TOTAL: 45 PERIODS**COURSE OUTCOME:**

Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

TEXT BOOKS

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

REFERENCES

1. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
2. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012
3. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
4. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
5. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

COURSE OBJECTIVE :

- Acquire a reasonable knowledge in accounts
- Analysis and evaluate financial statements

UNIT I FINANCIAL ACCOUNTING**12**

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

UNIT II COMPANY ACCOUNTS**12**

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buy back of securities.

UNIT III ANALYSIS OF FINANCIAL STATEMENTS**12**

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

UNIT IV COST ACCOUNTING**12**

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing- Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

UNIT V ACCOUNTING IN COMPUTERISED ENVIRONMENT**12**

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

TOTAL: 45+15 = 60 PERIODS**COURSE OUTCOME**

- Possess a managerial outlook at accounts.

TEXTBOOKS

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.

REFERENCES

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning, 2010.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009

COURSE OBJECTIVE:

To create the knowledge of Legal perspective and its practices to improvise the business.

UNIT I COMMERCIAL LAW**9****THE INDIAN CONTRACT ACT 1872**

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

THE SALE OF GOODS ACT 1930

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT II COMPANY LAW**9**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

UNIT III INDUSTRIAL LAW**9**

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT IV INCOME TAX ACT AND SALES TAX ACT**9**

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS**9**

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

TOTAL: 45 PERIODS**COURSE OUTCOME:**

Legal insight will be established in the business practices according to the situation of changing environment.

TEXT BOOKS

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2006.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.

REFERENCES

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
4. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
5. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
6. Ravinder Kumar– Legal Aspect of Business.– Cengage Learning, 2nd Edition-2011.

BA7108

WRITTEN COMMUNICATION

L T P C
3 0 0 3

COURSE OBJECTIVE:

To familiarize learners with the mechanics of writing.

To enable learners to write in English precisely and effectively.

UNIT I PERSONAL COMMUNICATION 9

Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information.

UNIT II SOCIAL COMMUNICATION 9

Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication, gender sensitivity in communication.

UNIT III WORK PLACE COMMUNICATION 9

e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

UNIT IV RESEARCH WRITING 9

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

UNIT V WRITING FOR MEDIA AND CREATIVE WRITING 9

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing

TOTAL: 45 PERIODS

COURSE OUTCOME:

Learners should be able to

- i) get into the habit of writing regularly,
- ii) express themselves in different genres of writing from creative to critical to factual writing,
- iii) take part in print and online media communication,
- iv) read quite widely to acquire a style of writing, and
- v) identify their areas of strengths and weaknesses in writing.

TEXT BOOKS

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic BusinessCommunication. 11th ed. Tata McGraw-Hill, New Delhi.
2. Sharan J Gerson, and Steven M Gerson. 2008. Technical Writing: Process and Product. Pearson Education, New Delhi.

REFERENCE:

1. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi

Management books

- Robin sharma - The greatness guide
- Steven Covey - 7 Habits of Effective people
- Arindham Chaudhuri - Count your chickens before they hatch
- Ramadurai - TCS Story

Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar

Review: Harvard Business review

Reports: Deloitte, Netsis

Magazines: Bloomberg Businessweek, Economist

BA7201**OPERATIONS MANAGEMENT****L T P C**
3 0 0 3**COURSE OBJECTIVE:**

To provide a broad introduction to the field of operations management and explain the concepts, strategies , tools and techniques for managing the transformation process that can lead to competitive advantage.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT**9**

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit , framework; Supply Chain Management

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN**9**

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS**9**

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

UNIT IV MATERIALS MANAGEMENT**9**

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

UNIT V SCHEDULING AND PROJECT MANAGEMENT**9**

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shopfloor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services.

TOTAL: 45 PERIODS

COURSE OUTCOME:

Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

TEXT BOOKS

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

REFERENCES

1. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
2. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
3. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
4. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
5. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.
7. Pannervselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

BA7202

FINANCIAL MANAGEMENT

L T P C
3 0 0 3

COURSE OBJECTIVES:

Facilitate student to

- Understand the operational nuances of a Finance Manager
- Comprehend the technique of making decisions related to finance function

UNIT I FOUNDATIONS OF FINANCE: 9

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

UNIT II INVESTMENT DECISIONS: 9

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

UNIT III FINANCING AND DIVIDEND DECISION: 9

Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure.

Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

UNIT IV WORKING CAPITAL MANAGEMENT: 9

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

UNIT V LONG TERM SOURCES OF FINANCE: 9

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

TOTAL: 45 PERIODS

COURSE OUTCOME:

Possess the techniques of managing finance in an organization

TEXT BOOKS

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.

REFERENCES

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning 2010.
4. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011

BA7203

MARKETING MANAGEMENT

**L T P C
4 0 0 4**

COURSE OBJECTIVE:

- To understand the changing business environment
- To identify the indicators of management thoughts and practices
- To understand fundamental premise underlying market driven strategies

UNIT I INTRODUCTION 12

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

UNIT II MARKETING STRATEGY 12

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

UNIT III MARKETING MIX DECISIONS 12

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

UNIT IV BUYER BEHAVIOUR 12

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

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 10

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

TOTAL: 45 PERIODS

COURSE OUTCOME:

Students will gain knowledge and skills needed for success as a human resources professional

TEXT BOOKS

1. Dessler Human Resource Management, Pearson Education Limited, 2007
2. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.

REFERENCES

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
3. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
4. Ivancevich, Human Resource Management, McGraw Hill 2012.
5. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

BA7205

INFORMATION MANAGEMENT

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

COURSE OBJECTIVE

- To understand the importance of information in business
- To know the technologies and methods used for effective decision making in an organization.

UNIT I INTRODUCTION 10

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

UNIT II SYSTEM ANALYSIS AND DESIGN 10

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

UNIT III DATABASE MANAGEMENT SYSTEMS 9

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

UNIT IV SECURITY, CONTROL AND REPORTING 8

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

UNIT V NEW IT INITIATIVES 8

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TOTAL: 45 PERIODS

COURSE OUTCOME

- Gains knowledge on effective applications of information systems in business

TEXTBOOKS

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

REFERENCES

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
4. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.
5. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
6. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004.
7. Raplh Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012
8. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
9. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition, 2013.

BA7206

APPLIED OPERATIONS RESEARCH

L T P C
3 1 0 4

COURSE OBJECTIVE:

To learn the concepts of operations research applied in business decision making.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 12

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

UNIT II LINEAR PROGRAMMING EXTENSIONS 12

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – 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. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT III INTEGER PROGRAMMING AND GAME THEORY 12

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 12
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Monte-carlo simulation.

UNIT V QUEUING THEORY AND REPLACEMENT MODELS 12
Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL: 60 PERIODS

COURSE OUTCOME:

To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

TEXT BOOKS

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
3. Pradeep Prabakar Pai, Operations Research - Principles and Practice, Oxford Higher Education.

REFERENCES

1. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
2. G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007.
3. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
4. Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2004.
5. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.

BA7207

BUSINESS RESEARCH METHODS

L T P C
3 0 0 3

COURSE OBJECTIVE:

To expose the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

UNIT I INTRODUCTION 9
Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II RESEARCH DESIGN AND MEASUREMENT 9
Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III DATA COLLECTION 9

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

UNIT IV DATA PREPARATION AND ANALYSIS 9

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

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

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

TOTAL: 45 PERIODS**COURSE OUTCOME:**

Students would become acquainted with the scientific methodology in business domain. They would also become analytically skillful. They would become familiar with the nuances of scientific communications.

TEXT BOOKS

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

BA7211 DATA ANALYSIS AND BUSINESS MODELING**L T P C
0 0 4 2****COURSE OBJECTIVE**

- to have hands- on experience on decision modeling

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4

8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

- Spreadsheet Software and
- Data Analysis Tools

TOTAL: 60 PERIODS

REQUIREMENTS for a batch of 30 students

1. Personal Computers – 30 nos
2. Any licensed Spreadsheet and Analysis software like Microsoft Excel, SPSS etc– 30 user licenses

COURSE OUTCOME

- Knowledge of spreadsheets and data analysis software for business modeling

TEXT BOOKS

1. David M. Levine et al, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2010
2. David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
3. William J. Stevenson, Ceyhun Ozgur, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009.
4. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
5. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
6. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

BA7301

ENTERPRISE RESOURCE PLANNING

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

COURSE OBJECTIVES

- to understand the business process of an enterprise
- to grasp the activities of ERP project management cycle
- to understand the emerging trends in ERP developments

UNIT I INTRODUCTION

8

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES

10

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

UNIT III ERP IMPLEMENTATION 10
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

UNIT IV POST IMPLEMENTATION 8
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V EMERGING TRENDS ON ERP 9
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

TOTAL: 45 PERIODS

COURSE OUTCOMES

- knowledge of ERP implementation cycle
- awareness of core and extended modules of ERP

TEXT BOOK

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.

REFERENCES

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
6. Summer, ERP, Pearson Education, 2008

BA7302 STRATEGIC MANAGEMENT L T P C
3 0 0 3

COURSE OBJECTIVE:

To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT I STRATEGY AND PROCESS 9
Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE 9
External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES**10**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION**9**

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES**8**

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

TOTAL: 45 PERIODS**COURSE OUTCOME :**

This Course will create knowledge and understanding of management concepts principles and skills from a people, finance, marketing and organisational perspectives the development of appropriate organisational policies and strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organisational as well as technical aspects.

TEXT BOOKS

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.

REFERENCES

1. Adriaui HAberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
5. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012

BA7311**PROFESSIONAL SKILL DEVELOPMENT**

L	T	P	C
0	0	4	2

COURSE OBJECTIVE:

To enable learners to speak fluently and flawlessly in all kinds of communicative Contexts with speakers of all nationalities.

UNIT I PERSONAL COMMUNICATION 10

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing.

UNIT II SOCIAL COMMUNICATION 10

Telephone calls (official), colleagues in the workspot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes, sharing jokes.

UNIT III GROUP/MASS COMMUNICATION 10

Group discussion (brainstorming), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM), Block and tackle, shipwreck, spoof, conducting quiz, negotiations, oral reports.

UNIT IV INTEGRATED SPEAKING AND PRESENTATION SKILLS 10

Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)

UNIT V EMPLOYABILITY AND CORPORATE SKILLS 20

Interview skills – Types of interview, preparation for interview, mock interview. Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, skills bought out in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management – causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities.

TOTAL: 60 PERIODS

Note: Students will undergo the entire programme similar to a Seminar. It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

COURSE OUTCOMES:

Learners should be able to

- I. speak confidently with any speakers of English, including native speakers,
- II. speak effortlessly in different contexts – informal and formal,
- III. ‘think on feet’ even in difficult circumstances,
- IV. hold interesting and meaningful conversations with others, including strangers, and
- V. listen to others with utmost attention.

REFERENCES:

1. Richard Denny, “Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.
2. “Value Education”, VISION for Wisdom, Vethathiri Publications, Erode, 2009
3. Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries).

COURSE OBJECTIVE:

To expose the students to the basic concepts of international business management

UNIT I INTRODUCTION**6**

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT**11**

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT**11**

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages - organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS**11**

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT**6**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TOTAL: 45 PERIODS**COURSE OUTCOME:**

Students would be familiar with global business environment, global strategic management practices and get acquainted with functional domain practices. They would be familiar with conflicts situations and ethical issues in global business.

TEXT BOOKS

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition , Cengage Learning, New Delhi, 2010.
5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
6. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

COURSE OBJECTIVE:

To have grounding on theory through the understanding of real life situations and cases.

UNIT I INTRODUCTION 9

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

UNIT II ETHICS THEORY AND BEYOND 9

Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies.

UNIT III LEGAL ASPECTS OF ETHICS 9

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

UNIT IV ENVIRONMENTAL ETHICS 9

Economic Environment; Philosophy of economic grow and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

UNIT V CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE 9

Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

TOTAL: 45 PERIODS

COURSE OUTCOME:

To understand ethical issues in workplace and be able to find solution for ‘most good’.

TEXT BOOKS

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.

REFERENCES

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.

4. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
5. Satheesh kumar, Corporate governance, Oxford University, Press, 2010.
6. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 2009.
7. Larue Tone Hosmer and Richard D., The Ethics of Management, Irwin Inc., 1995.
8. Joseph A. Petrick and John F. Quinn, Management Ethics - integrity at work, Sage, 1997.

BA7411

CREATIVITY AND INNOVATION

L T P C
0 0 4 2

COURSE OBJECTIVES:

- (i) To understand the nuances involved in Creativity & Innovation.
- (ii) To get hands on experience in applying creativity in problem solving.

UNIT I INTRODUCTION

12

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT II MECHANISM OF THINKING AND VISUALIZATION

12

Definitions and theory of mechanisms of mind heuristics and models : attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

UNIT III CREATIVITY

12

Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.

UNIT IV CREATIVITY IN PROBLEM SOLVING

12

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

UNIT V INNOVATION

12

Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving - the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption - Commoditization and DE-commoditization – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton

TOTAL: 60 PERIODS

Note: Students will undergo the entire programme similar to a Seminar. It is activity based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

COURSE OUTCOMES:

Student will be equipped to apply his/her creative and innovative skills in solving complex problems confronting corporate realm.

REFERENCES

1. Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 1999
2. Geoffrey Petty, "how to be better at Creativity", The Industrial Society 1999
3. Clayton M. Christensen Michael E. Raynor, "The Innovator's Solution", Harvard Business School Press Boston, USA, 2003
4. Semyon D. Savransky, "Engineering of Creativity – TRIZ", CRC Press New York USA," 2000

BA7011**BRAND MANAGEMENT**

L	T	P	C
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COURSE OBJECTIVE:

To understand the methods of managing brands and strategies for brand management.

UNIT I INTRODUCTION 8

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT II BRAND STRATEGIES 10

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

UNIT III BRAND COMMUNICATIONS 8

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT IV BRAND EXTENSION 9

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V BRAND PERFORMANCE 10

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

TOTAL: 45 PERIODS**COURSE OUTCOME:**

To successfully establish and sustain brands and lead to extensions

TEXT BOOKS

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

REFERENCES

1. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
2. Paul Tmepoal, Branding in Asia, John Willy, 2000.
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005
5. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).

BA7012

RETAIL MANAGEMENT

L T P C

3 0 0 3

COURSE OBJECTIVE:

To understand the concepts of effective retailing

UNIT I INTRODUCTION

9

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II RETAIL FORMATS

9

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III RETAILING DECISIONS

9

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Mercandising and category management – buying.

UNIT IV RETAIL SHOP MANAGEMENT

9

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

UNIT V RETAIL SHOPPER BEHAVIOUR

9

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

TOTAL: 45 PERIODS

COURSE OUTCOME:

To manage the retail chains and understand the retail customer's behavior

TEXT BOOKS

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.

REFERENCES

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008

5. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008
6. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.

BA7013

SERVICES MARKETING

L T P C
3 0 0 3

COURSE OBJECTIVE:

To understand the meaning of services and the significance of marketing the services.

UNIT I	INTRODUCTION	9
Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.		
UNIT II	SERVICE MARKETING OPPORTUNITIES	9
Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.		
UNIT III	SERVICE DESIGN AND DEVELOPMENT	9
Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.		
UNIT IV	SERVICE DELIVERY AND PROMOTION	9
Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.		
UNIT V	SERVICE STRATEGIES	9
Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services		

TOTAL: 45 PERIODS

COURSE OUTCOME:

Will be able to apply the concepts of services marketing in promoting services.

TEXT BOOKS

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

REFERENCES

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2003.
3. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.
5. Gronroos, Service Management and Marketing –Wiley India.

COURSE OBJECTIVE:

This course introduces students to the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.

UNIT I INTRODUCTION TO ADVERTISEMENT 9

Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.

UNIT II ADVERTISEMENT MEDIA 9

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

UNIT III SALES PROMOTION 9

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

UNIT IV PUBLIC RELATIONS 9

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Realtions (MPR)-Structure of Public Relations Department. Budgeting of PR. PR Agencies.

UNIT V PUBLICITY 9

Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Publicity Campaigns

TOTAL: 45 PERIODS**COURSE OUTCOME:**

Insight into the importance of advertising and sales promotion campaigns planning and objective setting in relation to consumer decision making processes.

TEXT BOOKS

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7th edition, 2010
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007.
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.

REFERENCES

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

BA7015

CUSTOMER RELATIONSHIP MANAGEMENT

L T P C
3 0 0 3

COURSE OBJECTIVE:

To understand the need and importance of maintaining a good customer relationship.

UNIT I INTRODUCTION

9

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

UNIT II UNDERSTANDING CUSTOMERS

9

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

UNIT III CRM STRUCTURES

9

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

UNIT IV CRM PLANNING AND IMPLEMENTATION

9

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

UNIT V TRENDS IN CRM

9

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

TOTAL:45 PERIODS

COURSE OUTCOME :

To use strategic customer acquisition and retention techniques in CRM.

TEXT BOOKS

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

REFERENCES

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.
6. Zikmund. Customer Relationship Management, Wiley 2012 .
7. Mohammed Hp/Sagadevan.A Customer Relationship Management- A step by step approach, ledition.
8. G.Shainesh, J.Jagdish N Seth. Customer Relationship Management.

COURSE OBJECTIVES:

- The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

UNIT I OVERVIEW OF RURAL MARKETING 9

Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context- Definition- Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

UNIT II RURAL MARKETS & DECISION 9

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium-Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting- Position- Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.

UNIT III PRODUCT & DISTRIBUTION 9

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing- Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- - Sales force Management in Rural Marketing.

UNIT IV RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH 9

Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail &IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.

UNIT V TRENDS IN RURAL MARKETING 9

e- Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing- Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

Perspectives of rural marketing and the knowledge of the emerging managerial initiatives and relevant frameworks in rural marketing, institutions engaged in rural marketing

TEXT BOOKS

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
2. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash pandey New age publishers
3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs By Dr. A Sarangapani

REFERENCE BOOKS

1. New Perspectives on Rural Marketing: Includes Agricultural Marketing By Ramkishen Y.
2. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
3. Rural Marketing – U.C.Mathur, excel books, 1/e
4. Indian Rural Marketing Rajagopal Rawat Publishers
5. Integrated Rural Development – R. C. Arora (S. Chand & Co.)

BA7021

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

L T P C

3 0 0 3

COURSE OBJECTIVES :

Enables student to

- Understand the nuances of stock market operations
- Understand the techniques involved in deciding upon purchase or sale of securities

UNIT I INVESTMENT SETTING

8

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKETS

10

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III FUNDAMENTAL ANALYSIS

9

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

UNIT IV TECHNICAL ANALYSIS

9

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

UNIT V PORTFOLIO MANAGEMENT

9

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

TOTAL: 45 PERIODS

COURSE OUTCOME

- Become a good investment analyst

TEXT BOOKS

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

REFERENCES

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012.

BA7022

MERCHANT BANKING AND FINANCIAL SERVICES

L T P C
3 0 0 3

OBJECTIVES :

To enable student

- Understand the modes of issuing securities
- Acquire financial evaluation technique of leasing and hire purchase

UNIT I MERCHANT BANKING

5

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT II ISSUE MANAGEMENT

12

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

UNIT III OTHER FEE BASED SERVICES

10

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

UNIT IV FUND BASED FINANCIAL SERVICES

10

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

UNIT V OTHER FUND BASED FINANCIAL SERVICES

8

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

TOTAL: 45 PERIODS

OUTCOME

- Good knowledge on merchant banking activities

TEXT BOOKS

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

REFERENCES:

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.
5. Website of SEBI

BA7023

INTERNATIONAL TRADE FINANCE

L T P C
3 0 0 3

OBJECTIVES :

To enable student

- Understand export import finance and forex management
- Understand the documentation involved in international trade

UNIT I INTERNATIONAL TRADE

9

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

UNIT II EXPORT AND IMPORT FINANCE

9

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

UNIT III FOREX MANAGEMENT

9

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

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE

9

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

UNIT V EXPORT PROMOTION SCHEMES

9

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

TOTAL: 45 PERIODS

OUTCOME

- Possess good knowledge on international trade and the documentation involved in it.

TEXT BOOKS

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.

REFERENCES

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 5th Edition, 2011.
3. Website of Indian Government on EXIM policy

BA7024

CORPORATE FINANCE

L T P C
3 0 0 3

OBJECTIVES :

Student will acquire

- Nuances involved in short term corporate financing
- Good ethical practices

UNIT I INDUSTRIAL FINANCE

9

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

UNIT II SHORT TERM-WORKING CAPITAL FINANCE

6

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

UNIT III ADVANCED FINANCIAL MANAGEMENT

12

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

UNIT IV FINANCING DECISION

10

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

UNIT V CORPORATE GOVERNANCE

8

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

TOTAL: 45 PERIODS

OUTCOME

- Good ethical corporate manager

TEXT BOOKS

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.

REFERENCES

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
3. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
5. Website of SEBI

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MICRO FINANCE

L T P C
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OBJECTIVES :

Enable students to

- Comprehend the importance of Micro finance
- Understand the techniques involved in their evaluation

UNIT I INTRODUCTION TO MICROFINANCE 9

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

UNIT II FINANCIAL AND OPERATIONAL EVALUATION 9

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

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

UNIT III OTHER EVALUATIONS OF MICROFINANCE 9

Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – Competition - Risks. Institutional Evaluation - Appraisals and ratings - Legal compliance-Issues in Governance Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics

UNIT IV MICROFINANCE IN INDIA 9

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

UNIT V ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE 9

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

TOTAL: 45 PERIODS

OUTCOME

- Possess good knowledge in micro finance management

TEXT BOOKS

1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.
2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India, 2010.

REFERENCES

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

COURSE OBJECTIVES:

- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand e-banking and the threats that go with it.

UNIT I OVERVIEW OF INDIAN BANKING SYSTEM 9

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

UNIT II SOURCES AND APPLICATION OF BANK FUNDS 9

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT II CREDIT MONITORING AND RISK MANAGEMENT 9

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION 9

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

UNIT V HIGH TECH E-BANKING\ 9

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

TOTAL: 45 PERIODS**COURSE OUTCOME:**

- Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks

TEXT BOOKS

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.

REFERENCES :

1. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.

COURSE OBJECTIVE:

To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

UNIT I DEFINING THE MANAGERIAL JOB**8**

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

UNIT II DESIGNING THE MANAGERIAL JOB**12**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS**7**

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS**8**

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

UNIT V DEVELOPING THE WINNING EDGE**10**

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

TOTAL: 45 PERIODS**COURSE OUTCOME:**

Students will gain knowledge about appropriate style of managerial behaviour.

REFERENCES

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

COURSE OBJECTIVE:

To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

UNIT I ENTREPRENEURIAL COMPETENCE 6

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II ENTREPRENEURIAL ENVIRONMENT 12

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT III BUSINESS PLAN PREPARATION 12

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS 10

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.

UNIT V MANAGEMENT OF SMALL BUSINESS 5

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL: 45 PERIODS

COURSE OUTCOME:

Students will gain knowledge and skills needed to run a business.

TEXT BOOKS

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

REFERENCES

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.Saravanel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997.
4. Arya Kumar. Entrepreneurship. Pearson. 2012
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012

COURSE OBJECTIVE:

To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

UNIT I ORGANISATION & ITS ENVIRONMENT 8

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

UNIT II ORGANIZATIONAL DESIGN 15

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

UNIT III ORGANISATIONAL CULTURE 6

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

UNIT IV ORGANISATIONAL CHANGE 6

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

UNIT V ORGANISATION EVOLUTION AND SUSTENANCE 10

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

TOTAL: 45 PERIODS**COURSE OUTCOME:**

Students will be able to analyze organizations more accurately and deeply by applying organization theory.

TEXT BOOKS

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 10th Edition 2012.

REFERENCES

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage learning, 9th edition 2011
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2010.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010.

COURSE OBJECTIVE:

To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

UNIT I INDUSTRIAL RELATIONS**7**

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

UNIT II INDUSTRIAL CONFLICTS**12**

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

UNIT III LABOUR WELFARE**8**

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

UNIT IV INDUSTRIAL SAFETY**9**

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

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

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

TOTAL: 45 PERIODS**COURSE OUTCOME:**

Students will know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.

TEXT BOOKS

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012

REFERENCES

1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
5. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004

COURSE OBJECTIVE:

To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. To familiarise the students to the practical problems inherent in the implementation of labour statutes.

Contained in the following acts are to be studied.

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

TOTAL: 45 PERIODS

COURSE OUTCOME:

To appreciate the application of labour laws.

Legal Provision relating to

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

TEXT BOOKS:

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

REFERENCES

1. Tax Mann, Labour Laws, 2008.
2. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
3. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
4. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
5. Respective Bare Acts.

COURSE OBJECTIVE:

To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT I HUMAN RESOURCE DEVELOPMENT 10

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

UNIT II E-HRM 6

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

UNIT III CROSS CULTURAL HRM 7

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

UNIT IV CAREER & COMPETENCY DEVELOPMENT 10

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

UNIT V EMPLOYEE COACHING & COUNSELING 12

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

TOTAL: 45 PERIODS**COURSE OUTCOME:**

Students will have a better understanding of the tools and techniques used by organizations to meet current challenges.

TEXT BOOKS

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011

REFERENCES

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
3. Monir Tayeb. International Human Resource Management. Oxford. 2007
4. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition
5. McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

COURSE OBJECTIVES

- To understand the various advanced databases used in the organization
- To be aware of recent trends in database management

UNIT I INTRODUCTION 9

DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

UNIT II DATABASE IMPLEMENTATION 9

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

UNIT III DISTRIBUTED DATABASES 9

Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability

UNIT IV OBJECT ORIENTED DATABASES 9

Object Oriented Concepts – Data Object Models –Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages

UNIT V EMERGING TRENDS 9

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC

TOTAL: 45 PERIODS**COURSE OUTCOMES**

- Awareness of database models
- Knowledge of database technologies

TEXT BOOKS

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7th edition, Cengage Learning,
2. Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th , Pearson Education, 2004.

REFERENCES

1. Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012,
2. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGraw-Hill, 2010.
3. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 3rd edition, Pearson Education, 2003.
4. Jeffrey D. Ullman and Jennifer Widom, A First Course in Database Systems, Pearson Education Asia, 1st impression 2007.
5. Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw-Hill International Editions, 2008.
6. Rajesh Narang, Object Oriented Interfaces and Databases, Prentice Hall of India, 2002.
7. Mark L.Gillenson & el, Introduction to database management, Wiley India Pvt. Ltd, 2008
8. Charkrabarti, Advanced Database Management Systems, Wiley India Pvt Ltd, 2011

COURSE OBJECTIVE

- To understand the practices and technology to start an online business

UNIT I INTRODUCTION TO e-BUSINESS 8

e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce

UNIT II TECHNOLOGY INFRASTRUCTURE 10

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

UNIT III BUSINESS APPLICATIONS 10

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing

UNIT IV e-BUSINESS PAYMENTS AND SECURITY 9

E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

UNIT V LEGAL AND PRIVACY ISSUES 8

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

TOTAL: 45 PERIODS**COURSE OUTCOME**

- To know how to build and manage an e-business

TEXT BOOKS

- Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
- Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.

REFERENCES

- Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
- Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
- Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
- Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2009
- Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 7th reprint, 2009.
- Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
- Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.

COURSE OBJECTIVES

- To understand project management cycle in software development
- To study various project estimation and quality models in software development

UNIT I INTRODUCTION**9**

Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking.

UNIT II SOFTWARE METRICS**9**

Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.

UNIT III SOFTWARE PROJECT ESTIMATION**9**

Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points, Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management.

UNIT IV SOFTWARE QUALITY**9**

Quality Management Systems, Software Quality Models- FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.

UNIT V SOFTWARE QUALITY ASSURANCE**9**

Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuaRE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE.

TOTAL: 45 PERIODS**COURSE OUTCOMES**

- Knowledge of software development process and quality models
- Knowledge of software project estimation and quality assurance

TEXT BOOKS

1. Roger S. Pressman, Software Engineering A Practitioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010.
2. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009.

REFERENCES

1. Walker Royce, Software Project Management – A unified framework, Pearson Education Asia, New Delhi, 2000.
2. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2011.
3. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition, 2010)
4. Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002.
5. Richard H. Thayer, Software Engineering Project Management, John Wiley, 2007

COURSE OBJECTIVES

- To know how to derive meaning form huge volume of data and information
- To understand how knowledge discovering process is used in business decision making

UNIT I INTRODUCTION**9**

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI

UNIT II DATA WAREHOUSING**9**

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES**9**

Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES**9**

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

UNIT V BI AND DATA MINING APPLICATIONS**9**

Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

TOTAL: 45 PERIODS**COURSE OUTCOMES**

- Big Data Management
- Appreciate the techniques of knowledge discovery for business applications

TEXT BOOKS

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.

REFERENCES

1. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
2. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
3. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2nd Edition, 2011
4. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
5. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011
6. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009
7. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 011
8. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, 2007
9. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010

COURSE OBJECTIVE :

- Understand the scope and practice of business logistics and supply chain management

UNIT I INTRODUCTION**9**

Business logistics and supply chain – importance, objectives and drivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy.

UNIT II MANAGING FLOWS**9**

Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition.. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption.

UNIT III INVENTORY AND WAREHOUSING**9**

Inventory–objectives, bullwhip effect, control - Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory.

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

UNIT IV TRANSPORTATION AND PACKAGING**9**

Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling.

Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT V ORGANISATION AND CONTROL**9**

Organisation Structure – need and development. Organizational – Choices, Orientation and positioning. Interfunctional and interorganisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation.

TOTAL: 45 PERIODS**COURSE OUTCOME :**

Student gains knowledge on effective management of the logistics and supply chain

TEXT BOOKS:

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.

REFERENCES:

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010
2. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012.
3. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
4. Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications, 2007.
5. Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2010.

COURSE OBJECTIVE:

To help understand how service performance can be improved by studying services operations management

UNIT I INTRODUCTION**9**

Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

UNIT II SERVICE DESIGN**9**

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling

UNIT III SERVICE QUALITY**9**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

UNIT IV SERVICE FACILITY**9**

Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

UNIT V MANAGING CAPACITY AND DEMAND**9**

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

TOTAL: 45 PERIODS**COURSE OUTCOME:**

To design and operate a service business using the concepts, tools and techniques of service operations management.

TEXT BOOKS

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition

REFERENCES

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
4. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition, 2004

COURSE OBJECTIVE:

To learn the concepts of managing projects.

- UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9**
Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.
- UNIT II PLANNING AND BUDGETING 9**
The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.
- UNIT III SCHEDULING & RESOURCE ALLOCATION 9**
PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.
- UNIT IV CONTROL AND COMPLETION 9**
The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.
- UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9**
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

TOTAL: 45 PERIODS

COURSE OUTCOME:

To apply project management principles in business situations to optimize resource utilization and time optimisation.

TEXT BOOKS

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

REFERENCES

1. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
2. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

COURSE OBJECTIVE:

To gain insights about the importance of lean manufacturing and six sigma practices.

UNIT I LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS 9

Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

UNIT II THE SCOPE OF TOOLS AND TECHNIQUES 9

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.

UNIT III SIX SIGMA METHODOLOGIES 9

Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder

UNIT IV SIX SIGMA IMPLEMENTATION AND CHALLENGES 9

Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics

UNIT V EVALUATION AND CONTINUOUS IMPROVEMENT METHODS 9

Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

TOTAL: 45 PERIODS**COURSE OUTCOME:**

The student would be able to relate the tools and techniques of lean sigma to increase productivity

REFERENCES:

1. Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2000.
3. Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
4. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
5. James P. Womack, Daniel T.Jones, Lean Thinking, Free Press Business, 2003

COURSE OBJECTIVE:

- To provide an overview of the various elements of containerization and allied businesses
- To realize the potential of containerization and allied businesses

UNIT - I BASIC CONCEPT OF CONTAINERIZATION 8
Introduction to Liner Shipping industry - Unitization concept and methods - Malcolm Mclean and the birth of containerization - Generations of container ships and their specification - Container types, their specifications and cargoes carried in them.

UNIT - II FREIGHTING AND SIZE OF CONTAINER 10
Container shipping business - FCL and LCL sea freight products - Freighting of FCL and LCL cargo - Slot utilization strategies - Estimation of optimum container fleet size - Multiport LCL consolidation

UNIT - III CHARACTERISTICS AND PHYSICAL OPERATIONS 12
Container terminal business- World's leading container terminals and location characteristics - container terminal infrastructure - container terminal productivity - container terminal profitability - Inland container terminals - Container Freight Stations

UNIT - IV CONTAINER TYPES AND BUSINESS 8
Container manufacturing trends - Container leasing business - Types of container leasing and their terms - maintenance and repair of containers - tracking of container movements - Container interchange.

UNIT - V MULTIMODAL TRANSPORT 7
Alternate uses of containers -marketing of used containers -carriage of shipper own containers - multimodal transport options for containers -Insurance for containers -strategies for managing container imbalance.

TOTAL: 45 PERIODS

COURSE OUTCOME:

- The students will learn the practices and ways to promote containerization and allied businesses
- The learners will have a complete idea about the different concepts, trends and strategies used for containerization and allied businesses

REFERENCES:

1. Marc Levinson, The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger, Princeton University Press, 2008.
2. Dr. K. V. Hariharan, Containerisation, Multimodal Transport & Infrastructure Development In India, Sixth Edition, Shroff Publishers and Distributors, 2015.
3. Lee, C.-Y., Meng, Q. (Eds.), Handbook of Ocean Container Transport Logistics Making Global Supply Chains Effective, Springer, 2015

COURSE OBJECTIVE:

- To enlighten the students about the major functions in export and import processes.
- To provide the expertise for solving issues related to requirements in exim management.

UNIT - I FUNDAMENTALS OF IMPORT AND EXPORT 8

Role of Import and Export Trade in an Economy - Institutional Framework for Foreign Trade in India -Role of Director General of Foreign Trade and Commerce - Objectives of EXIM Policy - Global trade flows - Contract of International Sale of Goods - INCOTERMS 2010

UNIT - II OVERVIEW OF EXPORT AND IMPORT 10

Marketing for Exports - Negotiation and finalization of Export contract - Export Documentation Procedures - Cargo Insurance - Export Promotion Councils and incentive schemes- Role of Logistics in Exports- Export Houses / Trading Houses

UNIT - III DOCUMENTATION FRAMEWORK 7

Import for industrial use / trading - Import Documentation and Customs clearance procedures - Types of Imports - Import Licenses - Cargo Insurance - Role of Logistics in Import

UNIT - IV CREDIT AND PAYMENTS 8

Payment methods in Foreign Trade - Documentary Credit / Letter of Credit–UCP 600 with respect to Shipping Documents and L/C Negotiation – Export / import financing strategies - Managing payment risks.

UNIT - V CUSTOMS CLEARANCE AND AGENCIES 12

Roles of Service providers in EXIM transactions – Global Traders – Commodity Brokers - Custom House Agents – Transport Operators – Freight Forwarders – Warehousing and 3PL service providers – Liners /Ship Agencies – Container Freight Stations - Port – Inspection Agencies/ surveyors – Quarantine Agencies – Pest Control Agencies – Chamber of Commerce.

TOTAL: 45 PERIODS**COURSE OUTCOME:**

- The students would be aware about the formalities of export and import industry
- The students will be able to comprehend the importance of exim management.

REFERENCES:

1. Justin Pauland Rajiv Aserkar, Export Import Management, Second Edition, Oxford University Press, 2013.
2. Usha Kiran Rai, Export - Import and Logistics Management, Second Edition, PHI Learning, 2010.
3. Director General of Foreign Trade, Foreign Trade Policy and Handbook of Procedures, 2015

COURSE OBJECTIVE:

- To provide the knowledge about fundamentals of shipping management
- to equip the students with the knowledge of shipping, ship building and repair

UNIT - I INTERDICTION OF SHIPPING 8

Role of Shipping in International trade-Types of ships and cargoes carried by them - International Organizations serving the shipping industry (IMO, BIMCO, ICS, IACS, IAPH)- Ship Registration and Classification.

UNIT - II LINER SHIPPING OPERATIONS 8

Liner shipping business - Types of Liner services - Container shipping lines and their services - Break bulk, Ro-Ro and project cargo services - Liner freight rates - Liner cargo documentation - Liner agency functions

UNIT - III DRY BULK BUSINESS 8

Dry Bulk shipping business- World's leading dry bulkports and cargoes handled by them - Types of Dry bulk ships and the Dry Bulk industry structure - Dry bulk market indices - Types of Chartering - Port agency functions.

UNIT - IV TANKER OPERATIONS AND BUSINESS 12

Liquid Bulk shipping business - World's leading wet bulk ports and cargoes handled by them- Types of tankers and gas carriers - Tanker freighting system (worldscale) -Factors affecting Tanker markets-Marine pollution conventions.

UNIT - V SHIP BUILDING AND REPAIR 9

Service providers to shipping industry -Ship management companies -Ports, inland terminals and Container Freight Stations- Ship building and repair yards -Financing the Shipping industry - Marine insurance providers.

TOTAL: 45 PERIODS

COURSE OUTCOME:

- The students would be acquainted with the basics of shipping management
- The students will learn the skills needed for shipping industry

REFERENCES:

1. Michael Robarts, Branch's Elements of Shipping, Ninth Edition, Routledge, 2014.
2. Peter Brodie, Commercial Shipping Handbook, Third Edition, Informa Law from Routledge, 2014.
3. Review of Maritime Transport, UNCTAD, 2014.

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PORT AND TERMINAL MANAGEMENT

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

COURSE OBJECTIVE:

- To enlighten the students about the major functions in the port and terminal management
- To expose the students on the trends in port and terminal management

UNIT - I INTRODUCTION TO PORT AND TERMINAL 8

Role of ports in international trade and transport - Economic impact of ports on the regional economy - Multiplier effect - Location characteristics of ports - Different types of ports (natural, manmade, river, estuary).

UNIT - II PORT OPERATIONS 12

Design features of facilities in ports for handling various cargoes - Organization structure in Ports - Delivery of port services and the relationship between various departments - Marine Department – Traffic Department – other departments.

UNIT - III PORT MARKETING AND SERVICES 8
Marketing of Port services - Pricing of Port services - Components of port tariff - Concept of hinterland – Identifying the needs of ship owners and operators, ship agents, forwarders, truckers, rail and barge operators - Concept of Total Logistics cost.

UNIT - IV PORT PERFORMANCE 10
Measurement of port performance - vessel turn round time, cargo volume, speed of cargo handling - Information flow requirements of the port, statutory bodies and port users - Port community computer systems and EDI applications.

UNIT - V PORT SECURITY AND ISSUES 7
Environmental issues connected with Ports & Terminals - Health and safety issues - Port security issues - International Ships and Port facility security (ISPS) code - Role of national, regional and local governments in owning / operating / managing ports.

TOTAL: 45 PERIODS

COURSE OUTCOME:

- The students would be aware about skills pertaining to port and terminal management
- The students should be able to understand the principles and applications for port and terminal management

REFERENCES:

1. Maria G. Burns, Port Management and Operations, CRC Press, 2014.
2. Patrick Alderton, Port Management and Operations, Third Edition, Lloyd's Practical Shipping Guides, 2008.
3. H. Ligteringen, H. Velsink, Ports and Terminals, VSSD Publishers, 2012.

ANNA UNIVERSITY, CHENNAI

**AFFILIATED COLLEGES
REGULATIONS 2009**

CREDIT SYSTEM

POST-GRADUATE PROGRAMMES

The following Regulations are **applicable to all Engineering Colleges affiliated to Anna University, Chennai (other than Autonomous Colleges) and to all the University Colleges of Engineering of Anna University, Chennai.**

1 PRELIMINARY DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

- i. **“Programme”** means Post graduate Degree Programme e.g. M.E., M.Tech. Degree Programme.
- ii. **“Branch”** means specialization or discipline of M.E. / M.Tech. Degree Programme like “Structural Engineering”, “Engineering Design”, etc.
- iii. **“Course”** means Theory or Practical subject that is normally studied in a semester, like Applied Mathematics, Advanced Thermodynamics, etc.
- iv. **“Head of the Department”** means Head of the Department concerned.
- v. **“Head of the Institution”** means the Principal of a College / Institution who is responsible for all academic activities of that College / Institution and for implementation of relevant Rules and Regulations.
- vi. **“Director, Academic Courses”** means the authority of the University who is responsible for all academic activities of the University for implementation of relevant Rules and Regulations.
- vii. **“Controller of Examinations”** means the Authority of the University who is responsible for all activities of the University Examinations.
- viii. **“University”** means ANNA UNIVERSITY, CHENNAI.

2 PROGRAMMES OFFERED, MODES OF STUDY AND ADMISSION REQUIREMENTS

2.1 P.G. PROGRAMMES OFFERED:

1. M.E
2. M.Tech.
3. M.B.A.
4. M.C.A.

2.2 MODES OF STUDY:

2.2.1 Full-Time:

Candidates admitted under 'Full-Time' should be available in the College / Institution during the entire duration of working hours (From Morning to Evening on Full-Time basis) for the curricular, co-curricular and extra-curricular activities assigned to them.

The Full-Time candidates should not attend any other Full-Time programme(s) / course(s) or take up any Full-Time job / Part-Time job in any Institution or Company during the period of the Full-Time programme. Violation of the above rules will result in cancellation of admission to the PG programme.

2.2.2 Part-Time – Day Time Mode:

This mode of study is applicable to those candidates admitted under sponsored category (Teacher candidates). In this mode of study, the candidates are required to attend classes along with Full-Time students for the required number of courses and complete the course in three years.

2.2.3 Conversion from one mode of study to the other is not permitted.

2.3 ADMISSION REQUIREMENTS:

2.3.1 Candidates for admission to the first semester of the Post-Graduate Degree Programme shall be required to have passed an appropriate Under-Graduate Degree Examination of Anna University as specified under qualification for admission as per the Tamil Nadu Common Admission (TANCA) criteria.

Note: TANCA releases the updated criteria during the admissions every academic year.

Admission shall be offered only to the candidates who possess the qualification prescribed against each course.

Any other relevant qualification which is not prescribed in column 3 against each programme shall be considered for equivalence by the committee constituted for the purpose. Admission to such degrees shall be offered only after obtaining equivalence to such degrees.

- 2.3.2** However, the Syndicate of the University may decide to restrict admission in any particular year to candidates having a subset of qualifications prescribed at the time of admission.
- 2.3.3** Notwithstanding the qualifying examination the candidate might have passed, he/she shall have a minimum level of proficiency in the appropriate programme / courses as prescribed by the Syndicate of the University from time to time.
- 2.3.4** Eligibility conditions for admission such as the class obtained, the number of attempts in qualifying examination and physical fitness will be as prescribed by the Syndicate of the University from time to time.
- 2.3.5** All Part-Time (Day-Time mode) candidates should satisfy other conditions regarding Experience, Sponsorship etc. that may be prescribed by the Syndicate from time to time.

3 DURATION OF THE PROGRAMMES:

- 3.1** The minimum and maximum period for completion of the P.G. Programmes are given below:

Programme	Min. No. of Semesters	Max. No. of Semesters
M.E. / M.Tech. (Full-Time)	4	8
M.E. / M.Tech. (Part Time)	6	12
M.C.A. (Full Time)	6	12
M.B.A. (Full Time)	4	8
M.B.A. (Part Time)	6	12

- 3.2** The Curriculum and Syllabi of all the P.G. Programmes shall be approved by the Academic Council of Anna University. The number of Credits to be earned for the successful completion of the programme shall be as specified in the Curriculum of the respective specialization of the P.G. Programme
- 3.3** Each semester shall normally consist of 90 working days or 350 periods of each 50 minutes duration, for full-time mode of study (400 Periods for M.B.A.) or 200 periods for part-time mode of study. The Head of the Institution shall ensure that every teacher imparts instruction as per the number of periods specified in the syllabus and that the teacher teaches the full content of the specified syllabus for the course being taught. End

of the Semester, University Examinations (End Semester Examination) will be scheduled after the last working day of the semester.

3.4 Credits will be assigned to the courses for different modes of study as given below:

3.4.1 The following will apply to all modes of P.G. Programmes.

- One credit for each lecture period allotted per week
- One credit for each tutorial period allotted per week
- One credit for each seminar/practical session of two periods designed per week.

3.4.2 Four weeks of practical training in any industrial / research laboratory correspond to one credit, and is applicable to all modes of study.

3.5 The minimum prescribed credits required for the award of the degree shall be within the limits specified below:

PROGRAMME	PRESCRIBED CREDIT RANGE
M.E. / M.Tech.	65 to 75

Programme	Prescribed Credits
M.C.A.	118
M.B.A.	90

4 STRUCTURE OF THE PROGRAMME

4.1 Every **Programme** will have a curriculum and syllabi consisting of core courses, elective courses and project work.

The Programme may also include seminar / practicals / practical training, if they are specified in the curriculum.

4.1.1 The electives from the curriculum are to be chosen with the approval of the Head of the Department.

A candidate may be permitted by the Head of the Department to choose a maximum of two electives from P.G. Programmes offered in any other Department of the Institutions during the period of his/her study, provided the Head of the Department offering such course also approves such requests subject to no clash in the time-table for the lecture classes of both departments.

4.1.2 Practical training or Industrial Training, if specified in the Curriculum, should be organized by the Head of the Department / Institution for a duration not exceeding 4 weeks.

4.1.3 The medium of instruction shall be English for all courses, examinations, seminar presentations and project thesis/dissertation reports.

4.2 Maximum Marks

4.2.1 The maximum marks assigned to different courses shall be as given below:

Each of the theory and practical courses (including project work) shall carry a maximum of 100 marks of which 20 marks will be through internal assessment and the University Examination (ESE) will carry 80 marks.

4.2.2 The Industrial Training or Seminar shall carry 100 marks and shall be evaluated through internal assessment.

4.3 PROJECT WORK

The project work for M.E. / M.Tech. Programmes consists of Phase-I and Phase-II. The Phase-I is to be undertaken during III semester and Phase-II, which is a continuation of Phase-I is to be undertaken during IV semester.

4.3.1 In case of candidates of M.E. / M.Tech. Programmes not completing Phase-I of project work successfully, the candidates can undertake Phase-I again in the subsequent semester. In such cases the candidates can enroll for Phase-II, only after successful completion of Phase-I.

4.3.2 Project work shall be carried out under the supervision of a “qualified teacher” in the Department concerned. In this context “qualified teacher” means the faculty member possessing a Ph.D. degree or PG degree with a minimum of 3 years experience in teaching PG courses.

4.3.3 A candidate may, however, in certain cases, be permitted to work on projects in an Industrial/Research Organization, on the recommendations of the Head of the Department Concerned. In such cases, the Project work shall be jointly supervised by a supervisor of the department and an expert, as a joint supervisor from the organization and the student shall be instructed to meet the supervisor periodically and to attend the review committee meetings for evaluating the progress.

4.3.4 The Project work (Phase II in the case of M.E/M.Tech.) shall be pursued for a minimum of 16 weeks during the final semester.

4.3.5 The deadline for submission of final Project Report is 60 calendar days from the last working day of the semester in which project / thesis / dissertation is done. However, the Phase-I of the Project work in the case M.E. / M.Tech. Programmes shall be submitted within a maximum period of 30 calendar days from the last working day of the semester as per the academic calendar published by the University.

5 EVALUATION OF PROJECT WORK

The evaluation of Project Work for Phase-I & Phase-II in the case of M.E. / M.Tech. and project work of M.B.A and M.C.A shall be done independently in the respective semesters and marks shall be allotted as per the weightages given in Clause 12.2.

There shall be two assessments (each 100 marks) during the Semester by a review committee. The Student shall make presentation on the progress made before the Committee. The Head of the Department shall Constitute the review committee for each branch of study. The total marks obtained in the two assessment shall be reduced to 15 marks and rounded to the nearest integer. There will be a vice-voce Examination during End Semester Examinations conducted by a Committee consisting of the Supervisor, one Internal Examiner and one External Examiner.

- 5.1 The project work shall be evaluated for a maximum of 100 marks of which 20 marks will be through internal assessment.

There should be a minimum of two reviews for each phase (Phase I and Phase II) to be conducted separately with Internals 20 marks and External 80 marks for each phase which can be distributed as detailed below.

Project work	Internal (20 Marks) 15+5 (Attendance)		External (80 Marks)			
	Review - I	Review - II	Thesis Submission (30 Marks)	Viva – Voce (50 Marks)		
			External	Internal	External	Supervisor
Phase – I	7.5	7.5	30	16.66	16.66	16.66
Phase - II	7.5	7.5	30	16.66	16.66	16.66

- 5.2 The Project Report prepared according to approved guidelines and duly signed by the supervisor(s) and the Head of the Department concerned, shall be submitted to the Head of the Institution.

- 5.3 The evaluation of the Project Work Phase - I & Phase - II (M.E. / M.Tech.) will be based on the project report submitted in each of the Phase – I & Phase - II semesters and a Viva-Voce Examination by a team consisting of the supervisor, an internal examiner (other than the supervisor) and an External Examiner for each programme. The internal examiner and the external examiner shall be appointed by the University for the evaluation.

- 5.3.1 If the candidate fails to obtain 50% of the internal assessment marks in the Phase–I and Phase–II / final project, he/she will not be permitted to submit

the report for that particular semester and has to re-enroll for the same in the subsequent semester.

If a candidate fails to submit the project report on or before the specified deadline, he/she is deemed to have failed in the Project Work and shall re-enroll for the same in a subsequent semester. This applies to both Phase-I and Phase-II in the case of M.E. / M.Tech. Project Work and the Final Project work of M.B.A. / M.C.A.

If a candidate fails in the viva-voce examinations of Phase-I, he/she has to resubmit the Project Report within 30 days from the date of declaration of the results. If he / she fails in the viva-voce examination of Phase-II of Project work of M.E. / M.Tech. or the Final Project work of M.B.A. / M.C.A, he/she shall resubmit the Project Report within 60 days from the date of declaration of the results. For this purpose the same Internal and External examiners shall evaluate the resubmitted report.

- 5.3.2** A copy of the approved Project Report after the successful completion of viva-voce examinations shall be kept in the library of the college / institution.
- 5.3.3** A student who has passed all the courses prescribed in the curriculum for the award of the degree shall not be permitted to re-enroll to improve his/her marks in a course or the aggregate marks / CGPA.
- 5.3.4** Practical Training / Summer Project if specified in the Curriculum shall not exceed the maximum duration of 4 weeks and should be organized by the Head of the Department for every student.
- 5.3.5** At the end of Practical Training / Summer Project the candidate shall submit a certificate from the organization where he/she has undergone training and also a brief report. The evaluation will be made based on this report and a Viva-Voce Examination, conducted internally by a Departmental Committee constituted by the Head of the Institution. Certificates submitted by the students shall be attached to the mark list sent by the Head of the Institution.

6 CLASS ADVISER

To help the students in planning their courses of study and for general advice on the academic programme, the Head of the Department of the student will attach a certain number of students to a teacher of the Department who shall function as Faculty Adviser for those students throughout their period of study. Such Faculty Adviser shall advise the students and monitor the courses taken by the students, check the attendance and progress of the students attached to him/her and counsel them periodically. If necessary, the faculty adviser may also discuss with or inform the parents about the progress of the students.

7 CLASS COMMITTEE

7.1 A Class Committee consists of teachers of the concerned class, student representatives and a chairperson who is not teaching the class. It is like the 'Quality Circle' (more commonly used in industries) with the overall goal of improving the teaching-learning process. The functions of the class committee include:

- Solving problems experienced by students in the class room and in the laboratories.
- Clarifying the regulations of the programme and the details of rules therein.
- Informing the student representatives, the "academic schedule" including the dates of assessments and the syllabus coverage for each assessment period.
- Informing the student representatives, the details of regulations regarding the weightage used for each assessment. In the case of practical courses (laboratory / project work / seminar etc.) the breakup of marks for each experiment/ exercise/ module of work, should be clearly discussed in the class committee meeting and informed to the students.
- Analyzing the performance of the students of the class after each test and finding the ways and means of improving the Students Performance
- Identifying the weak students, if any, in any specific subject and requesting the teachers concerned to provide some additional help or guidance or coaching to such weak students as frequently as possible.

7.2 The class committee for a class under a particular programme is normally constituted by the Head of the Department. However, if the students of different programmes are mixed in a class, the class committee is to be constituted by the Head of the Institution.

7.3 The class committee shall be constituted on the first working day of any semester or earlier.

7.4 At least 2 student representatives (usually 1 boy and 1 girl) shall be included in the class committee.

7.5 The chairperson of the class committee may invite the Class adviser(s) and the Head of the Department to the meeting of the class committee.

7.6 The Head of the Institution may participate in any class committee of the institution.

- 7.7** The Chairperson of the Class Committee is required to prepare the minutes of every meeting, submit the same to the Head of the Institution within two days of the meeting and arrange to circulate among the concerned students and teachers. If there are some points in the minutes requiring action by the management, the same shall be brought to the notice of the management by the Head of the Institution.
- 7.8** The first meeting of the class committee shall be held within one week from the date of commencement of the semester in order to inform the students about the nature and weightage of assessments within the framework of the Regulations. Two or three subsequent meetings may be held at suitable intervals. During these meetings the student members, representing the entire class, shall meaningfully interact and express the opinions and suggestions of the class students to improve the effectiveness of the teaching-learning process.

8 COURSE COMMITTEE FOR COMMON COURSES

Each common course offered to more than one group of students shall have a "Course Committee" comprising all the teachers teaching the common course with one of them nominated as Course Coordinator. The nomination of the course Coordinator shall be made by the Head of the Department / Head of the Institution depending upon whether all the teachers teaching the common course belong to a single department or to several departments. The 'Course committee' shall meet as often as possible and ensure uniform evaluation of the tests and arrive at a common scheme of evaluation for the tests. Wherever it is feasible, the course committee may also prepare a common question paper for the Assessment Test(s).

9 PROCEDURES FOR AWARDING MARKS FOR INTERNAL ASSESSMENT

- 9.1** Every teacher is required to maintain an 'ATTENDANCE AND ASSESSMENT RECORD' which consists of attendance marked in each lecture or practical or project work class, the test marks and the record of class work (topics covered), separately for each course. This should be submitted to the Head of the Department periodically (at least three times in a semester) for checking the syllabus coverage and the records of test marks and attendance. The Head of the department will put his signature and date after due verification. At the end of the semester, the record should be verified by the Head of the institution who will keep this document in safe custody (for five years). The university or any inspection team appointed by the University may inspect the records of attendance and assessments of both current and previous semesters.

9.2 Internal Assessment for Theory Courses:

For all theory and practical courses the continuous assessment shall be for a maximum of 20 marks (consisting of 15 marks for tests/experiments and 5 marks for attendance). The above continuous assessment shall be awarded as per the procedure given below:

(a) Theory Courses:

Three tests each carrying 100 marks shall be conducted during the semester by the Department / College concerned. The total marks obtained in all tests put together out of 300, shall be proportionately reduced for 15 marks and rounded to the nearest integer (This also implies equal weightage to all the three tests).

(b) Practical Courses:

Every practical exercise / experiment shall be evaluated based on the exercise / experiment prescribed as per the syllabi and the records of work done maintained. There shall be at least one test during the semester. The criteria for arriving at the internal assessment marks (15 marks) shall be decided based on the recommendation of the class committee and shall be announced at the beginning of every semester by the Principal.

9.3 Seminar:

The seminar is to be considered as purely INTERNAL (with 100% internal marks only). Every student is expected to present a minimum of 4 seminars per semester and for each seminar marks can be equally apportioned. At the end of the semester the marks can be consolidated and taken as the final mark and hence, there is no need for End Semester Examination for SEMINAR.

10 ATTENDANCE REQUIREMENTS FOR COMPLETION OF A SEMESTER

10.1 A candidate who has fulfilled the following conditions shall be deemed to have satisfied the attendance requirements for completion of a semester.

Ideally every student is expected to attend all classes and earn 100% attendance. However in order to allow provision for certain unavoidable reasons such as prolonged hospitalization / accident / specific illness the student is expected to earn a minimum of 75% attendance to become eligible to write the End-Semester Examinations.

Therefore, every student shall secure not less than 75% of overall attendance in that semester taking into account the total number of periods in all courses attended by the candidate as against the total number of periods in all courses offered during that semester.

10.2 However, a candidate who secures overall attendance between 65% and 74% in that current semester due to medical reasons (prolonged hospitalization / accident / specific illness / participation in sports events) may be permitted to appear for the current semester examinations subject to the condition that the candidate shall submit the medical certificate / sports participation certificate to the Head of the Institution. The same shall be forwarded to the COE, Anna University Chennai for record purposes.

10.3 Candidates who could secure less than 65% overall attendance and **Candidates who do not satisfy the clauses 10.1 & 10.2** will not be permitted to write the end-semester examination of that current semester and are not permitted to go to next semester. They are required to repeat the incomplete semester in the next academic year.

11 REQUIREMENTS FOR APPEARING FOR SEMESTER EXAMINATION

11.1 A candidate shall normally be permitted to appear for the University examinations of the current semester if he/she has satisfied the semester completion requirements as per clause 10.1 & 10.2 and has registered for examination in all courses of the current semester.

11.2 Further, registration is mandatory for all the courses in the current semester as well as for arrear(s) course(s) for the university examinations failing which, the candidate will not be permitted to move to the higher semester.

12 UNIVERSITY EXAMINATIONS

12.1 There shall be an End- Semester Examination of 3 hours duration in each lecture based course.

The examinations shall ordinarily be conducted between October and December during the odd semesters and between March and May in the even semesters.

For the practical examinations (including project work), both internal and external examiners shall be appointed by the University. The maximum marks for each theory and practical course shall be 100 comprising 20 marks for internal assessment.

12.2 WEIGHTAGES

The following will be the weightages for different courses.

i) Lecture or Lecture cum Tutorial based course:

Internal Assessment	-	20%
End Semester Examination	-	80%

ii) Laboratory based courses

Internal Assessment	-	20%
End Semester Examination	-	80%
iii) Project work		
Internal Assessment	-	20%
Evaluation of Project Report by external examiner	-	30%
Viva-Voce Examination	-	50%

12.3 If a student indulges in malpractice in any of the university / internal examinations, he / she shall be liable for punitive action as prescribed by the University from time to time.

13 PASSING REQUIREMENTS

13.1 A candidate who secures not less than 50% of total marks prescribed for the courses with a minimum of 50% of the marks prescribed for each of the course of the End-Semester University Examination in both theory and practical courses, shall be declared to have passed in the Examination.

13.2 If the candidate fails to secure a pass in a particular course as per clause 13.1, it is mandatory that the candidate shall register and re-appear for the examination in that course during the subsequent semester when examination is conducted for that course. Further, the candidate should continue to enrol and reappear for the examination till a **pass** is secured in such arrear course.

The internal assessment marks obtained by the candidate in the first appearance shall be retained and considered valid for all subsequent attempts till the candidate secure a pass.

13.2.1 The internal assessment marks obtained by the candidate in the first appearance shall be retained and considered valid for all subsequent attempts till the candidate secure a pass. However, from the 3rd attempt onwards if a candidate fails to obtain pass marks (IA + End Semester Examination) as per clause 13.1 then the passing requirement shall be as follows: The candidate should secure 50% and above the maximum marks prescribed for course in the university examinations alone irrespective of Internal Assessment marks obtained.

14 ELIGIBILITY FOR THE AWARD OF THE DEGREE

- 14.1** A student shall be declared eligible for the award of the degree if he/she has:
- Successfully passed all the courses as specified in the curriculum corresponding to his/her programme within the stipulated period. (as per clause 3.1)

- ii. No disciplinary action is pending against him/her.
- iii. The award of the degree must have been approved by the syndicate.

15 AWARD OF LETTER GRADES

15.1 All assessments of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain points specified, will be awarded as per the range of total marks (out of 100) obtained by the candidate (Regular or Arrear), as detailed below:

Letter grade	Grade Points	Marks Range
S	10	91 – 100
A	9	81 – 90
B	8	71 – 80
C	7	61 – 70
D	6	57 – 60
E	5	50 – 56
U	0	< 50
I	0	
W	0	

A student is deemed to have passed and acquired the corresponding credits in a particular course if he / she **obtained** any one of the following grades: “S”, “A”, “B”, “C”, “D”, “E”.

“**U**” denotes unsatisfactory grade which requires Reappearance (RA) in the examination for that particular course.

The Letter “**W**” denotes **withdrawal** from the course. (Clause 18)

The Letter “**I**” denotes inadequate attendance (as per clause 10.3) and hence prevention from writing the End Semester Examinations.

(Grade “**I**” and “**W**” will figure only in the **Result Sheets**).

15.2 Grade Sheet

After results are declared, Grade Sheets will be issued to each student which will contain the following details:

- **The college in which the candidate has studied.**
- **The list of courses enrolled during the semester and the grades scored.**
- **The Grade Point Average (GPA) for the semester and**

- The Cumulative Grade Point Average (CGPA) of all courses enrolled from first semester onwards.

GPA for a semester is the ratio of the sum of the products of the number of credits for courses acquired and the corresponding points to the sum of the number of credits for the courses acquired in the semester.

$$\text{GPA} = \frac{\text{Sum of [Credits Acquired x Grade Points]}}{\text{Sum of Credits Acquired}}$$

CGPA will be calculated in a similar manner, considering all the courses registered from first semester. "U", "I" and "W" grades will be excluded for calculating GPA and CGPA.

$$\text{CGPA} = \frac{\sum_{i=1}^n C_i \text{ GP}_i}{\sum_{i=1}^n C_i}$$

where C_i – is the Credits assigned to the course
 GP_i – is the Grade point corresponding to the grade obtained for each Course
 n – is number of all Courses successfully cleared during the particular semester in the case of GPA and during all the semesters in the case of CGPA

16 CLASSIFICATION OF THE DEGREE AWARDED

16.1 A candidate who qualifies for the award of the Degree (Vide Clause 14) having passed the examination in all the courses in his / her first appearance within the specified minimum number of semesters securing a **CGPA of not less than 8.50** shall be declared to have passed the examination in **First Class with Distinction**. For this purpose the

withdrawal from examination (vide clause 18) will not be construed as an appearance. Further, the authorized break of study (vide clause 19) will not be counted for the purpose of classification.

16.2 A candidate who qualifies for the award of the Degree (vide clause 14) having passed the examination in all the courses within the specified minimum number of semesters plus one year (two semesters), securing a **CGPA of not less than 6.50** shall be declared to have passed the examination in **First Class**. For this purpose the authorized break of study (vide clause 19) the Withdrawal from the Examination, as well, will not be counted for the purpose of classification.

16.3 All other candidates (not covered in clauses 16.1 and 16.2) who qualify for the award of the degree (vide clause 14) shall be declared to have passed the examination in **Second Class**.

A candidate who is absent in End Semester Examination in a course / project work after having enrolled for the same shall be considered to have appeared in that examination for the purpose of classification.

17 REVALUATION

A candidate can apply for revaluation of his/her semester examination answer paper in a theory course, within 2 weeks from the declaration of results, on payment of a prescribed fee through proper application to the Controller of Examinations through the Head of Institutions. The Controller of Examinations will arrange for the revaluation and the results will be intimated to the candidate concerned through the Head of the Institutions. Revaluation is not permitted for practical courses and for project work.

18 PROVISION FOR WITHDRAWAL FROM EXAMINATION:

A candidate may, for valid reasons, be granted permission to withdraw from appearing for any course(s) of only one semester examination during the entire duration of the degree programme. Also only one application for withdrawal is permitted for that semester examination in which withdrawal is sought.

Withdrawal application shall be valid only if the candidate is otherwise eligible (as per clause 10.1 or 10.2) to write the examination and if it is made **prior to the examination** in that course(s) and also recommended by the Head of Department and Head of the Institution. A Xerox copy of the hall ticket must be enclosed along with the withdrawal application and submitted to the COE, Anna University, Chennai.

Withdrawal shall not be construed as appearance for the eligibility of a candidate for the purpose of classification, vide clause 16.1.

19 AUTHORIZED BREAK OF STUDY FROM A PROGRAMME

- 19.1 Break of Study shall be granted only once for valid reasons for a maximum of one year during the entire period of study of the degree programme.** However, in extraordinary situation the candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for break of study. If a candidate intends to temporarily discontinue the programme in the middle of the semester for valid reasons, and to re-join the programme in a subsequent year, permission may be granted based on the merits of the case provided he / she applies to the **Director, Student Affairs in advance**, but not later than the last date for registering for the End Semester Examinations of the semester in question, through the Principal of the Institution stating the reasons therefor and the probable date of re-joining the programme. However, if the candidate has not completed the first semester of the programme, Break of Study will be considered only on valid medical reasons.
- 19.2** The candidate permitted to re-join the Programme after the break shall be governed by the Curriculum and Regulations, in force, at the time of re-joining. **If the Regulations is changed**, then, those candidates may have to do additional courses as prescribed by the **Director, Academic courses**.
- 19.3** The authorized break of study will not be counted for the duration specified for passing all the courses for the purpose of classification. (vide Clause 16.1 and 16.2).
- 19.4** The total period for completion of the Programme reckoned from, the commencement of the first semester to which the candidate was admitted shall not exceed the maximum period specified in clause 3 irrespective of the period of break of study in order that he/she may be eligible for the award of the degree (vide clause 16).
- 19.5** If any student is detained for want of requisite attendance, progress and good conduct, the period spent in that semester shall not be considered as permitted 'Break of Study' and Clause 19.3 is not applicable for this case.

20 DISCIPLINE

Every student is expected to observe discipline and decorum both inside and outside the college and not to indulge in any activity which will tend to bring down the prestige of the University / College. In the event of an act of indiscipline being reported, the Principal shall constitute a disciplinary committee consisting of Principal, two Heads of Departments of which one should be from the faculty of the student, to inquire into acts of indiscipline

and notify the University about the disciplinary action taken. The disciplinary action is subject to review by the University in case the student represents to the University. Any expulsion of the student from the college shall be done with prior concurrence of the University.

21 REVISION OF REGULATIONS, CURRICULUM AND SYLLABUS

The University may from time to time revise, amend or change the Regulations, scheme of examinations and syllabi if found necessary through the Academic Council and the approval of the Syndicate.

ANNA UNIVERSITY, CHENNAI
AFFILIATED INSTITUTIONS
R - 2009
CURRICULUM I SEMESTER (FULL TIME)
MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER – I

Code No.	Course Title	L	T	P	C
BA9201	Statistics for Management	3	1	0	4
BA9202	Economic Analysis for Business	4	0	0	4
BA9203	Total Quality Management	3	0	0	3
BA9204	Organizational Behaviour	3	0	0	3
BA9205	Communication Skills	3	0	0	3
BA9206	Accounting for Management	3	1	0	4
BA9207	Legal Aspects of Business	3	0	0	3
BA9208	Seminar I	0	0	2	1
Total		22	2	2	25

UNIT I INTRODUCTION TO STATISTICS & PROBABILITY 12

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

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 12

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

UNIT III TESTING OF HYPOTHESIS 12

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

UNIT IV NON-PARAMETRIC METHODS 12

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

UNIT V CORRELATION, REGRESSION, INDEX NUMBERS AND TIME SERIES ANALYSIS 12

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

TOTAL: 60 PERIODS**TEXT BOOKS**

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

REFERENCES

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

UNIT I INTRODUCTION**8**

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

UNIT II CONSUMER AND PRODUCER BEHAVIOUR**13**

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

UNIT III PRODUCT AND FACTOR MARKET**13**

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

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

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

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

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

TOTAL: 60 PERIODS**TEXT BOOKS**

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

UNIT I INTRODUCTION TO QUALITY MANAGEMENT 9

Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY 9

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

Process capability – meaning, significance and measurement – Six sigma concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION 9

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

TOTAL: 45 PERIODS**TEXT BOOKS**

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

REFERENCES

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

UNIT I	FOCUS AND PURPOSE	5
Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.		
UNIT II	INDIVIDUAL BEHAVIOUR	12
Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – importance – Types – Effects on work behavior.		
UNIT III	GROUP BEHAVIOUR	10
Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.		
UNIT IV	LEADERSHIP AND POWER	8
Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.		
UNIT V	DYNAMICS OF ORGANIZATIONAL BEHAVIOUR	10
Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness		

TOTAL: 45 PERIODS

TEXT BOOKS

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

REFERENCES

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

UNIT I COMMUNICATION IN BUSINESS 9

Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION 9

Importance of non-verbal communication - personal appearance - facial expressions- movement- posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT III ORAL COMMUNICATION 9

Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews- participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies

UNIT IV BUSINESS CORRESPONDENCE 9

Business letter - principles of business writing- memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint- claims and adjustments- notice and tenders- circulars- letters of application and résumé.

UNIT – V BUSINESS PROPOSALS AND REPORTS 9

Project proposals- characteristics and structure- Project reports – types- characteristics,- structure-Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing- visual aids- abstract - executive summary- recommendation writing- definition of terms.

TOTAL: 45 PERIODS**TEXTBOOKS**

1. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar's, Basic Business Communication, 10th ed. Tata McGraw-Hill, New Delhi, 2007.
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 2008.
3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.
4. Bovee, Courtland and John V Thill, Business Communication Today, 8th ed. Pearson Education, New Delhi, 2008.

REFERENCES

1. McGrath, E. H., S.J,Basic Managerial Skills for All, 8th ed. Prentice-Hall of India, New Delhi, 2008.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2008.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.
4. Guffey, Mary Ellen., Business Communication: Process and Product. 3rd ed. Thomson and South-western, 2004.

UNIT I FINANCIAL ACCOUNTING**9+3**

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

UNIT II COMPANY ACCOUNTS**9+3**

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buy back of securities.

UNIT III ANALYSIS OF FINANCIAL STATEMENTS**9+3**

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

UNIT IV COST ACCOUNTING**9+3**

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing- Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

UNIT V ACCOUNTING IN COMPUTERISED ENVIRONMENT**9+3**

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

TOTAL:45+15 PERIODS**TEXT BOOKS**

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2004.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2008.

REFERENCES

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13th edition, Tata McGraw Hill Publishers, 2005.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2008.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 7th edition, Cengage Learning, 2008.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2007.

REFERENCES:

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

BA9208**SEMINAR I - MANAGEMENT CONCEPTS****LT P C
0 0 2 1****Note: Students Are Expected To Prepare And Present On Topics Suggested Below:**

1. General principles of Management.
2. Management Decisions – Making.
3. Domestic and Global business environment.
4. Social responsibility of business and managerial ethics.
5. Value-Chain of business.
6. Creativity and Management of innovation.
7. Customer focus and relationship management.
8. Globalization of business and international trade relations.
9. Competitive Advantage and Competency.
10. The role of Quality in business.

TOTAL: 30 PERIODS

AFFILIATED INSTITUTIONS
ANNA UNIVERSITY, CHENNAI
REGULATIONS - 2009

MASTER OF BUSINESS ADMINISTRATION (MBA)
II TO IV SEMESTERS (FULL TIME) CURRICULUM AND SYLLABUS
SEMESTER – II

Code No.	Course Title	L	T	P	C
BA9221	Operations Management	3	0	0	3
BA9222	Financial Management	3	0	0	3
BA9223	Marketing Management	4	0	0	4
BA9224	Human Resource Management	3	0	0	3
BA9225	Management Information System	3	0	0	3
BA9226	Applied Operations Research for Management	3	1	0	4
BA9227	Business Research Methods	3	0	0	3
BA9228	Business Application Software	0	0	4	2
BA9229	Seminar II	0	0	2	1
Total		22	1	6	26

SUMMER SEMESTER (6 WEEKS)

SUMMER PROJECT

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

SEMESTER – III

Code No.	Course Title	L	T	P	C
BA9209	International Business Management	3	0	0	3
BA9210	Strategic Management	3	0	0	3
	Elective I	3	0	0	3
	Elective II	3	0	0	3
	Elective III	3	0	0	3
	Elective IV	3	0	0	3
	Elective V	3	0	0	3
	Elective VI	3	0	0	3
BA9211	Summer Project Report	0	0	0	2
BA9212	Seminar III	0	0	2	1
Total		24	0	2	27

SEMESTER – IV

Code No.	Course Title	L	T	P	C
BA9230	Project Work	0	0	24	12
Total		0	0	24	12

TOTAL CREDIT : 26+27+12 = 65

LIST OF ELECTIVES

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE	COURSE TITLE	L	T	P	C
MARKETING – ELECTIVES					
BA9251	Brand Management	3	0	0	3
BA9252	Retail Management	3	0	0	3
BA9253	Services Marketing	3	0	0	3
BA9254	Advertising & Sales Promotion	3	0	0	3
BA9255	Consumer Behaviour	3	0	0	3
BA9256	Customer Relationship Management	3	0	0	3
FINANCE – ELECTIVES					
BA9257	Security Analysis and Portfolio Management	3	0	0	3
BA9258	Merchant Banking and Financial Services	3	0	0	3
BA9259	International Trade Finance	3	0	0	3
BA9260	Corporate Finance	3	0	0	3
BA9261	Derivatives Management	3	0	0	3
BA9262	Strategic Investment and Financing Decisions	3	0	0	3
HUMAN RESOURCE – ELECTIVES					
BA9263	Managerial Behavior and Effectiveness	3	0	0	3
BA9264	Entrepreneurship Development	3	0	0	3
BA9265	Organizational Theory Design & Development	3	0	0	3
BA9266	Industrial Relations & Labour Welfare	3	0	0	3
BA9267	Labour Legislations	3	0	0	3
BA9268	Strategic Human Resource Management & Development	3	0	0	3
SYSTEMS - ELECTIVES					
BA9269	Database Management System	3	0	0	3
BA9270	E-Commerce Technology and Management	3	0	0	3
BA9271	Enterprise Resources Planning	3	0	0	3
OPERATIONS – ELECTIVES					
BA9272	Supply Chain and Logistics Management	3	0	0	3
BA9273	Product Design	3	0	0	3
BA9274	Services Operations Management	3	0	0	3

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

UNIT I INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT**9**

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

UNIT II FORECASTING, CAPACITY AND AGGREGATE PLANNING**9**

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

UNIT III DESIGN OF PRODUCT, SERVICE AND WORK SYSTEMS**9**

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

UNIT IV MATERIALS MANAGEMENT**9**

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

UNIT V PROJECT AND FACILITY PLANNING**9**

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

TOTAL:45 PERIODS**TEXT BOOKS**

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

REFERENCES

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

BA9222

FINANCIAL MANAGEMENT

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

UNIT I FOUNDATIONS OF FINANCE 9

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

UNIT II INVESTMENT DECISIONS 9

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

UNIT III FINANCING AND DIVIDEND DECISION 9

Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure.

Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

UNIT IV WORKING CAPITAL MANAGEMENT 9

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

UNIT V LONG TERM SOURCES OF FINANCE 9

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

TOTAL: 45 PERIODS

TEXT BOOKS

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 5th edition, 2008.
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8th edition, 2007.

REFERENCES

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2008.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2008.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 11th edition, Cengage Learning 2008.
4. Prasanna Chandra, Financial Management, 7th edition, Tata McGraw Hill, 2008.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2008.

BA9223

MARKETING MANAGEMENT

**L T P C
4 0 0 4**

UNIT I INTRODUCTION 12

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

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 10
Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

UNIT IV SUSTAINING EMPLOYEE INTEREST 12
Compensation plan – Reward – Motivation – Theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 10
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

TOTAL:45 PERIODS

TEXT BOOKS

1. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.
2. Dessler Human Resource Management, Pearson Education Limited, 2007

REFERENCES

1. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 2007
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,6th edition 2006.
3. Eugence Mckenna and Nic Beach, Human Resource Management, Pearson Education Limited, 2007.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
5. Ivancevich, Human Resource Management, McGraw Hill 2002.

**BA9225 MANAGEMENT INFORMATION SYSTEMS LT P C
3 0 0 3**

UNIT I INTRODUCTION 9
Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.

UNIT II SYSTEMS ANALYSIS AND DESIGN 9
SDLC, SSLC, Systems Analysis and System Design, Tools – DFD – ER – Object modeling, DBMS – RDBMS – OODBMS.

UNIT III INFORMATION SYSTEM 9
Financial, Marketing, Personnel, Production, Materials Information System, DSS, EIS, KMS, GIS, International Information System.

UNIT IV SECURITY AND CONTROL 9
Security, Testing, Error detection, Controls, IS Vulnerability, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT.

UNIT V NEW IT INITIATIVES 9
e- business, e-governance, ERP, SCM, e-CRM, Datawarehousing and Data Mining, Business Intelligence, Pervasive Computing, CMM.

TOTAL:45 PERIODS

TEXT BOOKS

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2002.

REFERENCES

1. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 2000.
2. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005.
3. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 2007.
4. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
5. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2002.
6. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
7. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 2007.

**BA9226 APPLIED OPERATIONS RESEARCH FOR MANAGEMENT LT P C
3 1 0 4**

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 12

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

Dual simplex method. Principles of Duality. Sensitivity Analysis.

UNIT II LINEAR PROGRAMMING EXTENSIONS 12

Transportation Models (Minimising and Maximising Cases) – Balanced and unbalanced cases – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Cases of degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Cases) – Balanced and Unbalanced Cases. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS 9

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

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

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

TOTAL:45 PERIODS

TEXT BOOKS

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

**BA9228 BUSINESS APPLICATION SOFTWARE L T P C
0 0 4 2**

UNIT I OFFICE MANAGEMENT 14

Exercises to familiarize Word, Spreadsheet, Presentation and Web publishing packages – E-Mail – Video Conferencing – Introduction to HTML.

UNIT II FUNCTIONAL MANAGEMENT 16

1. Financial And Accounting Management:
Introduction to accounting packages – exercises on creating, altering and displaying – Ledgers and Vouchers – Inventory management – Payroll – Reports using any one financial accounting package.
2. Operations Management :
Exercises on operational decision making – models using packages - linear programming, assignment models.
3. Project management
Familiarize the project planning, scheduling and tracking with support of the project management packages.

UNIT III SOFTWARE DEVELOPMENT AND INTEGRATION**15**Database:

Exercises on database creation, manipulation and transactions using query languages.

Input and Output Design:

Exercises on I/O design – simulating basic calculator operations using any front end packages.

Integration:

Designing an application and integrating database and front end.

UNIT IV ADVANCED STATISTICAL SOFTWARE**15**

Exercises to use research data and analyze using various statistical methods (learned in statistics management course) using any of the statistical packages.

Introduction and hands on experience with freely downloadable data mining and Business Intelligence packages.

TOTAL:60 PERIODS**REFERENCES**

1. Comdex, Computer and Functional Accounting with Tally 9.0, Dreamtech Press, Vikas Gupta 2008.
2. Sherdian J Coakes, Lyndall Steed, Peta Dizidic, SPSS 13.0 for windows, Wiley India, Delhi 2006.
3. Gary W. Hansen and James V. Hansen, Database Management and Design, Prentice Hall, 2006
4. Robert H. Lawson, Strategic Operations Management, Vikas Publishing House, First Indian Reprint, 2006.
5. Clements and Gido, Effective Project Management, Thomson, 2008.
6. David George and Paul Mallery, SPSS for windows, Step by step- A simple guide and reference, 2008.
7. Carver and Nash, Doing analysis with SPSS Ver 14, Cengage Learning, 2008.
8. Deborah Morley and Charles S Parker, Understanding computers today and tomorrow, 11th edition, Thomson, 2008.

BA9229**SEMINAR II - CONTEMPORARY MANAGEMENT****LT P C
0 0 2 1**

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

1. Culture and Management.
2. Emotional intelligence and Management.
3. Information systems and Management functions.
4. Internet marketing.
5. Retail Management
6. HR accounting and audit.
7. Reputation management
8. Brand Building and Management.
9. Bench Marking.
10. Six sigma.

TOTAL:30 PERIODS

- UNIT I INTRODUCTION 6**
International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.
- UNIT II INTERNATIONAL TRADE AND INVESTMENT 11**
Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.
- UNIT III INTERNATIONAL STRATEGIC MANAGEMENT 11**
Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages-organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.
- UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS 11**
Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.
- UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT 6**
Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TOTAL:45 PERIODS**TEXT BOOKS**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, 2009.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
6. Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

UNIT I STRATEGY AND PROCESS**9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE**9**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES**10**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION**9**

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES**8**

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

TOTAL:45 PERIODS**TEXT BOOKS**

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

REFERENCES

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

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

1. Knowledge Systems and Management.
2. Holistic Marketing.
3. Financial Engineering.
4. Integrated Marketing communications.
5. International HR issues.
6. International logistics and Supply Chain Management.
7. Corporate Governance.
8. Economic and Business Intelligence.
9. Cyber Laws.
10. Intellectual property Rights and global business.

TOTAL: 30 PERIODS

MARKETING ELECTIVES

BA9251

BRAND MANAGEMENT

L T P C
3 0 0 3

UNIT I INTRODUCTION

8

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT II BRAND STRATEGIES

10

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

UNIT III BRAND COMMUNICATIONS

8

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions..

UNIT IV BRAND EXTENSION

9

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V BRAND PERFORMANCE

10

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage - Role of Brand Managers– Branding challenges & opportunities – Case Studies.

TOTAL:45 PERIODS

TEXT BOOKS

1. Mathew, Brand Management – Text & cases, MacMillan, 2008.
2. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.

REFERENCES

1. Tyboust and Kotter, Kellogg on Branding, Wiley, 2008
2. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
3. Paul Tmepoal, Branding in Asia, John Willy, 2000.
4. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
5. Jagdeep Kapoor, Brandex, Biztranza, India, 2005

BA9252

RETAIL MANAGEMENT

**LT P C
3 0 0 3**

UNIT I INTRODUCTION

9

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II RETAIL FORMATS

9

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III RETAILING DECISIONS

9

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions.

UNIT IV RETAIL SHOP MANAGEMENT

9

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

UNIT V RETAIL SHOPPER BEHAVIOUR

9

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India- Case studies.

TOTAL:45 PERIODS

TEXT BOOKS

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztranza, India, 2008.

REFERENCES

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Puadham, Retail Management -Text and Cases, Tata McGraw Hill, 2nd Edition, 2008.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
5. Sivakumar, Retail Marketing, Excel Books, First Edition, 2007.
6. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

BA9253

SERVICES MARKETING

**LT P C
3 0 0 3**

UNIT I INTRODUCTION 9

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

UNIT II SERVICE MARKETING OPPORTUNITIES 9

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

UNIT III SERVICE DESIGN AND DEVELOPMENT 9

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

UNIT IV SERVICE DELIVERY AND PROMOTION 9

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

UNIT V SERVICE STRATEGIES 9

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

TOTAL:45 PERIODS

TEXT BOOKS

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

REFERENCES

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

- UNIT I INTRODUCTION TO ADVERTISEMENT 9**
Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns – case studies.
- UNIT II ADVERTISEMENT MEDIA 9**
Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.
- UNIT III DESIGN AND EXECUTION OF ADVERTISEMENTS 9**
Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.
- UNIT IV INTRODUCTION TO SALES PROMOTION 9**
Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.
- UNIT V SALES PROMOTION CAMPAIGN 9**
Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

TOTAL:45 PERIODS**TEXT BOOKS**

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

REFERENCES

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

- UNIT I INTRODUCTION 9**
Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

- UNIT II CONSUMER BEHAVIOR MODELS 9**
Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.
- UNIT III INTERNAL INFLUENCES 9**
Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.
- UNIT IV EXTERNAL INFLUENCES 9**
Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior
- UNIT V PURCHASE DECISION PROCESS 9**
High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.

TOTAL:45 PERIODS

TEXT BOOKS

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

REFERENCES

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

**BA9256 CUSTOMER RELATIONSHIPS MANAGEMENT LT P C
3 0 0 3**

- UNIT I INTRODUCTION 9**
Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.
- UNIT II UNDERSTANDING CUSTOMERS 9**
Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.
- UNIT III CRM STRUCTURES 9**
Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT IV CRM PLANNING AND IMPLEMENTATION 9
Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT V TRENDS IN CRM 9
e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

TOTAL:45 PERIODS

TEXT BOOKS

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

REFERENCES

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

FINANCE ELECTIVES

**BA9257 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT LT P C
3 0 0 3**

UNIT I INVESTMENT SETTING 8
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKETS 10
Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III FUNDAMENTAL ANALYSIS 9
Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT IV TECHNICAL ANALYSIS 9
 Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

UNIT V PORTFOLIO MANAGEMENT 9
 Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

TOTAL: 45 PERIODS

TEXT BOOKS

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning / Pearson Education., New Delhi, 6th edition, 2008.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.

REFERENCES

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, 2008.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2008.
3. Bodi, Kane, Markus, Mohanty, Investments, 6th edition, Tata McGraw Hill, 2007.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2008.

**BA9258 MERCHANT BANKING AND FINANCIAL SERVICES LT P C
 3 0 0 3**

UNIT I MERCHANT BANKING 5
 Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT II ISSUE MANAGEMENT 12
 Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT III OTHER FEE BASED SERVICES 10
 Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT IV FUND BASED FINANCIAL SERVICES 10
 Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

UNIT V OTHER FUND BASED FINANCIAL SERVICES 8
Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

TOTAL:45 PERIODS

TEXT BOOKS

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

REFERENCES

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

**BA9259 INTERNATIONAL TRADE FINANCE L T P C
3 0 0 3**

UNIT I INTERNATIONAL TRADE 9
International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II EXPORT AND IMPORT FINANCE 9
Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT III FOREX MANAGEMENT 9
Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE 9
Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT V EXPORT PROMOTION SCHEMES 9
Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

TOTAL: 45 PERIODS

TEXT BOOKS

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2008.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 8th Edition, 2008.

REFERENCES

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4th Edition, 2008.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 4th Edition, 2008.
3. Website of Indian Government on EXIM policy

BA9260

CORPORATE FINANCE

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

UNIT I INDUSTRIAL FINANCE 9

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

UNIT II SHORT TERM-WORKING CAPITAL FINANCE 6

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

UNIT III ADVANCED FINANCIAL MANAGEMENT 12

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

UNIT IV FINANCING DECISION 10

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

UNIT V CORPORATE GOVERNANCE 8

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

TOTAL: 45 PERIODS

TEXT BOOKS

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

REFERENCES

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

UNIT I INTRODUCTION**10**

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

UNIT II FUTURES CONTRACT**10**

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

UNIT III OPTIONS**10**

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

UNIT IV SWAPS**7**

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

UNIT V DERIVATIVES IN INDIA**8**

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

TOTAL: 45 PERIODS**TEXT BOOKS**

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

REFERENCES

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

BA9262

STRATEGIC INVESTMENT AND FINANCE DECISIONS

**LT P C
3 0 0 3**

UNIT I INVESTMENT DECISIONS

12

Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.

UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES

9

Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS

9

Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

UNIT IV FINANCING DECISIONS

6

Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS

9

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TOTAL:45 PERIODS

TEXT BOOKS

1. Prasanna Chandra, Financial Management, 7th Edition, Tata McGraw Hill, 2008.
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008

REFERENCES

1. Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New Delhi2002.
2. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2003.
3. I. M.Pandey, Financial Management , Vikas Publishing House, 2003.
4. M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2003.
5. Website of IDBI related to project finance

HUMAN RESOURCE ELECTIVES

BA9263

MANAGERIAL BEHAVIOR AND EFFECTIVENESS

**LT P C
3 0 0 3**

UNIT I DEFINING THE MANAGERIAL JOB

8

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

UNIT II	DESIGNING THE MANAGERIAL JOB	12
Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.		
UNIT III	THE CONCEPT OF MANAGERIAL EFFECTIVENESS	7
Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.		
UNIT IV	ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS	8
Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.		
UNIT V	DEVELOPING THE WINNING EDGE	10
Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .		
		TOTAL:45 PERIODS

REFERENCES

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

BA9264	ENTREPRENEURSHIP DEVELOPMENT	LT P C
		3 0 0 3

UNIT I	ENTREPRENEURIAL COMPETENCE	6
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.		
UNIT II	ENTREPRENEURIAL ENVIRONMENT	12
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.		

UNIT III BUSINESS PLAN PREPARATION 12

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS 10

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

UNIT V MANAGEMENT OF SMALL BUSINESS 5

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL:45 PERIODS

TEXT BOOKS

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

REFERENCES

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

**BA9265 ORGANISATIONAL THEORY, DESIGN & DEVELOPMENT LT P C
3 0 0 3**

UNIT I ORGANISATION & ITS ENVIRONMENT 8

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

UNIT II ORGANIZATIONAL DESIGN 15

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

UNIT III	ORGANISATIONAL CULTURE	6
Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.		
UNIT IV	ORGANISATIONAL CHANGE	6
Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.		
UNIT V	ORGANISATION EVOLUTION AND SUSTENANCE	10
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.		

TOTAL: 45 PERIODS

TEXT BOOKS

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 7th Edition 2004.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 7th Edition 2007.

REFERENCES

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, South Western Thompson, 2007
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2005.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2007.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2005.
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2005.

BA9266 **INDUSTRIAL RELATIONS AND LABOUR WELFARE** **LT P C**
3 0 0 3

UNIT I	INDUSTRIAL RELATIONS	7
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.		
UNIT II	INDUSTRIAL CONFLICTS	12
Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.		
UNIT III	LABOUR WELFARE	8
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.		

UNIT IV INDUSTRIAL SAFETY**9**

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

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

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

TOTAL:45 PERIODS**TEXT BOOKS**

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

REFERENCES

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

BA9267**LABOUR LEGISLATIONS****L T P C
3 0 0 3**

Legal Provision relating to

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

Contained in the following acts are to be studied.

	Periods
1. The Factories Act, 1948	3
2. The Trade Unions Act, 1926	4
3. The Payment of Wages Act, 1936	3
4. The Minimum Wages Act, 1948	2
5. The Industrial Disputes Act, 1947	5
6. The Workmen's Compensation Act, 1923	2

7. The Payment of Gratuity Act, 1972	3
8. The Payment of Bonus Act, 1965	3
9. The Employee's Provident Fund & Misc. Act, 1952	3
10. The Employees State Insurance Act, 1948	4
11. The Industrial Employment (Standing Orders) Act, 1946	3
12. The Apprentices Act, 1961	2
13. The Equal Remuneration Act, 1976	2
14. The Maternity Benefit Act, 1961	2
15. Contract Labour Regulations and Abolition Act, 1970	2
16. The Child Labour Prevention and Regulation Act, 1986	2

TOTAL: 45 PERIODS

TEXT BOOKS

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

REFERENCES

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

BA9268

STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

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

UNIT I HUMAN RESOURCE DEVELOPMENT

10

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

UNIT II E-HRM

6

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

UNIT III CROSS CULTURAL HRM

7

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

UNIT IV CAREER & COMPETENCY DEVELOPMENT 10
 Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT V EMPLOYEE COACHING & COUNSELING 12
 Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

TOTAL: 45 PERIODS

TEXT BOOKS

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

REFERENCES

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

SYSTEMS ELECTIVES

**BA9269 DATABASE MANAGEMENT SYSTEM LT P C
3 0 0 3**

UNIT I INTRODUCTION 9
 Database and DBMS – characteristics – importance – advantages – evolution - codd rules- database architecture; data organization- file structures and indexing

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

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

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

UNIT V EMERGING TRENDS**9**

Overview of visual databases and knowledge based databases-conceptual design and business impacts. Scope for professionals and certifications such as Oracle Certified Professional.

TOTAL:45 PERIODS**TEXT BOOKS**

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

REFERENCES

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

BA9270**E - COMMERCE TECHNOLOGY AND MANAGEMENT****LT P C
3 0 0 3****UNIT I INTRODUCTION TO E-COMMERCE****8**

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

UNIT II TECHNOLOGY INFRASTRUCTURE**10**

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

UNIT III BUSINESS APPLICATIONS**10**

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

UNIT IV ECOMMERCE PAYMENTS AND SECURITY**9**

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

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

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

TOTAL:45 PERIODS

TEXT BOOKS

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

REFERENCES

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

BA9271

ENTERPRISE RESOURCE PLANNING

**LT P C
3 0 0 3**

UNIT I INTRODUCTION

8

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems - Case studies.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES

10

Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management etc. -Case studies.

UNIT III ERP IMPLEMENTATION

10

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

UNIT IV POST IMPLEMENTATION

8

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

UNIT V EMERGING TRENDS ON ERP

9

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

TOTAL:45 PERIODS

TEXT BOOK

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

REFERENCES

1. Donald J. Bowersox, David J. Closs and M. Bixby Cooper, "Supply Chain Logistics Management", Tata McGraw Hill, 2008
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
3. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, "Principles of Supply Chain Management- A Balanced Approach", South-Western, Cengage Learning 2005
4. Naraya Rangaraj, G. Raghuram, Mandyam M. Srinivasan, "Supply Chain Management for Competitive Advantage – Concepts and Cases", Tata McGraw Hill, 2009
5. R.P. Mohanty and S.G. Deshmukh, " Supply Chain Management", Biztantra, 2005

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PRODUCT DESIGN

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UNIT I INTRODUCTION

9

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

UNIT II PRODUCT PLANNING

9

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

UNIT III PRODUCT CONCEPT

9

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

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS

9

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

UNIT V PATENTS

9

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

TOTAL: 45 PERIODS

TEXT BOOK

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

REFERENCES

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

UNIT I INTRODUCTION**9**

Importance and role of Services -Nature of services -Service classification Service Package Service Strategy -Internet strategies - Environmental strategies.

UNIT II SERVICE DESIGN**9**

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

UNIT III SERVICE QUALITY**9**

Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter.

UNIT IV OPERATING SERVICES**9**

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

UNIT V TOOLS AND TECHNIQUES**9**

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

TOTAL:45 PERIODS**TEXT BOOKS**

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

REFERENCES

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