

**UNIVERSITY DEPARTMENTS**  
**ANNA UNIVERSITY CHENNAI :: CHENNAI 600 025**  
**REGULATIONS - 2009**  
**CURRICULUM I TO IV SEMESTERS (FULL TIME)**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**SEMESTER – I**

<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9101	<a href="#">Statistics for Management</a>	3	1	0	4
BA9102	<a href="#">Economic Analysis for Business</a>	4	0	0	4
BA9103	<a href="#">Total Quality Management</a>	3	0	0	3
BA9104	<a href="#">Organizational Behaviour</a>	3	0	0	3
BA9105	<a href="#">Communication Skills</a>	3	0	0	3
BA9106	<a href="#">Accounting for Management</a>	3	1	0	4
BA9107	<a href="#">Legal Aspects of Business</a>	3	0	0	3
BA9108	<a href="#">Seminar I – Management Concept</a>	0	0	2	1
	<b>Total</b>				<b>25</b>

**SEMESTER – II**

<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9121	<a href="#">Operations Management</a>	3	0	0	3
BA9122	<a href="#">Financial Management</a>	3	0	0	3
BA9123	<a href="#">Marketing Management</a>	4	0	0	4
BA9124	<a href="#">Human Resource Management</a>	3	0	0	3
BA9125	<a href="#">Management Information System</a>	3	0	0	3
BA9126	<a href="#">Applied Operations Research for Management</a>	3	1	0	4
BA9127	<a href="#">Business Research Methods</a>	3	0	0	3
BA9128	<a href="#">Business Application Software</a>	0	0	4	2
BA9129	<a href="#">Seminar II – Contemporary Management</a>	0	0	2	1
	<b>Total</b>				<b>26</b>

**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 3<sup>rd</sup> semester. Evaluation report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3<sup>rd</sup> semester.

**SEMESTER – III**

<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9109	<a href="#">International Business Management</a>	3	0	0	3
BA9110	<a href="#">Strategic Management</a>	3	0	0	3
E1	Elective I	3	0	0	3
E2	Elective II	3	0	0	3
E3	Elective III	3	0	0	3
E4	Elective IV	3	0	0	3
E5	Elective V	3	0	0	3
E6	Elective VI	3	0	0	3
BA9111	Summer Project Report	0	0	0	2
BA9112	<a href="#">Seminar III– Emerging trends in Management</a>	0	0	2	1
	Total				27

**SEMESTER – IV**

<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9130	Project Work	0	0	24	12
	Total				90

**UNIVERSITY DEPARTMENTS**  
**ANNA UNIVERSITY CHENNAI : : CHENNAI 600 025**  
**REGULATIONS - 2009**  
**CURRICULUM I TO VI SEMESTERS (PART TIME)**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**SEMESTER – I**

<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9101	Statistics for Management	3	1	0	4
BA9102	Economic Analysis for Business	4	0	0	4
BA9104	Organizational Behaviour	3	0	0	3
BA9105	Communication Skills	3	0	0	3
BA9108	Seminar I – Management Concept	0	0	2	1
	<b>TOTAL</b>				<b>15</b>

**SEMESTER – II**

<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9121	Operations Management	3	0	0	3
BA9123	Marketing Management	4	0	0	4
BA9124	Human Resource Management	3	0	0	3
BA9126	Applied Operations Research for Management	3	1	0	4
BA9127	Business Research Methods	3	0	0	3
BA9128	Business Application Software	0	0	4	2
	<b>TOTAL</b>				<b>19</b>

**SEMESTER – III**

<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9103	Total Quality Management	3	0	0	3
BA9106	Accounting for Management	3	1	0	4
BA9107	Legal Aspects of Business	3	0	0	3
BA9109	International Business Management	3	0	0	3
BA9129	Seminar II – Contemporary Management	0	0	2	1
	<b>TOTAL</b>				<b>14</b>

**SEMESTER – IV**

<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9122	Financial Management	3	0	0	3
BA9125	Management Information System	3	0	0	3
E1	Elective I	3	0	0	3
E2	Elective II	3	0	0	3
E3	Elective III	3	0	0	3
BA9112	Seminar III – Emerging Trends in Management	0	0	2	1
	<b>TOTAL</b>				<b>16</b>

## **SUMMER SEMESTER (Six weeks)**

### **SUMMER PROJECT**

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

### **SEMESTER – V**

<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9110	Strategic Management	3	0	0	3
E4	Elective IV	3	0	0	3
E5	Elective V	3	0	0	3
E6	Elective VI	3	0	0	3
BA9111	Summer Project Report	0	0	0	2
	<b>TOTAL</b>				<b>14</b>

### **SEMESTER – VI**

<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9130	Project Work	0	0	24	12
	<b>TOTAL</b>				<b>90</b>

### **LIST OF ELECTIVES**

#### **MASTER OF BUSINESS ADMINISTRATION (MBA)**

<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MARKETING – ELECTIVES</b>					
BA9151	<a href="#">Brand Management</a>	3	0	0	3
BA9152	<a href="#">Retail Management</a>	3	0	0	3
BA9153	<a href="#">Services Marketing</a>	3	0	0	3
BA9154	<a href="#">Advertising &amp; Sales Promotion</a>	3	0	0	3
BA9155	<a href="#">Consumer Behaviour</a>	3	0	0	3
BA9156	<a href="#">Customer Relationship Management</a>	3	0	0	3
BA9157	<a href="#">Event Marketing</a>	3	0	0	3
BA9158	<a href="#">Marketing Metrics</a>	3	0	0	3
BA9159	<a href="#">Advanced Data Analysis</a>	3	0	0	3

<b>FINANCE – ELECTIVES</b>					
<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA9160	<a href="#">Security Analysis and Portfolio Management</a>	3	0	0	3
BA9161	<a href="#">Merchant Banking and Financial Services</a>	3	0	0	3
BA9162	<a href="#">International Trade Finance</a>	3	0	0	3
BA9163	<a href="#">Corporate Finance</a>	3	0	0	3
BA9164	<a href="#">Derivatives Management</a>	3	0	0	3
BA9165	<a href="#">Strategic Investment and Financing Decisions</a>	3	0	0	3
BA9166	<a href="#">Risk Management and Insurance</a>	3	0	0	3
BA9167	<a href="#">Micro Finance</a>	3	0	0	3
<b>HUMAN RESOURCE – ELECTIVES</b>					
BA9168	<a href="#">Managerial Behavior and Effectiveness</a>	3	0	0	3
BA9169	<a href="#">Entrepreneurship Development</a>	3	0	0	3
BA9170	<a href="#">Organizational Theory, Design &amp; Development</a>	3	0	0	3
BA9171	<a href="#">Industrial Relations &amp; Labour Welfare</a>	3	0	0	3
BA9172	<a href="#">Labour Legislations</a>	3	0	0	3
BA9173	<a href="#">Strategic Human Resource Management &amp; Development</a>	3	0	0	3
BA9174	<a href="#">Social Psychology</a>	3	0	0	3
BA9175	<a href="#">Stress Management</a>	3	0	0	3
<b>SYSTEMS - ELECTIVES</b>					
BA9176	<a href="#">Database Management System</a>	3	0	0	3
BA9177	<a href="#">E-Commerce Technology and Management</a>	3	0	0	3
BA9178	<a href="#">Enterprise Resources Planning</a>	3	0	0	3
BA9179	<a href="#">Decision Support System and Intelligent Systems</a>	3	0	0	3
BA9180	<a href="#">Software Project and Quality Management</a>	3	0	0	3
BA9181	<a href="#">Data Mining and Data Warehousing</a>	3	0	0	3
BA9182	<a href="#">Knowledge Management Systems</a>	3	0	0	3
BA9183	<a href="#">Business Intelligence</a>	3	0	0	3
BA9184	<a href="#">Business Modelling</a>	3	0	0	3
<b>OPERATIONS – ELECTIVES</b>					
BA9185	<a href="#">Supply Chain Management</a>	3	0	0	3
BA9186	<a href="#">Logistics Management</a>	3	0	0	3
BA9187	<a href="#">Advanced Operation Management</a>	3	0	0	3
BA9188	<a href="#">Product Design</a>	3	0	0	3
BA9189	<a href="#">Services Operations Management</a>	3	0	0	3
BA9190	<a href="#">Project Management</a>	3	0	0	3
BA9191	<a href="#">Advanced Maintenance Management</a>	3	0	0	3
BA9192	<a href="#">Robust Design</a>	3	0	0	3

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

## SYLLABUS

**BA9101 STATISTICS FOR MANAGEMENT L T P C**  
**3 1 0 4**

**UNIT I INTRODUCTION TO STATISTICS & PROBABILITY 12**

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

**UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 12**

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

**UNIT III TESTING OF HYPOTHESIS 12**

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

**UNIT IV NON-PARAMETRIC METHODS 12**

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

**UNIT V CORRELATION, REGRESSION, INDEX NUMBERS AND TIME SERIES ANALYSIS 12**

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

**Total: 60**

### TEXT BOOKS

1. Levin R.I. and Rubin D.S., Statistics for Management, 7<sup>th</sup> 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, 8<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2002.
2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6<sup>th</sup> edition, Tata McGraw – Hill, 2004.
3. Prem S. Mann, Introductory Statistics, Wiley Student Edition, Fifth Edition.

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**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****TEXT BOOKS**

1. Paul A. Samuelson and William D. Nordhaus, Economics, 18<sup>th</sup> edition, Tata McGraw Hill, 2005.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3<sup>rd</sup> edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alee Charystal, Economics, 11<sup>th</sup> 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.

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**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****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, 4<sup>th</sup> 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.

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**BA9104 ORGANIZATIONAL BEHAVIOUR LTPC  
3003**

**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**

**TEXT BOOKS**

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

**REFERENCES**

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9<sup>th</sup> Edition, 2008.

2. Udai Pareek, Understanding Organisational Behaviour, 2<sup>nd</sup> Edition, Oxford Higher Education, 2004.
3. Mc Shane & Von Glinov, Organisational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
4. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 11<sup>th</sup> Edition 2007.
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7<sup>th</sup> edition, Tata McGraw Hill, 2008.

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**BA9105 COMMUNICATION SKILLS LTPC  
3 0 0 3**

**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**

**TEXTBOOKS**

1. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar’s, Basic Business Communication, 10<sup>th</sup> 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. 7<sup>th</sup> ed. Tata McGraw-Hill, New Delhi.
4. Bovee, Courtland and John V Thill, Business Communication Today, 8<sup>th</sup> ed. Pearson Education, New Delhi, 2008.

## REFERENCES

1. McGrath, E. H., S.J, Basic Managerial Skills for All, 8<sup>th</sup> 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. 3<sup>rd</sup> ed. John Wiley India, New Delhi, 2007.
4. Guffey, Mary Ellen., Business Communication: Process and Product. 3<sup>rd</sup> ed. Thomson and South-western, 2004.

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<b>BA9106</b>	<b>ACCOUNTING FOR MANAGEMENT</b>	<b>L T P C</b> <b>3 1 0 4</b>
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<b>UNIT – I</b>	<b>FINANCIAL ACCOUNTING</b>	<b>9 3</b>
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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.

<b>UNIT – II</b>	<b>COMPANY ACCOUNTS</b>	<b>9 3</b>
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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.

<b>UNIT – III</b>	<b>ANALYSIS OF FINANCIAL STATEMENTS</b>	<b>9 3</b>
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Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

<b>UNIT - IV</b>	<b>COST ACCOUNTING</b>	<b>9 3</b>
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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.

<b>UNIT - V</b>	<b>ACCOUNTING IN COMPUTERISED ENVIRONMENT</b>	<b>9 3</b>
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Significance of Computerised Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Prepackaged Accounting software.

**Total: 45 15**

#### **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, 13<sup>th</sup> 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, 7<sup>th</sup> 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.

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**BA9107      LEGAL ASPECTS OF BUSINESS      L T P C  
3 0 0 3**

**UNIT – I      MERCANTILE AND COMMERCIAL LAW      15**

**THE INDIAN CONTRACT ACT 1872**

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

**THE SALE OF GOODS ACT 1930**

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

**NEGOTIABLE INSTRUMENTS ACT 1881**

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

**AGENCY**

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

**UNIT – II      COMPANY LAW      10**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

**UNIT – III      INDUSTRIAL LAW      8**

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

**UNIT – IV      INCOME TAX ACT AND SALES TAX ACT      5**

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

**UNIT - V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS      7**

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

**Total: 45**

**TEXT BOOKS**

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2006.
2. P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008.



## REFERENCES

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

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**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**

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**BA9121 OPERATIONS MANAGEMENT LTPC  
3003**

**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**

**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.

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**BA9122 FINANCIAL MANAGEMENT LTPC  
3003**

**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**

#### **TEXT BOOKS**

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 5<sup>th</sup> edition, 2008.
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8<sup>th</sup> 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, 11<sup>th</sup> Edition, 2008.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 11<sup>th</sup> edition, Cengage Learning 2008.
4. Prasanna Chandra, Financial Management, 7<sup>th</sup> edition, Tata McGraw Hill, 2008.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2008. [Back](#)



**BA9124 HUMAN RESOURCE MANAGEMENT LTPC  
3003**

**UNIT – I PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT 5**

Evolution of human resource management – The importance of the human factor – Objectives of human resource management – 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 – Internal and External sources. Selection process screening – Tests - Validation – Interview - Medical examination – Recruitment introduction – Importance – Practices – 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 – 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**

### **TEXT BOOK**

1. Decenzo and Robbins, Human Resource Management, Wiley, 8<sup>th</sup> 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 ,6<sup>th</sup> 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.

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<b>BA9125</b>	<b>MANAGEMENT INFORMATION SYSTEMS</b>	<b>L T P C 3 0 0 3</b>
<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>9</b>
Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.		
<b>UNIT – II</b>	<b>SYSTEMS ANALYSIS AND DESIGN</b>	<b>9</b>
SDLC, SSLC, Systems Analysis and System Design, Tools – DFD – ER – Object modeling, DBMS – RDBMS – OODBMS.		
<b>UNIT – III</b>	<b>INFORMATION SYSTEM</b>	<b>9</b>
Financial, Marketing, Personnel, Production, Materials Information System, DSS, EIS, KMS, GIS, International Information System.		
<b>UNIT – IV</b>	<b>SECURITY AND CONTROL</b>	<b>9</b>
Security, Testing, Error detection, Controls, IS Vulnerability, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT.		
<b>UNIT – V</b>	<b>NEW IT INITIATIVES</b>	<b>9</b>
e- business, e-governance, ERP, SCM, e-CRM, Datawarehousing and Data Mining, Business Intelligence, Pervasive Computing, CMM.		
		<b>Total: 45</b>

#### **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.



**UNIT – I INTRODUCTION TO LINEAR PROGRAMMING (LP) 12**

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

Dual simplex method. Principles of Duality. Sensitivity Analysis.

**UNIT – II LINEAR PROGRAMMING EXTENSIONS 12**

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

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

**UNIT – III INTEGER LINEAR PROGRAMMING AND GAME THEORY 12**

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

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

**UNIT – IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 12**

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

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

Application of simulation techniques for decision making.

**UNIT – V QUEUING THEORY AND REPLACEMENT MODELS 12**

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

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

**Total: 60**

**TEXT BOOKS**

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. Natarajan AM, Balasubramani P and Tamilarasi A, Operations Research, Pearson Education, First Indian Reprint, 2005.

3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.

## REFERENCES

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

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**BA9127 BUSINESS RESEARCH METHODS L T P C**  
**3 0 0 3**

**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**

**TEXT BOOKS**

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods ,9<sup>th</sup> 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.

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**BA9128 BUSINESS APPLICATION SOFTWARE LTPC  
0042**

**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**

## 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, 11<sup>th</sup> edition, Thomson, 2008.

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**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**

[Back](#)



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.

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## REFERENCES

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

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**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**

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**BA9152      RETAIL MANAGEMENT      L T 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**

### **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, 4<sup>th</sup> 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, 2<sup>nd</sup> Edition, 2008.
4. Dunne, Retailing, Cengage Learning, 2<sup>nd</sup> 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

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**BA9153 SERVICES MARKETING L T 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**

#### **TEXT BOOKS**

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

#### **REFERENCES**

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

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**BA9155      CONSUMER BEHAVIOR      L T P C  
3 0 0 3**

**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**

#### **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, 7<sup>th</sup> Edition 2005.

#### **REFERENCES**

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

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**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****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 Cathcart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6<sup>th</sup> Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.

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**BA9157      EVENT MARKETING      L T P C  
3 0 0 3**

**UNIT – I      INTRODUCTION      9**

An overview of event marketing – types of events – Understanding the structure of event industry, economy, culture and trends – Marketing skills for event marketers, requirement analysis .

**UNIT – II      DESIGNING EVENT MARKETING      9**

Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis – Key drivers influencing strategic planning and execution of different types of events – Branding issues for events.

**UNIT – III      PRICING STRATEGIES      9**

Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal.

**UNIT – IV      EVENT PROMOTION      9**

Campaign for sports cultural - Entertainment - Formal functions – Event advertising – Establishment – Festivals – Conventions – Exhibitions - Public relations – Interpersonal relationship – Media management – Role of regulatory authorities.

**UNIT – V      EVENT DELIVERY      9**

Dealing with agents, Promoters and event executors – Event Planning Implementation and evaluation from stake holders perspectives - Concepts and practices of Marketing research on event related issues.

**Total: 45**

### **TEXT BOOKS**

1. Leonard H.Hoyle, Event Marketing : How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons, 2002.
2. Lieberman, Patricia Esgate, Pat Esgate, The Entertainment Marketing Revolution : Bringing the Moguls, the Media, and the Magic to the world, FT Press, 2002.

### **REFERENCES**

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley, 2003
2. Allison Saget, The Event Marketing Handbook : Beyond Logistics & planning, Kaplan Publishing, 2006.
3. Shannon Kilkeny, The complete guide to successful Event Planning : A guide book to producing Memorable Events, Atlantic Publishing Company.
4. Judy Allen, Event Planning, Wiley India, 2007.

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**UNIT – I      INTRODUCTION****9**

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

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

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

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

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

**UNIT – IV      CHANNEL METRICS****9**

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

**UNIT – V      ADDITIONAL METRICS****9**

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

**Total: 45****REFERENCES**

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

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2. Richard A Johnson and Dean W. Wichern, Applied Multivariate Statistical Analysis, Prentice Hall, New Delhi, 2005.
3. David R Anderson, Dennis J Seveency, and Thomas A Williams, Statistics for Business and Economics, Thompson, Singapore, 2002.

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<b>BA9160</b>	<b>FINANCE ELECTIVES</b> <b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L T P C</b> <b>3 0 0 3</b>
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<b>UNIT – I</b>	<b>INVESTMENT SETTING</b>	<b>8</b>
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Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

<b>UNIT – II</b>	<b>SECURITIES MARKETS</b>	<b>10</b>
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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.

<b>UNIT- III</b>	<b>FUNDAMENTAL ANALYSIS</b>	<b>9</b>
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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.

<b>UNIT – IV</b>	<b>TECHNICAL ANALYSIS</b>	<b>9</b>
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Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

<b>UNIT – V</b>	<b>PORTFOLIO MANAGEMENT</b>	<b>9</b>
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Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

**Total: 45**

**TEXT BOOKS**

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 6<sup>th</sup> edition, 2008.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.

**REFERENCES**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8<sup>th</sup> edition, 2008.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2008.
3. Bodi, Kane, Markus, Mohanty, Investments, 6<sup>th</sup> 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.

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**BA9161          MERCHANT BANKING AND FINANCIAL SERVICES          L T P C  
3 0 0 3**

**UNIT – I          MERCHANT BANKING          5**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

**UNIT – II          ISSUE MANAGEMENT          12**

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

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

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

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

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

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

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

**Total: 45**

### **TEXT BOOKS**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11<sup>th</sup> 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, 1<sup>st</sup> Edition, 2008.
5. Website of SEBI

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**BA9164      DERIVATIVES MANAGEMENT      L T P C  
3 0 0 3**

**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**

#### **TEXT BOOKS**

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

## REFERENCES

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

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**BA9165      STRATEGIC INVESTMENT AND FINANCE DECISIONS      L T 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**

## TEXT BOOKS

1. Prasanna Chandra, Financial Management, 7<sup>th</sup> 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 Delhi 2002.
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

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**BA9166      RISK MANAGEMENT AND INSURANCE      L T P C  
3 0 0 3**

**UNIT – I      INTRODUCTION TO RISK MANAGEMENT      9**

Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk

**UNIT – II      RISK AVERSION & MANAGEMENT TECHNIQUES      9**

Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk

**UNIT – III      RISK MANAGEMENT TOOLS      9**

Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.

**UNIT – IV      INTRODUCTION TO INSURANCE      9**

General Insurance – Principles of general insurance – General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.

**UNIT – V      INSURANCE AS A RISK MANAGEMENT TECHNIQUE      9**

Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage.

**Total: 45**

## TEXT BOOKS

1. Harrington and Niehaus, ' Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi, 2<sup>nd</sup> Edition, 2007.
2. Trieschman, Hoyt, Sommer, ' Risk management and Insurance, Cengage Learning, 2<sup>nd</sup> Edition, 2007.

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1. Mark S. Dorfman, ' Introduction to Risk management and Insurance, 8<sup>th</sup> Edition, Prentice hall of India, 2005.
2. Stulz, Risk management and Derivaties, Cengage Learning, 1<sup>st</sup> Edition, 2008.
3. Skipper and Kwon, 'Risk management and Insurance', Blackwell Publishing, 2008.
4. Nalini Prave Tripathy, and Prabir Pal, ' Insurance – Theory and Practice, Prentice hall of India, 2008.
5. George E Rejda, Principles of Risk Management and Insurance, Pearson Education, 8<sup>th</sup> Edition, 2004.

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<b>BA9167</b>	<b>MICROFINANCE</b>	<b>LT P C</b>
		<b>3 0 0 3</b>

<b>UNIT – I</b>	<b>INTRODUCTION TO MICROFINANCE</b>	<b>9</b>
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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

<b>UNIT - II</b>	<b>FINANCIAL AND OPERATIONAL EVALUATION</b>	<b>9</b>
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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

<b>UNIT – III</b>	<b>OTHER EVALUATIONS OF MICROFINANCE</b>	<b>9</b>
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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

<b>UNIT – IV</b>	<b>MICROFINANCE IN INDIA</b>	<b>9</b>
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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**

**TEXT BOOKS**

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

**REFERENCES**

1. www. microfinancesummit.org.

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**BA9168 HUMAN RESOURCE ELECTIVES  
MANAGERIAL BEHAVIOR AND EFFECTIVENESS LTPC  
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**







**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**

**TEXT BOOKS**

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 7<sup>th</sup> Edition 2004.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 7<sup>th</sup> 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.

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**BA9171      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****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, 1<sup>st</sup> Edition, 2008.
5. Subba Rao , Essentials of Human Resource Management & Industrial relations ( Text & Cases ), Himalaya Publications, 2007.

[Back](#)**BA9172 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**

#### **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.

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### **BA9173 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.



<b>BA9174</b>	<b>SOCIAL PSYCHOLOGY</b>	<b>LTPC 3003</b>
<b>UNIT – I</b>	<b>INTRODUCTION TO SOCIAL PSYCHOLOGY</b>	<b>6</b>
Social Psychology – Origin and development – Social behaviour and social thought – Applications in society and business.		
<b>UNIT – II</b>	<b>PERCEIVING AND UNDERSTANDING OTHERS</b>	<b>9</b>
Social perception – Nonverbal communication – Attribution – Impression formation and impression management.		
<b>UNIT – III</b>	<b>COGNITION IN THE SOCIAL WORLD</b>	<b>10</b>
Social cognition – Schemas – Heuristics – Errors – Attitudes & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem & Social Comparison.		
<b>UNIT – IV</b>	<b>INTERPERSONAL RELATIONS</b>	<b>10</b>
Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction.		
<b>UNIT – V</b>	<b>APPLIED SOCIAL PSYCHOLOGY</b>	<b>10</b>
Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues.		

**Total: 45**

#### **TEXT BOOK**

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

#### **REFERENCES**

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

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**BA9175      STRESS MANAGEMENT      L T P C  
3 0 0 3**

**UNIT – I      UNDERSTANDING STRESS      6**

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

**UNIT – II      COMMON STRESS FACTORS TIME & CAREER PLATEAUING      12**

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

**UNIT – III      CRISIS MANAGEMENT      10**

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

**UNIT – IV      WORK PLACE HUMOUR      5**

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

**UNIT – V      SELF DEVELOPMENT      12**

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

**Total: 45**

## **REFERENCES**

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

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<b>BA9176</b>	<b>SYSTEMS ELECTIVES DATABASE MANAGEMENT SYSTEM</b>	<b>L T P C 3 0 0 3</b>
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<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>9</b>
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Database and DBMS – characteristics – importance – advantages – evolution - codd rules- database architecture; data organization- file structures and indexing

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

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

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

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

**Total: 45**

### 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, 8<sup>th</sup> 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

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<b>BA9177</b>	<b>E-COMMERCE TECHNOLOGY AND MANAGEMENT</b>	<b>L T P C 3 0 0 3</b>
<b>UNIT – I</b>	<b>INTRODUCTION TO E-COMMERCE</b>	<b>8</b>
	Electronic commerce and physical commerce - Economic forces – advantages – myths - business models.	
<b>UNIT – II</b>	<b>TECHNOLOGY INFRASTRUCTURE</b>	<b>10</b>
	Internet and World Wide Web, internet protocols - FTP, intranet and extranet - cryptography, information publishing technology- basics of web server hardware and software.	
<b>UNIT – III</b>	<b>BUSINESS APPLICATIONS</b>	<b>10</b>
	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	
<b>UNIT – IV</b>	<b>ECOMMERCE PAYMENTS AND SECURITY</b>	<b>9</b>
	E payments - Characteristics of payment of systems, protocols, E-cash, E- check and Micro payment systems.	
<b>UNIT – V</b>	<b>LEGAL AND PRIVACY ISSUES IN E- COMMERCE</b>	<b>8</b>
	Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws , contracts and warranties . Taxation and encryption policies.	

**Total: 45**

#### **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

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1. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3<sup>rd</sup> 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

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**BA9178 ENTERPRISE RESOURCE PLANNING L T P C  
3 0 0 3**

**Unit – I INTRODUCTION 8**

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

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

Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management etc. -Case studies.

**UNIT – III ERP IMPLEMENTATION 10**

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

**UNIT – IV POST IMPLEMENTATION 8**

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

**UNIT – V EMERGING TRENDS ON ERP 9**

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

**Total: 45**

### **TEXT BOOK**

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

### **REFERENCES**

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

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<b>BA9179</b>	<b>DECISION SUPPORT SYSTEM AND INTELLIGENT SYSTEM</b>	<b>L T P C 3 0 0 3</b>
<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>9</b>
	Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.	
<b>UNIT – II</b>	<b>DATA AND MODEL MANAGEMENT SYSTEMS</b>	<b>9</b>
	Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.	
<b>UNIT – III</b>	<b>GSS, ENTERPRISE DSS, KMS</b>	<b>9</b>
	Group support system, Technologies, Enterprise DSS, MRP II, ERP, SCM , Knowledge management methods, Technologies, Tools.	
<b>UNIT IV</b>	<b>KNOWLEDGE BASED DSS</b>	<b>9</b>
	Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.	
<b>UNIT – V</b>	<b>ADVANCED INTELLIGENT SYSTEMS</b>	<b>9</b>
	Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS.	
		<b>Total: 45</b>

#### **TEXT BOOK**

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 2002

#### **REFERENCES**

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

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**BA9180 SOFTWARE PROJECT AND QUALITY MANAGEMENT LTPC  
3003**

**Unit – I INTRODUCTION 9**

Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, 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 Estimation, Expert Judgment, LOC, Function Points, Object Points, COCOMO, 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.

**UNIT – V SOFTWARE QUALITY ASSURANCE 9**

Software Reliability models, Rayleigh model, Defect Removal Effectiveness, Quality standards, ISO 9000 models and standards for process improvement, CMM, PCMM, CMMI, SPICE

**Total: 45**

### **TEXT BOOKS**

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

### **REFERENCES**

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

**BA9181 DATA MINING AND DATA WAREHOUSING LTPC  
3003**

**UNIT – I INTRODUCTION TO DATA MINING 9**

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

**UNIT – II DATA WAREHOUSING 8**

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

**UNIT – III DATA MINING TOOLS, METHODS AND TECHNIQUES 10**

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

**UNIT – IV DATA MINING APPLICATIONS 9**

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

**UNIT – V DATA MINING TRENDS 9**

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

**Total: 45**

### **TEXT BOOKS**

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

### **REFERENCES**

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

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**BA9182      KNOWLEDGE MANAGEMENT SYSTEM      L T P C  
3 0 0 3**

**UNIT – I      INTRODUCTION      9**

Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.

**UNIT – II      KNOWLEDGE MANAGEMENT MODELS      9**

Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I–space, Complex Adaptive System models, Tacit and Explicit knowledge capture.

**UNIT – III      KM TOOLS STRATEGY AND METRICS      9**

KM capture and creation tools, Sharing and Dissemination tools, Acquisition and Application tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced scorecard, House of Quality method.

**UNIT – IV      KM IN ORGANISATION      9**

Organisational culture, Organisational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organisational levels, Knowledge reuse, Knowledge repositories.

**UNIT – V      KNOWLEDGE LEADERSHIP      9**

Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, Balancing knowledge and business management systems, Constructing knowledge infrastructure.

**Total: 45**

#### **TEXT BOOK**

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

#### **REFERENCES**

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

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**BA9183 BUSINESS INTELLIGENCE LTPC  
3003**

**UNIT – I INTRODUCTION 9**

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

**UNIT – II PROJECT PLANNING AND DATA ANALYSIS 9**

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

**UNIT – III METADATA REPOSITORY ANALYSIS AND DESIGN 9**

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

**UNIT – IV APPLICATION DEVELOPMENT 9**

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

**UNIT – V MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES 9**

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

**Total: 45**

### **TEXT BOOKS**

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

### **REFERENCES**

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

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<b>BA9184</b>	<b>BUSINESS MODELLING</b>	<b>L T P C 3 0 0 3</b>
<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>9</b>
	Business analysis, Business analyst, Competencies of business analyst, Strategy analysis, Stakeholders analysis, Environment analysis, SWOT analysis.	
<b>UNIT – II</b>	<b>BUSINESS ANALYSIS PROCESS MODEL</b>	<b>9</b>
	Process models, Process analysis, Investigation techniques, Requirements engineering, Validating the requirements, Modelling business systems.	
<b>UNIT – III</b>	<b>BUSINESS SYSTEM</b>	<b>9</b>
	Soft systems, Business perspectives, Business activity models, critical success factors, key performance Indicators, Business activity model, gap analysis.	
<b>UNIT – IV</b>	<b>BUSINESS PROCESS MODELLING</b>	<b>9</b>
	Business processes - Business process modelling, business modelling techniques, business case analysis, case development, Managing business change, Governance.	
<b>UNIT – V</b>	<b>MANAGING THE INFORMATION RESOURCE</b>	<b>9</b>
	Managing data resource, modelling system functions, system data, data modelling and administration, technology for capturing and storing data, Security.	
		<b>Total: 45</b>

## REFERENCES

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

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**BA9185 OPERATIONS ELECTIVE  
SUPPLY CHAIN MANAGEMENT LTPC  
3003**

**UNIT – I INTRODUCTION 9**

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. Supply chain strategy - Enablers/ Drivers of Supply Chain Performance. Overview of Supply Chain Models and Modeling Systems.

**UNIT – II STRATEGIC SOURCING 9**

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

**UNIT – III SUPPLY CHAIN NETWORK 9**

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

**UNIT – IV PLANNING DEMAND, INVENTORY AND SUPPLY 9**

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

**UNIT – V CURRENT TRENDS 9**

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

**Total: 45**

**TEXT BOOKS**

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

**REFERENCES**

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

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

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<b>BA9186</b>	<b>LOGISTICS MANAGEMENT</b>	<b>LT P C 3 0 0 3</b>
<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>9</b>
<p>Definition and Scope of Logistics – Functions &amp; Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service</p>		
<b>UNIT – II</b>	<b>WAREHOUSING AND MATERIALS HANDLING</b>	<b>9</b>
<p>Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse. Material Handling equipment and Systems – Role of Material Handling in Logistics. Automated Material Handling. Material Storage Systems – principles – benefits – methods.- ASRS.</p>		
<b>UNIT – III</b>	<b>TRANSPORTATION AND PACKAGING</b>	<b>9</b>
<p>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.</p>		
<b>UNIT – IV</b>	<b>PERFORMANCE MEASUREMENT AND COSTS</b>	<b>9</b>
<p>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.</p>		
<b>UNIT – V</b>	<b>CURRENT TRENDS</b>	<b>9</b>
<p>Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Warehouse Simulation. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning.</p>		

**Total: 45**

## TEXT BOOKS

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

## REFERENCES

1. Coyle et al., The Management of Business Logistics, Thomson Learning, 7<sup>th</sup> Edition, 2004.
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2005.
3. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.
4. Pierre David, International Logistics, Biztantra, 2003.
5. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.

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<b>BA9187</b>	<b>ADVANCED OPERATIONS MANAGEMENT</b>	<b>L T P C</b> <b>3 0 0 3</b>
<b>UNIT – I</b>	<b>OPERATIONS STRATEGY IN A GLOBAL ENVIRONMENT</b>	<b>9</b>
Global view of Operations – Missions and Strategies – OM Decisions – Issues in Operations Strategy – Strategy Development and Implementation – Global operations Strategy options.		
<b>UNIT – II</b>	<b>FORECASTING AND SCHEDULING MODLES</b>	<b>9</b>
Forecasting – Types, Quantitative Models – Moving Averages and Smoothing techniques – Error estimations. Scheduling and Sequencing models.		
<b>UNIT – III</b>	<b>LOCATION AND LAYOUT STRATEGIES</b>	<b>9</b>
Location Decisions – Strategic importance, Factors, Methods. Service Location Strategies. Layout – Types – Office, retail, warehousing, fixed-position, process-oriented, work-cells, Repetitive and product oriented layouts.		
<b>UNIT - IV</b>	<b>MRP AND ERP</b>	<b>9</b>
MRP – Genesis, Prerequisites, Computations. Handling Uncertainties – EOQ in MRP –MRP II – ERP Models and Software.		
<b>UNIT – V</b>	<b>RECENT TRENDS IN OPERATIONS MANAGEMENT</b>	<b>9</b>
Recent Trends in operations management – Lean manufacturing, CIM, Synchronous manufacturing & theory of constraints - Agile Manufacturing.		

**Total: 45**

## TEXTBOOKS

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

## REFERENCES

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

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**BA9188      PRODUCT DESIGN      L T P C  
3 0 0 3**

**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**

## 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.

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<b>BA9189</b>	<b>SERVICES OPERATIONS MANAGEMENT</b>	<b>LT P C</b> <b>3 0 0 3</b>
<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>9</b>
Importance and role of Services -Nature of services -Service classification Service Package Service Strategy -Internet strategies - Environmental strategies.		
<b>UNIT – II</b>	<b>SERVICE DESIGN</b>	<b>9</b>
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		
<b>UNIT – III</b>	<b>SERVICE QUALITY</b>	<b>9</b>
Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter.		
<b>UNIT – IV</b>	<b>OPERATING SERVICES</b>	<b>9</b>
Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location -Capacity Management in Services – Queuing models - Waiting Lines – Simulation - Yield management.		
<b>UNIT – V</b>	<b>TOOLS AND TECHNIQUES</b>	<b>9</b>
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**

## 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.

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**BA9190 PROJECT MANAGEMENT LT P C  
3 0 0 3**

**UNIT – I INTRODUCTION TO PROJECT MANAGEMENT 9**

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

**UNIT – II PLANNING AND BUDGETING 9**

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

**UNIT – III SCHEDULING & RESOURCE ALLOCATION 9**

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

**UNIT – IV CONTROL AND COMPLETION 9**

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

**UNIT – V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9**

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

**Total: 45**

## TEXT BOOKS

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

## REFERENCES

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

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**BA9191      ADVANCED MAINTENANCE MANAGEMENT      L T P C  
3 0 0 3**

**UNIT – I      MAINTENANCE CONCEPTS      9**

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

**UNIT – II      FAILURE DATA ANALYSIS      9**

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

**UNIT – III      MAINTENANCE PLANNING AND REPLACEMENT DECISION      9**

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

**UNIT – IV      MAINTENANCE POLICIES      9**

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

**UNIT – V      RECENT TECHNIQUES      9**

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

**Total: 45**

## TEXT BOOKS

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

## REFERENCES

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

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<b>BA9192</b>	<b>ROBUST DESIGN</b>	<b>L T P C</b>
		<b>3 0 0 3</b>
<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>9</b>
Introduction to robust design - Robust Design and Experiments -Planning of experiments - Overview of quality by design - Quality loss function -ANOVA rationale -Single Factor Experiments.		
<b>UNIT – II</b>	<b>FACTORIAL EXPERIMENTS</b>	<b>9</b>
Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - $2^K$ and $3^K$ factorial designs -Fractional factorial design.		
<b>UNIT – III</b>	<b>SPECIAL EXPERIMENTAL DESIGNS</b>	<b>9</b>
Randomized blocks - Latin square design - Blocking and confounding - Response Surface Method - Nested designs.		
<b>UNIT – IV</b>	<b>ORTHOGONAL EXPERIMENTS</b>	<b>9</b>
Comparison of classical and Taguchi' s approach - Selection and application of orthogonal arrays for design - Conduct of experiments -collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.		
<b>UNIT – V</b>	<b>MAKING THE DESIGN ROBUST</b>	<b>9</b>
Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.		
		<b>Total: 45</b>



## **TEXTBOOK**

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

## **REFERENCES**

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

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