

ANNA UNIVERSITY COIMBATORE
MASTER OF BUSINESS ADMINISTRATION
REGULATION 2009- SYLLABUS

I-TRIMESTER						
Code No.	Course Title	L	T	P	M	Credits
MBA0901	Management Principles	4	0	0	100	3
MBA0902	Quantitative Methods for Management	3	1	0	100	3
MBA0903	Managerial Economics	4	0	0	100	3
MBA0904	Organisational Behaviour	4	0	0	100	3
MBA0905	Accounting for Managers	3	1	0	100	3
MBA0906	Executive Communication-Practical	0	0	4	100	2

MBA0901-MANAGEMENT PRINCIPLES

Unit	Topics	No. of Hours
1	Managing and Mangers: Definition, Need, Functions, Levels and challenges. The Evolution of Management Theory. Management and society: The External Environment - SWOT, Social responsibility and Ethics – Globalization and Management.	08
2	Planning : Vision, Mission, Objectives, Nature, Importance, Types and Process-Strategies, Policies, Premising and Forecasting – Core competence –Competitive advantage-Management By Objectives (MBO)-Decision Making	08
3	The Nature of Organizing and Entrepreneuring – Organizational Structure : Departmentation - Span of Management-Power and Distribution of Authority Leading in organization – Leadership – Introduction –Fundamentals of Staffing-Direction and Supervision-Committees and Teams – Communication.	10
4	The System and process of Controlling -Control Techniques and Information Technology	07
5	Contemporary trends and perspectives in management – Emerging forms of organization – organizational change.	07
Total		40

REFERENCE BOOKS:

- Koontz Harold &N Wehrich Heinz Essentials of Management: An International Perspective Tata McGraw Hill 2004
- Heinz Wehrich, Mark.V.Cannice & Harold Koontz Management: A global and Entrepreneurial Perspective Tata McGraw Hill 2008
- Hellriegel, Jackson & Slocum Management A Competency – Based Approach Thomson South-Western2007
- Peter F.Drucker, Managing for Results, Elsevier, Second Reprint 2006.
- Pettinger Introduction to Management 4e Palgrave Macmillan 2007
- P C Tripathi P N Reddy Principles of Management Tata McGraw Hill 2006
- V.S.P Rao V.Hari Krishna,Management : Text and Cases Excel Books 2002
- J S Chandan Management Concepts and Strategies Vikas Publishing House Pvt Ltd 1997
- S.K. Mandal Fundamentals of Business Jaico publishing House2006Tata McGraw – Hills Current Readings in Management Tata McGraw Hill 2006
- Balvinder Shukla Sanjeev Prashar Harvinder Singh Management : Case Studies Excel Books 2007
- Arnold Glena Davies Matt Based Management (Edited Book John Wiley & Sons Inc 2000
- Stoner, Freeman and Gilbert Jr.Management, Pearson Education, Sixth Edition, Second Impression 2007.
- Robert Krcitner,Management,ATTBS
- Robbins S.P., Fundamentals of Management, Pearson,2003

MBA0902- QUANTITATIVE METHODS FOR MANAGEMENT

Unit	Topics	No. of Hours
1	Introduction to statistics- Types of statistics- Importance of statistics in business-Describing and displaying data using Frequency Tables, Frequency distributions, diagrammatic and graphic presentations	07
2	Measures of central tendency and dispersion Measures of central tendency-Mean, median , mode, quartiles, deciles , percentiles. Measures of dispersion- Range, quartile deviation, Mean deviation, standard deviation, coefficient of variation. Estimation & Confidence Intervals-Types of estimates-Point estimates and confidence intervals for a mean and proportion	08
3	Testing of Hypothesis I Procedure for testing of hypothesis-Hypothesis testing for large sample and small samples (using z-test, 't' test)- F-test.	09
4	Testing of Hypothesis II Non-parametric tests: chi-square tests Sign test, Mann Whitney U-Test, Kruskal-Wallis Test, Spearman's Rank correlation Test	09
5	Correlation & Regression Concepts of correlation-Types of correlation-Karl Pearson's coefficient of correlation. Simple Regression-Regression Coefficients-Method of least squares	07
Total		40

REFERENCE BOOKS:

- Richard I. Levin and David S. Rubin Statistics for Management Prentice Hall of India Pvt. Ltd, 1997
- Aczel Amir Sounderpandian Jayvel Complete Business Statistics 6th Edn Tata McGraw Hill, 2006
- Hooda P.R Statistics for Business and Economics 3rd Edition Tata McGraw Hill 2007
- Taylor Business Statistics 2e Palgrave Macmillan 2006
- David R. Anderson Dennis J. Sweeney Thomas A. Williams Statistics for Business & Economics 9th Edition Thomson South- Western 2005
- Dey B.R Textbook of managerial Statistics Macmillan India Ltd 2005
- Shenoy G.V. Pant Madan Statistical Methods in Business and Social Sciences Macmillan India Ltd 2006
- Doane P. David Seward E. Lori Applied Statistics in Business and Economics Tata McGraw Hill 2007
- Beri Business Statistics 2nd Edition Tata McGraw Hill 2005
- R.S. Bhardwaj Business Statistics Excel Books 2005
- Gupta S.C. and Kapoor V.K Fundamentals of Mathematical Statistics Sultan Chand & Sons 2002
- Levin & Rubin Statistics for Management PHI, 7th Edition 2006
- Moore The Practice of Business Statistics Worth Publishers 2006

MBA0903- MANAGERIAL ECONOMICS

Unit	Topics	No. of Hours
1	Introduction: Meaning and Scope of managerial Economics-Role and Responsibility of A managerial Economist-Fundamentals concepts Demand & Supply:Law of Demand-Types of Demand-Elasticity of demand-Demand forecasting, Law of Supply, Elasticity of Supply	08
2	Production Function: Production function-Short Run-Law of variable proportions- Iso-quants- Long Run production Function>Returns to Scale-Cobb-Douglas production function	08
3	Cost Function: Cost concepts, short run Cost Functions Long run cost Function- Economies of Scale.	08
4	Theory of Pricing: Perfect competition and monopoly, Monopolistic competition, Duopoly and oligopoly, Pricing practices and strategies, Advanced topics in pricing theory.	08
5	National Income: National Income Accounting and Economic Indicators(GDP, GNP, WPI, CPI) – Business Cycle-Inflation,-Fiscal and Monetary Policies	08
Total		40

REFERENCE BOOKS:

- Mankiw, Principles of Economics Thomson Learning 2006
- Nordhaus & Samuelson , Economics, 18th Edition Tata McGraw Hill 2007
- Suma Damodaran , Managerial Economics Oxford University Press 2006
- Thomas. R. Christopher And Maurice Charles S Managerial Economics: Concepts and Application Tata McGraw Hill 2006
- Mulhearn Economics for Business Palgrave Macmillan 2005
- Krugman & Walls: Microeconomics Palgrave Macmillan 2005
- Pal Sumitra Managerial Economics Macmillan India Ltd 2007
- G S Gupta Macro Economics Tata McGraw Hill 2006
- Mankar V.G Business Economics Macmillan India Ltd 2007
- H.Carig Peterson and W.Cris Lewis Managerial Economics Pearson Education 2005
- Hirschey Economics for Managers Thomson Learning 2006
- Ahuja H.L Economic Environment of Business, Macroeconomic analysis S.Chand & Company Ltd. 2005
- Ruddar Datt and K.P.M.Sundharam Indian Economy S.Chand & Company Ltd 2003
- Dwivedi D.N Macroeconomics- Theory and Policy Tata McGraw-Hill 2001
- Atmanand Managerial Economics Excel Books 2009
- Maheswari Managerial Economics PHI 2007
- Koutsoyiannis Modern Microeconomics Palgrave Macmillan 2005
- P.L.Metha, Managerial Economics, Sultan Chand & Sons
- Business Line

MBA0904-ORGANISATIONAL BEHAVIOUR

Unit	Topics	No. of Hours
1	Meaning of OB- Contributing disciplines- Challenges and opportunities for OB- OB Model	07
2	Foundations of individual behaviour- Attitudes- components – Job attitudes and job satisfaction. Personality – Meaning – Determinants – Personality traits – Personality attributes-. Values – Types – Values across cultures . Learning – Definition – Theories – Shaping – Perception – Meaning – Factors.	09
3	Motivation – Meaning – Content and Process Theories – Application of motivation theories – leadership – Situational theories.	08
4	Foundations of group behaviour – Classification- Stages of group development – Group properties- Teams – Types of teams – Creating effective teams .Conflict – Meaning – Views – Conflict process .Negotiation – Process – Bargaining strategies .	08
5	Power – Bases of power – Power tactics .Politics Definition – Factors contributing to political behaviour – Impression management Organizational culture- Definition – Functions – Creating and sustaining culture.	08
Total		40

REFERENCE BOOKS:

- Robbins Stephen P Organisational Behaviour 12th Edition Prentice Hall (India) Pvt Ltd 2006
- Mcshane L.Steven VonGlinow Ann Mary Sharma R. Radha Organisational Behaviour Tata McGraw Hill 2006
- Robin Fincham Peter Rhodes Principles of Organizational Behaviour Oxford University Press 2005
- Luthan Fred Organisational Behaviour Tata McGraw Hill 2000
- Bratton Work and Organizational Behaviour Palgrave Macmillan 2005
- V.S.P Rao, Organisational Behaviour, Excel Books, 2009
- Dwivedi R.S Human Relations and Organisational Behaviour: A Global Perspective 5th Edition Macmillan India Ltd 2006
- Sekaran Uma Organisational Behaviour 2nd Edition Tata McGraw Hill 2006
- Ivancevich M.John et.al Organisational Behaviour and Management 7th Edition Tata McGraw Hill 2005
- Angelo Kinicki Robert Kreitner Organisational Behaviour Concepts, Skills and Practices Tata McGraw Hill 2006
- Mirza S Saiyadain Organisational Behaviour Tata McGraw Hill 2003
- Udai Pareek Understanding Organisational Behaviour 2/e Oxford University Press 2004

MBA0905- ACCOUNTING FOR MANAGERS

Unit	Topics	No. of Hours
1	Accounting principles, conventions and concepts - Understanding of financial statements	08
2	Analysis of Financial statements: Cash flow Statements - Ratio Analysis: Liquidity Profitability, Activity, Market Test and Leverage ratios.	08
3	General cost classification (Product-Period-Manufacturing & Non-manufacturing cost) - Types of cost behavior patterns-Variable-semi variable-Fixed and Mixed costs-Preparation of cost sheet – Concepts of activity based and target costing.	08
4	Basics of Cost Volume Profit (CVP) analysis-Contribution format-Contribution margin-Contribution margin ratio-BEP analysis-BEP Computation-Sales mix-Sales mix and BEP.	08
5	Profit Planning : Basic framework of budgeting – Preparation of fixed – flexible and cash budgets.	08
	Total Hours	40

REFERENCE BOOKS:

- Ramachandran N Kakani Kumar Ram Financial Accounting for Management Tata McGraw Hill 2006
- Robert N.Anthony David F.Hawkins Kenneth A. Merchant Accounting Text and Cases Tata McGraw Hill 2007
- Ashok Banerjee Financial Accounting: A Managerial Emphasis Excel Books 2005
- S.N Maheswari S.K Maheswari Accounting for Management Vikas Publishing 2006
- S.K Bhattacharyya John Dearden Costing for Management Vikas Publishing 2002
- Khan MY Jain P.K Management Accounting : Text, Problems and Cases 4th Edition Tata McGraw Hill 2007
- Anthony N.Robert et.al Accounting Text and Cases 12th Edition Tata McGraw Hill 2007
- Tulsian P.C Fundamentals of Accounting – For CA Common Proficiency Test(CPT) Tata McGraw Hill 2007
- Prasanna Chandra Fundamentals of Financial Management : 4th Edition Tata McGraw Hill 2005
- Ronald W. Hilton Managerial accounting Tata McGraw Hill 2005
- Jan R. Williams Susan F. Haka Mark S. Bettner Financial & Managerial Accounting:- The Basis for Business Decisions Tata McGraw Hill 2005
- Jain & Narang Cost Accounting Kalyani publisher 2005
- Nigam & Jain Cost Accounting PHI 2006

MBA0906 - EXECUTIVE COMMUNICATION- PRACTICAL

Unit	Topics	No. of Hours
1	Communication - Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication.	07
2	Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters, enquiries, customers complaints, collection letters – sales promotion letters.	09
3	Report writing - Structure of reports - long & short reports - formal & informal reports - writing research reports technical reports - norms for including exhibits & appendices.	08
4	Non-verbal communication - personal appearance posture - body language - use of charts, diagrams & tables - visual & audio visual aids for communication – Dyadic communication:- face to face communication - telephonic conversation.	08
5	Conducting Meetings: Procedure - preparing Agenda, minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion: Drafting speech	08
Total		40

REFERENCE BOOKS

- John M. Penrose Robert W. Rasberry Robert J. Myers Business Communication For Managers Cengage South –Western 2007
- Ramachandran K.K,et.al Business Communication Macmillan India Ltd 2007
- Hargie Communication Skills for Effective Management Palgrave Macmillan 2006
- Soundararaj Francis Speaking and writing for effective business communication Macmillan India Ltd 2007
- Lesikar V. Ramond Flately E.Marie Basic Business Communication :Skills For Empowering the internet Generation ,10th Edition Tata McGraw Hill 2005
- Mohan Krishna Banerjee Meera Developing Communication Skills Macmillan India Ltd 2007



ANNA UNIVERSITY COIMBATORE

REGULATION 2009- SYLLABUS

II – TRIMESTER						
Code No.	Course Title	L	T	P	M	Credits
MBA0921	Decision Models in Business	3	0	0	100	3
MBA0922	Financial Management	3	1	0	100	3
MBA0923	Marketing Management	4	0	0	100	3
MBA0924	Human Resources Management	3	0	0	100	3
MBA 0925	Management Information Systems	3	1	0	100	3
MBA 0926	Business Application Software	4	0	0	100	2

MBA 0921 - DECISION MODELS IN BUSINESS

Unit	Topics	No. of hours
1	DECISION MODELS : Introduction to Decision Models & Decision variables- Steps involved in developing a model- Need for problem formulation- Application, Scope and Advantages of Decision models	7
2	LINEAR PROGRAMMING: Essentials of Linear Programming Model- Formulation of Linear Programming- Solving LPP using Graphical Method- Solving LPP using Simplex method and Big M method- Sensitivity Analysis	9
3	TRANSPORTATION & ASSIGNMENT MODELS: Initial solution-North West Corner, Least Cost and Vogel's Approximation methods- Balanced and Un-balanced Transportation problem- Maximization and Prohibited Routes problem- Optimal solution using Modified Distribution method- Assignment Problems-Balanced, Un-balanced and Restricted problems- Hungarian Method of solving assignment problem- Travelling-Salesman problem	8
4	SEQUENCING & NETWORK MODELS: Processing n jobs through two machines- Processing n jobs through three machines- Processing n jobs through m machines- Application of network models- Rules in constructing a network diagram- Critical Path Method – Calculation of critical path, project duration- PERT analysis and problems-Project Crashing	8
5	REPLACEMENT THEORY& QUEUING THEORY: Types of replacement model- Replacement of items that deteriorates gradually –with and without change in money value- Replacement of items that fails suddenly – Individual and group replacement policy- Characteristics of MM1 queuing system – Queue discipline- Single server queuing model - Poisson and exponential distributions-Application and advantages of queuing models	8
Total		40

REFERENCE BOOKS:

- ND Vohra, Quantitative Techniques in Management Tata McGraw Hill, 2009
- Ravindran, Phillips, Solberg, Operations Research- Principles and practice, Wiley India, 2009.
- Hamdy A.Taha, Operative Research –An Introduction, Pearson, 2009
- Render, Starr, Hanna, Badri, Quantitative Analysis for Management, Pearson, 2009
- Sharma J.K, Operations Research: Theory & Applications, Macmillan India Ltd, 2009
- Anderson, Sweeney & Williams, Quantitative Methods for Business, Cengage Learning, 2008
- Jaisankar, Operations Research: Decision Model Approach , Excel Books, 2009
- R. Panneerselvam, Operations Research, PHI, 2009
- Selvaraj, Management Science: Decision Models and Approach, Excel Books, 2009
- Richard Bronson Govindasami Naadimuthu, Operations Research, Tata McGraw Hill, 2007
- Tulshan, Pandey, Quantitative Techniques, Pearson, 2009
- Sharma, Quantitative Techniques, Macmilan India Ltd., 2009
- Hiller S. Frederick and Lieberman J.Gerald, Introduction to Operations Research: Concepts and Cases Tata McGraw hill 2007
- Harvey M. Wagner Principles Of Operations Research PHI 2007
- Gupta, Hira, Operations Research, S.Chand, 2009

MBA 0922 - FINANCIAL MANAGEMENT

Unit	Topics	No. of hours
1	<p>Introduction to Financial Management: Definition – Nature & Scope-Finance Functions – Goals of Financial Management - Financial Manager's Role.</p> <p>Time value of money- Compounding & Discounting-Risk and Return</p> <p>Valuation of shares and bonds</p>	8
2	<p>Capital Budgeting: Nature and Principles- Cash Flows-Discounting cash flow techniques: Net present Value, Internal rate of return, Profitability Index- Comparison of Discounting Cash Flow Techniques- -Non- Discounting cash flow techniques: Pay back and Accounting Rate of Return. Project selection under capital rationing, Inflation and Capital budgeting.</p>	8
3	<p>Cost of Capital: Concept of cost of capital- Determining Component Cost of Capital- Specific Cost of Capital- Overall cost of capital - Financial and Operating leverages- Indifference point</p>	8
4	<p>Capital Structure: Theories-Designing Capital structure-Cost of Capital</p> <p>Dividend Policy: Objectives -Practical Consideration -Types – theories-Share splits.</p>	8
5	<p>Working Capital Management: Principles and Concepts- Determinants - Operating Cycle - Receivables Management-Inventory Management-Cash Management-Short Term finance</p>	8
Total		40

REFERENCE BOOKS:

- James C. Van Horne Financial Management & Policy Prentice Hall of India, .2009
- I M Pandey Financial Management Ninth Edition Vikas Publishing House2006
- Prasanna Chandra Fundamentals of Financial Management Tata McGraw- Hill 2009.
- Eugene F.Brigham Michael C.Ehrhardt Financial Management Theory and Practice Cengage Learning 2008
- Khan Jain Financial Management Tata McGraw- Hill 2009.
- Bhat Financial Management Principles and Practice Excel Books 2009
- Lawrence J.Gitman Principles of Managerial Finance Pearson Education 2009
-
- Periyaswamy, Financial Management, Tata McGraw- Hill 2009
- I M Pandey ,Bhat Cases in Financial Management Tata McGraw- Hill 2009
- Robert F.Bruner Case Studies in Finance , Tata McGraw- Hill 2007
- Paresh P Shah Financial Management Biztantra 2007
- Kothari,Dutta, Contemporary Financial Management, Macmillan India ,2009
- Sudarsana Reddy, Financial Management, Himalaya Publishing House2009
- Geoffrey Knott Financial Management Fourth Edition Palgrave Macmillan 2007
- P.V. Kulkarni B.G. Satyaprasad Financial Management Himalaya Publishing House2007
- Vyuptakesh Sharan, Fundamentals of Financial Management , Pearson,2009

MBA 0923 - MARKETING MANAGEMENT

Unit	Topics	No. of hours
1	Introduction to Marketing- Definition -Nature and Scope – Process-Philosophies- Marketing environment- Marketing Interface with other Functional Areas Marketing in a Globalised Environment.	8
2	STP -Market segmentation-Targeting and Positioning –Marketing Mix Buying behavior -Definition-Buying population-Buying decision-Buying participants-Buying process	8
3	Product Planning: Product Life Cycle-Product Line & Product Mix-Product-line-Branding-New Product Development-Packaging Pricing Strategy :Methods of Pricing-Selecting the final price-Adopting price-Responding to Competitor’s price changes	8
4	Marketing channels: Channel design-Channel flows- Distribution Management-Retailing & Wholesaling. Sales Management: Sales force- Advertising- Publicity – Personal Selling- Public relations	8
5	Current Trends: On line Marketing –Web based Marketing programmes - Customer Relationship Management -Marketing of non- business organization	8
Total		40

REFERENCE BOOKS:

- Kotler, Keller, Koshy, Jha, Marketing Management: A South Asian perspective, Pearson Education 2009
- Philip Kotler & Gary Armstrong Principles of Marketing Pearson 2008
- Ramaswamy, Namakumari, Marketing Management: Global Perspective in India Macmillan India Ltd., 2009
- Ranjan Saxena Marketing Management Tata Mcgraw Hill 2006
- Tapan K Panda Marketing Management – Text and Cases Excel Books 2008
- Willam, Ferell, Marketing, Cengage Learning, 2009
- Joel R. Evans, Barry Berman, Marketing Management Cengage Learning 2007
- Dhruv Grewal & Michael Levy Marketing Tata Mcgraw Hill 2008
- SHH Kazmi Marketing Management – Text and Cases Excel Books 2008
- Michael J. Etzel Bruce J. Walker Marketing concepts and cases Tata Mcgraw Hill 2009
- Dholakia, Marketing Management: Cases and Concepts, Macmillan India 2008
- Rajiv Lal & V. Kasturi Rangan Marketing Management: Text and Cases Tata Mcgraw Hill 2005
- Pride, Ferell, Marketing : Concept and Strategies, Biztantra, 2009
- Mc Daniel, Lamb & Hair Introduction to Marketing Cengage Learning 2006
- Adrian Palmer Introduction to Marketing: Theory Oxford University Press 2004
- Zikmund and D'Amico Marketing Cengage Learning 2006
- Biplab. S. Bose, Marketing Management , Himalaya Publishing House 2009

MBA 0924 - HUMAN RESOURCE MANAGEMENT

Unit	Topics	No. of hours
1	Introduction & Scope : Nature – Scope – Functions and Objectives – Evolution of HRM – HRM and Overall Organization (Business) - Human Resource Information System (HRIS)	8
2	Human Resource Planning : Importance – Factors affecting HRP – Process of HRP. Job Analysis : Process and Outcomes Recruitment and Selection : Sources of recruitment – Methods of selection – Induction and Placement	8
3	Training and Development Training need Analysis – Designing Training Programme – Types of Training – Difference between Training and Development – Importance – Assessment of Training effectiveness – Improving the Effectiveness of Training	8
4	Performance Management and Reward Objectives – Developing performance appraisal system – KRA – Types of Appraisal system – 360 degree Appraisal – Managing performance through various reward system	8
5	New concepts in HRM : (Need to have basic understanding of the following topics) Assessment and development centers – Competency mapping – Human resource Accounting – KNOWLEDGE Management – Learning organization – Outsourcing of HRM processes – Application of IT in various HRM functions	8
Total		40

REFERENCE BOOKS

- David A. Decenzo & Stephen P. Robbins Fundamentals of Human Resource Management Wiley Publications 2009
- Gary Dessler Human Resource Management Pearson Education 2009
- K Aswathappa Human Resource & Personnel Management Tata Mcgraw Hill 2009
- Bratton Human Resource Management Palgrave Macmillan 2007
- Scott Snell & George Bohlander Human Resource Management Cengage Learning 2008
- VSP Rao Human Resource Management – Text and Cases Excel Books 2006
- Lepak, Gowan, Human Resource management , Pearson, 2009
- Raymond A. Noe John R. Hollenbeck Patrick M Wright Human Resource Management – Gaining a competitive advantage Tata Mcgraw Hill 2006
- Jon M. Werner & Randy L. Desimone Human Resource Development Cengage Learning 2006
- Korczynski Human Resource Management in Service Sector Palgrave Macmillan 2007
- Biswajeet Pattanayak Human Resource Management Prentice Hall of India, 2009
- Robert L. Mathis & John H. Jackson Human Resource Management Cengage Learning 2003
- Klerman, Human Resource Management, Biztantra, 2008
- Raymond A. Noe John R. Hollenbeck Patrick M Wright Fundamentals of HRM Tata Mcgraw Hill 2007
- H John Bernardin Human Resource Management – An experimental Approach Tata Mcgraw Hill 2009
- Jyothi Venkatesh Human Resource Management Oxford University Press 2006
- T V Rao Human Resources Development Response Books (Sage Publications Ltd) 1996

MBA 0925 - MANAGEMENT INFORMATION SYSTEMS

S.No	Topics	No of hours
1	Introduction Information System - Establishing the Framework - Business Model - -Architecture - Evolution	8
2	Systems Development Modern Information System - System Development Life Cycle - Structured Methodologies - Designing Computer Based Method, Procedures Control, Designing Structured Programs	8
3	Information Systems Functional Areas, Finance, Marketing, Production, Human Resource - Levels, Concepts of DSS, EIS, ES -Comparison, Concepts and Knowledge Representation - Managing International Information System.	8
4	Implementation and Control Testing Security - Coding Techniques - Detection of Error - Validation - Cost Benefits Analysis - Assessing the Value and Risk Information Systems	8
5	Database Management System Hierarchy of Data – Data Entities, Attributes and Keys – Database Approach – Relational Database Model – Types of Database – DDL – DML – DCL – Popular Database Management System – Data warehousing	8
Total		40

REFERENCE BOOKS:

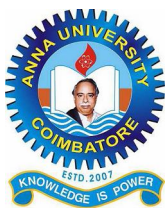
- James O'Brien Management Information System TMH 2009
- Ralph Stair & George Reynolds Principles of Information Systems Cengage Learning, 8th Edition, 2008
- Kenneth C. Laudon & Jane P. Laudon Management Information System Pearson Education 2007
- Gordon B. Davis & Margrethe H. Olson Management Information System Tata Mcgraw Hill 2009
- Tuban, Liedner, Mclean, Wetherbe, Information Technology for Management. Wiley India, 2008
- Balasubramanian, Management Information Systems, Excel Books,2009
- Joseph, Mohapatra, Management Information Systems in Knowledge Economy, Prentice Hall of India,2009
- Mcleoad, Schell, Management Information Systems, Pearson 2009
- Jawadekar Management Information System Tata Mcgraw Hill 2007
- Goyal Management Information Systems Macmillan India 2008
- Gupta, Sharma, Management of Systems, Macmillan India 2008
- Sekhar ,Management Information System Excel Books 2008
- Schultheis Management Information systems: The Manager's View TMH 2007
- Arora, Management Information system Excel Books 2008
- Frenzel Management of Information Technology Cengage Learning 2007
- Jessup, Valacich, Information Systems Today, Prentice Hall of India,2009

MBA 0926 - BUSINESS APPLICATION SOFTWARE- -PRACTICAL

Unit	Topics	No. of hours
1	MS Office: MS Word- Power Point-Excel-Access	10
2	Accounting Packages: Tally, Metastock	10
3	Marketing Research Packages: SPSS or MINITAB or SYSTAT.	10
4	Production Management Packages : POM & TORA	10
Total		40

REFERENCE BOOKS:

- Norman Gaither Operations Management with POM Software CD Thomson Learning 2007
- Sudalaimuthu, Anthonyraj, Computer Application in Business, Himalaya Publishing House,2008
- Carver Doing Data analysis with SPSS Thomson Learning 2006
- Ajai S. Gaur Sanjaya S. Gaur Statistical methods for Practice and research – A guide to data analysis using SPSS Sage Publications Ltd(Response Books) 2006
- AK Nadhani KK Nadhani Implementing Tally 9: Comprehensive guide for Tally 9 & 8.1 BPB Publications 2007
- Alexis Jeon Introduction to computers with MS Office Tata- McGraw-Hill 2007
- Ramon A Mata – Toleda Pauline K. Cushman Database Management system Tata-McGraw-Hill 2007
- Rob & Coronel Database systems Thomson Learning 2006
- Namrata Agrawal Financial Accounting using Tally 6.3 Dreamtech Press 2006
- George, SPSS for windows, step by step15.0, Pearson,2008
- Sundaraman, Create-10G Programming a Premier, Pearson.2008



ANNA UNIVERSITY COIMBATORE REGULATION 2009- SYLLABUS

III- TRIMESTER

Code No.	Course Title	L	T	P	M	Credits
MBA09 31	Production Management	3	1	0	100	3
MBA0932	International Business Management	4	0	0	100	3
MBA0933	Entrepreneurship Development	4	0	0	100	3
MBA0934	Research Methods in Business	3	1	0	100	3
MBA0935	Disaster Management	4	0	0	100	3
MBA0936	Emerging Trends in Management – Practical	0	0	4	100	2

MBA 0931 –PRODUCTION MANAGEMENT

Unit	Topics	No. of hours
1	Introduction and Operations Strategy : Significance of Operations Function - Products and Services concepts- Characteristics and different systems- Concept of Productivity- Evolution of operations management discipline.- Competitive Positioning of Products and Services- Strategic and tactical decisions of Operations Management	8
2	Product and Process Strategy : Product life cycles and strategies- Approaches to product development - Value Engineering- Group technology- Design for manufacturability- Special approaches and strategies in designing service products.- Process focus, product focus, and repetitive focus- Special considerations and approaches in service strategies.	8
3	Layout and Location Strategy : Types of layout- Focused work centres and focused factories- Layouts in service / retail sectors- Line balancing.- Factors affecting location decisions- Methods of evaluating location alternatives - Location considerations in service / retail sectors	8
4	Materials Requirement Planning : Nature, Strategies and Methods of Aggregate planning- Dependant Inventory Model Requirements - MRP Structure - Lot-sizing Techniques - Distribution Resource Planning	8
5	Quality Management and World Class Manufacturing : Quality Systems and ISO 9000 Standards series- Statistical Quality Control- Total Quality Management-Just-in-Time Systems- Lean Manufacturing- Agile Manufacturing- E-Manufacturing- Virtual and Collaborative Manufacturing	8
Total		40

REFERENCE BOOKS :

- S N Chary Productions and Operations Management Tata McGraw- Hill Publishing 2004
- Norman Gaither & Gregory Frazier Operations Management With CD' Cengage Learning 2007
- Buffa Modern Production and Operations Management 8ed Wiley India 2007
- James R. Evans David A. Collier Operations Management: An Integrated goods and Services Approach Cengage Learning 2007
- Paneer Selvam Production and Operations Management Prentice Hall of India 2009
- Saxena .J.P Production and Operations Management Tata McGraw- Hill Publishing 2009
- Muhelemann, Oakland, Loakyer, Sudhir, kalyani, Production and Operations Management, Pearson, 2009
- Richard B Chase Robert Jacobs Nicholas J Aquilano Nitin K Agarwal Operations Management for Competitive advantages Tata McGraw- Hill Publishing 2000
- Ray Wild Operations Management Sixth Edition Cengage Learning 2003
- William J. Stevenson Operations Management Eighth Edition Tata McGraw-Hill Publishing 2005
- Joseph S. Martinch Production and Operations Management Wiley India 2008
- Starr, Production and Operations Management, Biztantra, 2008
- S.A. Chunawalla D.R. Patel Production and Operations Management Himalaya Publishing House 2008
- Aswathappa, Bhat, Production and Operations Management, Himalaya Publishing House, 2009
- Kanishka Bedi Production and Operations Management Oxford University Press 2004
- Upendra Kachru Production and Operations Management : Text and Cases Excel Books 2007

MBA 0932 – INTERNATIONAL BUSINESS MANAGEMENT

Unit	Topics	No. of hours
1	Introduction: Nature and characteristics - Forms -International trade – exports and imports-Organizations facilitating International trade-WTO, IMF, etc.,	8
2	Trade Theories: Mercantilism, Absolute advantage theory- Comparative cost theory- Heckseher-Ohlin theory- Product Life cycle theory- The New trait theory- Porter’s Diamond	8
3	International Business Environment : Globalization of Business- Economic, Political, Technological, Cultural and Ecological environment of International business	8
4	Multinational Corporations: Features – Classification- Role of MNCs in developing countries-Drawbacks - Conflict – FDI and Portfolio Investment	8
5	Trade Blocks: Types of Regional Groupings-Inter-regional trade among regional groups	8
Total		40

REFERENCE BOOKS:

- Francis Cherunilam International Business Text and Cases Prentice Hall Publishing 2009
- Daneils, Rade baugh, Sullivan, Salwan, International Business, Pearson 2009
- Michael R. Czinkota Ilkka A. Ronkainen Michael H. Moffett International Business Seventh Edition Cengage Publishing 2000
- Charles W L Hill Arun Kumar Jain International Business Tata McGraw- Hill Publishing 2005
- K Aswathappa International Business Second Edition Tata McGraw- Hill Publishing 2009
- Justin Paul International Business Prentice Hall Publishing 2009
- Charry, Elements of International, Business, Wiley India, 2004
- Ball, Mcculloch, Geringer, Minor, Mcnett, International Business: The Challenge of Global Competition, Tata McGraw Hill, 2009
- Mike W. pang, International Business, Cengage Learning, 2007
- Cavusil, Knight, Riesenberger, International Business: Strategy, Management and the new realities, Pearson, 2008
- Shajahan, International Business, Macmillan India, 2008
- Oded Shanker, Yadong Luo, International Business, Wiley India, 2009
- Synha, International Business Management, Excel Books , 2009
- Subbarao, International Business, Himalaya Publishing House, 2009
- Shukla, International Business, Excel books 2008

MBA 0933 - ENTREPRENEURSHIP DEVELOPMENT

Unit	Topics	No. of hours
1	Introduction : Entrepreneur: Meaning – Functions - Concept - Characteristics – Types, Entrepreneur Vs Intrapreneur. Approaches to Entrepreneur Development, Entrepreneurial Environment, Entrepreneurship and Economic Development	8
2	Entrepreneurial Process and Approaches Process of Entrepreneurial Development – Entrepreneurial Development Cycle- Strategies for Entrepreneurship Development, Institutions in aid of Entrepreneurs- MDI, NIESBUD, EDBI, NAYE. Search of Business Idea, Project identification and Formulation,- Feasibility analysis, Techno Economic Analysis , Project Design and Net work Analysis, Input and Financial Analysis	8
3	Financial Analysis Financial Appraisal, Ratio Analysis, Investment Process , Cost Benefit Analysis, Break Even Analysis and Profitability Analysis. Project Report and Appraisal	8
4	Sources of Finance Sources of Development Finance, Project Financing. Institutional Finance to Entrepreneurs- Central and State Level Institutions- Development of Financial Plan.	8
5	Launching & Management of Small Business Location of Enterprise and steps in setting SSI. Monitoring and Evaluation of Business – Preventing Sickness and Rehabilitation of Business Units – Effective Management of Small Business.	8
Total		40

REFERENCE BOOKS:

- Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Tata McGraw-Hill 2009
- Vasanth Desai ,Dynamics of Entrepreneurial Development and Management Himalaya Publishing House,2009
- Kurakto, Entrepreneurship-Principles and practices, Cengage Learning, 2007,
- Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise, Pearson Education, 2007
- P.Saravanelu ,Entrepreneurship Development, Eskapee publications,2008
- Sahay, Entrepreneurship and new venture creation, Excel Books,2009
- Kurota, Hodgetts, Entrepreneurship in new millennium, Cengage Learning, 2007
- S.S.Khanka ,Entrepreneurial Development, S.Chand & Company Ltd.,2008
- Mohanty, Fundamentals of Entrepreneurship, Prentice Hall of India,2009
- Dr. Mathew J. Manimala, Entrepreneurship theory at crossroads,Biztantra, 2007
Lall, Entrepreneurship, Excel Books, 2009
- Ramachandran, Entrepreneurship Development, Tata Mcgraw Hill, 2008
- N.P.Srinivasan ,G.P. Gupta ,Entrepreneurial Development, Sultan Chand & Sons, 2008
- Vidya Hattangadi, Entrepreneurship, Himalaya Publishing House,2009

MBA 0934 –RESEARCH METHODS IN BUSINESS

Unit	Topics	No. of hours
1	<p>Business Research: Introduction,- Definitions- Nature & Scope- Concept- Importance – Process</p> <p>Research Problem: Defining – Formulation- Identification and selection of problems in Management-Research design and experimental design in Management</p>	8
2	<p>Methods of data collection: Primary data collection: Qualitative & Observation Research-Collection techniques-Qualitative Research Techniques-Focus Groups-Depth Interviews- Projective Techniques-Observation Research Techniques-Survey Techniques-Questionnaire Design and Testing.</p> <p>Secondary data collection: Role of secondary data in management research-Sources & Limitations</p>	8
3	<p>Measurement & Scaling Techniques: Measurement in Research- Basic Scaling Techniques: Nominal – Ordinal - Interval – Ratio- Measuring Attitude : Comparative Rating Scale – Non Comparative - Rating Scale- Itemized Rating Scale- Meaning & Relationship of Reliability & Validity</p> <p>Sampling: Basis of sampling – Process –Types- Determination of Sample – Sampling error</p>	8
4	<p>Data Analysis: Hypotheses Testing – Univariate- Bivariate- Multivariate - Factor -Cluster -Correspondence - Conjoint Analysis- Application of SPSS</p>	9
5	<p>Report Preparation: Interpretation and report writing- Meaning and techniques of interpretation- Significance of report writing- Different types and steps in report writing</p>	7
Total		40

REFERENCE BOOKS:

- Donald R.Cooper Pamela S.Schindler Business Research Methods, Tata McGraw- Hill Publishing 2009
- Uma Sekaran Research Methods for Business Wiley India 2009
- Nandagopal,Arul Rajan ,Vivek Research Methods in Business Excel Books 2007
- William G.Zikmund Business Research Methods Cengage Learning 2008
- Kothari Research Methodology New Age Publishers 2008
- Paneerselvam, Research Methodology, Prentice Hall of India,2009
- Dipak Kumar Bhattacharyya Research Methodology Excel Books 2006
- Krishnaswamy, Sivakumar, Mathirajan, Management Research Methodology, Pearson, 2009
- Alan Bryman Emma Bell Business Research Methods Oxford 2003
- Murthy Business Research Methods for Business, Excel Books 2008
- Teresa Brannick William K.Roche Business Research Methods Jaico Publishing House 2007
- Trochim, Research Methods Biztantra, 2009
- Bhatacharaya, Research Methodology, Excel books,2009

MBA 0935 –DISASTER MANAGEMENT

Unit	Topics	No. of hours
1	Introduction : Dimensions of Natural & Anthropogenic Disasters, Principles /Components of Disaster Management, Organisational Structure for Disaster Management, Disaster Management Schemes/SOPs, Natural Disasters and Mitigation Efforts, Flood Control, Drought Management, Cyclones, Avalanches, Mangroves, Land Use Planning, Inter-Linking of Rivers, Role of Union/States, Role of Armed Forces/Other Agencies in Disasters, Important Statutes/ Legal Provisions, IEDs /Bomb Threat Planning, NBC Threat and Safety Measures, Forest Fires, Oil Fires, Crisis in Power Sector, Accidents in Coal Mines, Terrorism and Emergency Management	8
2	Operations Management (OM), Risk Assessment and Disaster Response, antifriction Techniques, NGO Management, SWOT Analysis based on Design &Formulation Strategies, Insurance & Risk Management, Institution Awareness and Safety Programmes	8
3	Psychological and Social Dimensions in Disasters, Trauma and Stress, Emotional Intelligence, Electronic Warning Systems, Recent Trends in Disaster information Provider, Geo Informatics in Disaster Studies, Cyber Terrorism, Remote Sensing & GIS Technology, Laser Scanning	8
4	Applications in Disaster Management, Statistical Seismology, Quick Reconstruction Technologies, Role of Media in Disasters, Management of Epidemics, Bio-Terrorism, Forecasting / Management of Casualties.	8
5	Disaster Management in India: Disaster preparedness, Disaster mitigation, Forecasting and warning of disasters, Assessing risk and vulnerability, Disaster management in India, Role of news media in Disaster management, Rehabilitation of victims.	8
Total		40

REFERENCE BOOKS

- Singh, Disaster Management: Future Challenges, IK International , New Delhi
- Goel, S. L, Encyclopedia of Disaster Management. Deep & Deep Publications Pvt Ltd, New Delhi
- Sahni, Disaster Mitigation : Experiences and Reflections, PHI Learning, New Delhi
- Sathish Modh, Introduction to Disaster Management, Macmillan, New Delhi
- Shaw, Disaster Management, Orient Longman , New Delhi, PHI Learning, New Delhi
- Sahni, Disaster Risk Reduction in South Asia, PHI Learning, New Delhi
- Sundar, Disaster Management , Sarup & Sons, New Delhi
- G.K. Ghosh , Disaster Management A.P.H. Publishers, New Delhi.
- Sathish Modh, Disaster Management, Macmillan, New Delhi
- Ayaz Ahmad, Disaster Management: Through the New Millennium Anmol Publications, New Delhi
- Gaur, Disaster Management, Authors Press, New Delhi
- Arvind Kumar Disaster Management - Recent Approaches Anmol Publications, New Delhi

MBA 037 EMERGING TRENDS IN MANAGEMENT

(CASE ANALYSIS & SEMINAR) – PRACTICAL

S.No	Topics	No of hours
1	Business Ethics	08
2	Marketing	08
3	Human Resource	08
4	Finance	08
5	Operation and Systems	08
	Total	40

REFERENCE BOOKS

- Marianne M. Jennings Business Ethics: Case Studies and Selected Readings Cengage Learning 2006
- Francis, Business Ethics, Tata Mcgraw Hill,2009
- Saiyadain, Sodhi, Joshi, Cases in Human Resources Management, 2009
- Hartman, Chatterjee, Perspectives in Business Ethics, Tata MCgraw Hill,2009
- Neepa Baporikar, Cases in Management, Himalaya Publishing House,2009
- Pandey Contemporary Indian Marketing Cases Wiley India 2007
- Mukesh Pandey, Contemporary Cases in Marketing, Biztantra, 2008
- Murthy, Business Ethics, Himalaya Publishing House,2009
- Kaushal, Case study solutions- Finance, Macmillan India,2007
- Kaushal, Case study solutions- Marketing, Macmillan India,2007

ANNA UNIVERSITY OF TECHNOLOGY, COIMBATORE

Master of Business Administration

Curriculum and Syllabi - 2009

Trimester –I

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
MBA 0901	Management Principles	4			3	50	50	100
MBA 0902	Quantitative Methods for Management	3	1		3	50	50	100
MBA 0903	Managerial Economics	4			3	50	50	100
MBA 0904	Organisational Behaviour	4			3	50	50	100
MBA 0905	Accounting for Managers	3	1		3	50	50	100
MBA 0906	Executive Communication – Practical			4	2	100	-	100

Trimester –II

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
MBA0921	Decision Models in Business	3	1		3	50	50	100
MBA0922	Financial Management	3	1		3	50	50	100
MBA0923	Marketing Management	4			3	50	50	100
MBA0924	Human Resources Management	4			3	50	50	100
MBA 0925	Management Information Systems	4			3	50	50	100
MBA 0926	Business Application Software			4	2	100	-	100

Trimester –III

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
MBA09 31	Production Management	3	1		3	50	50	100
MBA0932	International Business Management	4			3	50	50	100
MBA0933	Entrepreneurship Development	4			3	50	50	100
MBA0934	Research Methods in Business	3	1		3	50	50	100
MBA0935	Disaster Management	4			3	50	50	100
MBA0936	Emerging Trends in Management – Practical			4	2	100	-	100

MBA0942 : INTERNSHIP Training: 4 - 6 WEEKS

Report of the Internship training is to be submitted by the students within 30 days from the commencement of the Fourth Trimester. Evaluated report should be sent to the Controller of Examinations by the HOD/ Director through the Principal, before the last working day of the Fourth Trimester

Trimester –IV

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
MBA 0941	Strategic Management	4			3	50	50	100
E1*	Elective -1	4			3	50	50	100
E2*	Elective -2	4			3	50	50	100
E3*	Elective -3	4			3	50	50	100
E4*	Elective -4	4			3	50	50	100
MBA 0942	Internship Training				4	100	-	100
MBA 0943	Managerial Skill Development-I			4	2	100		100

Trimester –V

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
MBA 0951	Indian Ethos and Values	4			3	50	50	100
E5*	Elective -5	4			3	50	50	100
E6*	Elective -6	4			3	50	50	100
E7*	Elective -7	4			3	50	50	100
E8*	Elective -8	4			3	50	50	100
MBA 0952	Managerial Skill Development-II			4	2	100	-	100

Trimester –VI

Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
		L	T	P		Internal	External	Total
MBA 0961	Project Work			24	12	150	150	300

***As a part of dual specialization students are instructed to select two functional areas as their electives from the areas given below. In trimester IV students are instructed to select any two papers from SI No 1 to 3 only and two papers in trimester V from the remaining papers of the selected area of specialization.**

L- Lecture

T - Tutorial

P- Practical

No of Credits to be earned- 101

List of Electives

MARKETING

SI No	Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
			L	T	P		Internal	External	Total
01	MBA M09 01	Consumer Behaviour	4			3	50	50	100
02	MBA M09 02	Advertising & Promotion Management	4			3	50	50	100
03	MBA M09 03	Rural Marketing	4			3	50	50	100
04	MBA M09 04	Services Marketing	4			3	50	50	100
05	MBA M09 05	Retail Management	4			3	50	50	100
06	MBA M09 06	International Marketing	4			3	50	50	100

SYSTEMS

SI No	Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
			L	T	P		Internal	External	Total
01	MBA S09 01	Knowledge Management Systems	4			3	50	50	100
02	MBA S09 02	Software Project and Quality Management	4			3	50	50	100
03	MBA S09 03	Decision Support System	4			3	50	50	100
04	MBA S09 04	Enterprise Resource Planning	4			3	50	50	100
05	MBA S09 05	E-Business	4			3	50	50	100
06	MBA S09 06	Database Management Systems	4			3	50	50	100

FINANCE

SI No	Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
			L	T	P		Internal	External	Total
01	MBA F09 01	Security Analysis & Portfolio Management	4			3	50	50	100
02	MBA F09 02	Management of Financial Services & Institutions	4			3	50	50	100
03	MBA F09 03	International Financial Management	4			3	50	50	100
04	MBA F09 04	Financial Derivatives	4			3	50	50	100
05	MBA F09 05	Strategic Financial Management	4			3	50	50	100
06	MBA F09 06	Insurance and Risk Management	4			3	50	50	100

HUMAN RESOURCE

SI No	Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
			L	T	P		Internal	External	Total
01	MBA H09 01	Organisational Change	4			3	50	50	100
02	MBA H09 02	Performance Management	4			3	50	50	100
03	MBA H09 03	Industrial Relations and Labour Legislations	4			3	50	50	100
04	MBA H09 04	Human Resources Development	4			3	50	50	100
05	MBA H09 05	International Human Resource Management	4			3	50	50	100
06	MBA H09 06	Contemporary Human Resource Practices	4			3	50	50	100

PRODUCTION

SI No	Course Code	Title of the Course	Hours /Week			Credits	Maximum marks		
			L	T	P		Internal	External	Total
01	MBA P09 01	Supply Chain Management	4			3	50	50	100
02	MBA P09 02	Total Quality Management	4			3	50	50	100
03	MBA P09 03	Project Management	4			3	50	50	100
04	MBA P09 04	Technology Management	4			3	50	50	100
05	MBA P09 05	Business Process Reengineering and Value Engineering	4			3	50	50	100
06	MBA P09 06	Advanced Operation Management	4			3	50	50	100

SYLLABUS
TRIMESTER - IV
MBA 09 41 STRATEGIC MANAGEMENT

S.No	Topics	No of hours
1	STRATEGY AND PROCESS <ul style="list-style-type: none"> • Introduction- Concept of Strategy • Strategy Formation Process • Stakeholders in Business – Vision, Mission and Purpose • Business Definition, Objectives and Goals • Corporate Governance and Social Responsibility. 	8
2	COMPETITIVE ADVANTAGE <ul style="list-style-type: none"> • External Environment - Porter's Five Forces Model • Strategic Groups Competitive Changes during Industry evolution • Globalisation and Industry Structure • National Context and Competitive advantage resources • Capabilities and competencies–core competencies • Generic Building Blocks of Competitive Advantage • Distinctive Competencies • Resources and Capabilities durability of competitive Advantage • Avoiding failures and sustaining competitive advantage 	8
3	STRATEGIES <ul style="list-style-type: none"> • The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies • Competitive based strategies-Low cost, Best cost different ion – Niche low differentiation • Business level strategy- Strategy in the Global Environment • Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances • Building and Restructuring the corporation- Strategic analysis and choice • Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile • Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis • Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card 	8
4	STRATEGY IMPLEMENTATION & EVALUATION <ul style="list-style-type: none"> • The implementation process • Resource allocation, Designing organisational structure • Designing Strategic Control Systems • Matching structure and control to strategy • Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control 	8
5	OTHER STRATEGIC ISSUES <ul style="list-style-type: none"> • Managing Technology and Innovation • Strategic issues for Non Profit organizations • New Business Models and strategies for Internet Economy 	8
	Total	40

References

- Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, 2009
- Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, 2009
- Fred R.David, Strategic management, Prentice Hall of India, 2009
- Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Concepts in Strategic Management and Business policy, Pearson Education, 2010
- Mathur, Text book of Strategic Management, Macmillan, 2009
- Michael A.Hitt Robert E.Hoskisson R.Duane Ireland Management of Strategy Concepts and Cases, Cengage Learning 2010
- John A Pearce Richard B Robinson Strategic Management Tata McGraw- Hill, 2009
- Ramaswamy, Namakumari, Strategic Planning- Formulation of Corporate Strategy, 2009
- Francis Cherunilam Strategic Management Himalaya Publishing House, 2009
- Upendra Kachru Strategic Management Excel Books 2009
- Parasuram, Fundamentals of Strategic Management, Wiley, 2010
- Colin White, Strategic Management, Ane books, 2009
- Jeyaratnam, Strategic Management, Himalaya Publishing House, 2009

MBA09043 MANAGERIAL SKILL DEVELOPMENT-I

S.No	Topics	No of hours
1	LISTENING SKILLS <ul style="list-style-type: none">• An over view of listening• Barriers for listening• Effective listening• Academic listening• E- listening	8
2	WRITING SKILLS <ul style="list-style-type: none">• Business letters• Report preparation• Agenda, Minutes of meeting• E- Writing	8
3	EMPLOYABILITY SKILLS <ul style="list-style-type: none">• Job application• Covering Letters• Resume preparation• Reasoning• GD and Interview	8
4	SOFT SKILLS <ul style="list-style-type: none">• Interpersonal skills• Intrapersonal skills• Problem solving skills• Negotiation skills	8
5	LEADERSHIP SKILLS <ul style="list-style-type: none">• Goal setting• Public speaking• Team building• Conflict Management	8
	Total	40

References:

- Sherfield, Montgomery, Moody, Developing Soft Skills, Pearson, 2009
- McGrath, Basic Managerial Skills for All, PHI,2010
- Kevin Gallaher, Skills Development for Business and Management students, Oxford, 2010
- Lisikar, Flatley, Rentz, Pande, Business Communication, Tata McGraw Hill,2010
- Asha Kaul, Business Communication, PHI,2010
- Sahgal, Vandana, Business Communication, Excel Books,2009
- Suresh, Savithri, Sreehari, Communication Skills and Soft Skills : An Integrated Approach, Pearson, 2009
- Dutt et al. A course in Communication Skills, Foundation Books, 2008
- Sasikumar, Dutt, Rajeevan, A Course in Listening & Speaking –I, Foundation Books, 2008
- Sasikumar, Dutt, Rajeevan, A Course in Listening & Speaking –II, Foundation Books, 2008
- Dhanna Booher, E-writing, Macmillan,2010

TRIMESTER – V
MBA 09 51 INDIAN ETHOS & VALUES

S.No	Topics	No of hours
1	INDIAN MODEL OF MANAGEMENT Indian Ethos <ul style="list-style-type: none"> • Need, purpose, relevance • Model of Management in the Indian Social political environment • Distinctive features of Indian ethos of management. Indian Heritage in Business and Management <ul style="list-style-type: none"> • Quality • Economics of giving • Law of Karma, • The matrix of vendantic philosophy and wisdom in aid of contemporary management 	8
2	ETHICS -BUSINESS <ul style="list-style-type: none"> • Religious view • Ethics policy • Scholars view on ethics. ETHICS -TEACHING <ul style="list-style-type: none"> • Education; • Relevance of values in Management • Need for Values in Global Change - Indian perspective. 	8
3	VALUES <ul style="list-style-type: none"> • Purpose • Science and human values • Aristotle view • Application of Values • Holistic Approach for Managers in Decision Making • Trans-cultural Human Values in Management • Secular Versus Spiritual Values in Management • Stakeholder perspective 	8
4	INDIAN PERSPECTIVE ON GENERAL AND FUNCTIONS OF MANAGEMENT <ul style="list-style-type: none"> • Planning • Organizing • Leadership • Control • Communication, • Decision making- • Holistic Approach • Organization Behaviour 	8
5	SELF-MANAGEMENT <ul style="list-style-type: none"> • Personal growth and lessons from Ancient Indian Education System • Lack of Clarity about Role and Goal • Techniques for Time Management • Stress management and Anger management EMERGING TRENDS <ul style="list-style-type: none"> • Indian Ethos and Corporate Governance • Relevance of Gandhian Thought for the contemporary managers 	8
	Total	40

References

- Nandagopal, Ajith Shanker, Indian Ethos and Values in Management , Tata Mcgraw Hill,2010
- Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2009
- Biswanath Ghosh, Ethics In Management And Indian EthosVikas Publishing House.,2009
- Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill,2009
- Management by Values, Oxford University Press, New Delhi, 2008
- Rinku Sanjeev, Parul Khanna, Ethics and Values in Business Management, Ane Books Pvt.Ltd., 2009
- Rao. A.B,Business Ethics and Professional values, Excel Books, 2000
- Gandhi M K, The Story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972

MBA09052 MANAGERIAL SKILL DEVELOPMENT-II

S.No	Topics	No of hours
1	BUSINESS PLAN DEVELOPMENT <ul style="list-style-type: none"> • Company description • Target Market • Competitive analysis • Marketing & Sales plan • Operations Plans • Management team • Development plans • Financials 	8
2	PERSONALITY DEVELOPMENT <ul style="list-style-type: none"> • Body language • Etiquette • Mannerism 	8
3	PRESENTATION SKILL DEVELOPMENT <ul style="list-style-type: none"> • Audience awareness • Pre-preparation of presentation • Developing a presentation • Usage of audio- visual aids 	8
4	DEVELOPMENT OF CRITICAL AND REFLECTIVE THINKING <ul style="list-style-type: none"> • Understanding thinking process using NLP • NLP basics • Ego states & Transactions 	8
5	COPING SKILLS <ul style="list-style-type: none"> • Acclimatisating with Organisational climate • Adapting with new Organisational culture • Continuous learning 	8
		40

Reference

- Wallance, Masters, Personality Development, Cengage2009
- Rhonda Abrams Business Plan in a Day, Prentice Hall of India, 2009
- Joan Van Emden, Lucinda Becker, Presentation Skills for Students, Palgrave Macmillan2009
- Locker, Kaczmarek, Business Communication, Tata McGraw Hill,2010
- Ramesh & Ramesh, The ACE of Soft Skills : Attitude, Communication and Etiquette for Success, Pearson,2010
- Lewis, Body Language, Sage Publication,2008
- Richard, The Definitive Business Plan : The Fast Track to Intelligent Business Planning for Executives and Entrepreneurs, 1/e, Pearson,2010
- Hurlock, Personality Development, Tata McGraw hill,2010
- Bhatti, The Dynamics of Personality, Pearson, 2009
- Asha Kaul, Business Communication, PHI,2010

ELECTIVES - MARKETING

MBA 09 M01 CONSUMER BEHAVIOUR

S.No	Topics	No of hours
1	CONSUMER BEHAVIOUR -INTRODUCTION <ul style="list-style-type: none">• Dimensions of consumer behaviour• Application of consumer behaviour knowledge in marketing decisions• Approaches to the study of consumer behaviour	8
2	CONSUMER BEHAVIOR MODELS <ul style="list-style-type: none">• Industrial and individual consumer behaviour models• Howard- Sheth, Engel – Kollat, Webster and wind Models• Implications of the models on marketing decisions.	8
3	CONSUMER BEHAVIOUR INTERNAL INFLUENCES <ul style="list-style-type: none">• Psychological Influences on consumer behavior• Motivation• Perception• Personality Learning and Attitude• Self Image and Life styles• Consumer expectation and satisfaction	8
4	CONSUMER BEHAVIOUR EXTERNAL INFLUENCES <ul style="list-style-type: none">• Socio-Cultural, Cross Culture• Family group• Reference group• Communication	8
5	CONSUMER PURCHASE DECISION PROCESS <ul style="list-style-type: none">• High and low involvement• Pre-purchase and post-purchase behavior• Purchase decision process• Diffusion of Innovation• Managing Dissonance	8
	Total	40

References

- Jay D. Lindquist and Joseph Sirgy, Shopper, Consumer Behavior, Biztranza 2009
- Paul Peter , Consumer Behavior and Marketing Strategy, Tata McGraw Hill, 2010
- Leon G. Schiffman, Leslie Lazar Kanuk, Consumer Behaviour, Pearson Education, 2010
- David L.Loudon, Albert J Della Bitta, Consumer Behaviour, Tata McGraw Hill, 2010.
- Ramanauj Majumdar, Consumer Behaviour, PHI,2010
- Blackwell, Consumer Behaviour, Cengage,2009
- Hawkins, Consumer Behaviour Building Marketing Strategy,Tata McGraw Hill2010.
- Raju, Dominique Xavedel, Consumer Behaviour, Concepts Applications and Cases, Vikas Publishing House ,2010
- Kazmi, Consumer Behaviour, Excel Books,2009
- Evans, Consumer Behaviour, Wiley Publishing ,2009
- Wayne D.Hoy Deborah J MacInnis Pinaki Dasgupta, Consumer Behaviour, Bizantra, 2009
- Suja R.Nair "Consumer Behaviour in Indian Perspectives", Himalaya Publishing House, 2010
- John Desmond, Consumer Behaviour, Ane Books, 2007

MBA 09 M02 ADVERTISEMENT AND PROMOTION MANAGEMENT

S.No	Topics	No of hours
1	<p>INTRODUCTION TO ADVERTISEMENT</p> <ul style="list-style-type: none"> • Concept, definition and objectives • Social, Economic and Legal Implications of advertisements • Role of advertising in modern business world • Ethics in advertising • Advertising agency • Advertising campaigns 	8
2	<p>MEDIA MANAGEMENT</p> <ul style="list-style-type: none"> • Media selection • Media plan • Reach and frequency of advertisements • Advertisement costs • Media Mix • Media strategy and scheduling 	8
3	<p>DESIGN AND EXECUTION OF ADVERTISEMENTS</p> <ul style="list-style-type: none"> • Message development • Different types of advertisements • Layout • Design appeal • Copy structure • Advertisement production • Print, Radio. T.V. and Web advertisements • Media Research • Testing validity and Reliability of advertisements • Measuring impact of advertisements 	8
4	<p>INTRODUCTION TO SALES PROMOTION</p> <ul style="list-style-type: none"> • Concept, definition and objectives • Scope and role of sale promotion • sales promotion techniques • Trade oriented and consumer oriented. 	8
5	<p>SALES PROMOTION CAMPAIGN</p> <ul style="list-style-type: none"> • Requirement identification • Designing of sales promotion campaign • Involvement of salesmen and dealers • Out sourcing sales promotion • Integrated promotion • Coordination within the various promotion techniques • Online sales promotions 	8
	Total	40

References

- Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 2009.
- Betch and Michael, Advertising and Promotion, Tata McGraw Hill, 2010
- Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India 2009
- Shah , Dezeoo, Advertising and Promotions-An IMC perspective Tata McGraw Hill, 2010
- Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2009
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- Larry.D.Kelley and Donald.W.Jugenheimer, Advertising Media Planning: A Brand Management Approach, Prentice Hall of India 2009
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- Chunawala, Advertising Theory and Practice, Himalaya Publishing House,2009
- Murthy, Padmanabhan, Advertising and Sales promotion- An Indian Perspective, Ane Books, 2010

MBA 09 M03 RURAL MARKETING

S.No	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Definition • Evolution • Size and nature of rural markets • Profile of rural consumers • Rural market structure & Constitution • Rural market Infrastructure • Marketing opportunities & challenges 	8
2	RURAL CONSUMER BEHAVIOUR <ul style="list-style-type: none"> • Consumer Buyer behaviour models • Factors affecting consumer behaviour • Characteristics of rural consumers • Consumer buying process • Opinion leadership • Brand loyalty • Branding in rural India 	8
3	PRODUCT <ul style="list-style-type: none"> • Concepts and classifications • Rural product categories • New product development • Product life style • Product Mix • Segmentation –Targeting- Positioning 	8
4	PRICING & DISTRIBUTION <ul style="list-style-type: none"> • Pricing – Introduction & Objectives • Factors influencing pricing • Pricing strategies • Distribution-Introduction & Evolution • Channels of distribution • Rural distribution models • Emerging models 	8
5	COMMUNICATION & INNOVATION <ul style="list-style-type: none"> • Communication –Introduction • Communication process • Rural media • Media model & Media Innovation • Innovation- Introduction & Role in rural markets • ICT in rural markets 	8
	Total	40

References

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- Balram Dogra and K Arnimdev Ghuman”, Rural Marketing-concepts & practices,Tata McGraw Hill 2009
- C.S.G.Krishmacharyalui and Lalitha Ramakrishnan, Cases in Rural Marketing –An integrated approach, Pearson Education, 2009
- Tej.K.Bhatia”, Advertising & Marketing in Rural India , Macmillan, 2007
- A.K. Singh and Sathya Prakash Pandey, Rural Marketing: Indian Perspective, New Age International Pvt. Ltd., 2007

- Sanal Kumar Velayudhan, Guda Sridhar, Rural markets, Excel Books,2010
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- Gopalaswamy, Rural Marketing, Environment Problems and Strategies, Vikas Publishing House, 2009
- Habib ur Rehman, Rural Marketing in India, .Himalaya Publishing House,2009
- Badi & Badi, Rural marketing, .Himalaya Publishing House,2010
- Sanal Kumar Velayudhan, Guda Sridhar, Marketing to Rural Customers, Excel Books,2010

MBA 09 M04 SERVICES MARKETING

S.No	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Definition & Characteristics • Evolution & Growth of service sector • Nature and Scope of Services • Classification of services • Challenges and issues in Services Marketing 	8
2	SERVICE MARKETING OPPORTUNITIES <ul style="list-style-type: none"> • Assessing service market potential • Marketing mix • Service marketing Environment and trends • Service market segmentation, targeting and positioning. 	8
3	SERVICE DESIGN AND DEVELOPMENT <ul style="list-style-type: none"> • Service Life Cycle • New service development • Service Blue Printing • GAP's model of service quality • Measuring service quality • SERVQUAL • Service Quality function development 	8
4	SERVICE DELIVERY , PRICING AND PROMOTION <ul style="list-style-type: none"> • Positioning of services • Designing service delivery System • Service Channel • Pricing of services, methods • Service marketing triangle • Integrated Service marketing communication 	8
5	SERVICE STRATEGIES <ul style="list-style-type: none"> • Healthcare • Hospitality • Tourism • Financial • Logistics • Education • Consultancy • Entertainment & public utility Information technique Services 	8
	Total	40

References

- Valevie.A.Zeithaml, Mary Jo Bitner, Ajay Pandit and Awarjne . D. Gremler, Services Marketing, Tata McGraw Hill, 2009
- Chiristopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, 2010
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- Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2009
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- Baron,Haris, Services Marketing- Text and Cases, Ane Books,2007

MBA 09 M05 RETAIL MANAGEMENT

S.No	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Definition & Scope • An overview of Retailing • Challenges and opportunities • Retail trends in India • Socio economic and technological influences • Government of India policy implications on retails. 	8
2	RETAIL FORMATS <ul style="list-style-type: none"> • Organized and unorganized formats • Different organized retail formats • Characteristics of each format • Emerging trends in retail formats • MNC's role in organized retail formats. 	8
3	RETAILING DECISIONS <ul style="list-style-type: none"> • 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 	8
4	RETAIL SHOP MANAGEMENT <ul style="list-style-type: none"> • 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 	8
5	RETAIL SHOPPER BEHAVIOUR <ul style="list-style-type: none"> • Understanding of Retail shopper behavior • Shopper Profile Analysis • Shopping Decision Process • Factors influencing retail shopper behavior • Complaints Management • Retail sales force Management 	8
	Total	40

References

- Swapna Pradhan Retailing Management ,Test & Cases, Tata McGraw Hill 2009
- Michael Levy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, 2010
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- Srinivasan, Strategic Retail Management , Wiley Publications,2009
- David Gilbert, Retail Marketing and Management , Pearson 2009
- Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2009.
- Barry Berman & Joel R .Evans, Retail Management: A Strategic Approach Prentice hall of India2010
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- Vedamani, Retail Management Jaico Publishing House, 2009
- Madaan,. Fundamentals of Retailing, Tat Mcgraw Hill,2010
- Suja Naiir,Retail Management , Himalaya Publishing House,2009
- Varley, Rafiq, Principles of Retail management , Ane Books, 2005

MBA 09 M06 INTERNATIONAL MARKETING

S.No	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none">• International Marketing as a Global Concept.• International Marketing Environment• international Marketing Strategies• Analyzing International Marketing Opportunities• Organizational Transformation• Globalization of Business	8
2	STRATEGIES <ul style="list-style-type: none">• Market Selection Process• Determinants of Market Selection• Market Segment Selection• Licensing and Franchising• Entry Strategies for Indian Firm	8
3	MARKET COVERAGE AND PRODUCT <ul style="list-style-type: none">• Concentrated Marketing• Market Segmentation• Differentiated Marketing Strategy• Product Decisions• Product Mix, PLC, New Product Development• Branding and Product Communication Strategies	8
4	PRICING AND DISTRIBUTION <ul style="list-style-type: none">• Pricing and Payment Methods• International Channel Systems• Types of Intermediaries• International Logistics & Documentation	8
5	PROMOTION <ul style="list-style-type: none">• Communication Mix• Export Promotion• EOUs, EPZs and SEZs	8
	Total	40

References

- Philip.R.Cateora John.L.Graham, International Marketing, Tata Mcgraw Hill,2009
- Doole, International Marketing Strategy, Cengage Learning, 2009
- Kreejam, Global marketing, Pearson,2009
- Lascu, International Marketing, Wiley Publications, 2009
- Rajagopal, International Marketing, Vikas Publishing House,2009
- Onkevist, International marketing Analysis & Strategies, Prentice Hall of India 2009
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- Czinkota, International Marketing, Cengage Learning, 2009
- Nargundkar, International marketing, Excel Books, 2008
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Electives - SYSTEMS

MBA 09 S01 KNOWLEDGE MANAGEMENT SYSTEMS

Unit	Topics	No of hours
1	<p>INTRODUCING KNOWLEDGE MANAGEMENT</p> <ul style="list-style-type: none"> • Definition, Forces driving Knowledge management, • Issues in Knowledge Management • The five Ps of strategic Knowledge management <p>NATURE OF KNOWLEDGE</p> <ul style="list-style-type: none"> • Definition, Different types of knowledge, • Alternative views of knowledge • Differences between data, Information and Knowledge 	8
2	<p>KNOWLEDGE MANAGEMENT PROCESSES</p> <ul style="list-style-type: none"> • The 10 step Knowledge Management roadmap • Knowledge Discovery systems • Knowledge capture systems • Knowledge sharing systems • Knowledge application systems • Knowledge management Infrastructure 	8
3	<p>TECHNOLOGIES FOR KNOWLEDGE MANAGEMENT</p> <ul style="list-style-type: none"> • Artificial Intelligence, Knowledge based system • Introduction, Definition • Advantages and disadvantages • Other artificial intelligence technologies • Automated reasoning process • Case based reasoning system, 	8
4	<p>KNOWLEDGE CODIFICATION AND IMPLEMENTATION</p> <ul style="list-style-type: none"> • Definition of Knowledge codification • Reasons for codifying knowledge • Modes of knowledge conversion • Codification tools and procedures • Data Mining • Data Management • Knowledge portals 	8
5	<p>ORGANISATIONAL IMPACTS OF KNOWLEDGE MANAGEMENT</p> <ul style="list-style-type: none"> • Attributes of a Knowledge leader • Enablers of knowledge culture • Ownership of knowledge: Ethical and legal issues. • Managing Knowledge workers • Future of Knowledge Management 	8
	Total	40

References

- Irma Becerra-Fernandez, Knowledge management: Challenges, solutions and technologies, Pearson education, 2009
- Shelda Debowski, Knowledge Management, Wiley India, 2006
- Sudhir Warier, Knowledge Management, Vikas Publishing House ,2009
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- Tiwana, The Knowledge Management tool kit: Practical techniques for building a knowledge management systems, Pearson Education, 2006
- Rathan Reddy, Knowledge Management System, Himalaya Publishing House, 2009

MBA S 02 SOFTWARE PROJECT AND QUALITY MANAGEMENT

Unit	Topics	No of hours
1	<p>INTRODUCTION</p> <ul style="list-style-type: none"> • Project- Project Management • Role of Project manager • Project management profession • System view of Project management • Stakeholder management • Attributes of well Engineered software 	8
2	<p>PROCESS MODELS</p> <ul style="list-style-type: none"> • Prescriptive model • Waterfall model • Incremental process model • Evolutionary process model • Agile process models • Core principles of software engineering • Planning practices, Communication practices • Modeling practices, Construction practices 	8
3	<p>PROJECT INTEGRATION MANAGEMENT</p> <ul style="list-style-type: none"> • Strategic planning and project selection • Project management plan • Project execution • Integrated change control- Closing project <p>PROJECT SCOPE MANAGEMENT</p> <ul style="list-style-type: none"> • Definition • Scope planning, Scope management plan • Project scope statement • Creating Work breakdown structure • Scope verification and scope control 	8
4	<p>PROJECT TIME MANAGEMENT</p> <ul style="list-style-type: none"> • Importance • Activity definition, Activity sequencing • Schedule development <p>PROJECT COST MANAGEMENT</p> <ul style="list-style-type: none"> • importance, basic principle • Cost estimating types, tools and techniques • Cost budgeting, cost control 	8
5	<p>PROJECT QUALITY MANAGEMENT</p> <ul style="list-style-type: none"> • importance • Quality planning • Software quality Assurance • Tools and techniques for QC • Modern Quality management, ISO 9126 • Quality management system 	8

	SOFTWARE TESTING <ul style="list-style-type: none"> • Software testing fundamentals • Unit testing, Integrity testing • Validity testing, System testing • Debugging, Black box and white box testing • Basis path testing • Software Maintenance 	
	Total	40

References

- Roger S Pressman, Software Engineering _ A practitioner's Approach, McGraw Hill International, 2005
- Kathy Scwalbe, Information Technology Project Management, Cengage Learning, 2008
- Bob Hughes and Mike Cottrell, Software project Management, Tata McGraw Hill, 2005
- Gopalswamy Ramesh and Ramesh Battiprolu, Software Maintenance, Tata McGraw Hill, 2006
- Jeff Tian, Software Quality Engineering, Wiley India, 2006
- Waman S Jawadekar, Software Engineering, McGraw Hill, 2006
- Sommerville, Software Engineering, Pearson Education, 2007

MBA S 09 03 DECISION SUPPORT SYSTEMS

Unit	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Decision concept – Steps • Decision support system -components, characteristics, classification and applications 	8
2	MODEL MANAGEMENT <ul style="list-style-type: none"> • Models- Modeling process – Types of models • Optimization – Simulation - Heuristics -Descriptive – Predictive • Model base • Modeling languages • Model directory • Model base management • System-Model execution • Integration and command processing 	8
3	DATA MANAGEMENT SYSTEM <ul style="list-style-type: none"> • Data base – Sources of Data • Data Directory • Data Structure and database language • Query facility • Data Management system • DBMS as DSS development tool 	8
4	DIALOG MANAGEMENT <ul style="list-style-type: none"> • User interface • Graphics – Multimedia • Visual interactive modeling • Natural language processing • Speech recognition and understanding • Issues in user interface 	8
5	DEVELOPMENT OF DECISION SUPPORT SYSTEM <ul style="list-style-type: none"> • Development process • Software and hardware and data acquisition • Model acquisition • Dialog development • Integration • Testing and validation • Training and implementation 	8
	Total	40

References

- Efraim Turban, Jay E. Aronson, Ting-Peng Liang: DSS and Intelligent Systems, Pearson Education, 2007.
- Macclah: Decision Support Systems and Data Warehousing, Tata McGraw-Hill ,2003.
- Stevenson, Introduction to Management Science, 1/e, Tata McGraw-Hill , 2007.
- James A Obrien, george M Marakas: Management Information systems, ,Tata McGraw-Hill, 2007.
- Janakiraman and K Sarukesi, Decision Support system, PHI, 1999
- Lotfi, Decision support System and Management, McGraw Hill Publications, 2006
- Goyal, Management Information Systems, Macmillan,2010

MBA S 09 04 ENTERPRISE RESOURCE PLANNING

Unit	Topics	No of hours
1	<p>OVERVIEW</p> <ul style="list-style-type: none"> • General model for ERP • Evolution of ERP • Business Engineering: Principles, Significance, Business intelligence with IT • Blueprint of a business model • Benefits and Risks of ERP 	8
2	<p>ERP AND TECHNOLOGY</p> <ul style="list-style-type: none"> • Business Intelligence: Factors, Technology • Techniques for integrating business intelligence into business processes • BPR: Phases • Challenges in implementing BPR. 	8
3	<p>BUSINESS MODULES</p> <ul style="list-style-type: none"> • Business Modules of an ERP Package • Finance, Manufacturing, Maintenance, Materials management, • Quality management, Marketing, Sales, distribution & Service 	8
4	<p>ERP IMPLEMENTATION</p> <ul style="list-style-type: none"> • Implementation challenges, • Strategies for implementation, • ERP Life cycle • Implementation methodologies • Project team, vendor and contract management • Data migration, project management & monitoring, • Post implementation activities 	8
5	<p>MARKETING OF ERP</p> <ul style="list-style-type: none"> • Marketing strategy • Relationship marketing • Participants in the ERP buying process • Sales cycle <p>PRODUCTS IN THE MARKET</p> <ul style="list-style-type: none"> • SAP, Oracle, JD Edwards, Marshal • Future direction and trends in ERP • ERP, SCM and CRM 	8
	Total	40

References

- Alexis Leon, ERP Demystified, Enterprise Resource Planning, Tata McGraw Hill, 2007
- Vinod Kumar Garg and NK Venkitakrishnan, Enterprise Resource Planning – Concepts and Practice, PHI Learning, 2006
- Mary Sumner, Enterprise Resource Planning, Pearson Education, 2006
- Jaiswal, Text book of Enterprise Resource Planning, Macmillan, 2009
- Ashim Raj Singla, Enterprise Resource Planning, Cengage Learning, 2008
- Rahul V Altekar, Enterprisewide Resource Planning, PHI Learning, 2005
- Murthy, Enterprise Planning, Himalaya Publishing House, 2009

MBA S 09 05 E-BUSINESS

Unit	Topics	No of hours
1	<p>INTRODUCTION</p> <ul style="list-style-type: none"> • Characteristics of E-business • Advantages and disadvantages of E-business • Business Models for E-commerce <p>E-MARKETING</p> <ul style="list-style-type: none"> • Goals, Browsing behavior model • Online Marketing, E-Advertising 	8
2	<p>ENABLING TECHNOLOGIES OF WORLD WIDE WEB</p> <ul style="list-style-type: none"> • Internet client server application • Networks and Internets • Switching, Transmission, Routers, URLs, TCP, search Engine, ISP, Hypertext, Javascript, XML 	8
3	<p>E-SECURITY</p> <ul style="list-style-type: none"> • Information system security, • Security on the internet • E-business Risk management issues • Internet security environment in India. <p>E-PAYMENT SYSTEM</p> <ul style="list-style-type: none"> • Digital payment requirements • Digital token based E Payment system • Properties of Electronic cash • Cheque payment system on the internet • Risks in E payment system • Digital signature 	8
4	<p>E-CRM</p> <ul style="list-style-type: none"> • E-CRM Tool kits • Typical business touch points • Privacy issues • Data mining in CRM <p>E-SUPPLY CHAIN MANAGEMENT</p> <ul style="list-style-type: none"> • Inventory control, advantages, benefits, components and architecture 	8

5	<p>MOBILE COMMERCE</p> <ul style="list-style-type: none"> • Definition • Technology • WAP Model • Wireless technology • 3G Wireless communication <p>WEB DESIGN</p> <ul style="list-style-type: none"> • Need for intelligent web sites • Goals and objectives of a website • Strategies for website development • Ethical issues in Digital economy 	8
	Total	40

References

- Mamta Bhusry, e-commerce, Firewall Media, 2009
- Ravi Kalakota, Marcias Robinson, e-business 2.0, Pearson Education, 2005
- Deborah L Bayles, E commerce Logistics and fulfillment, Pearson education, 2005
- Joseph, e-commerce – An Indian Perspective, PHI India, 2008
- William J Buffam, E Business and IS solution, Pearson education, 2005
- Rayadu, E-Commerce, E Business, Himalaya Publishing House, 2009
- Agarwl, Business on the net, Macmillan,2009

MBA S 09 06 DATABASE MANAGEMENT SYSTEMS

Unit	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Characteristics of data base approach • Advantages of using a DBMS, Data Models • Schemas and Instances • DBMS architecture and Data Independence • Database system environment, • Classification of DBMS • Entity Relationship model, Relational models 	8
2	SQL <ul style="list-style-type: none"> • Basic structure, functions • Null value, Nested sub queries • Derived relations • Embedded SQL • Other Query languages • Integrity constraints: Domain constraints, Referential integrity, Assertion, Triggers, Functional dependencies 	8
3	RELATIONAL DATABASE DESIGN <ul style="list-style-type: none"> • Decomposition, Normalization • Domain Key Normal form OBJECT ORIENTED DATABASES <ul style="list-style-type: none"> • Object oriented data model • Object oriented languages, • Object relational databases • Nested relations, • Complex types and object orientation 	8
4	STORAGE AND FILE STRUCTURE <ul style="list-style-type: none"> • RAID, tertiary storage, storage access • File organization • Organization of records in files • Storage structure for object oriented databases INDEXING AND HASHING <ul style="list-style-type: none"> • Basic concepts • Ordered indices • B + and B – Tree index files • Static hashing, Dynamic hashing 	8
5	DATABASE SECURITY <ul style="list-style-type: none"> • Data classification • Threats and risks, • Cryptography • Digital signature • Database control • Types of privileges • Object privileges • Statistical database 	8
	Total	40

References

- Abraham Silbershatz, et al, Database System Concepts, McGraw Hill, 2000
- Atul Kahate, Introduction to Database Management system, Pearson Education, 2009
- Elmasri and Navathe, Fundamentals of Database Systems, Pearson Education, 2002
- Nirupamam Pathak , Data Base Management Systems, Himalaya Publishing House, 2009
- Ranjan, Advances in Data Base Management, Macmillan,2010

ELECTIVES – FINANCE

MBA 09 FO1 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

S.No	Topics	No of hours
1	INVESTMENT <ul style="list-style-type: none">• Financial and economic meaning• Characteristics and objectives• Types• Alternatives• Choice and evaluation• Risk and return concepts	8
2	SECURITIES MARKET <ul style="list-style-type: none">• Financial Market - Segments – Types• Participants in financial Market• Regulatory environment• Primary market• Regulation of primary market• Stock exchanges in India – BSE, NSE, ISE• Regulations of stock exchanges• Trading system in stock exchanges –SEBI	8
3	FUNDAMENTAL ANALYSIS <ul style="list-style-type: none">• 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	8
4	TECHNICAL ANALYSIS <ul style="list-style-type: none">• Fundamental Analysis Vs Technical Analysis• Charting methods• Market Indicators.• Trend – Trend reversals – Patterns• Moving Average – Exponential moving Average• Oscillators• Efficient Market theory	8
5	PORTFOLIO MANAGEMENT <ul style="list-style-type: none">• Portfolio analysis• Portfolio selection• Capital Asset Pricing Model• Portfolio revision• Portfolio evaluation	8
	Total	40

References

- Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, Pearson Education 2009
- Prasanna chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.
- Kevin , Securities Analysis and Portfolio Management , Prentice Hall of India , 2009
- Dhanesh Khatri, Security Analysis and Portfolio Management Macmillan, 2010.
- Bodi K, Mohanty, Investments, Tata Mcgraw Hill,2010
- Punithavathy Pandian, Security Analysis and Portfolio Management, VikasPublication Pvt. Ltd., 2010
- Hirt, Block, Fundamentals of Investment Management, Tata McGraw Hill, 2010
- Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
- Bhatt, Securities Analysis and Portfolio Management, Excel Books,2009
- Yogesh maheswari, Investment Management, Prentice Hall of India, 2008
- Bhalla, Investment Management, S.Chand & Company Ltd., 2008

MBA 09 FO2 MANAGEMENT OF FINANCIAL SERVICES & INSTITUTIONS

S.No	Topics	No of hours
1	<p>MERCHANT BANKING</p> <ul style="list-style-type: none"> • An overview of Indian Financial System • Nature and Functions of Merchant Banking. • Regulation of Merchant Banking. • Present State of Merchant Banking in India. <p>ISSUE MANAGEMENT</p> <ul style="list-style-type: none"> • Pre & Post issue activities 	8
2	<p>LEASING AND HIRE PURCHASING</p> <ul style="list-style-type: none"> • Legal Aspects of Hiring and Leasing • Types of Leasing. • Rights of Hirer and Hire Purchase • Accounting Treatment of Leases • Lease Vs. Hire Purchasing <p>FACTORING</p> <ul style="list-style-type: none"> • Introduction • Types of Factoring • Forfaiting- Process • Advantages – Evaluation • Bills Discounting Vs Factoring Vs Forfaiting 	8
3	<p>MUTUAL FUNDS</p> <ul style="list-style-type: none"> • Types of Mutual Funds. • Mutual Funds in India- Developing, Launching and • Computation and Relevance of NAV • Offshore Mutual Funds and Money Market Mutual Funds. • Regulation of Mutual Funds. <p>CREDIT RATING</p> <ul style="list-style-type: none"> • Credit Rating system – Growth factors • Rating & Agencies • Credit rating process 	8
4	<p>VENTURE CAPITAL</p> <ul style="list-style-type: none"> • Definition- Characteristics-Evolution • Venture capital investment process • Advantages-Forms • SEBI and Venture capital funds • Venture capital in India <p>PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> • Definition-Characteristics • Objectives- Classification • Project Life Cycle 	8
5	<p>NON-BANKING FINANCIAL COMPANIES</p> <ul style="list-style-type: none"> • Meaning • Types • Prudential norms <p>FINANCIAL INSTITUTIONS</p> <ul style="list-style-type: none"> • Role of financial Institution in financial markets. • Development Banking Institutions – National and State • Micro Finance Institutions- Concept, Models and Services 	8
	Total	40

References

- Clifford Gomez, Financial Markets, Institutions and Financial Services, Prentice Hall of India 2008
- Bhole, Financial Institutions and Markets, Tata McGraw Hill, 2010
- Shanmugam, Financial Services, Wiley publications, 2009
- M.Y.Khan, Financial Services, Tata McGraw Hill 2010
- Bharati Pathak , Indian Financial System, Pearson, 2010
- Punivathy Pandian, Management of Financial Services, Vikas Publishing House, 2010
- Gurusamy, Financial Services, Tata McGraw Hill 2010
- Nanadagopal, Sri Vidya, Emerging Financial Markets, Excel Books, 2009
- Tripathy, Financial Services, Prentice Hall of India 2009
- Madura, Financial Markets and Institutions , Thomson, 2009
- Meera Sharma, Management of Financial Institutions, PHI, 2008
- Machiraju, Indian Financial System, Vikas Publishing House 2010
- Gupta, Chopra, Financial Markets- Institutions & Services, Ane Books, 2010
- Preeti Singh, Dynamics of Indian Financial System, Ane Books, 2009

MBA 09 FO3 INTERNATIONAL FINANCIAL MANAGEMENT

S.No	Topics	No of hours
1	INTERNATIONAL FINANCE <ul style="list-style-type: none"> • Foreign Exchange • Foreign Exchange Market • Market Participants • Types of transactions • Currency Derivatives • Foreign exchange Management and Its risk • International Financial System • International Monetary System • Balance of Payments 	8
2	FOREIGN EXCHANGE RISK <ul style="list-style-type: none"> • Meaning • Types of Foreign Exchange Exposure and Risk • Management of Transaction Risk • Techniques for Hedging Transaction Risk • Cross Hedging • Internal Hedging Strategies • Management of Operating Risk • Managing Translation Exposure 	8
3	FINANCIAL INSTRUMENTS <ul style="list-style-type: none"> • Forward • Future • Options • Swaps • Other Instruments 	8
4	INTERNATIONAL FINANCIAL MARKETS <ul style="list-style-type: none"> • Motive • Sources • Segments 	8
5	FOREIGN EXCHANGE REGIME IN INDIA <ul style="list-style-type: none"> • Evolution • Regulations • Indian Foreign Exchange Market • Modes of Investment • Foreign Direct Investment (FDI) • Foreign Institutional Investors(FII) Investment in India 	8
Total		40

References

- Cheol S Eun, Bruce G Resnick, International Financial Management , Tata McGraw Hill, 2008
- Jain P K ,International Financial Management, Macmillan, 2009
- Kevin, Fundamentals of International Financial Management, PHI,2009
- Micheal Mevin, International Money and Finance, Pearson,2009
- Apte, P.G , International Financial Management, Tata McGraw Hill, 2009
- Clark, International Financial Management, Cengage,2009
- Sharan, International Financial Management, Prentice Hall of India, 2010
- Thummmuluri Siddaiah, International Financial Management, Pearson,2010
- Madhu Vij, International Financial Management , Excel Books,2009
- Avadhani, International Financial Management, Himalaya Publishing House,2007
- Joseph Anbarasu, Global Financial Management , Ane Books,2009

MBA 09 FO4 FINANCIAL DERIVATIVES

S.No	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Definition & types • Forward contracts • Futures contracts • Options • Swaps • Differences between Cash and Future markets • Uses and advantages of Derivatives • Risks in Derivatives 	8
2	FUTURES CONTRACT <ul style="list-style-type: none"> • Specifications & Margin requirements • Hedging using Futures • Types of Futures contracts • Trading mechanism • Clearing & settlement system • Pricing of futures • Relationship between Future prices, Forward prices and Spot prices. 	8
3	OPTIONS <ul style="list-style-type: none"> • Exchange Traded Options • Specifications of Options • Call and Put Options • American and European Options • Intrinsic Value and Time Value of Option • Options pricing models • Differences between future and Option 	8
4	SWAPS <ul style="list-style-type: none"> • Interest Rate SWAP • Currency SWAP • Role of Financial Intermediary • Warehousing • Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs • Credit risk. 	8
5	DERIVATIVES IN INDIA <ul style="list-style-type: none"> • 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. 	8
	Total	40

References

- John.C.Hull, Options, Futures and other Derivative Securities' Pearson 2009
- Verma, Derivatives and Risk Management, Tata McGraw Hill,2009
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- Keith Redhead, Financial Derivatives – An Introduction to Futures, Forwards, Options and Swaps, Prentice Hall of India, 2009
- Vijaya Bhaskar & B.Mahapatra", Derivatives simplified, Response Books 2008
- David .A. Dubofsky and Thomas.W.Miler.JR", Derivatives, Valuation & Risk Management, Oxford, 2008
- John.C.Hull, Introduction to Futures and Options Markets , Prentice Hall of India, 2010
- Mishra, Swaroop,Financial Derivatives Excel,2008
- Indian Institute of Bankers, Commodities Derivatives, Macmillan,2010

MBA 09 FO5 STRATEGIC FINANCIAL MANAGEMENT

S.No	Topics	No of hours
1	FINANCIAL GOALS AND STRATEGY <ul style="list-style-type: none"> • Shareholder Value Creation • Economic Value Added (EVA) • Market Value Added (MVA) • Market-to-Book Value (M/BV) • Managerial Implications of Shareholder Value Creation 	8
2	INVESTMENT STRATEGY <ul style="list-style-type: none"> • Techniques of Investment Appraisal Under Risk and Uncertainty • Risk Adjusted Net Present Value • Risk Adjusted Internal Rate of Return • Capital Rationing • Sensitivity analysis • Scenario analysis • Decision Tree Approach for Investment Decisions. 	8
3	FINANCIAL RESTRUCTURING <ul style="list-style-type: none"> • Leverage Effect and Shareholders' Risk • Capital Structure Planning and Policy • Dividend Policy and Value of the Firm, Stock Split, Bonus Issue, Buy back of shares. 	8
4	OPERATIONAL RESTRUCTURING <ul style="list-style-type: none"> • Theories of Mergers • Horizontal and Conglomerate Mergers • Merger Procedure. • Takeover Strategy • Types of Takeovers • Negotiated and Hostile Bids • Takeover Procedure • Takeover Defenses • Distress Restructuring Strategy • Sell offs – Spin Offs – Leveraged Buyouts 	8
5	BUSINESS VALUATION <ul style="list-style-type: none"> • Conceptual Framework of Valuation • Approaches/Methods of Valuation • Income approach to business valuation: • Discounted cash flow method • Capitalized earnings method • Combined methods • Market approach to business valuation 	8
	Total	40

References

- Jakhotiya, Strategic Financial Management, Vikas Publishing House,2008
- Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
- Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall of India, 2008
- Godbole, Mergers, Acquisitions & Corporate Restructuring, Vikas Publishing House, 2009
- Ray, Mergers and Acquisitions-: Strategy, Valuation and Integration, Prentice Hall of India,2010
- Ravindhar vadapalli, Mergers, Acquisitions and Business Valuation, Excel Books,2007
- Kothari, Dutta, Contemporary Financial Management, Macmillan,2009
- Van Horn, JC, Financial Management and Policy, Prentice Hall of India,2010

MBA 09 FO6 INSURANCE AND RISK MANAGEMENT

S.No	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Definition – Insurance and Risk Management • Benefits and cost of insurance system • Various Insurance products • Branches of insurance • Distribution channels: Agents, Brokers, Bancassurance, Micro insurance agents • IRDA 	8
2	INSURANCE CONTRACTS <ul style="list-style-type: none"> • Elements of a valid contract • Distinguishing Characteristics of Insurance Contract • Contract of indemnity • Personal contract • An unilateral contract, a conditional contract • Contract of adhesion • An aleatory contract • Contract of utmost good faith • Insurance Pricing • Factors considered while computing the premium • The significance of level premium • Valuation and distribution of bonus 	8
3	RISK AND ITS MANAGEMENT <ul style="list-style-type: none"> • Different meanings of risk • Types of Risk facing businesses and individuals • Need for Risk Management • Risk Management process and methods • Understanding the cost of risk • Factors that limit the insurability of risk • Risk identification • Risk reduction through pooling independent losses • Alternative Risk Transfer, Loss sensitive contracts 	8
4	LIFE INSURANCE PRODUCTS <ul style="list-style-type: none"> • Traditional products • Unit Linked Insurance Plans • Annuities: Differences between annuity contracts and life insurance policies • Classification of annuities • Group Insurance: Definition-features and types 	8
5	GENERAL INSURANCE <ul style="list-style-type: none"> • General Insurance business in India • Concept, Principles & Types of Marine, Fire, Motor, Health and Liability 	8
	Total	40

References

- Scott. E. Harrington and Gregory R Nichalus, Risk Management and Insurance, Tata McGraw Hill,2010
- Mark S Dorfman, Introduction to Risk Management and Insurance, Prentice Hall of India, 2009
- Arunajatesan,Viswanathan, Risk Management and Insurance, Macmillan, 2009
- Neelam .C.Gulati, Principles of Insurance Management, Excel Books, 2009
- Vaughan, Fundamental of Risk Management and Insurance, Wiley Publications 2009
- Rejda, Principles of Risk management and Insurance, Pearson,2010
- Trischmann, Risk management and Insurance, Cengage, 2009
- Skipper, Kwon, Risk management and Insurance Wiley Black Well Publishing, 2010
- Gupta, Insurance and Risk Management , Himalaya Publishing House,2008

ELECTIVES – HUMAN RESOURCE

MBA 09 HR 01 ORGANIZATIONAL CHANGE MANAGEMENT

S.No	Topics	No of hours
1	ORGANIZATIONAL CHANGE <ul style="list-style-type: none">• Overview of Organizational Change• Types and Forces of Change and its Perspectives• Models of change• Resistance to Changes• Approaches to Manage resistance• Implementation of Organizational Change• Organizational Transformations	8
2	ORGANIZATIONAL CULTURE AND CHANGE <ul style="list-style-type: none">• Organizational Culture – Importance in Change• Sub cultures and Change management• Functions of Culture and Change• Roles of Change Agents and Leadership• Power, politics and Ethics in Change Management	8
3	ORGANIZATION DEVELOPMENT (OD) <ul style="list-style-type: none">• Field of Organization Development• Historical overview of OD• Values, Assumptions & Beliefs in OD• Foundations of OD• Organization Development Process• Action research Process and Approach for OD	8
4	OD INTERVENTIONS <ul style="list-style-type: none">• Introduction to Organisation Development Interventions• Classifications of OD Interventions• Team and Inter Group Interventions• Structural and Comprehensive Interventions	8
5	ISSUES AND TRENDS IN ORGANIZATIONAL CHANGE <ul style="list-style-type: none">• Advantages & limitations of change• The Emerging Challenges• Opportunities for OD in future• Organizational Learning – A continuous process• Knowledge Management in the present context	8
	Total	40

References

- Wendell.L.French, Cecil.H.Bell,Jr and Robert. A. Zawackic ,Organisation Development & Transformation, Tata McGraw Hill 2009
- Wendell.L.French and Cecil.H.Bell,Jr, Organisation Development, Pearson 2009
- Kavita singh, Organisation Change & Development, Excel books, 2009.
- Radha R Sharma ,Change Management Concepts and Applications, Tata McGraw Hill 2009
- Bhupen and Srivastava, Organization Design and Development, biztantra, 2009
- Cummings, Organisation Development and Change, Cengage,2009
- Sengupta, Battscharya, Sengupta, Managing Change in Organisations, Prentice Hall of India,2009
- Gareth.R.Jones, Organisational Theory, Design & Change, Pearson Education,2008
- Kandakar, Organisational Effectiveness and Change Management , Prentice Hall of India,2009
- Richard.Daft, Organisation Theory & Design, Thomson, 2008

MBA 09 HR 02 PERFORMANCE MANAGEMENT

S.No	Topics	No of hours
1	<p>INTRODUCTION TO PERFORMANCE MANAGEMENT</p> <ul style="list-style-type: none"> • An Overview of performance management systems • Dimensions of performance management • Performance management process • Organizational & individual performance and impact of Objectives 	8
2	<p>PERFORMANCE PLANNING & ANALYSIS</p> <ul style="list-style-type: none"> • Performance planning and its Need • Components of performance planning • KPAs • Performance analysis • Objectives of performance analysis. • Process of Performance analysis 	8
3	<p>PERFORMANCE REVIEW DISCUSSION AND PERFORMANCE RATINGS</p> <ul style="list-style-type: none"> • Objectives of PRD • Process of performance review discussion • Performance rating and factors • Methods & errors • Reducing rater's bias • Performance rating and administrative decisions 	8
4	<p>IMPLEMENTING PERFORMANCE MANAGEMENT SYSTEMS AND APPRAISAL SYSTEMS</p> <ul style="list-style-type: none"> • Implementing process • Factors affecting implementation • Pitfalls in implementation • Performance appraisal • Pros & cons of appraising • Methods of appraising • Appraisals & HR decisions 	8
5	<p>REWARD SYSTEMS</p> <ul style="list-style-type: none"> • Introduction to reward systems • Dimensions of reward systems • Constraints in linking rewards with performance • Implications for managers and for organizations • Monetary and non-monetary rewards 	8
	Total	40

References

- Prem Chadha, Performance Management, Macmillan, 2009
- T.V.Rao, Performance Management & Appraisal Systems, Response Books,2009
- Herman Aguinis, Performance Management, Pearson education, 2008.
- Costello, Effective Performance management , Tata McGraw Hill,2009
- Smith, Performance Management , John Wiley,2010
- Singh, Performance Management System- a holistic approach, Excel Books, 2008
- Peter Ward,360 Degree Feedback, Jaico publishing house,2009
- TapomoDes, Performance Appraisal and Management, Excel Books, 2008
- Cardy, Performance Management, Prentice Hall of India,2009
- Sahu, Performance Management System, Excel Books , 2009..
- Michael Armstrong & Angela Baron, Performance Management, Jaico Publishing, 2009
- Sarma, Performance Management System, Himalaya Publishing House, 2008

MBA 09 HR 03 INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

S.No	Topics	No of hours
1	INDUSTRIAL RELATIONS <ul style="list-style-type: none"> • History of IR • Understanding /Appreciating IR/Employee Relations. • Approaches of IR • Theories of IR/Perspectives of IR. 	8
2	TRADE UNIONS <ul style="list-style-type: none"> • History of Trade Unions -Structure-Organisations – Problems • Trade Unions -Theories , functions, methods • Trade Unions ACT 1926 • Management of Trade Unions in India 	8
3	COLLECTIVE BARGAINING(CB) <ul style="list-style-type: none"> • The nature, advantages & disadvantages of CB • CB in India • Workers Participation in Management • Evolutions, objectives of WPM • WPM in India 	8
4	LABOUR LEGISLATION - I <ul style="list-style-type: none"> • Introduction • Rights and obligations of employees • Factories Act 1948 • Contract labour Act 1970 • Industrial Disputes act 1947 • Settlement of Disputes - Procedures • The minimum wages Act 1948 	8
5	LABOUR LEGISLATION-II SCOPE AND IMPLICATIONS <ul style="list-style-type: none"> • Payment of Wages Act 1936 • Payment of Bonus Act 1965 • The Payment of Gratuity Act 1972 • ESI Act 1948 • The Employee Provident Fund Act & Miscellaneous Act1952 • The Workmen Compensation Act 1923 • The Maternity Benefit Act 1961 	8
	Total	40

References

- Mamoria, Gankar, Dynamics of Industrial Relation, Himalaya Publication House, 2009
- C.S.Venkata Ratnam, Industrial Relations, Oxford University Press, 2008.
- Manappa, Industrial Relations, Tata McGraw Hill, 2009
- S.C.Srivastava, Industrial Relations & Labour Laws, Vikas Publishing House, 2008
- Ratna Sen Industrial Relations in India, Macmillan, 2010
- Sinha, Industrial Relations, Trade unions & Labour Legislations, Pearson 2009
- Monal Arora, Industrial Relations, Excel Books, 2007.
- Sivarethnamohan, Industrial Relations and labour Welfare, PHI, 2010
- Kapoor N. D, Elements of Mercantile Law, Sultan Chand, 2008

- B.D.Singh, Industrial Relations and Labour, Legislations Excel Books, 2009
- B.D.Singh, Labour Laws for Managers, Excel Books, 2007.

MBA 09 HR 04 HUMAN RESOURCES DEVELOPMENT

S.No	Topics	No of hours
1	INTRODUCTION TO HRD <ul style="list-style-type: none"> • Personnel Management, HRD and HRM • HRD Climate & Culture • HRD Functions • Role and competencies of HRD professional • Framework of HRD process 	8
2	ASSESSING , DESIGNING AND IMPLEMENTING EFFECTIVE HRD PROGRAMS <ul style="list-style-type: none"> • Strategic and organizational analysis • Task analysis • Person analysis • Role analysis • Designing effective HRD programs 	8
3	TRAINING AND DEVELOPMENT <ul style="list-style-type: none"> • Introduction to learning and learning principles • Individual differences in learning process • Identification of training needs • Training delivery methods • Issues in training • Influences on employee behavior 	8
4	MANAGEMENT DEVELOPMENT <ul style="list-style-type: none"> • Training Vs Development • Developing the person in the role • Career planning and Career Development • Potential appraisal • Employee Empowerment • Succession planning • Quality of Work Life balance 	8
5	STRATEGIC HRD <ul style="list-style-type: none"> • Strategic HRD • HRD in Mergers and Acquisitions • HRD and Organizational Change • HRD Scenario in Indian Organisation: its problems and prospects • Challenges and Issues 	8
	Total	40

References

- Werner and Desimone Human Resource Development, Cengage 2009
- Rao, Human Resource Development, Sage Publications, 2009
- Krishnaveni, Human Resource Development, Excel Books, 2008
- Tapomoy Deb, Human Resource Development, Ane Books 2000
- Srinivas.R.Kandula, Strategic Human Resource Development, PHI, 2006.
- Desmon, Human Resource Development , Cengage, 2009
- Udai Pareak, Designing & Managing Human Resource, Oxford ,2009
- P.C.Tirupati, Human Resource Development, Sultan Chard Publication, 2009
- Lalitha Balakrishnan, Human Resource Development, Himalaya Publishing House, 2009
- Biswanth Ghosh, Human Resource Development& Management , Vikas Publishing House, 2010
- Rao, Future of HRD, Macmillan,2008

MBA 09 HR 05 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

S.No	Topics	No of hours
1	INTRODUCTION TO IHRM <ul style="list-style-type: none"> • Meaning of IHRM, Difference between domestic and international HRM • Issues and barriers to effective global HRM • Role of HR in International firms 	8
2	INTERNATIONAL RECRUITMENT , STAFFING AND COMPENSATION <ul style="list-style-type: none"> • International Staffing, Approaches • Recruitment and selection • Role of expatriates and non expatriates • Compensation and benefits, Approaches to International compensation • Designing a compensation programme, Compensation strategy • Variables influencing compensation, Components • Compensation packages, Issues in International compensation. 	8
3	TRAINING AND PERFORMANCE MANAGEMENT <ul style="list-style-type: none"> • Training and development-Need • Cross cultural training • Expatriate training • Basis, Issues and approaches in International performance management 	8
4	INDUSTRIAL RELATIONS, EXPATRIATION <ul style="list-style-type: none"> • Industrial relations, Key issues in International Industrial Relations • Trade unions and International Industrial relations • Regional integration, EU, NAFTA • Expatriation, Expatriation adjustment model, Success in expatriate assignments • Role of non- expatriates 	8
5	CROSS CULTURE AND PEOPLE MANAGEMENT PRACTICES <ul style="list-style-type: none"> • Multi Culture in Organizations • Cross cultural communication, negotiations and organization. • IHRM trends and future challenges • Asian , Japanese, American perspectives in managing HR 	8
	Total	40

References

- PeterJ. Dowling, Denice E. Welch, International Human Resource Management, Managing people in a Multinational context, , Cengage 2009
- Aswathappa, Sadhna Dash,International Human Resource Management, Text and Cases, , Tata McGraw Hill,2009
- PL Rao, International Human Resource Management, Text and Cases, Excel Books 2009
- Edward, Rees,International Human Resource Mangement, Pearson,2010
- Qzbilgin, International Human Resource Management, Palgrave,2009
- Nilanjan Sengupta, Mousumi S Bhattacharya, International Human Resource Management, Excel Books 2009
- Subba Rao, International Human Resource Management, Himalaya Publishing House, 2009
- Tayeb, International Human Resource Management, Oxford, 2009'
- Gupta,Advanced Human Resource management , Ane Books, 2009

MBA 09 HR 06 CONTEMPORARY HUMAN RESOURCE PRACTICES

S.No	Topics	No of hours
1	<p>HR AUDIT PREPARATION AND METHODOLOGY HR Audit : Definition - Need For HR audit, HR Audit Goal, importance of identifying HR Audit Teams, HR Audits and Strategic Planning</p> <p>THE HR AUDIT PROCESS Planning Questions , Collecting Data , Analyzing the Audit Data, Interpretation: Assessing Capability for Change, Next Steps, Post Audit</p>	8
2	<p>COMPETENCY BASED HRM Competency development Process, mapping business competencies to people competencies, Assessment Centres, Training Assessors in an assessment centres, competencies based – selection, interviewing techniques, performance management, remuneration and culture.</p>	8
3	<p>HR BALANCE SCORECARD Integrating HR into business performance deliverables- seven step process - creating HR scorecard -implementing HR score card E-HRM - HRM in knowledge economy, Human capital Steward, E-Recruiting</p>	8
4	<p>TALENT MANAGEMENT Talent Management system, Four steps for creating talent Management System, using 360 degree feedback in the talent management system, Talent planning and development : succession planning</p> <p>COACHING AND MENTORING Introduction - coaching vs. mentoring, The Techniques for coaching and mentoring, Integrating coaching and mentoring with talent management.</p>	8
5	<p>STRATEGIC HRM Introduction to strategic human resource management, Approaches to the strategy-making process, The rise of strategic human resource management</p> <p>Exploring the relationship between strategic management and SHRM: the best-fit school of SHRM, The resource-based view of SHRM, Best-practice SHRM: high-commitment models, High-performance work practices</p>	8
	Total	40

References

- Shermon, Ganesh, Competency based HRM (A strategic resource for competency mapping, assessment and development centres), Tata Mcgraw-Hill
- Seema Sanghi Styrax Consultancy Pvt Ltd, The book of competency mapping, 2e : Understanding, Designing and Implementing Competency Models in Organizations , SAGE PUBLICATION
- Brian E. Becker, Mark A. Huselid, David Ulrich , The HR scorecard: linking people, strategy, and performance, Harvard Business Press
- [Lance Berger](#), [Dorothy Berger](#), The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People, Tata Mcgraw-Hill
- [Eddie Blass](#), Talent Management : Cases and Commentary, Palgrave Macmillan, March 2009
- David Clutterbuck and David Megginson, Techniques for Coaching and Mentoring, Elsevier butterworth- Heinemann, Singapore

MBA P09 01 SUPPLY CHAIN MANAGMENT

Unit	Topics	No. of hours
1	<p>OVERVIEW OF SUPPLY CHAIN MANAGEMENT</p> <ul style="list-style-type: none"> • Introduction – Nature and concepts • Understanding the supply chain • Link between supply chain management and other management functions • Supply chain management basics • Achieving strategic fit - issues • Efficient and responsive supply chains • Importance of supply chain decisions. 	8
2	<p>SUPPLY CHAIN DRIVERS</p> <ul style="list-style-type: none"> • Drivers of supply chain performance • Framework for structuring drivers • Obstacles to achieving strategic fit <p>SUPPLY CHAIN DESIGN</p> <ul style="list-style-type: none"> • Supply chain and the value chain • Factors influencing distribution • Network design • Design options for a Distribution network 	8
3	<p>SUPPLY CHAIN CO-ORDINATION</p> <ul style="list-style-type: none"> • Supply chain co-ordination and Bullwhip effect • Effect of lack of co-ordination • Obstacles to co-ordination • Managerial levers to Achieve co-ordination <p>Vendor development</p> <ul style="list-style-type: none"> • Vendor selection, rating and development 	8
4	<p>LOGISTICS MANAGEMENT</p> <ul style="list-style-type: none"> • Elements of logistics management • Distribution management • Strategies for distribution <p>PRICING AND REVENUE MANAGEMENT IN SUPPLY CHAIN</p> <ul style="list-style-type: none"> • The role of pricing in supply chain, • Pricing and revenue management for multiple customer segments, perishable goods, seasonal demand goods a Bulk & spot contracts 	8
5	<p>WAREHOUSING AND MATERIALS HANDLING MANAGEMENT</p> <ul style="list-style-type: none"> • Concepts and types of warehouse • Functions of warehouses • Warehousing strategy • Elements of warehousing costs • Warehouse design principles • Concepts and principles of Materials Handling • Material Handling equipments 	8
	Total	40

References

- Rahul V Altekar, Supply chain Management – Concepts and cases , Prentice Hall of India, 2009
- Upendra Kachu, Exploring the supply chain – Theory and practice, Excel Books, 2009
- Agrawal, Supply chain Management – Strategy, cases and best practices, Macmillan,2010
- Sunil Chopra, Peter Meindal, DV Kalra, Supply chain Management – Strategy, planning and Operation , Printice Hall of India, 2009
- Janat Shah, Supply chain Management, Pearson Education, 2010
- RP Mohanty, SG Deshmukh, Supply Chain Management- Theories and practices, Biztantra, 2009
- Raghuram, Textbook of logistics and supply chain Management, Macmillan, 2008
- Shridara Bhat, Supply chain Management, Himalaya Publishing House,2010
- Sahay, Supply chain Management, Macmillan, 2009
- Sahay, Supply chain Management in 21st Century, macmillan2009

MBA P09 02 TOTAL QUALITY MANAGEMENT

S.No	Topics	No of hours
1	TOTAL QUALITY MANAGEMENT <ul style="list-style-type: none"> • Definition- Basic approach • Evolution- framework- characteristics • Elements, pillars, Barriers and Benefits • Contributions of Quality Gurus 	8
2	QUALITY CERTIFICATIONS <ul style="list-style-type: none"> • Benefits of ISO registration • ISO 9000 series, • SO 14000 series • QS 9000 certification • Quality Auditing • Quality Awards • Quality council CONTINUOUS PROCESS IMPROVEMENT <ul style="list-style-type: none"> • Meaning of process • The Juran Trilogy • Improvement strategies, • Types of problems • The PDSA cycle • Kaizen 	8
3	TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT <ul style="list-style-type: none"> • Quality Function Deployment (QFD) • Failure Mode and Effect Analysis • Taguchi's Approach • Histogram, Pareto analysis • Cause and effect diagram • Affinity diagram, Relationship diagram, Tree diagram, PDPC, Arrow diagram, Matrix data analysis diagram • Benchmarking, 5S • Poka Yoke 	8
4	STATISTICAL PROCESS CONTROL <ul style="list-style-type: none"> • Meaning and significance • Acceptance sampling • Control charts – X bar, R, p, np, c and u charts , PROCESS CAPABILITY <ul style="list-style-type: none"> • Control limits and specification limits, • Definition and purpose of process capability • Measures of process capability 	8
5	PRODUCT RELIABILITY <ul style="list-style-type: none"> • Definition and concepts of reliability • Failure rate analysis, • Mean failure rate, MTTF, MTBF • Reliability in series and parallel .TOTAL PRODUCTIVE MAINTENANCE <ul style="list-style-type: none"> • Definition, concepts, objectives • Steps for TPM development, • Measures of TPM and benefits. 	8
	Total	40

References

- Dale H Besterfield, et al, Total Quality Management, Pearson ,2010
- Suganthi, Anand A Samuel, Total Quality Management, Prentice Hall of India 2009
- S Rajaram, M Sivakumar, Total Quality Management, biztantra, 2009
- Evans, Total Quality Management,Cengage,2009
- Gupta, Total Quality Management, Tata McGraw Hill, 2009
- Charantimath, , Total Quality Management,Pearson,2010
- Subbaraj, , Total Quality Management, Tata McGraw Hill, 2009
- Nagaraj, Total Quality Management , New Age Publications,2009
- Senthil Arasu, Total Quality Management , Sci Tech Publications, 2009
- Sridhara Bhat, Total Quality management , Himalaya Publishing House, 2009
- Mandal,Total Quality Management , Vikas Publishing House, 2010
- Sharma, Total Engineering Qulaity management , 2008

MBA P09 03 PROJECT MANAGEMENT

S.No	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none"> • Benefits of project management PROJECT MANAGEMENT LIFE CYCLE <ul style="list-style-type: none"> • Project initiation • project planning • Project execution • Project closure • Project Manager –roles, responsibilities • Selection - The project team 	8
2	BUDGETING THE PROJECT <ul style="list-style-type: none"> • Methods of budget • Cost estimation • Improving cost estimates PROJECT SCHEDULING <ul style="list-style-type: none"> • Project network construction • CPM – PERT • Crashing of project network 	8
3	CONTRACT MANAGEMENT <ul style="list-style-type: none"> • Principles of project contracts • Project contracting process • Project communication • Legal aspects of project management • Global tendering, Insurance for projects RESOURCE MANAGEMENT <ul style="list-style-type: none"> • Basics of resource constraints • Resource loading • Resource leveling VENDOR EVALUATION	8
4	PROJECT RISK MANAGEMENT <ul style="list-style-type: none"> • Four stage process • Integrated approach to risk management MONITORING AND CONTROLLING THE PROJECT <ul style="list-style-type: none"> • The plan-monitor-control cycle • Earned value • Purpose of control • Design of control system 	8
5	ROLE OF FINANCIAL INSTITUTIONS <ul style="list-style-type: none"> • Appraisal processes • Concepts and techniques • Specialized financial Institutions • Venture capital PROJECT AUDITING <ul style="list-style-type: none"> • Objectives of project audit • The audit process • The audit report • Project auditor's role 	8
	Total	40

References

- Jeffrey K Pinto, Project Management – Achieving competitive advantage , Pearson Education, 2009
- Prasanna Chandra, Projects, Tata McGraw Hill , 2009
- Jack R Meredith and Samuel J Mantel, Project Management – A managerial Approach, Wiley India, 2010
- Paneerselvam and Senthilkumar, Project Management, Prentice Hall of India 2009
- Gopalakrishnan and VE Rama Moorthy, Text Book of Project Management , Macmillan, 2008
- Samuel J Mantel, Jr I , Project Management , Wiley India, 2009
- Sontakki, Project Management ,Himalaya Publishing house, 2009
- Bhavesh M Patel,Project Management , Vikas Publishing House, 2010
- Nichlolos, Project Management for Business & Technology, Prentice hall of India, 2009
- Nahendra Singh, Project Management and Control, Himalaya Publishing house, 2009

MBA P09 04 TECHNOLOGY MANAGEMENT

S.No	Topics	No of hours
1	TECHNOLOGY MANAGEMENT AND MANAGEMENT STRATEGY <ul style="list-style-type: none"> • Review of Technology Management • Technological Innovation • Business Competitiveness • Technology Strategy and Leadership 	8
2	DEVELOPMENT OF TECHNOLOGICAL CAPABILITIES <ul style="list-style-type: none"> • Developing Technology Based Capabilities • Technology Based Developments • Diffusion and Adaptation Technology • Need for Technology Analysis 	8
3	MANAGEMENT ISSUES & BUSINESS COMPETITIVENESS <ul style="list-style-type: none"> • People and Organization Issues • Characteristics of Innovative Firms • Technology Interface with Markets • Customers and Suppliers • Operational System Strategies • Business Competitiveness Interface • Market Integration with Technology • Accountability with Share Holders 	8
4	MANAGEMENT OF TECHNOLOGY <ul style="list-style-type: none"> • Factors Influencing Effective Integration in Technical Organization • Barrier to Implementation of Structure for Managing Technology • Need for Inter-Disciplinary Endeavour and Improved Functional Relation 	8
5	IMPLEMENTATION OF PERFORMANCE <ul style="list-style-type: none"> • Decisions for Implementing • Performance & Impact of New Technology • International E Business Management 	8
	Total	40

References

- Gerared H Gaynor, Hand book of Technology management, Tata McGraw Hill, 2006
- Murthy, Technology Management, Himalaya Publishing House, 2009
- Fredric Betz, Strategic Technology Management, Tata McGraw Hill, 1996
- Ray Gehani, Management of Technology & Operations, Wiley 2009
- Krihanamacharyulu, Lalitha, Management of Technology, HPH, 2009

MBA P09 05 BUSINESS PROCESS REENGINEERING AND VALUE ENGINEERING

S.No	Topics	No of hours
1	INTRODUCTION <ul style="list-style-type: none">• Business Process: Definition Dimensions• History of BPR, Definition, Basics• Benefits of BPR• Role of leader and manager• Guiding principles of BPR• Key targets of BPR	8
2	BPR IN MANUFACTURING INDUSTRY <ul style="list-style-type: none">• Enablers of BPR in manufacturing• Product design and development BPR AND IT <ul style="list-style-type: none">• Relationship between BPR and IT• Role of IT in Reengineering• BPR tools and techniques• Criticality of IT in Business process	8
3	BPR IMPLEMENTATION METHODOLOGY <ul style="list-style-type: none">• Reasons for implementation of BPR• Necessary attributes of BPR methodologies• BPR team characteristics• Different phases of BPR• Different BPR methodologies• Steps of Process Reengineering• Performance measures of BPR.• Risks associated with BPR• Barriers to BPR implementation, Areas generating Barriers to BPR• A framework for Barrier management.	8
4	VALUE ENGINEERING CONCEPTS, THEORY AND FUNDAMENTALS <ul style="list-style-type: none">• Relevance of Value engineering to Indian Scenario,• Meaning of Value• Ways to add Value• Value Engineering basics• Techniques employed in Value Engineering	8
5	VALUE ENGINEERING JOB PLAN <ul style="list-style-type: none">• Introduction, Selecting the project• Selecting team members• Phases of Value Engineering Job plan• General phase, Information phase, Function phase, Creation Phase, Evaluation phase, Investigation phase, Implementation phase	8
	Total	40

References

- Radhakrishnan and Balasubramanian, Business Process Reengineering: Text and Cases, Prentice Hall of India, 2002
- Dey, Business Processing Re Engineering & change Management , biztara Wiley 2009
- Mukha Padhyay, Value Engineering, Sage Publications, 2009
- Iyer, Value Engineering: A How to Manual, New Age International Publishers, 2000
- Jaganathan, Getting more at low cost: The value Engineering way, Tata Mc Graw Hill, 2002
- Sethi, Organisational Transformation Through Business Process Re- engineering, Pearson, 2009
- Kumar, Value Engineering, Narusha Publishers, 2009
- Shridhara Bhatt, Business Process Reengineering, Himalaya Publishing House, 2009

MBA P09 06 ADVANCED OPERATIONS MANAGEMENT

Unit	Topics	Number of Hours
1	OPERATIONS IN GLOBAL ENVIRONMENT <ul style="list-style-type: none"> • Defining global operations • Management issues in global operations • Reasons to globalize operations • Achieving Global operations • Global Issues in Service operations 	8
2	FORECASTING <ul style="list-style-type: none"> • Introduction to forecasting • Types of forecast • Patterns of Demand • Factors affecting demand • Components of forecasting demand • Forecasting method –time series methods, moving average, exponential smoothing, trend projections, regression • Forecast accuracy – Tracking signal • Qualitative methods of forecasting – sales force, executive opinion, market research, Delphi method 	8
3	OPERATIONS TECHNOLOGY AND E-BUSINESS <ul style="list-style-type: none"> • ERP Overview • Evolution of ERP • Benefits of ERP • ERP Packages • ERP Implementation • E-Business roles and their challenges • e-Business requirements & its impact • e-Business Models • CAD / CAM / CIM • FMS / AGV / MIS / RFID / AI 	8
4	JIT AND LEAN MANUFACTURING PRACTICES <ul style="list-style-type: none"> • Introduction to Just-in-Time • JIT requirements • Types of wastes • JIT Inventory • Characteristics of JIT partnerships • Lean Building blocks – Pull system, 5S, work cells, Poke Yoke, Kanban, SMED, Visual controls, Value stream mapping, single piece flow, TPM • Benefits of Lean implementation 	8
5	MANAGING SERVICE OPERATIONS <ul style="list-style-type: none"> • Service Process • Characteristics of services • Competing on service • Strategy for service • Service Outsourcing • Customer retention and loyalty • Service quality 	8
	Total	40

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- Jay Haizer , Barry Render, Operations Management, Prentice Hall of India ,2009
- Mohanthy , Advanced Operations Management , Pearson, 2009
- Lee J. Krajewski and Larry P. Ritzman, Operations Management – Strategy and Analysis, Pearson Education, 2009
- Roberta S. Russell and Bernard W. Taylor III, Operations Management, Prentice Hall of India, 2009
- Chase, Aquilano, Production and Operations Management-Manufacturing and Services, Tata McGraw-Hill,2009
- Charry, Production and Operations management, Tat McGraw Hill,2009
- Russell Taylor, Operations Management along with Supply Chain management , Wiley 2010
- Gather, Operations Management , Cengage, 2009
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