



**MBA PROGRAMME - HUMAN RESOURCE  
 (TWO YEAR PART TIME)  
 CURRICULUM -2008  
 SEMESTER I**

Code No.	Course Title	L	T	P	C
<b>THEORY</b>					
QHR101	Organizational Behaviour	3	0	0	3
QHR102	Quantitative Methods	4	0	0	4
QHR103	Managerial Economics	3	1	0	4
QHR104	Accounting for Management	4	0	0	4
QHR105	Managerial Communication	3	1	1	5
QHR106	Management Information System	3	0	0	3

**Total Hours:23**

**Total Credits:23**

**SEMESTER II**

Code No.	Course Title	L	T	P	C
<b>THEORY</b>					
QHR201	Marketing Management	4	0	0	4
QHR202	Operations Research	4	0	0	4
QHR203	Human Resource Management	3	1	0	4
QHR204	Production Management	3	1	0	4
QHR205	Research Methodology	3	1	0	4
QHR206	Strategic Management	3	0	0	3
<b>PRACTICAL</b>					
QHR207	Accounting and statistics -Lab II	0	0	6	3

**Total Hours:26**

**Total Credits:26**

### SEMESTER III

Code No.	Course Title	L	T	P	C
<b>THEORY</b>					
QHR301	Entrepreneurial Development Management	3	1	0	4
QHRE**	Elective I	3	0	0	3
QHRE**	Elective II	3	0	0	3
QHRE**	Elective III	3	0	0	3
QHRE**	Elective IV	3	0	0	3
QHRE**	Elective V	3	0	0	3
<b>PRACTICAL</b>					
QHR307	Summer Internship	0	0	12	6

**Total Hours:25**

**Total Credits:25**

### SEMESTER - IV

Code No.	Course Title	L	T	P	C
<b>PROJECT</b>					
QHR 401	Business Research Project	0	0	0	26

**Total Credits: 26**

**LIST OF ELECTIVES**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

<b>Subject Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MARKETING – ELECTIVES</b>					
QHRE51	Brand Management	3	0	0	3
QHRE52	Consumer Behaviour and Marketing research	3	0	0	3
QHRE53	Advertising and Sales Promotion	3	0	0	3
QHRE54	Sales Management	3	0	0	3
QHRE55	Rural Marketing	3	0	0	3
QHRE56	Retail Management	3	0	0	3
QHRE57	Services Marketing	3	0	0	3

**FINANCE – ELECTIVES**

QHRE58	Capital Investment and Financial Decisions	3	0	0	3
QHRE59	Management Control Systems	3	0	0	3
QHRE60	Management of Financial Services	3	0	0	3
QHRE61	International Trade Finance	3	0	0	3
QHRE62	Security Analysis and Portfolio Management	3	0	0	3
QHRE63	Advanced Financial Management	3	0	0	3
QHRE64	Corporate Taxation and Auditing	3	0	0	3

**HUMAN RESOURCE - ELECTIVES**

QHRE65	Managerial Behaviour and Effectiveness	3	0	0	3
QHRE66	Social Processes and Behavioural Issues	3	0	0	3
QHRE67	Organizational Dynamics	3	0	0	3
QHRE68	Wages and Salary Administration	3	0	0	3
QHRE69	Creativity and Innovation Management	3	0	0	3
QHRE70	Organizational Theory, Design & Development	3	0	0	3
QHRE71	Strategic Human Resource Management and Development	3	0	0	3

### SYSTEMS - ELECTIVES

QHRE72	Computer Aided Production Management	3	0	0	3
QHRE73	Database Management Systems	3	0	0	3
QHRE74	Enterprise Resource Planning for Management	3	0	0	3
QHRE75	Decision Support System	3	0	0	3
QHRE76	System Analysis and Design	3	0	0	3
QHRE77	Software development	3	0	0	3
QHRE78	E- Commerce Technology Management	3	0	0	3

### OPERATIONS MANAGEMENT – ELECTIVES

QHRE79	Facilities Location and Process Design	3	0	0	3
QHRE80	Computer Integrated Manufacturing	3	0	0	3
QHRE81	Advanced Operations Management	3	0	0	3
QHRE82	Logistics Management and Supply Chain Management	3	0	0	3
QHRE83	Advanced Maintenance Management	3	0	0	3
QHRE84	Value-Engineering	3	0	0	3
QHRE85	Business Process Re-engineering	3	0	0	3



## **UNIT – V ORGANISATIONAL DYNAMICS**

**9**

Force for Change-Managing Planned Change-Resistance to Change-Approaches to Managing Organisational Change-Work stress and Its Management-.Consequences of Stress

**Total : 45**

### **REFERENCES :**

1. Fred Luthans, Organisational Behaviours, Mc Graw Hill Book Co. 1995.
2. Stephen P.Robbins, Organisational Behaviour, Prentice Hall, 1997.
3. Keith Davis, Human Behaviour At work, Mc Graw Hill Book Co. 1991.
4. Gregory Moorehead and R.W. Griffin, Organisational Behaviour Managing People and Organisations, Jaico, 1994.
5. Judith R. Gordon, A Diagnostic Approach to Organisational Behaviour, Allyn & Bacon, 1993.
6. Robbins Stephen P., Timothy A Judge and Seema Sanghi, Pearson Education, New Delhi, 2008

(Common to MBA-HR and MBA -AGRI BUSINESS)

**UNIT – I ASIC MATHEMATICAL CONCEPTS****12**

Nature of quantitative analysis in the practice of management. Problem Definition; Models and their Development; concept of trade off; Notion of constants, Variables and function, Linear and non linear; simple examples, Introduction to linear and non – linear programming. Graphical representation of functions and their application; Concepts of slope and its relevance; plotting graphs of functions

**UNIT – II CONCEPTS OF OPTIMIZATION****12**

Formulation of different types of linear programming; Solving LPP using graphical and Simplex method (only simple problems); Commercial packages – Software for LP(only application testing) ex. LINDO.

**UNIT – III INTRODUCTION TO THE NOTION OF PROBABILITY****12**

concepts of events, Probability of events, joint, conditional & marginal probabilities, Probability distributions, elements of queuing theory

**UNIT – IV INTRODUCTION TO SIMULATION AS AN AID TO DECISION MAKING****12**

Illustration through simple examples of discrete event simulation. Emphasis to be on identifying system parameter, variables, measures of performance etc; Simulation Software Packages.

**UNIT – V INTRODUCTION TO DECISION THEORY****12**

Payoff & Loss tables. Expected value of payoff Expected value of Perfect Formation: Decision Tree approach to choose optimal course of action. Criteria for decision, MiniMax, MaxiMax , Minimising Maximal Regret & their implications.

**TOTAL : 60****REFERENCES :**

1. Sharma – Operations Research : Theory and Applications.
2. P.K. Gupta & D.S. Hira – Operations Research
3. UK Srivastava, Gr Shenoy, SC Sharma – Quantitative Techniques for Managerial Decision Making.
4. N.D Vohra – Quantitative Techniques in Management, Tata MCGraw Hill, second Edition, 2001.
5. Hamdy A.Taha, Introduction to Operations Research, prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
6. Dharani Venkatakrishnan – Operations Research Principles and Problems.

<b>QHR103</b>	<b>MANAGERIAL ECONOMICS</b>	<b>3 1 0 4</b>
	<b>(Common to MBA-HR and MBA -AGRI BUSINESS)</b>	
<b>UNIT – I</b>	<b>MANAGERIAL ECONOMICS</b>	<b>9</b>
	Meaning, Nature And Scope – Economic Theory And Managerial Economics – Managerial Economics And Business Decision Making – Role of Managerial Economist.	
<b>UNIT – II</b>	<b>DEMAND ANALYSIS</b>	<b>9</b>
	Meaning, Types and Determinants of Demand -Cost concepts – Cost function and Cost output relationship Economies and diseconomies of scale – Cost control and cost reduction	
<b>UNIT – III</b>	<b>PRODUCTION FUNCTIONS</b>	<b>9</b>
	Pricing and output decisions under Competitive conditions Government control over pricing – Price discrimination Price discount and differentials.	
<b>UNIT – IV</b>	<b>PROFIT</b>	<b>9</b>
	Meaning – Measurement of profit – Profit policies and theories– Profit planning and forecasting – Profit maximization – Profit planning and forecasting – Cost volume profit analysis – Investment analysis.	
<b>UNIT – V</b>	<b>NATIONAL INCOME</b>	<b>9</b>
	Business cycle – Inflation and deflation – Balance of payment – Their implications in managerial decision.	
		<b>TOTAL : 45</b>

## REFERENCES

1. G.S.Gupta, Managerial Economics, Tata McGraw Hill.
2. Varshney and Maheswari, Managerial Economics, Sultan Chand & Sons.
3. P.L. Mehta, Managerial Economics, Sultan Chand & Sons.
4. Joel Dean, Managerial Economics, Prentice Hall.
5. L.Rangarajan, Principles of Macro Economics, Tata Mc Graw Hill.

<b>QHR104</b>	<b>ACCOUNTING FOR MANAGEMENT</b>	<b>4 0 0 4</b>
<b>UNIT – I</b>	<b>FINANCIAL ACCOUNTING</b>	<b>9</b>
Introduction to Financial, cost and management Accounting, accounting principles, conventions and concepts. The balance sheet and related concepts, the profit and loss account and related concepts/ Introduction to inflation accounting .Introduction to human resources accounting.		
<b>UNIT – II</b>	<b>ACCOUNTING MECHANICS</b>	<b>15</b>
Basic records, preparation of financial statements, revenue recognition and measurement, matching revenues and expenses, Inventory pricing and valuation, Fixed assets and depreciation accounting.		
<b>UNIT – III</b>	<b>ANALYSIS OF FINANCIAL STATEMENTS</b>	<b>12</b>
Financial ratio analysis, cash flow and funds flow statement analysis		
<b>UNIT – IV</b>	<b>COST ACCOUNTS</b>	<b>12</b>
Accounting for manufacturing operations, classification of manufacturing costs, Accounting for manufacturing costs.		
Cost Accounting Systems: Job order costing, Costing and the value chain, Target costing, Cost-Volume – Profit Analysis, Standard cost system.		
<b>UNIT – V</b>	<b>MANAGEMENT ACCOUNTING:</b>	<b>12</b>
Relevant Cost for decision making, Incremental analysis, Special order decision, Production constraint decisions, Make or buy decisions, scrap or rebuild decisions, product decision, Responsibility accounting and performance evaluation.		
Mix -Budget: As a planning and control tool.		
		<b>Total : 60</b>

## **REFERENCES :**

1. M.Y.Khan & P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 2004.
2. M.A.Sahaf – Management Accounting (Principles & Praticce): Vikas Publishing House Pvt. Ltd., New Delhi, 2004.
3. R.S.N.Pillai & Bagavathi – Management Accounting S.Chand & Co. Ltd., New Delhi, (2002)
4. R.Narayanaswamy – Financial Accounting – A managerial perspective Prentice Hall India Pvt., Ltd., New Delhi.
5. Bhattacharya S.K.John Dearden Accounting for Management text and cases – Vikas publishing house, New Delhi, 2000.
6. Charles T.Hornegren – Introduction to management accounting Prentice Hall, New Delhi, 2001.

**QHR105 MANAGERIAL COMMUNICATION****3 1 1 5****(Common to MBA-HR and MBA -AGRI BUSINESS)****UNIT – I COMMUNICATION IN BUSINESS****12**

Systems approach, forms of business communication, management and communication, factors facilitating communication.

**UNIT – II COMMUNICATION PROCESS****12**

Interpersonal perception, selective attention, feedback, variables, listening barriers to listening, persuasion, attending and conducting interviews, participating in discussions, debates and conferences, presentation skills, paralinguistic features, oral fluency development.

**UNIT – III BUSINESS CORRESPONDENCE****12**

Business letter. Memos, minutes, agendas, enquiries, orders, sales letters, notice, tenders, letters of application, letter of complaints.

**UNIT – IV TECHNICAL REPORTS****12**

Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization.

**UNIT – V PROJECT REPORTS****12**

Project proposal, project reports, appraisal reports.

**LECTURE: 45****TUTORIAL: 15****LAB: 15****TOTAL: 75****REFERENCES :**

1. Sharan J.Genrson and Steven M.Gerson – “Technical Writing – Process and Product” – Pearson Education – 2000.
2. Raymond V.Lesikar, John D. Pettit and Mary E.Flatley – Lesikass Basic Communication Tata McGraw Will 8<sup>th</sup> Edition – 1999.
3. Stevel. E. Pauley, Daniel G.Riordan – Technical Report Writing Today – AITBS Publishing & Distributors, India 5<sup>th</sup> edition – 2000.
4. Robert L.Shurter, Effective letters in business Thrid Ed. 1983.
5. McGraith – Basic Managerial Skills for all Prentice Hall of India – 6<sup>th</sup> Edition 2002.  
Halliday, M.A.Ky R.Hasan, Cohesion in English, Longman, London 1976.

**UNIT – I INTRODUCTION** **9**

Information system – establishing the framework – business model – information system architecture – evolution of information systems.

**UNIT – II SYSTEM DEVELOPMENT** **9**

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

**UNIT – III INFORMATION SYSTEM** **9**

Functional areas, Finance, marketing, production, personnel – levels, Concepts of DSS, EIS, ES – comparison, concepts and knowledge representation – managing international information system..

**UNIT – IV IMPLEMENTATION AND CONTROL** **9**

Testing security – coding techniques – detection of error – validation – cost benefits analysis – assessing the value and risk information systems.

**UNIT – V SYSTEM AUDIT** **9**

Software engineering qualities – design, production, service, software specification, software metrics, software quality assurance – systems methodology – objectives – Time and Logic, Knowledge and Human dimension – software life cycle models – verification and validation.

**TOTAL : 45**

## **REFERENCES :**

1. Kenneth C. Laudon and Jane Price Laudon, Management Information systems Managing the digital firm, Pearson Education Asia.
2. Gordon B.Davis, Management Information system: Conceptual Foundations, Structure and Development, McGraw Hill, 1974.
3. Joyce J. Elam, Case series for Management Information System Silmon and Schuster, Custom Publishing 1996.
4. Steven Alter, Information system – A Management Perspective – Addison – Wesley, 1999.
5. James AN O' Brein, Management Information Systems, Tata McGraw Hill, New Delhi, 1999.
6. Turban Mc Lean, Wetherbe, Information Technology Management making connection for strategic advantage – John Wiley, 1999.
7. Ralph M.Stair and George W.Reynolds Principles



## REFERENCES :

1. Philip Kotler: Marketing Management (Millennium edition), Prentice-Hall of India (P) Ltd., and New Delhi –2001.
2. Zikmund d'Amico, Marketing, South Western, Thomson Learning, 2000.
3. Michael R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2001.
4. Douglas J.Darymple, Marketing Management, John Wiley & Sons, 2000.
5. NAG, Marketing successfully A professional perspective, Macmillan 2001.
6. Boyd Walker, Marketing Management, McGraw-Hill, 2002.
7. Aakar, Day and Kumar, Essentials of Marketing Research, John Wiley & Sons, 2001.
8. Keith Flether, Marketing Management and Information Technology, Prentice Hall, 1998.
9. R.L.Varshney, S.L.Gupta, Marketing Management Indian Perspective, Sultan Chand, 2000.

**UNIT – I LINEAR PROGRAMMING EXTENSIONS****12**

Transportation model - initial solution - NW corner rule, least cost method, Vogel's approximation method. Improved solution - Modi method-Degeneracy - Unbalanced problem - Assignment Traveling Salesman problems.

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

Integer Programming pure Mixed, Cutting plane, Goal Programming (Linear Function Formulation only), Game theory - Pure, Mixed Strategy, Markov Analysis

**UNIT – III QUEUING THEORY AND SIMULATION****12**

Queuing Theory: Single Channel, Multi channel, Queuing models. Simulation: Scope- Types Discrete approaches-Inventory simulation - Investment simulation - Queuing Simulation

**UNIT – IV DYNAMIC PROGRAMMING****12**

Decision Theory & Nonlinear Programming Part - Dynamic Programming Concepts and notations and Application of DP in Business problems - Principles of optimality. Non - Linear Programming Functions of more than one variable Maxima and Minima Lagrange Multiplier , Khun-Tucker conditions

**UNIT – V NETWORK ANALYSIS****12**

PERT & CPM : Project Evaluation and review technique – Critical path model Multi path model. Arrow networks: Time estimates – Earliest expected time- Latest allowable occurrence time and stack Critical path- Probability of meeting scheduled date completion of projects. Calculations on CPM Network- various floats for activities – Critical path – updating project – Operation time cost trade off curve – project time cost trade off curve – Selection of schedules based on cost analysis.

**TOTAL : 60****REFERENCES:**

1. Thomas M. Cook & Robert A. Russell, introduction to Management Science Prentice Hall 3<sup>rd</sup> Edition 7.
2. "Operations Research " by F.Hiller andG.J.Liberman.
3. "Operations Research" by Billey E. Gillet

**QHR203                      HUMAN RESOURCE MANAGEMENT                      3 1 0 4**  
**(Common to MBA-HR and MBA -AGRI BUSINESS)**

**UNIT- I HUMAN RESOURCES MANAGEMENT                      9**

Concept, Objectives, Nature and scope of the Human Resource Management. HR Functions, Role of HR Managers, Challenges ahead, HR Policy and Its formulation.

**HUMAN RESOURCE PLANNING**

Meaning, Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Job description and Job specification.

**UNIT- II HUMAN RESOURCE ACQUISITION                      9**

Recruitment . Various sources of Recruitment. Selection and Selection Process. Placement, Induction, Socialization.

**UNIT-III DEVELOPMENT OF HUMAN RESOURCES                      9**

Training – Meaning and Importance. Assessment of Training Need. Methods and procedures of training. Management Development Programmes, Purposes and Methods.

**UNIT-IV PERFORMANCE APPRAISAL                      9**

Concept, Objectives and Importance of Performance Appraisal. Methods of Performance Appraisal. Problems of Performance Appraisal. New developments in Performance Appraisal.

**EMPLOYEE COMPENSATION**

Job-Evaluation – Meaning and Importance. Methods of Job Evaluation. Elements of compensation. Factors affecting compensation. Incentive.

**UNIT-V DISCIPLINE AND GRIEVANCE MANAGEMENT                      9**

Causes of indiscipline. Management of Discipline. Causes of employees' grievance. Grievance procedure. Absenteeism and labour turn over, Employee health and safety

## **HUMAN RESOURCE AUDITING**

Meaning and Objectives of HR Audit. Need for HR Audit. Methods of HR Audit.

**LECTURE: 45**

**TUTORIAL: 15**

**TOTAL: 60**

### **REFERENCES:**

1. Arun Monappa, 'Personnel Management', Tata McGraw, Hill, New Delhi, 1996
2. Dr.C.b.Gupta: Human Resource Management
3. Subba Rao, P, 'Essential of Human Resource Management and Industrial Relation', Himalaya Publish
4. Gary Dessler, 'Human Resource Management', Pearson Education, 2008, Delhi
5. P. Nick Blanchard, James W. Thaker, 'Effective Training – Systems, Strategies, and Practices, Pearson Education, 2008, Delhi

**QHR204**

**PRODUCTION MANAGEMENT**

**3 1 0 4**

**(Common to MBA-HR and MBA -AGRI BUSINESS)**

**UNIT-1 NATURE AND SCOPE OF OPERATIONS MANAGEMENT**

**12**

Operations Management and Production Management. Systems Approach and Operations Management. Production Management Vs. Project Management. Characteristic Features of Job, Batch and Flow Production. Automation & Mechanization. Duties and Responsibilities of Operations Manager.

**UNIT-II FACTORS GOVERNING THE LOCATION OF A PLANT**

**12**

Different Types of Plant Layout. Process Layout, Product Layout and Fixed Layout. Principles of Materials Handling. Materials handling Equipments and their uses. Productivity: Concept & definitions. Factors contributing to productivity improvement. Techniques for productivity improvement. Value Engineering.

**PRODUCTIVITY:** Concept & definitions. Factors contributing to productivity improvement. Techniques for productivity improvement. Value Engineering.

**UNIT-III WORK STUDY**

**12**

Concept, Definition and Objectives. Definition & objective of Method Study. Procedure for conducting Method Study. Flow Process Chart (Man type & Material type). Two handed process chart.

**UNIT-IV ARROW DIAGRAMMING AND NETWORK ANALYSIS**

**12**

PERT Model. Determination of critical path. Distribution of Project completion time. CPM Model. Time/Cost Relation. Crashing of a Project. Resource Allocation through Resource leveling and resource smoothing.

**OPERATIONS PLANNING & CONTROL:** Aggregate production planning. Master production scheduling. Materials requirements planning (MRP). Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting. Line Balancing.

## **UNIT- V MAINTENANCE MANAGEMENT**

**12**

Maintenance objectives. Concepts, advantages and limitations of Breakdown Maintenance & Preventive Maintenance. Maintenance costs and the problem of their Minimization. Total Productive Maintenance (TPM).

**INVENTORY MANAGEMENT** : Economic Order Quantity and its Determination. Discount on Purchases. Buffer Stock, Safety Stock and Reserve Stock. Reorder Point. P & Q Inventory Models. Inventory classification systems. ABC & VED Analysis. JIT System of Inventory Management.

**STATISTICAL QUALITY CONTROL:** Concepts of quality. Objectives of SQC. Chance Causes and Assignable Causes. Process control Charts for Variables & Process Control Charts for Attributes Acceptance sampling for attributes. Operating Characteristic (OC) Curves. ISO 9000 standards, Total Quality Management (TQM).

**LECTURE: 45**

**TUTORIAL: 15**

**TOTAL: 60**

### **REFERENCES:**

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

**UNIT-1 MEANING AND SIGNIFICANCE OF RESEARCH IN MANAGEMENT****9**

Different Approaches to Research. Scientific Method of Investigation. Scientific Method and Non-Scientific Methods. Types of Research. Historical Studies. Case Studies, Survey, Statistical Studies, Experimental Studies and Simulation. Problems of Research in Management. Survey of Literature.

**FORMULATION OF A RESEARCH PROBLEM:** Defining a Research Problem. Techniques involved in defining a problem. Research Designs Exploratory Research, Conclusive Research, Experimental and Laboratory Research, Field Investigations. Features of a good Research Design.

**UNIT-II DATA COLLECTION METHODS****9**

Primary Vs. Secondary Data. Collection of Primary Data. Observation Method, Collection of Data through questionnaires. Characteristics of a good Questionnaire. Indirect Methods of Data Collection. Selection of Appropriate method of Data Collection. Pitfalls in the use of Secondary data. Sampling Techniques Steps in Sampling. Probability sampling Vs. Non-Probability Sampling. Random Sampling and Stratified Sampling. Judgment Sampling. Size of a Sample. Sampling Errors.

**UNIT-III SCALING CONCEPT AND ITS IMPORTANCE IN BUSINESS RESEARCH STUDIES****9**

Important Scaling Techniques. Ratings and Ranking Scale Construction of Thurston and Liker types of Scale and their uses in study of qualitative phenomena in management. Reliability and Validity of Measurements. Processing of Research Data and their Analysis and Interpretation: Editing, Coding, Classification and Tabulation. Application of Computers in processing and analysis of data. Research Report and its Significance: Steps in Report writing. Layout of a Research Report. Types of Research Reports. Citations and Bibliography.

**UNIT-IV PROCESSING OF RESEARCH DATA AND THEIR ANALYSIS AND INTERPRETATION****9**

Editing, Coding, Classification and Tabulation. Application of Computers in processing and analysis of data.

## UNIT- V RESEARCH REPORT AND ITS SIGNIFICANCE

9

Steps in Report writing. Layout of a Research Report. Types of Research Reports. Citations and Bibliography.

**LECTURE: 45**

**TUTORIAL: 15**

**TOTAL: 60**

### REFERENCES :

1. John Adams, Robert Raeside and David I White, Research Methods for Graduate Business and Social Science Student
2. K.C.Kothari-Research Methodology
3. K. N. Krishnaswamy , Appa Iyer Sivakumar & M. Mathirajan, Management Research Methodology: Integration of methods and Techniques, PEARSON EDUCATION, Delhi – India
4. Donald H.McBurney, Research Methods,ThomsonAsia Pvt. Ltd. Singapore, 2002.
5. G.W.Ticehurst and A.J.Veal, Business Research Methods, Longman, 1999.
6. Ranjit Kumar, Research Methodology, Sage Publications, London, New Delhi, 1999.
4. Raymond-Alain Thie'tart, et.al., Doing Management Research, Sage Publications, London, 1999.

**UNIT – I INTRODUCTION****9**

The Strategic Management process, Mission and Goals; Corporate Governance and social responsibility.

**UNIT – II COMPETITIVE ADVANTAGE****9**

External Environment, Porter’s Five Forces Model, Strategic Groups Competitive changes during Industry Evolution, Globalisation and Industry Structure, National Context and Competitive advantage Resources, Capabilities and competencies, Low cost and differentiation Generic Building Blocks of Competitive Advantage, Distinctive Competencies, Resources and capabilities Durability of competitive Advantage, Avoiding failures and sustaining competitive advantage.

**UNIT – III STRATEGIES****9**

Building competitive advantage through functional level strategies, Business level strategy, Strategy in the Global Environment, Vertical Integration, Diversification and Strategic Alliances, Building and Restructuring the corporation.

**UNIT – IV IMPLEMENTATION****9**

Designing organisational structure, Designing Strategic Control Systems, Matching structure and control to strategy, Implementing Strategic change; Politics, Power and Conflict.

**UNIT – V OTHER STRATEGIC ISSUES****9**

Managing Technology and Innovation, Entrepreneurial ventures And small business, Not for Profit organisations.

**TOTAL=45****REFERENCES :**

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

**UNIT – I BUSINESS APPLICATION SOFTWARE****30**

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

**UNIT – II DATABASE MANAGEMENT PACKAGES****30**

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

**UNIT – III INHOUSE DEVELOPMENT OF A PACKAGE****30****TOTAL : 90****REFERENCES :**

1. Winston, Practical Management science: Spreadsheet Modeling and applications, Thomson learning, 2001
2. Carver, Doing Data analysis with SPSS 10.0, Thomson Learning, 2001
3. Namrata Agrawal, Financial Accounting using Tally 6.3, Dreamtech Press, New Delhi, 2002.
4. Lucas, Information Technology for Management, Tata- McGraw-Hill, New Delhi, 2001.
5. Alexis Jeon, Introduction to computers with MS Office 2000, Tata- McGraw-Hill, New Delhi, 2001.
6. Norman Gaither and Greg Frazier, Production and operations management, South-Western College Publishing, An International Thomson publishing company, 1999.
7. V. K. Jain, Database management systems, Dreamtech Press, New Delhi, 2002.
8. Vikas Gupta, Comdex computer course kit, Dreamtech Press, New Delhi, 2001.
9. Vikas Gupta, Comdex computer programming course kit, Dreamtech Press, New Delhi, 2002.
10. Dreamtech Software team, cracking the code: peer-to-peer application development,
11. Dreamtech Press, New Delhi, 2001.

## THIRD SEMESTER

**QHR301**

**ENTREPRENEURIAL DEVELOPMENT**

**3 1 0 4**

### **UNIT I: ENTREPRENEURIAL COMPETENCE**

**12**

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

### **UNIT II: ENTREPRENEURIAL ENVIRONMENT**

**12**

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

### **UNIT III: BUSINESS PLAN PREPARATION**

**12**

Sources of Product for Business – Pre-feasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

### **UNIT IV: LAUNCHING OF SMALL BUSINESS**

**12**

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

### **UNIT V: MANAGEMENT OF SMALL BUSINESS**

**12**

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units - Effective Management of small Business.

**LECTURE: 45**

**TUTORIAL: 15**

**TOTAL: 60**

## REFERENCES:

1. Hisrich, 'Entrepreneurship', Tata McGraw Hill, New Delhi, 2001.
2. P. Saravanavel, 'Entrepreneurial Development', Ess Pee kay Publishing House, Chennai - 1997.
3. S.S.Khanka, 'Entrepreneurial Development', S.Chand and Company Limited, New Delhi, 2001.
4. Prasama Chandra, Projects – 'Planning, Analysis, Selection, Implementation and Reviews', Tata McGraw-Hill Publishing Company Limited 1996.
5. P.C.Jain (ed.), 'Handbook for New Entrepreneurs', EDII, Oxford University Press, New Delhi, 1999.
6. Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, 'Entrepreneurship Development', Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.

## MARKETING – ELECTIVES

### QHRE51 BRAND MANAGEMENT

3 0 0 3

#### UNIT - I INTRODUCTION

7

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

#### UNIT - II BRAND ASSOCIATIONS

8

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

#### UNIT - III BRAND IMPACT

10

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

#### UNIT - IV BRAND REJUVENATION

10

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

#### UNIT - V BRAND STRATEGIES

10

Designing and implementing branding strategies – Case studies

**Total 45**

#### REFERENCES:

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

**UNIT - I INTRODUCTION 8**

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

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

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

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

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

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

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

**UNIT - V ADDITIONAL DIMENSIONS 7**

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

**TOTAL: 45**

## REFERENCES:

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

**UNIT - I INTRODUCTION TO ADVERTISEMENT 8**

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

**UNIT - II ADVERTISEMENT MEDIA 7**

Media plan – type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling.

**UNIT - III DESIGN AND EXECUTION OF ADVERTISEMENTS 10**

Message development – different types of advertisements – layout – design appeal – copy structure – advertisement production – print – Radio, T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements.

**UNIT - IV INTRODUCTION TO SALES PROMOTION 10**

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

**UNIT - V SALES PROMOTION CAMPAIGN 10**

Sales promotion – Requirement identification – designing of sales promotion campaign – involvement of salesmen and dealers – out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – online sales promotions.

**TOTAL: 45**

## **REFERENCES:**

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

**UNIT - I MEANING AND FUNCTIONS****8**

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

**UNIT - II SALES FORCE MANAGEMENT****9**

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

**UNIT - III SALES VOLUME AND TERRITORY MANAGEMENT****9**

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

**UNIT - IV SALES PROMOTION****9**

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

**UNIT – V INDUSTRIAL SELLING****10**

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

Case studies on above mentioned topics.

**TOTAL : 45**

## REFERENCES :

1. Richard R.Still, Edward W.Cundiff, Norman A.P.Goveni,Sales Management Decisions, Strategies & Cases, Prentice Hall, 5th Edition, 2005.
2. Charles M. Futvell , Sales Management, Team work, Leadership and Technology, Thomson learning, South Western, Sixth Edition, 2003.
3. Fundamentals of Sales Management, Ramneek Kapoor, Mac Millan India Pvt Ltd.
4. Salesmanship & Sales Management, P.K.Sahu, K.C.Raut, Vikas Publications, Third Revised Edition.
5. Sales Management: A Global Perspective, Earl D.Honeycutt, John B.Ford, Antonis C.Simintiras, Routledge Publisher.
6. Market & Sales Forecasting, Gordon Bolt, Crest Publishing House.

**UNIT - I RURAL MARKETING CHARACTERISTICS 9**

Defining rural market – profile of rural market ad rural consumers – characteristics specific to rural consumer – rural marketing opportunities and challenges.

**UNIT - II RURAL MARKET SEGMENTATION 8**

Rural market segmentation – basis of segmentation – selecting target market – product positioning in rural markets.

**UNIT – III RURAL CONSUMER BEHAVIOUR 8**

Rural consumer behaviour – changing trends – rural consumer decision making process – influencing factors.

**UNIT – IV RURAL MARKETING MIX 10**

Products and services – designing innovative products and services to rural market – pricing methods – methods of distribution – role of cooperative sectors – public distribution system.

**UNIT - V COMMUNICATION FOR RURAL MARKET 10**

Designing advertisement campaigns for rural markets – media choice – sales promotion techniques – personal selling and publicity – impact of information technology on rural communication.

**TOTAL: 45**

**REFERENCES:**

1. Pradeeo Kashyap and Siddhartha raut, “The Rural Marketing”, Biztantra, New Delhi, 2004.
2. Ram Kishen, “New Perspectives in Rural and Agricultural Marketing”, Jaico Publishing House, Mumbai 2005.
3. Krishnamachariyula, “Rural Marketing text of cases”, Person Education, 2002.
4. Krishnamachariyula, “Cases in Rural Marketing”, Person Education, 2003.

<b>QHRE56</b>	<b>RETAIL MANAGEMENT</b>	<b>3 0 0 3</b>
<b>UNIT - I</b>		<b>9</b>
An introduction to the Retailing system, recent trends - Retailing mix, social forces–Economic forces-technological forces-competitive forces.		
<b>UNIT - II</b>		<b>9</b>
Retailing definition, structure, and different formals, marketing concepts in retailing-consumer, purchase behaviour -cultural and social group influence on consumer purchase behaviour.		
<b>UNIT - III</b>		<b>9</b>
Retail store location-traffic flow and analysis-population and its mobility-exteriors and layout-customer traffic flows and pattern creative display.		
<b>UNIT - IV</b>		<b>9</b>
Merchandise planning-stock turns, credit management, Retail pricing-Retail promotions staying ahead of competition, supply chain mgt-warehousing-role of IT in supply chain management.		
<b>UNIT - V</b>		<b>9</b>
Franchising, direct marketing/direct selling-exclusive shop-destination stores- chain stores- discount stores and other current and emerging formats-issues and options. Retail equity, Technology in retailing		
		<b>TOTAL: 45</b>

**REFERENCES:**

1. GEORGE . H LUCAS-Retail management
2. Y.P.Singh - Effective Retail Management
3. Chetar Bajaj, Tali and Midhi V. Srivastava - Retail Management
4. S.N.Mitra - Retail Management

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

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

**UNIT - II FOCUS ON CUSTOMERS****10**

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

**UNIT - III SERVICE DESIGN****9**

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

**UNIT – IV SERVICE DELIVERY****10**

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

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

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

**TOTAL: 45**

## REFERENCES:

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

## FINANCE ELECTIVES

<b>QHRE58</b>	<b>CAPITAL INVESTMENT AND FINANCIAL DECISIONS</b>	<b>3 0 0 3</b>
<b>UNIT – I</b>	<b>OVERVIEW OF FINANCIAL DECISIONS</b>	<b>9</b>
Nature of Long-Term Financial Decisions-Cost of Capital-Capital Structure Decisions Strategic Decisions		
<b>UNIT – II</b>	<b>INVESTMENT DECISIONS UNDER CERTAINTY</b>	<b>9</b>
Project Designing/Planning-Project Appraisal-Social Cost-benefit Analysis-Project Implementation and Control		
<b>UNIT - III</b>	<b>INVESTMENT DECISIONS UNDER UNCERTAINTY</b>	<b>9</b>
Project evaluation under Risk and Uncertainty – I, Project evaluation under Risk and Uncertainty – II		
<b>UNIT IV – V</b>	<b>FINANCING DECISIONS</b>	<b>9</b>
Financing through Domestic Capital Market-Financing through Global Market-Financing through FIs-Other Modes of Financing		
<b>UNIT – V</b>	<b>STRATEGIC FINANCING DECISIONS</b>	<b>9</b>
Management of Earnings-Financial Engineering-Investors Relations-Financial Restructuring		
		<b>TOTAL= 45</b>

## REFERENCES:

1. James C. Van Horne, financial Management Policy, Prentice hall of India Pvt.Ltd., New Delhi, 2002.
2. Prasanna chandra, Financial management, Tata Mc Graw Hill Public Company Ltd., New delhi,2001
3. Shapiro A.C., Multinational Financial management, prentice-Hall, New Delhi,1995
4. Bygrave, William et.al.(Ed), Venture Capital Handbook, Financial Times/Pitman, London
5. Machiraju, H.R., Project Finance, Vikas Publishing House Pvt.Ltd., New Delhi 1996
6. Murty, G.P., Capital Investment decisions in Indian industry, Himalaya Publishing House, Bombay 1985.
7. Sharpe W.F., Alexander G.J., Bailey J.V., Investments, Prentice hall, New Delhi

**UNIT – I INTRODUCTION****12**

The Nature of Management control, Control, Control and Organisational Behaviour, Goals and Strategies – Management Control view, Information.

**UNIT – II THE MANAGEMENT CONTROL STRUCTURE****10**

Responsibility Centres: Revenue and Expense Centres, Profit Centres, Transfer pricing, Investment Centres.

**UNIT - III THE MANAGEMENT PROCESS****12**

Programming, Budget preparation, Analyzing and Reporting financial Performance, the budget in the control process, executive incentive Compensation plans.

**UNIT – IV SPECIAL MANAGEMENT CONTROL SITUATIONS****11**

Multinational Companies, Service Organisations, Non-Profit Organisations, Management Control of Projects.

**TOTAL : 45****REFERENCE :**

1. Robert N.Anthony & V.Govindarajan – Management Control Systems – Tata McGraw Hill – 10<sup>th</sup> edition, 2002.
2. Joseph A Maciariello & Calvin J-Kirby, Management Control System –Prentice Hall of India, Second Edition (Second Printing) 1999.
3. Ramanathan Kavassari, Management Control in Non profit organization, John Wiley & Sons, New York, 1996.

**UNIT – I FINANCIAL SYSTEM MARKETS & SERVICES****9**

Financial System-Financial Market & Institutions-Financial Services: An Introduction-Management of Risk in Financial Services-Regulatory Framework

**UNIT – II FINANCIAL MARKET: OPERATIONS AND SERVICES****9**

Stock Exchange: Functions and Organizations-Broking and Trading in Equity-Broking and Trading in Debt-Depositories

**UNIT – III FEE BASED SERVICES****9**

Issue management-Corporate Advisory Services-Credit Rating-Mutual Funds-Debt Securitisation.

**UNIT – IV FUND BASED SERVICES****9**

Leasing and Hire Purchase-Housing Finance-Credit Cards-Venture Capital-Factoring,-Forfeiting and Bill Discounting. E -Banking, ATM.

**UNIT – V INSURANCE SERVICES****9**

Life products-Non-life Products-Broking Services

**TOTAL- 45****REFERENCES:**

1. Mishra, R.K., 1997. An Overview of Financial Services, in Venkaiah v. and chandrudu v.(Ed) Financial services; Emerging Trends, delta Publishers, Hyderabad.
2. Varshney, P.N. & Mittal, D.k.1997. Indian Financial system, Sultan Chand & Sons, New Delhi.
3. Sadak, H.1996, Mutual Funds in India, sage Publications. New Delhi
4. Bhole, I.M., 1992 Financial institutions and markets Tata McGraw-Hill publication Company Ltd., New Delhi.
5. Batra, G.S. and Batia, B.S., (ed) 1995, Management of Financial services, deep & deep publications, Delhi.
6. Pandey I.M., 1996, Venture Capital in India, Prentice Hall of India, New Delhi.

**UNIT - I INTERNATIONAL TRADE****9**

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

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

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

**UNIT - III FOREX MANAGEMENT****9**

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

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

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

**UNIT - V EXPORT PROMOTION SCHEMES****9**

Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts | Export Promotion – EPZ – EQU – SEZ and Export House-100% EOU.

**Total 45**

**REFERENCE:**

1. Apte P.G., 'International Financial Management'– Tata McGraw Hill
2. Larceny & Bhattacharya, 'International Marketing' - Sultan Chand & Sons.
3. B.M.Wali and AB Kalkumdrikas, 'Export Management' - Sterling Publishers Pvt., Ltd.
4. Websites of WTO, World Bank, IMF, Ministry of Commerce, ECGC and EXIM Bank.

**UNIT - I INVESTMENT SETTING****8**

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

**UNIT - II CAPITAL MARKETS****10**

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

**UNIT - III FUNDAMENTAL ANALYSIS****9**

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

**UNIT - IV TECHNICAL ANALYSIS****9**

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

**UNIT - V PORTFOLIO MANAGEMENT****9**

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

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

1. Donald E.Fischer & Ronald J.Jordan, 'Security Analysis & Portfolio Management', Prentice Hall of India Private Ltd., New Delhi 2000.
2. V.A.Avadhani – 'Securities Analysis and Portfolio Management', Himalaya Publishing House, 1997.
3. V.K.Bhalla, 'Investment Management', S.Chand & Company Ltd., Seventh Edition, 2000.
4. Punithavathy Pandian, 'Security Analysis & Portfolio Management' – Vikas Publishing House Pvt., Ltd., 2001.

**UNIT – I INVESTMENT DECISION****16**

Appraisal of Risky Investments, certainty equivalent cash flows and risk Adjusted discount rate, risk analysis in the context off DCF methods using Probability information, nature of cash flows, sensitivity analysis: Simulation. And investment decision, Decision tree approach in investment decisions, Capital asset pricing mode (CAPM) context. Evaluating project in terms of The total risk of the firm, reconciliation of the above two approaches.

**UNIT – II FINANCING DECISION****14**

Simulation and financing decision, fixing norms for investment in Working Capital, discounting of current ratios, cash inadequacy and cash insolvency, determining the probability of cash insolvency, Financing decision in the Context of option pricing model and agency costs. Leasing as an investment and financing decision, Inter-dependence of investment, financing and Dividend decisions.

**UNIT – III COST OF CAPITAL****5**

Weighted average cost of capital, company's cost of capital and divisions Cost of capital. Different approaches to cost of capital.

**UNIT – IV MANAGEMENT OF ACCOUNTS RECEIVABLE****3**

Credit and collection policies, evaluating credit applicants.

**UNIT – V CASH MANAGEMENT****3**

Application of some inventory models to cash management, dynamic Programming.

**UNIT – VI Emerging areas in Financial Management****4****TOTAL : 45**

## REFERENCES:

1. M.Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., 8<sup>th</sup> Edition 199
2. Hrishikesh Bhattacharya, Working Capital Management, Prentice Hall India Private Ltd., New Delhi, 2001.
3. Thomas E.Copeland and J.Fred Weston – Financial Theory & Corporate Policy, Addison – Wesley Publishing Company.
4. Raj Aggarwal – Capital Budgeting under uncertainty. Prentice Hall Englewood Cliffs, New Jersey, 1993.
5. Cooley – Advances in Business Financial Management, The Dryden Press – 1990.
6. James C.T.Mao – Quantitative Analysis Financial Decision – The Macmillan Company, New York.

**UNIT – I INTRODUCTION****9**

Definitions under the Income Tax Act – Agricultural Income – Person – Assess – Income – Assessment Year – Previous Year – Basis of Charge – Scope of Total Income – Residential Status – Incidence of Taxation.

**UNIT – II HEADS OF INCOME****9**

Salaries (Sections 15 to 19) – Chargeability – Allowances & their taxability – Perquisites & their valuation – Deductions from salary – Provident Funds.

**UNIT – III INCOME FROM HOUSE PROPERTY****9**

(Sections 22 to 25) – Computation of Annual Value – Permissible deductions.

**UNIT - IV COMPETENCIES TO BE DEVELOPED: PLANNING****9**

Preparing Audit Programme - Audit: Objectives, Types, Advantages and Limitations, Qualities of an Auditor, Internal control: Internal check and Internal Audit, Statutory Audit, Audit Programme, Audit Note Book, Working Papers.

**UNIT - V LEARNING TO CHECK****9**

The vouchers How to connect ledger accounts with the audit theory Vouching, Voucher, Vouching of Cash Transactions, Vouching of Trade Transactions; Purchases, Purchases Returns, Sales and Sales Returns, Audit of Impersonal Ledger. Identification of various assets as Current Assets, Wasting Asset, Intangible Assets etc. Procedure of verification of Assets. Verification and valuation of Assets and Liabilities: Fixed assets, Current Assets, Wasting Assets, Intangible Assets, Problems in Valuations of Assets. Auditor's position as regards the Valuation and verifications of Assets, Valuation of Liabilities.

**TOTAL- 45****REFERENCES:**

1. Students' guide to Income tax - Vinod K. Singhanian & Monica Singhanian
2. Income Tax Law & Practice - Gaur & Narang
3. Income Tax Law & Practice - Reddy & Murthy
4. Income Tax Law & Practice - Bhagwathi Prasad
5. Auditing – Tandon
6. Students' guide to Income tax - Vinod K. Singhanian & Monica Singhanian

## HUMAN RESOURCE – ELECTIVES

**QHRE65                      MANAGERIAL BEHAVIOR AND EFFECTIVENESS                      3 0 0 3**

**UNIT - I DEFINING THE MANAGERIAL JOB                      8**

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

**UNIT – II DESIGNING THE MANAGERIAL JOB                      12**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

**UNIT – III THE CONCEPT OF MANAGERIAL EFFECTIVENESS                      7**

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

**UNIT – IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS                      8**

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

**UNIT – V DEVELOPING THE WINNING EDGE                      10**

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

**TOTAL: 45**

**REFERENCES:**

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

**UNIT – I      SOCIAL PROCESSES AND ISSUES      9**

Indian Environment: The Changing Scenario - Social Issues and Organisational Relevance - Organizational Value and Work Ethics

**UNIT – II INTRA PERSONAL PROCESSES      9**

Understanding Human Behaviour – Perception – Learning – Motivation - - Human Emotions at Works

**UNIT – III INTERPERSONAL PROCESSES      9**

Interpersonal Issues - Communication and Conflict - Counseling Processes - Behaviour Modification - Persuasion

**UNIT – IV GROUP AND INTER-GROUP PROCESSES      9**

Group Formation and Group Processes - Group Dynamics - Leading and Building Teams - Conflict Resolution

**UNIT – V ORGANISATIONAL PROCESSES      9**

Power Dynamics - Political Processes - Learning Organizations - Cross-Cultural Issues - Organisational Culture

**TOTAL 45**

**REFERENCES:**

1. Stephen. P. Robbins, 1985, Organisational Behaviours concepts, Controversies and applications, Preklice Hall of India Private Limited, New Delhi
2. Terrence R. Mitchell, 1983, people in organizations, an Introduction to organizational Behaviour, Mcgraw – Hill International Book Company
3. Fred Luthans (1998) organizational Behaviour New York: Mcgraw – Hill
4. Robbins S.P (2001) organizational Behaviour (a ed) New Delhi Peasson Education Asia
5. Luthans,F. & Kreitner,R. organizational Behaviour Modification. Glenview, Illinois; scott, Foresman and company, 1975.
6. Drucker, Peter F.(1999), Management Challenges for the 21<sup>st</sup> century, Butterworth Heinemann, oxford, pp. 21-22



**UNIT – I      COMPENSATION CONCEPT****9**

Role of compensation and Rewards in organization, Economic & Behavioral Issues in compensation, Framework of compensation policy.

**UNIT – II LEGAL FRAMEWORK OF WAGES AND SALARY ADMINISTRATION****9**

Wage concepts and Definition of wages under various labour legislation, constitutional perspective, International labour standards and norms for wage determination. Law relating to payment of wages & Bonus, Regulation of minimum wages & Equal remuneration, Law relating to Retiral benefits.

**UNIT – III COMPENSATION STRUCTURE AND DIFFERENTIALS****9**

Pay packet composition, Institutional mechanisms for wage determination, Job evaluation and internal equity, external equity and pay surveys.

**UNIT – IV REWARD SYSTEM, INCENTIVES AND PAY RESTRUCTURING****9**

Design of performance linked reward system, Incentives for blue and white collars, Bonus profit sharing & stock options, allowance and benefits, Downsizing & Voluntary Retirement schemes.

**UNIT – V EMERGING ISSUES & TRENDS****9**

Tax planning, comparative International compensation, overview of future trends in compensation management.

**TOTAL 45****REFERENCES:**

1. Luthons.F (1998) OB, Boston, Massachusetts; Mcgrow – Hill, International student Edition
2. S.C Srirastava, Labons Law in faclosries mines planter larns, Transport, shops and other establishments, prentice Hall of India Ltd., (1992)
3. G.L.Kothari, wages, Dearneas Allowance and Bonus, N.H.Tripali (Pvt) Ltd., (1968)
4. Government of India, Report of the National Commission on Labour (1969)

**UNIT – I THE WINNING EDGE****10**

Concepts of Creativity and Innovation – Importance – Characteristics Common to Creative people and Innovators – Steps to develop Creativity – Provocation and Creativity – Creative Personality Creative Period – Group Creativity Theories – Creativity and Innovation – Significance to Competition Barriers to Creativity and Innovation. Meaning of Intrapreneuring – Qualities of an Entrepreneur – Identifying entrepreneurship – Opportunities and Entrepreneurship.

**UNIT – II LATERAL THINKING****10**

Basic Nature of Lateral Thinking – Use – Techniques – Generation of Alternatives – Challenging Assumption – Attitudes towards Lateral Thinking – Suspended Judgment – Dominant Ideas and Crucial Factors – Synectics – Morphological Analysis – Brainstorming – Computer Aided methods.

**UNIT – III CORPORATE IMAGINATION****10**

The Creative Planning Process – Imaginative Strategic Thinking – Taking Creative Leaps – Building Strategic Concepts – Strategic Decision Making and Implementation – Leading Creative Teams – Creating the Competitive Difference – Leveraging the Organisation – Creative Corporate Restructuring.

**UNIT – IV IMPROVEMENT MANAGEMENT****7**

Coping with change – Customer Focus – Employee Focus – Focus on quality – Focus on Productivity – Focus on Cost – Sharing and Learning.

**UNIT – V THE LEARNING ORGANISATION****8**

Meaning – New Paradigm of Management – Core Issues and Themes – Fostering Knowledge and Learning – Role of Information Technology in knowledge Management – Leveraging Organisational Knowledge – Knowledge Management Practices at Leading Companies – Change and the Learning Organisation.

**TOTAL : 45**

## REFERENCES:

1. Bhatia R.L., The Executive Track: An Action Plan for Self Development, Wheeler Publishing, New Delhi, 1996.
2. Edward De Bono, Lateral Thinking, Pelican Books, 1995.
3. Kewal K.Nohria, Painless Transformation, Macmillan India Ltd, 1999.
4. Tony Proctor, The Essence of Management Creativity, Prentice Hall of India, New Delhi, 1998.
5. Rastogi P.N., Building a Learning Organisation, Wheeler Publishing Co. New Delhi 1998.

**UNIT- I ORGANISATION & ITS ENVIRONMENT 8**

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

**UNIT - II ORGANIZATIONAL DESIGN 15**

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

**UNIT - III ORGANISATIONAL CULTURE 6**

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

**UNIT - IV ORGANISATIONAL CHANGE 6**

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

**UNIT - V ORGANISATION EVOLUTION AND SUSTENANCE 10**

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

**TOTAL: 45**

## REFERENCES:

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

**UNIT - I HUMAN RESOURCE DEVELOPMENT 10**

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

**UNIT - II E-HRM 6**

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

**UNIT - III CROSS CULTURAL HRM 7**

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

**UNIT - IV CAREER & COMPETENCY DEVELOPMENT 10**

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

**UNIT - V EMPLOYEE COACHING & COUNSELING 12**

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

**REFERENCES:**

1. Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, Southwestern 2003.
2. Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore, 2002.

## SYSTEMS-ELECTIVES

**QHRE72                    COMPUTER AIDED PRODUCTION MANAGEMENT                    3 0 0 3**

**UNIT – I AUTOMATION AND CONTROL TECHNOLOGIES                    7**

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

**UNIT – II MATERIAL HANDLING AND IDENTIFICATION TECHNOLOGIES                    8**

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

**UNIT – III MANUFACTURING SYSTEMS                    10**

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

**UNIT – IV QUALITY CONTROL SYSTEMS                    10**

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

**UNIT – V MANUFACTURING SUPPORT SYSTEM                    10**

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

**TOTAL : 45**

### **REFERENCES:**

1. Mikell P.Groover, Automated Production Systems and Computer – Integrated Manufacturing, Pearson Education Asia, 2<sup>nd</sup> edition, New Delhi, 2001.
2. Lee J.Krajewski and Larry P.Ritzman – Operations Management Strategy and Analysis, Pearson Education Asia, 5<sup>th</sup> edition 1999, New Delhi.
3. V.Ramtmirov, FMS and Control of machine tools, MIR Publishers, 1990.
4. Radhakrishnan, P., Computer Numerical Control Machines, New Central Book Agency. 1992.

**UNIT – I INTRODUCTION****7**

Introduction to File and Database systems – Definition – Components – Advantages – Objectives – Evolution - Data base structure.

**UNIT – II MODELS****10**

DBMS Architecture – Associations – Relationships – Mappings between Abstractions – Generalisation – Classifications – Conceptual Data modeling – File Organization – Data Structure – Data models: HDBMS, NDBMS, RDBMS, OODBMS.

**UNIT – III DATABASE DESIGN****10**

Relational Data Model – Relational Algebra – ER Diagrams – Data Dictionary – Normalisation – Boyce Codd Normal Forms – Integrity – Relational Database Languages – Database Administration – File Structures and Indexing.

**UNIT - IV OBJECT MODELLING****10**

Object oriented concepts – Structure – Models and Databases – Object life cycle modeling – Objects, Classes, Patterns – Object interaction modeling – Object Oriented Design – UML.

**UNIT - V OPERATIONS AND MANAGEMENT****8**

Client / Server and Databases – Data Warehousing – Query Processing – Concurrency Management – Heterogeneous and Homogenous Systems – Distributed Databases – Controls – Atomicity, Recovery – Security, Back-up and Recovery.

**TOTAL: 45**

## REFERENCES:

1. Gary W.Hansen and James V.Hansen, "Database Management and Design" Prentice Hall, 1996.
2. Jeffrey A. Hoffer, Mary B. Prescott, Fred R. Mcfadden, "Modern Database Management", Prentice Hall, 6th edition, 2002, 7th edition.
3. Bipin C.Desai, 'An Introduction to Database Systems', Galfothia publication, 1996.
4. Ronald J.Norman, 'Object Oriented Systems Analysis and Design', Prentice Hall 1996.
5. Elmasri – Navathe, 'Fundamentals of Database Systems', Addison – Wesley, 4th Edition.
6. Carlo Batini, Stefano Ceri and Sham Kant B.Navathe, 'Conceptual Database Design' – 'An Entity Relationship Approach', Benjamin Cummings publishing, 1992.
7. James Rumbaugh, Michael Blake, William Lorensen, Frederick Eddy and William Premelani, 'Object Oriented Modeling and Design', Prentice Hall, 1991.
8. Abraham Silberschatz, Henry F.Korth and S.Sudharshan-"Database system Concepts", Fourth Edition, Mc graw- Hill,2002

**UNIT - I INTRODUCTION****5**

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

**UNIT - II PRE – IMPLEMENTATION STAGE****12**

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

**UNIT - III IMPLEMENTATION****10**

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

**UNIT – IV PROJECT MANAGEMENT****10**

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

**UNIT – V POST IMPLEMENTATION****8**

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

**TOTAL: 45****REFERENCES:**

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

**UNIT – I      DECISION SUPPORT SYSTEM****6**

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

**UNIT – II MODEL MANAGEMENT****15**

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

**UNIT - III DATA MANAGEMENT SYSTEMS****7**

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

**UNIT - IV DIALOG MANAGEMENT****7**

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

**UNIT - V DEVELOPMENT OF DECISION SUPPORT SYSTEM****10**

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

**TOTAL: 45****REFERENCES:**

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

**UNIT – I FOUNDATIONS OF SYSTEMS DEVELOPMENT 8**

Analysis, fundamentals, Players in the systems game, System Characteristics, Information System building block, Creativity vs. Diversity, Development, project initiation, project management.

**UNIT – II MAKING THE BUSINESS CASE 10**

Systems Analysis, Gathering information, Discovery, Feasibility - Economic, technical, operational, schedule, Analysis, Cost Benefit Analysis, Risk Analysis, System Proposal.

**UNIT – III ANALYSIS 10**

Data Modelling and Analysis, Process Modelling, Logic Modelling, Conceptual Modelling, Alternative Design Strategy, Distributed data Modeling.

**UNIT – IV DESIGN 9**

Systems Design, Application Architecture and Modelling, Forms and Reports, Interfaces and Dialog, Logical data modeling, Database design, Output design and prototyping, Input design and phototyping, User Interface design, Designing distributed systems.

**UNIT – V IMPLEMENTATION, MAINTENANCE & OBJECT APPROACH 8**

Systems construction and Implementation, Maintenance, Systems Operations and Support, Object Oriented Analysis and Design, Rapid Application development.

**TOTAL : 45**

## REFERENCES:

1. Hoffer, Joey F. George, Joseph.S Valacich, Modern Systems Analysis and Design, Addison Wesley, 2001.
2. Alan Dennis and Barbara Haley Wixom, ' Systems Analysis and Design', John Wiley & Sons, Inc., 2000.
3. Jeffrey L.Whitten, Lonnie D. Bentley and Kevin C. Dittman, Systems Analysis and Design Methods, McGraw-Hill, Irwin, 2001.
4. Hawryskiewicz, I.T, 'Introduction to Systems Analysis and Design', Prentice Hall, 2001.
5. Yourdon and Constantine, 'Structured Design: Fundamentals of a Discipline of Computer Program and system Design', Prentice Hall, 1995.
6. Ivar Jacobson, Object Oriented Software Engineering, Addison Wesley, 2000.
7. Alan Pennier and Barbara Haley Wixom, Systems Analysis and Design - An Applied Approach, John Wiley, 2002.
8. John W. Satzinger, Robert B.Jackson and Stephen D. Burd, Systems Analysis and Design in a changing World, Thomson Learning, 2001.

**UNIT – I      INTRODUCTION      9**

Overview of software development life cycles and Challenges in the phases – software engineering Process paradigms – Comparison between Process and Product – Metrics – Software project management – Planning – estimation – Risk analysis – Software project scheduling.

**UNIT – II REQUIREMENTS ANALYSIS      8**

Requirement Analysis – Definition – Specification - tools – Formal Specification – Prototyping Specification – Analysis modeling.

**UNIT – III SOFTWARE DESIGN      8**

Software design – Abstraction – Modularity – Software Architecture – Effective modular design - Cohesion and Coupling – Architectural design - Procedural design – Data flow oriented design – Object Oriented design.

**UNIT – IV INTERFACE DESIGN AND IMPLEMENTATION      8**

User interface design – Human factors – Human computer interaction – Interface standards. Fundamentals of coding – code documentation – code efficiency – Software Configuration Management.

**UNIT – V SOFTWARE QUALITY AND TESTING      12**

Software Quality Assurance – Review, Walkthrough and inspection- Quality metrics – Software Reliability – testing – Path testing – Control Structures testing – Black Box testing – Integration, Validation and system testing – Software Maintenance – Case studies.

**TOTAL: 45**

## REFERENCES:

1. Ali Behforooz and Frederick J. Hudson, 'Software Engineering Fundamentals, Oxford publications.
2. Roger Pressman. S., 'Software Engineering', A Practitioner's Approach, Tata McGraw Hill, New Delhi.
3. I.Sommerville, 'Software Engineering, V Edition, Adison Wesley, 1996.
4. Pfleeger, 'Software Engineering', Prentice Hall, 1999.
5. Carlo Ghezzi, Mehdi Jazayari, Dino Mandrioli, 'Fundamentals of Software Engineering, Prentice Hall of India, 1991.
6. Richard Fairley, 'Software Engineering', II Edition, Tata McGraw Hill, New Delhi.

**UNIT - I FUNDAMENTAL OF E-COMMERCE 9**

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

**UNIT - II BUSINESS APPLICATIONS IN E-COMMERCE 9**

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

**UNIT – III E-COMMERCE INFRASTRUCTURE 9**

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

**UNIT - IV E-COMMERCE PAYMENTS AND SECURITY 9**

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

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

Legal, Ethics and Privacy issues – Protection needs and methodology - Consumer protection, Cyber laws, contracts and warranties. Taxation and Encryption Policies.

**TOTAL: 45****REFERENCES:**

1. Efraim Turban et al., 'Electronic Commerce – A managerial perspective', Pearson Education Asia, 2002.
2. Kalakota et al, 'Frontiers of Electronic Commerce', Addison Wesley, 2001.
3. Sandeep Krishnamurthy, 'E-Commerce Management – Text and Cases', Thomson Learning, 2003.
4. Greenstein Firsman, 'Electronic Commerce', Tata McGraw Hill, 1999.
5. Nabil Adam et al, 'Electronic Commerce – Technical, Business and Legal Issues'. Prentice Hall. 1998.



**UNIT - I INTRODUCTION****9**

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

**UNIT - II COMPUTERS AND COMMUNICATION IN CIM****9**

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

**UNIT – III DESIGN AND PRODUCTION****9**

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

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

**UNIT - IV MANUFACTURING SYSTEMS****9**

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

**UNIT - V CURRENT TRENDS****9**

Concurrent Engineering. Role of Expert Systems in CIMS. Robotics-Overview, Types in CIMS. Automated Guided Vehicles – Types and Technology, Control.

Overview of Automated Assembly systems-Lean Production –Agile Manufacturing

**TOTAL: 45****REFERENCES:**

1. Vajpayee Kant. S, Principles of Computer Integrated Manufacturing, Prentice Hall India, Second Indian Reprint, 2005.
2. Mikell P.Groover, Automation, “Production Systems and Computer Integrated Manufacturing” PHI, 2001.
3. Ronald G.Askin, “Modelling and Analysis of manufacturing” John Wiley & Sons, 1993.

**UNIT I****9**

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

**UNIT II****9**

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

**UNIT III****9**

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

**UNIT IV****12**

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

**UNIT V****6**

Cases in operations management

**TOTAL: 45****REFERENCES:**

1. Advanced operations management - R. P. Mohanty, S. G. Deshmukh, 1/e Pearson Education
2. Operations management : Processes & Value chains – Lee J. Krajewski & Larry P. Ritzman, Indian adaptation, Pearson
3. Operations Management for Competitive advantage – Richard Chase & Nicolas Aquilano, 10/e, TMH
4. Operations Management, Ray wild, 6/e, Thomson
5. Operations management, William Stevenson, 8/e, TMH
6. Operations Management – Roberta S. Russell & Bernard W. Taylor, Pearson / PHI
7. Operations Management – Norman Gaither & Greg Frazier, 9/e, Thomson.

**UNIT – I OVERVIEW OF SUPPLY CHAIN MANAGEMENT 5**

Role of Supply Chain Management: Scope and Importance, Customer Driver Strategies, Logistics and Competitive Strategy: Systems view.

**UNIT - II CO-ORDINATION AND MANAGEMENT OF TRANSPORTATION 5**

Inventory, Order Processing, Purchasing, Warehousing, Materials Handling, Packaging, Customer Service Management.

**UNIT – III INTERFACES WITH OTHER AREAS 5**

Marketing and Supply Chain Interface, Finance and Supply Chain Interface.

**UNIT - IV DISTRIBUTION REQUIREMENT PLANNING 10**

Distribution Network Planning and Warehouse Location, Integrated Supply, Production, distribution Policies and Plans.

**UNIT - V INTERNATIONAL LOGISTICS 10**

Ocean Carrier Management, Import-Export Logistic Management.

**UNIT - VI DECISION MODELS 10**

Decision support models of supply chain management: Transportation Systems, Warehouse Design, Distribution Inventory Policies, Transshipment, etc. Information Systems.

**TOTAL : 45**

## REFERENCES:

1. Donald J. Bowersox & David J. Closs, Logistical Management, Tata McGraw-Hill Editions, New Delhi, 2000.
2. Jeremy F. Shapiro, Modelling and Supply Chain, Thomson Learning, 2001.  
Martin Christopher, Logistics and supply chain management, Financial times management, 2000
3. David Taylor and David Brunt, Manufacturing Operations and Supply Chain Management, Vikas Thomson Learning, 2001.
4. Philippe - Pierre Dornier, Global operations & logistics, John Wiley & sons Inc, New York, 2002.
5. Monczka / Trend / Handfiled, Purchasing and Supply chain management, Thomson southwestern college publishing, 2000.
6. B.S. Sahay, Supply chain management for global competitiveness, Macmillan India Ltd, Delhi, 2000.
7. David Hutchins, Just in Time, Jaico Publishing House, Mumbai, 2001
8. David Simchi – Levi & Philip Kaminsk, Designing and Managing the supply chain, McGraw-Hill Companies Inc., 2000.

**UNIT - I MAINTENANCE CONCEPT 9**

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

**UNIT - II FAILURE DATA ANALYSIS 9**

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

**UNIT – III MAINTENANCE PLANNING 9**

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

**REPLACEMENT DECISIONS:** Optimal interval between preventive replacement of equipment subject to breakdown, group replacement

**UNIT - IV MAINTENANCE SYSTEMS 9**

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

**UNIT - V ADVANCED TECHNIQUES 9**

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

**TOTAL: 45****REFERENCES:**

1. Maintenance Engineering & Management – R.C.Mishra & K.Pathak, PHI, 2005
2. Industrial Maintenance Management – Sushil Kumar Srivatsava, S.Chand & Company, 2005
3. Gopalakrishnan, P. Banerji, A.K., "Maintenance and Spare Parts Management", Prentice Hall of India, 2004
4. Kelly and M.J. Harris "Management of Industrial Maintenance", Butterworth and Company Limited.
5. AKS Jardine "Maintenance, Replacement and Reliability", Pitman Publishing.

**QHRE84      VALUE ENGINEERING      3 0 0 3**

**UNIT – I      INTRODUCTION      10**

History, development and scope of value management, value analysis Vs Value engineering, principles of costing & cost estimation, benefits

**UNIT – II      BASIC CONCEPTS OF VALUE ENGINEERING      10**

Selection of project, team members, general phase, information phase, Creation phase, evaluation phase, investigation and implementation phase, audit

**UNIT – III      PROJECT WORK      8**

Work sheets, objectives, techniques, guidelines, Checklist, cost worth model, role of creativity.

**UNIT – IV      VALUE ENGINEERING CASES:      8**

Value Engineering raises production and productivity, Value Engineering is intensive cost search, Value Engineering prevents unnecessary uses of resources.

**UNIT – V      9**

Methodology, Industrial cases - Product manufacturing, Chemical processing, Automated Production, Semi –Automated production.

**TOTAL :45**

**REFERENCES:**

1. S.S. Iyer, Value Engineering, New Age International (P) Ltd, New Delhi, 2000.
2. A. K. Datta, Materials Management, Inventory Control and Logistics, Jaico Publishing House, Mumbai, 2001.
3. Miles. L. D, Techniques of Value Analysis and Value Engineering, McGraw-Hill, 2000.

<b>QHRE85</b>	<b>BUSINESS PROCESS RE-ENGINEERING</b>	<b>3 0 0 3</b>
<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>9</b>
Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles		
<b>UNIT – II</b>	<b>PRODUCTIVITY MODELS</b>	<b>8</b>
Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector. Productivity evaluation models, productivity improvement model and techniques.		
<b>UNIT – III</b>	<b>ORGANISATIONAL TRANSFORMATION</b>	<b>8</b>
Principles of organizational transformation and re-engineering, fundamentals of process re-engineering, preparing the workforce for transformation and re-engineering, methodology, guidelines, DSMCQ and PMP model.		
<b>UNIT – IV</b>	<b>RE-ENGINEERING PROCESS IMPROVEMENT MODELS</b>	<b>10</b>
PMI model, Edsomwan model, Moen and Nolan strategy for process improvement, LMICIP model, RDC model.		
<b>UNIT – V</b>	<b>RE-ENGINEERING TOOLS &amp; IMPLEMENTATION</b>	<b>10</b>
Analytical and process tools and techniques – Information and communication technology – Enabling role of IT, RE – opportunities, process redesign – cases. Software methods on BPR – Specification of BP, Case study – order, processing, user interfaces maintainability and reusability.		

**TOTAL : 45**

**REFERENCES:**

1. Sumanth, D.J., Productivity engineering and management, Tata McGraw-Hill, New Delhi 1990.
2. Edsomwan, J.A., Organisational transformation and process re-engineering, British Library Cataloging in Pub.data 1996.
3. Rastogi, P.N., Re-engineering and re-inventing the enterprise, wheeler publications, New Delhi 1995.
4. Premvrat, Sardana, G.D. and Sahay, B.S., Productivity Management – Systems F approach Narosa Publications, New Delhi, 1998.