

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

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

SEMESTER – II

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

SUMMER SEMESTER (6 WEEKS)

SUMMER PROJECT

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

SEMESTER – III

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

SEMESTER – IV

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

UNIVERSITY DEPARTMENTS

ANNA UNIVERSITY CHENNAI : : CHENNAI 600 025

REGULATIONS - 2009

CURRICULUM I TO VI SEMESTERS (PART TIME)

MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER – I

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

SEMESTER – II

Code No.	Course Title	L	T	P	C
BA9121	Operations Management	3	0	0	3
BA9123	Marketing Management	4	0	0	4
BA9124	Human Resource Management	3	0	0	3

BA9126	Applied Operations Research for Management	3	1	0	4
BA9127	Business Research Methods	3	0	0	3
BA9128	Business Application Software	0	0	4	2
	Total				19

SEMESTER – III

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

SEMESTER – IV

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

SUMMER SEMESTER (Six weeks)

SUMMER PROJECT

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

SEMESTER – V

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

SEMESTER – VI

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

LIST OF ELECTIVES

MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Code	Course Title	L	T	P	C
MARKETING – ELECTIVES					
BA9151	Brand Management	3	0	0	3
BA9152	Retail Management	3	0	0	3
BA9153	Services Marketing	3	0	0	3
BA9154	Advertising & Sales Promotion	3	0	0	3
BA9155	Consumer Behaviour	3	0	0	3
BA9156	Customer Relationship Management	3	0	0	3
BA9157	Event Marketing	3	0	0	3
BA9158	Marketing Metrics	3	0	0	3
BA9159	Advanced Data Analysis	3	0	0	3
FINANCE – ELECTIVES					
BA9160	Security Analysis and Portfolio Management	3	0	0	3
BA9161	Merchant Banking and Financial Services	3	0	0	3
BA9162	International Trade Finance	3	0	0	3
BA9163	Corporate Finance	3	0	0	3
BA9164	Derivatives Management	3	0	0	3
BA9165	Strategic Investment and Financing Decisions	3	0	0	3
BA9166	Risk Management and Insurance	3	0	0	3
BA9167	Micro Finance	3	0	0	3
Course Code	Course Title	L	T	P	C
HUMAN RESOURCE – ELECTIVES					
BA9168	Managerial Behavior and Effectiveness	3	0	0	3
BA9169	Entrepreneurship Development	3	0	0	3
BA9170	Organizational Theory, Design & Development	3	0	0	3
BA9171	Industrial Relations & Labour Welfare	3	0	0	3
BA9172	Labour Legislations	3	0	0	3
BA9173	Strategic Human Resource Management & Development	3	0	0	3
BA9174	Social Psychology	3	0	0	3
BA9175	Stress Management	3	0	0	3
SYSTEMS - ELECTIVES					

BA9176	Database Management System	3	0	0	3
BA9177	E-Commerce Technology and Management	3	0	0	3
BA9178	Enterprise Resources Planning	3	0	0	3
BA9179	Decision Support System and Intelligent Systems	3	0	0	3
BA9180	Software Project and Quality Management	3	0	0	3
BA9181	Data Mining and Data Warehousing	3	0	0	3
BA9182	Knowledge Management Systems	3	0	0	3
BA9183	Business Intelligence	3	0	0	3
BA9184	Business Modelling	3	0	0	3
OPERATIONS – ELECTIVES					
BA9185	Supply Chain Management	3	0	0	3
BA9186	Logistics Management	3	0	0	3
BA9187	Advanced Operation Management	3	0	0	3
BA9188	Product Design	3	0	0	3
BA9189	Services Operations Management	3	0	0	3
BA9190	Project Management	3	0	0	3
BA9191	Advanced Maintenance Management	3	0	0	3
BA9192	Robust Design	3	0	0	3

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

UNIT I INTRODUCTION**8**

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

UNIT II CONSUMER AND PRODUCER BEHAVIOUR**13**

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

UNIT III PRODUCT AND FACTOR MARKET**13**

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

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

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

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

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

Total: 60**TEXT BOOKS**

1. Paul A. Samuelson and William D. Nordhaus, Economics, 18th edition, Tata McGraw Hill, 2005.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alee Charystal, Economics, 11th edition, Oxford University Press, New Delhi, 2008.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson Education Asia, New Delhi, 2002.

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UNIT I INTRODUCTION TO QUALITY MANAGEMENT 9

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

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 9

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

UNIT III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY 9

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

Process capability – meaning, significance and measurement – Six sigma concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9

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

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION 9

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

Total: 45**TEXT BOOKS**

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.

REFERENCES

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poomima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

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**BA9104 ORGANIZATIONAL BEHAVIOUR LTPC
3003**

UNIT I FOCUS AND PURPOSE 5

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

UNIT II INDIVIDUAL BEHAVIOUR 12

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification.

Misbehaviour – Types – Management Intervention.

Emotions - Emotional Labour – Emotional Intelligence – Theories.

Attitudes – Characteristics – Components – Formation – Measurement- Values.

Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management.

Motivation – importance – Types – Effects on work behavior.

UNIT III GROUP BEHAVIOUR 10

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

UNIT IV LEADERSHIP AND POWER 8

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

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR 10

Organizational culture and climate – Factors affecting organizational climate – Importance.

Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change.

Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.

Organizational development – Characteristics – objectives –. Organizational effectiveness

Total: 45

TEXT BOOKS

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

REFERENCES

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9th Edition, 2008.

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

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REFERENCES

1. McGrath, E. H., S.J, Basic Managerial Skills for All, 8th ed. Prentice-Hall of India, New Delhi, 2008.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2008.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place. 3rd ed. John Wiley India, New Delhi, 2007.
4. Guffey, Mary Ellen., Business Communication: Process and Product. 3rd ed. Thomson and South-western, 2004.

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4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2007.

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

UNIT – I MERCANTILE AND COMMERCIAL LAW 15

THE INDIAN CONTRACT ACT 1872

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

THE SALE OF GOODS ACT 1930

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

NEGOTIABLE INSTRUMENTS ACT 1881

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

AGENCY

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

UNIT – II COMPANY LAW 10

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

UNIT – III INDUSTRIAL LAW 8

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

UNIT – IV INCOME TAX ACT AND SALES TAX ACT 5

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

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

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

Total: 45

TEXT BOOKS

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

REFERENCES

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

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Note: Students Are Expected To Prepare And Present On Topics Suggested Below:

1. General principles of Management.
2. Management Decisions – Making.
3. Domestic and Global business environment.
4. Social responsibility of business and managerial ethics.
5. Value-Chain of business.
6. Creativity and Management of innovation.
7. Customer focus and relationship management.
8. Globalization of business and international trade relations.
9. Competitive Advantage and Competency.
10. The role of Quality in business.

Total: 30

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REFERENCES

1. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
2. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
3. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
4. Chase Jacobs, Aquilano & Agarwal., Operations Management, Tata McGraw Hill, 2006.
5. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.

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**BA9122 FINANCIAL MANAGEMENT LTPC
3003**

UNIT – I FOUNDATIONS OF FINANCE: 9

Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

UNIT – II INVESTMENT DECISIONS: 9

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

UNIT – III FINANCING AND DIVIDEND DECISION: 9

Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure.

Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

UNIT – IV WORKING CAPITAL MANAGEMENT: 9

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

UNIT – V LONG TERM SOURCES OF FINANCE: 9

Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

Total: 45

TEXT BOOKS

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 5th edition, 2008.
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8th edition, 2007.

REFERENCES

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2008.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2008.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 11th edition, Cengage Learning 2008.
4. Prasanna Chandra, Financial Management, 7th edition, Tata McGraw Hill, 2008.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2008. [Back](#)

**BA9123 MARKETING MANAGEMENT L T P C
4 0 0 4**

UNIT – I INTRODUCTION 12

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

UNIT – II MARKETING STRATEGY 12

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

Unit – III MARKETING MIX DECISIONS 12

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

UNIT – IV BUYER BEHAVIOUR 12

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

UNIT – V MARKETING RESEARCH & TRENDS IN MARKETING 12

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

Total: 60

TEXT BOOKS

1. Philip Kotler and Kevin Lane, Marketing Management, PHI 13th Edition, 2008
2. Paul Baisen et al, Marketing, Oxford University Press, 2008.

REFERENCES

1. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
2. Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002.
5. Dalvymple, Marketing Management, Wiley India Pvt Ltd, 2008.
6. Keith Flether, Marketing Management and Information Technology, Prentice Hall, 1998.

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**BA9124 HUMAN RESOURCE MANAGEMENT LTPC
3003**

UNIT – I PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT 5

Evolution of human resource management – The importance of the human factor – Objectives of human resource management – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

UNIT – II THE CONCEPT OF BEST FIT EMPLOYEE 8

Importance of Human Resource Planning – Forecasting human resource requirement – Internal and External sources. Selection process screening – Tests - Validation – Interview - Medical examination – Recruitment introduction – Importance – Practices – Socialization benefits.

UNIT – III TRAINING AND EXECUTIVE DEVELOPMENT 10

Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

UNIT – IV SUSTAINING EMPLOYEE INTEREST 12

Compensation plan – Reward – Motivation – Theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT – V PERFORMANCE EVALUATION AND CONTROL PROCESS 10

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

Total: 45

TEXT BOOK

1. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.
2. Dessler Human Resource Management, Pearson Education Limited, 2007

REFERENCES

1. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 2007
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,6th edition 2006.
3. Eugence Mckenna and Nic Beach, Human Resource Management, Pearson Education Limited, 2007.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
5. Ivancevich, Human Resource Management, McGraw Hill 2002.

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**BA9125 MANAGEMENT INFORMATION SYSTEMS L T P C
3 0 0 3**

UNIT – I INTRODUCTION 9

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.

UNIT – II SYSTEMS ANALYSIS AND DESIGN 9

SDLC, SSLC, Systems Analysis and System Design, Tools – DFD – ER – Object modeling, DBMS – RDBMS – OODBMS.

UNIT – III INFORMATION SYSTEM 9

Financial, Marketing, Personnel, Production, Materials Information System, DSS, EIS, KMS, GIS, International Information System.

UNIT – IV SECURITY AND CONTROL 9

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

UNIT – V NEW IT INITIATIVES 9

e- business, e-governance, ERP, SCM, e-CRM, Datawarehousing and Data Mining, Business Intelligence, Pervasive Computing, CMM.

Total: 45

TEXT BOOKS

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2002.

REFERENCES

1. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 2000.
2. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005.
3. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 2007.
4. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
5. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2002.
6. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
7. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 2007.

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**BA9126 APPLIED OPERATIONS RESEARCH FOR MANAGEMENT L T P C
3 0 1 4**

UNIT – I INTRODUCTION TO LINEAR PROGRAMMING (LP) 12

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

Dual simplex method. Principles of Duality. Sensitivity Analysis.

UNIT – II LINEAR PROGRAMMING EXTENSIONS 12

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

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

UNIT – III INTEGER LINEAR PROGRAMMING AND GAME THEORY 12

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

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

UNIT – IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 12

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

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

Application of simulation techniques for decision making.

UNIT – V QUEUING THEORY AND REPLACEMENT MODELS 12

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

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

Total: 60

TEXT BOOKS

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

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

REFERENCES

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

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

UNIT – I INTRODUCTION 9

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

UNIT – II RESEARCH DESIGN AND MEASUREMENT 9

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

UNIT – III DATA COLLECTION 9

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

UNIT – IV DATA PREPARATION AND ANALYSIS 9

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

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

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

Total: 45

TEXT BOOKS

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods ,9th Edition, Tata Mc Graw Hill, 2006.
2. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 2008.
3. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006.
4. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2006.

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BA9128 BUSINESS APPLICATION SOFTWARE L T P C
0 0 4 2

UNIT – I OFFICE MANAGEMENT 14

Exercises to familiarize Word, Spreadsheet, Presentation and Web publishing packages – E-Mail – Video Conferencing – Introduction to HTML.

UNIT – II FUNCTIONAL MANAGEMENT 16

1. Financial And Accounting Management:
Introduction to accounting packages – exercises on creating, altering and displaying – Ledgers and Vouchers – Inventory management – Payroll – Reports using any one financial accounting package.
2. Operations Management :
Exercises on operational decision making – models using packages - linear programming, assignment models.
3. Project management
Familiarize the project planning, scheduling and tracking with support of the project management packages.

UNIT – III SOFTWARE DEVELOPMENT AND INTEGRATION 15

Database:

Exercises on database creation, manipulation and transactions using query languages.

Input and Output Design:

Exercises on I/O design – simulating basic calculator operations using any front end packages.

Integration:

Designing an application and integrating database and front end.

UNIT – IV ADVANCED STATISTICAL SOFTWARE 15

Exercises to use research data and analyze using various statistical methods (learned in statistics management course) using any of the statistical packages.

Introduction and hands on experience with freely downloadable data mining and Business Intelligence packages.

Total: 60

REFERENCES

1. Comdex, Computer and Functional Accounting with Tally 9.0, Dreamtech Press, Vikas Gupta 2008.
2. Sherdian J Coakes, Lyndall Steed, Peta Dizidic, SPSS 13.0 for windows, Wiley India, Delhi 2006.
3. Gary W. Hansen and James V. Hansen, Database Management and Design, Prentice Hall, 2006
4. Robert H. Lawson, Strategic Operations Management, Vikas Publishing House, First Indian Reprint, 2006.
5. Clements and Gido, Effective Project Management, Thomson, 2008.

6. David George and Paul Mallery, SPSS for windows, Step by step- A simple guide and reference, 2008.
7. Carver and Nash, Doing analysis with SPSS Ver 14, Cengage Learning, 2008.
8. Deborah Morley and Charles S Parker, Understanding computers today and tomorrow, 11th edition, Thomson, 2008.

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Note: Following Is The List Of Topics Suggested For Preparation And Presentation By Students.

1. Culture and Management.
2. Emotional intelligence and Management.
3. Information systems and Management functions.
4. Internet marketing.
5. Retail Management
6. HR accounting and audit.
7. Reputation management
8. Brand Building and Management.
9. Bench Marking.
10. Six sigma.

Total: 30

[Back](#)

2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
6. Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

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REFERENCES

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

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Note: Following is the list of topics suggested for preparation and presentation by students.

1. Knowledge Systems and Management.
2. Holistic Marketing.
3. Financial Engineering.
4. Integrated Marketing communications.
5. International HR issues.
6. International logistics and Supply Chain Management.
7. Corporate Governance.
8. Economic and Business Intelligence.
9. Cyber Laws.
10. Intellectual property Rights and global business.

Total: 30

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**BA9153 SERVICES MARKETING LTPC
3003**

UNIT – I INTRODUCTION 9

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

UNIT – II SERVICE MARKETING OPPORTUNITIES 9

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

UNIT – III SERVICE DESIGN AND DEVELOPMENT 9

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

UNIT – IV SERVICE DELIVERY AND PROMOTION 9

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

UNIT – V SERVICE STRATEGIES 9

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

Total: 45

TEXT BOOKS

1. Christropher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 2004.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

REFERENCES

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

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

UNIT – I INTRODUCTION 9

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

UNIT – II CONSUMER BEHAVIOR MODELS 9

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

UNIT – III INTERNAL INFLUENCES 9

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

UNIT – IV EXTERNAL INFLUENCES 9

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

UNIT – V PURCHASE DECISION PROCESS 9

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

Total: 45

TEXT BOOKS

1. Jay D. Lindquist and Joseph Sirgy, Shopper, Buyer and Consumer Behavior, Biztranza 2008.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

REFERENCES

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

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UNIT – I INTRODUCTION**9**

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT – II UNDERSTANDING CUSTOMERS**9**

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

UNIT – III CRM STRUCTURES**9**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT – IV CRM PLANNING AND IMPLEMENTATION**9**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT – V TRENDS IN CRM**9**

e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Total: 45**TEXT BOOKS**

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Perspective, Macmillan 2005.
2. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008

REFERENCES

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Cathcart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.

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

UNIT – I INTRODUCTION 9

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

UNIT – II DESIGNING EVENT MARKETING 9

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

UNIT – III PRICING STRATEGIES 9

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

UNIT – IV EVENT PROMOTION 9

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

UNIT – V EVENT DELIVERY 9

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

Total: 45

TEXT BOOKS

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

REFERENCES

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

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UNIT – I INTRODUCTION**9**

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

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

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

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

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

UNIT – IV CHANNEL METRICS**9**

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

UNIT – V ADDITIONAL METRICS**9**

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

Total: 45**REFERENCES**

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

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

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

UNIT – II	SECURITIES MARKETS	10
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Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT- III	FUNDAMENTAL ANALYSIS	9
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Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

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

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

Total: 45

TEXT BOOKS

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

REFERENCES

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, 2008.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2008.
3. Bodi, Kane, Markus, Mohanty, Investments, 6th edition, Tata McGraw Hill, 2007.

4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2008.

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

UNIT – I MERCHANT BANKING 5

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

UNIT – II ISSUE MANAGEMENT 12

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

UNIT – III OTHER FEE BASED SERVICES 10

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

UNIT – IV FUND BASED FINANCIAL SERVICES 10

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

UNIT – V OTHER FUND BASED FINANCIAL SERVICES 8

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

Total: 45

TEXT BOOKS

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008.

REFERENCES:

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2002.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 1st Edition, 2008.
5. Website of SEBI

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REFERENCES

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

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**BA9165 STRATEGIC INVESTMENT AND FINANCE DECISIONS L T P C
3 0 0 3**

UNIT – I INVESTMENT DECISIONS 12

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

UNIT – II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES 9

Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT – III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS 9

Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

UNIT – IV FINANCING DECISIONS 6

Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT – V FINANCIAL DISTRESS 9

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

Total: 45

TEXT BOOKS

1. Prasanna Chandra, Financial Management, 7th Edition, Tata McGraw Hill, 2008.
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008

REFERENCES

1. Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New Delhi 2002.
2. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2003.
3. I. M.Pandey, Financial Management , Vikas Publishing House, 2003.
4. M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2003.
5. Website of IDBI related to project finance

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

UNIT – I INTRODUCTION TO RISK MANAGEMENT 9

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

UNIT – II RISK AVERSION & MANAGEMENT TECHNIQUES 9

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

UNIT – III RISK MANAGEMENT TOOLS 9

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

UNIT – IV INTRODUCTION TO INSURANCE 9

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

UNIT – V INSURANCE AS A RISK MANAGEMENT TECHNIQUE 9

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

Total: 45

TEXT BOOKS

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

REFERENCES

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

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BA9167	MICROFINANCE	L T P C
		3 0 0 3

UNIT – I	INTRODUCTION TO MICROFINANCE	9
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Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Micro credit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending -Flexible approaches to collateral-Frequent & public installment for loan & saving products

UNIT - II	FINANCIAL AND OPERATIONAL EVALUATION	9
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Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs.

Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency

UNIT – III	OTHER EVALUATIONS OF MICROFINANCE	9
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Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – – Competition - Risks .

Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance

Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics

UNIT – IV	MICROFINANCE IN INDIA	9
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Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.

UNIT – V ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE 9

Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – – Gender issues

Total: 45

TEXT BOOKS

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

REFERENCES

1. www. microfinancesummit.org.

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**BA9168 HUMAN RESOURCE ELECTIVES
MANAGERIAL BEHAVIOR AND EFFECTIVENESS L T P C
3 0 0 3**

UNIT – I DEFINING THE MANAGERIAL JOB 8

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

UNIT – II DESIGNING THE MANAGERIAL JOB 12

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

UNIT – III THE CONCEPT OF MANAGERIAL EFFECTIVENESS 7

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

UNIT – IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS 8

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

UNIT – V DEVELOPING THE WINNING EDGE 10

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

Total: 45

2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

REFERENCES

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
2. Prasama Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.C.Jain (ed.), Handbook for New Entrepreneurs, EDII, Oxford University Press, New Delhi, 1999.
4. Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, Entrepreneurship Development, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.
5. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997.

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BA9170 ORGANISATIONAL THEORY, DESIGN & DEVELOPMENT L T P C
3 0 0 3

UNIT – I ORGANISATION & ITS ENVIRONMENT 8

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

UNIT – II ORGANIZATIONAL DESIGN 15

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

UNIT – III ORGANISATIONAL CULTURE 6

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

UNIT- IV ORGANISATIONAL CHANGE 6

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

UNIT – V ORGANISATION EVOLUTION AND SUSTENANCE 10

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

Total: 45

TEXT BOOKS

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 7th Edition 2004.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 7th Edition 2007.

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1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, South Western Thompson, 2007
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2005.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2007.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2005.
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2005.

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**BA9171 INDUSTRIAL RELATIONS AND LABOUR WELFARE L T P C
3 0 0 3**

UNIT – I INDUSTRIAL RELATIONS 7

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

UNIT – II INDUSTRIAL CONFLICTS 12

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

UNIT – III LABOUR WELFARE 8

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

UNIT – IV INDUSTRIAL SAFETY**9**

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

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

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

Total: 45**TEXT BOOKS**

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.

REFERENCES

1. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
2. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. Sarma A. M, Welfare of Unorganized Labour, Himalaya Publishing House, 1st Edition, 2008.
5. Subba Rao , Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2007.

[Back](#)**BA9172 LABOUR LEGISLATIONS****L T P C
3 0 0 3**

Legal Provision relating to

- a) Wages
- b) Working Conditions and Labour Welfare
- c) Industrial Relations
- d) Social Security

Contained in the following acts are to be studied.

	Periods
1. The Factories Act, 1948	3
2. The Trade Unions Act, 1926	4
3. The Payment of Wages Act, 1936	3
4. The Minimum Wages Act, 1948	2

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

Total: 45

TEXT BOOKS:

1. P.K. Padhi, Industrial Laws, PHI, 2008.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008.

REFERENCES

- 1 Tax Mann, Labour Laws, 2008.
- 2 D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
- 3 Respective Bare Acts.

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BA9173 STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

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

UNIT – I HUMAN RESOURCE DEVELOPMENT

10

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

BA9174	SOCIAL PSYCHOLOGY	L T P C 3 0 0 3
UNIT – I	INTRODUCTION TO SOCIAL PSYCHOLOGY	6
Social Psychology – Origin and development – Social behaviour and social thought – Applications in society and business.		
UNIT – II	PERCEIVING AND UNDERSTANDING OTHERS	9
Social perception – Nonverbal communication – Attribution – Impression formation and impression management.		
UNIT – III	COGNITION IN THE SOCIAL WORLD	10
Social cognition – Schemas – Heuristics – Errors – Attitudes & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem & Social Comparison.		
UNIT – IV	INTERPERSONAL RELATIONS	10
Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction.		
UNIT – V	APPLIED SOCIAL PSYCHOLOGY	10
Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues.		

Total: 45

TEXT BOOK

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

REFERENCES

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

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

UNIT – I UNDERSTANDING STRESS 6

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

UNIT – II COMMON STRESS FACTORS TIME & CAREER PLATEAUING 12

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

UNIT – III CRISIS MANAGEMENT 10

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

UNIT – IV WORK PLACE HUMOUR 5

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

UNIT – V SELF DEVELOPMENT 12

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

Total: 45

REFERENCES

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

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

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

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

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

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

Total: 45

TEXT BOOKS

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning,
2. Jeffrey A Hoffer et al, Modern Database Management, 8th Edition, Pearson Education, 2008,

REFERENCES

1. V. K. Jain, Database Management Systems, Dreamtech press, 2007
2. Narayan S. Umanath and Richard W. Scamell, Data Modeling and database design, Thomson course technology, 2008
3. Mark L.Gillenson & el, Introduction database management, Wiley India Pvt. Ltd, 2008
4. Peter Rob and Carlos Coronel, Database systems- Design, Implementation and Management, Thomson Course technology, 2008
5. Hector Garcia -Molica et al, Database Systems – The complete book, Pearson Education, 2008

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

TEXT BOOK

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

REFERENCES

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

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BA9180 SOFTWARE PROJECT AND QUALITY MANAGEMENT L T P C
3 0 0 3

Unit – I INTRODUCTION 9

Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Project Tracking.

UNIT – II SOFTWARE METRICS 9

Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.

UNIT – III SOFTWARE PROJECT ESTIMATION 9

Effort Estimation, Expert Judgment, LOC, Function Points, Object Points, COCOMO, Risk Management.

UNIT – IV SOFTWARE QUALITY 9

Quality Management Systems, Software Quality Models, FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO.

UNIT – V SOFTWARE QUALITY ASSURANCE 9

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

Total: 45

TEXT BOOKS

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

REFERENCES

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

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

UNIT – I INTRODUCTION TO DATA MINING 9

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

UNIT – II DATA WAREHOUSING 8

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

UNIT – III DATA MINING TOOLS, METHODS AND TECHNIQUES 10

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

UNIT – IV DATA MINING APPLICATIONS 9

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

UNIT – V DATA MINING TRENDS 9

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

Total: 45

TEXT BOOKS

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

REFERENCES

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

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

UNIT – I INTRODUCTION 9

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

UNIT – II KNOWLEDGE MANAGEMENT MODELS 9

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

UNIT – III KM TOOLS STRATEGY AND METRICS 9

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

UNIT – IV KM IN ORGANISATION 9

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

UNIT – V KNOWLEDGE LEADERSHIP 9

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

Total: 45

TEXT BOOK

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

REFERENCES

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

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**BA9183 BUSINESS INTELLIGENCE LTPC
3003**

UNIT – I INTRODUCTION 9

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

UNIT – II PROJECT PLANNING AND DATA ANALYSIS 9

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

UNIT – III METADATA REPOSITORY ANALYSIS AND DESIGN 9

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

UNIT – IV APPLICATION DEVELOPMENT 9

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

UNIT – V MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES 9

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

Total: 45

TEXT BOOKS

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

REFERENCES

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

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

REFERENCES

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

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

UNIT – I INTRODUCTION 9

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

UNIT – II STRATEGIC SOURCING 9

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

UNIT – III SUPPLY CHAIN NETWORK 9

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

UNIT – IV PLANNING DEMAND, INVENTORY AND SUPPLY 9

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

UNIT – V CURRENT TRENDS 9

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

Total: 45

TEXT BOOKS

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

REFERENCES

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

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

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BA9186	LOGISTICS MANAGEMENT	LT P C 3 0 0 3
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UNIT – I	INTRODUCTION	9
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Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service

UNIT – II	WAREHOUSING AND MATERIALS HANDLING	9
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Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.

Material Handling equipment and Systems – Role of Material Handling in Logistics. Automated Material Handling. Material Storage Systems – principles – benefits – methods.- ASRS.

UNIT – III	TRANSPORTATION AND PACKAGING	9
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Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies.

Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT – IV	PERFORMANCE MEASUREMENT AND COSTS	9
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Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit.

Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

UNIT – V	CURRENT TRENDS	9
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Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Warehouse Simulation.

Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning.

Total: 45

TEXT BOOKS

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

REFERENCES

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

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**BA9187 ADVANCED OPERATIONS MANAGEMENT L T P C
3 0 0 3**

UNIT – I OPERATIONS STRATEGY IN A GLOBAL ENVIRONMENT 9

Global view of Operations – Missions and Strategies – OM Decisions – Issues in Operations Strategy – Strategy Development and Implementation – Global operations Strategy options.

UNIT – II FORECASTING AND SCHEDULING MODLES 9

Forecasting – Types, Quantitative Models – Moving Averages and Smoothing techniques – Error estimations. Scheduling and Sequencing models.

UNIT – III LOCATION AND LAYOUT STRATEGIES 9

Location Decisions – Strategic importance, Factors, Methods. Service Location Strategies. Layout – Types – Office, retail, warehousing, fixed-position, process-oriented, work-cells, Repetitive and product oriented layouts.

UNIT - IV MRP AND ERP 9

MRP – Genesis, Prerequisites, Computations. Handling Uncertainties – EOQ in MRP –MRP II – ERP Models and Software.

UNIT – V RECENT TRENDS IN OPERATIONS MANAGEMENT 9

Recent Trends in operations management – Lean manufacturing, CIM, Synchronous manufacturing & theory of constraints - Agile Manufacturing.

Total: 45

TEXTBOOKS

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

REFERENCES

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

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

UNIT – I INTRODUCTION 9

Defining Product, Types of products. Successful Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Stage-gate model - New Service Development Process

UNIT – II PRODUCT PLANNING 9

Product Planning Process – Steps. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Brain Storming,

UNIT – III PRODUCT CONCEPT 9

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

UNIT – IV INDUSTRIAL DESIGN AND DESIGN TOOLS 9

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Collaborative Product development- Product development economics.

UNIT – V PATENTS 9

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

Total: 45

TEXT BOOK

1. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Third Edition, reprint 2008.

REFERENCES

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
3. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
4. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata- McGraw Hill, 2007.
5. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.

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BA9189	SERVICES OPERATIONS MANAGEMENT	LT P C 3 0 0 3
UNIT – I	INTRODUCTION	9
Importance and role of Services -Nature of services -Service classification Service Package Service Strategy -Internet strategies - Environmental strategies.		
UNIT – II	SERVICE DESIGN	9
New Service Development - Designing the Service delivery system: Service Blue-printing - Managing Service Experience - Front-office Back-office Interface - Service scape – Implication for Service Design		
UNIT – III	SERVICE QUALITY	9
Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter.		
UNIT – IV	OPERATING SERVICES	9
Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location -Capacity Management in Services – Queuing models - Waiting Lines – Simulation - Yield management.		
UNIT – V	TOOLS AND TECHNIQUES	9
Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle Routing and Scheduling -Productivity and Performance measurement - Data Envelopment Analysis (DEA) -Scoring System – Method for customer selection.		

Total: 45

TEXT BOOKS

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006.

REFERENCES

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2005.

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**BA9190 PROJECT MANAGEMENT L T P C
3 0 0 3**

UNIT – I INTRODUCTION TO PROJECT MANAGEMENT 9

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

UNIT – II PLANNING AND BUDGETING 9

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

UNIT – III SCHEDULING & RESOURCE ALLOCATION 9

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

UNIT – IV CONTROL AND COMPLETION 9

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

UNIT – V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9

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

Total: 45

TEXT BOOKS

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

REFERENCES

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

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

UNIT – I MAINTENANCE CONCEPTS 9

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

UNIT – II FAILURE DATA ANALYSIS 9

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

UNIT – III MAINTENANCE PLANNING AND REPLACEMENT DECISION 9

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

UNIT – IV MAINTENANCE POLICIES 9

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

UNIT – V RECENT TECHNIQUES 9

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

Total: 45

TEXT BOOKS

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

REFERENCES

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

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BA9192	ROBUST DESIGN	LT P C
		3 0 0 3
UNIT – I	INTRODUCTION	9
Introduction to robust design - Robust Design and Experiments -Planning of experiments - Overview of quality by design - Quality loss function -ANOVA rationale -Single Factor Experiments.		
UNIT – II	FACTORIAL EXPERIMENTS	9
Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - 2^K and 3^K factorial designs -Fractional factorial design.		
UNIT – III	SPECIAL EXPERIMENTAL DESIGNS	9
Randomized blocks - Latin square design - Blocking and confounding - Response Surface Method - Nested designs.		
UNIT – IV	ORTHOGONAL EXPERIMENTS	9
Comparison of classical and Taguchi' s approach - Selection and application of orthogonal arrays for design - Conduct of experiments -collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.		
UNIT – V	MAKING THE DESIGN ROBUST	9
Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.		
		Total: 45

TEXTBOOK

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

REFERENCES

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

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