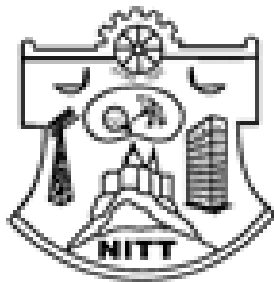


**NATIONAL INSTITUTE OF TECHNOLOGY
TIRUCHIRAPPALLI – 620 015**

M.B.A. DEGREE (TRIMESTER PATTERN)

**SYLLABUS
FOR
CREDIT BASED CURRICULUM
(2011 – 2012)**



DEPARTMENT OF MANAGEMENT STUDIES

NATIONAL INSTITUTE OF TECHNOLOGY, TIRUCHIRAPPALLI – 620 015.

DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (CREDIT SYSTEM)

Objective of the Programme:

This programme is structured to enable undergraduate students of any discipline to evolve as Masters in Management. The programme imparts basic management concepts and learning in functional areas such as Marketing, Finance, Human Resources, Technology & Operations and Information Systems. The programme also provides for development of comprehensive knowledge and skills to manage businesses in the emerging environment.

MBA PROGRAMME 2011-12

Total minimum credits required for completing the course is 80

(2 Credits are allocated for every three hours of Lecture as the entire course is delivered in 30 hours)

TRIMESTER – I

CODE	COURSE OF STUDY	L	T	P	C
MB701	Business Communication - I	2	0	1	2
MB702	Business Law	3	0	0	2
MB703	Fundamentals of Financial Accounting	2	1	0	2
MB704	Marketing Management – Concepts and Design	3	0	0	2
MB705	Micro Economics	3	0	0	2
MB706	Managing People in Organizations	3	0	0	2
MB707	Quantitative Techniques	2	1	0	2
	Total	18	2	1	14

TRIMESTER – II

CODE	COURSE OF STUDY	L	T	P	C
MB 711	Advanced Financial Accounting	2	1	0	2
MB 712	Cost and Management Accounting	2	1	0	2
MB 713	Design of Operation Systems	3	0	0	2
MB 714	Information Management	3	0	0	2
MB 715	Organizational Structures & Design	3	0	0	2
MB 716	Marketing Management – Planning & control	3	0	0	2
MB 717	Business Communication II	0	0	2	1
		2	1	0	2
	Total	16	2	2	15

TRIMESTER – III

CODE	COURSE OF STUDY	L	T	P	C
MB 721	Operations Research	2	1	0	2
MB 722	Financial Management	3	0	0	2
MB 723	Human Resource Management	3	0	0	2
MB 724	Macro Economics	3	0	0	2
MB 725	Planning & Control of Operations	3	0	0	2
MB 726	Business Communication III	0	0	2	1
	Elective-1	3	0	0	2
	Elective-2	3	0	0	2
	Total	20	1	2	15

TRIMESTER – IV

CODE	COURSE OF STUDY	L	T	P	C
MB 731	Strategic Management	3	0	0	2
MB 732	Total Quality Management	3	0	0	2
MB 733	Summer Project	0	0	0	4
	Elective – 3	3	0	0	2
	Elective – 4	3	0	0	2
	Elective – 5	3	0	0	2
	Elective – 6	3	0	0	2
	Total	18	0	0	16

TRIMESTER – V

CODE	COURSE OF STUDY	L	T	P	C
MB 741	Project System Management	3	0	0	2
MB 742	Technology Management	3	0	0	2
	Elective – 7	3	0	0	2
	Elective – 8	3	0	0	2
	Elective – 9	3	0	0	2
	Elective – 10	3	0	0	2
	Total	18	0	0	12

TRIMESTER – VI

CODE	COURSE OF STUDY	L	T	P	C
MB 751	Entrepreneurship & Small Business Management	3	0	0	2
	Elective 11	3	0	0	2
	Elective 12	3	0	0	2
	Elective 13	3	0	0	2
	Total	12	0	0	8

SPECIALIZATIONS

FINANCIAL MANAGEMENT

CODE	COURSE OF STUDY	L	T	P	C
MB 761	Asset Based Financing	3	0	0	2
MB 762	Advanced Corporate Finance	3	0	0	2
MB 763	Financial Derivatives	3	0	0	2
MB 764	Financial Institution & Services	3	0	0	2
MB 765	Insurance & Pension Schemes	3	0	0	2
MB 766	Investment Banking	3	0	0	2
MB 767	Investment Security Analysis And Portfolio Management	3	0	0	2
MB 768	Strategic cost Accounting & Management control	3	0	0	2
MB 769	Tax Laws and Tax Planning	3	0	0	2
MB 770	Treasury Management	3	0	0	2
MB 771	Personal Finance	3	0	0	2

HUMAN RESOURCES MANAGEMENT

CODE	COURSE OF STUDY	L	T	P	C
MB 781	Personal Growth programme	2	0	2	2
MB 782	Change management	3	0	0	2
MB 783	Compensation & Benefits	3	0	0	2
MB 784	Counseling in the workplace	3	0	0	2
MB 785	Organizational Theory	3	0	0	2
MB 786	Strategic Human Resource Development	3	0	0	2
MB 787	Training and Development	3	0	0	2
MB 788	Talent Management	3	0	0	2
MB 789	Knowledge Management	3	0	0	2

BUSINESS ANALYSIS & IT CONSULTING

CODE	COURSE OF STUDY	L	T	P	C
MB 791	Introduction to Business Analysis & IT consulting	3	0	0	2
MB 792	Corporate Information Strategy & Management	3	0	0	2
MB 793	Business Analysis & ITC in Financial Services/ Capital Markets	2	0	2	2
MB 794	Business Analysis & ITC in Retail/ Marketing	3	0	0	2
MB 795	Business Analysis & ITC in Manufacturing	3	0	0	2
MB 796	Systems Analysis & Design	3	0	0	2
MB 797	Software Project Management	3	0	0	2
MB 798	Software Quality Management	2	0	2	2

BUSINESS ANALYTICS

CODE	COURSE OF STUDY	L	T	P	C
MB 811	Business Intelligence	3	0	0	2
MB 812	Basic Data Analytics	3	0	0	2
MB 813	Advanced Data Analytics	3	0	0	2
MB 814	Data Mining Techniques	3	0	0	2
MB 815	Introduction to Business Analytics	3	0	0	2
MB 816	Marketing Analytics	3	0	0	2
MB 817	Supply Chain Analytics	3	0	0	2
MB 818	Financial Risk Analytics	3	0	0	2
MB 819	HR Analytics	3	0	0	2
MB 820	Digital Analytics	3	0	0	2

MARKETING MANAGEMENT

CODE	COURSE OF STUDY	L	T	P	C
MB 831	Marketing Metrics	3	0	0	2
MB 832	Marketing Research	3	0	0	2
MB 833	Consumer Behaviour	3	0	0	2
MB 834	Customer Relationship Management	3	0	0	2
MB 835	Direct Marketing	3	0	0	2
MB 836	Business to Business Marketing	3	0	0	2
MB 837	International Marketing	3	0	0	2
MB 838	Rural Marketing	3	0	0	2
MB 839	Services Marketing	3	0	0	2
MB 840	Advertising Management	3	0	0	2
MB 841	Distribution Management	3	0	0	2
MB 842	Retail Management	3	0	0	2
MB 843	Sales Management	3	0	0	2
MB 844	Strategic Brand Management	3	0	0	2
MB 845	Strategic Marketing	3	0	0	2

TECHNOLOGY & OPERATIONS MANAGEMENT

CODE	COURSE OF STUDY	L	T	P	C
MB 851	Advanced Materials Management	3	0	0	2
MB 852	Advance Operating Research	3	0	0	2
MB 853	Innovation and R&D Management	3	0	0	2
MB 854	Logistics Management	3	0	0	2
MB 855	Production Planning & Control	3	0	0	2
MB 856	Supply Chain Management	3	0	0	2
MB 857	Technological Forecasting	3	0	0	2
MB858	Manufacturing Strategy	3	0	0	2

GENERAL MANAGEMENT

		L	T	P	C
MB 900	Course of Independent Study	0	0	0	2
MB 901	Strategic Management of Intellectual Property rights	3	0	0	2

MB 701 BUSINESS COMMUNICATIONS

Communication: concepts & Goals – Theories of communication

Organisational & personal goals – Psychology of communication – Channels & Networks – Barriers to & Cost of Communication

Message planning – Purposive listening – Types of listening – Familiarity to different accents & Tones Oral communication – Persuasive speech

Practice Presentation Skills – Group dynamics – Interview skills – Telephone Strategies – Business Correspondence – Different kinds of written communication in business organizations

Marketing language – Creativity and appeal – Report writing practice.

TEXT BOOKS :

1. Atkinson, “Business Writing & Procedures”, Reynolds American Book Co.1980
2. Himslreet, “Business Communications”, Baty wodsworth Publishing Co.1992

MB 702 BUSINESS LAW

Nature of contract Requirements & Classifications – Discharge of contract – Remedies for the breach- Quasi contract – Contingent contract.

Sale of goods act : Sale, Agency,

Partnership Act

Nature of the companies – Kinds of the companies – Formation and incorporation of a Company – Memorandum of Association, Articles of Association and Prospectus – Company management – Company meetings (Board and General) – Majority rule and Minority protection – Compromises, Arrangements. Reconstruction and Amalgamation – Winding Up.

Competition, / FEMA, Consumer Protection, Right to Information Act.

TEXT BOOKS :

1. Kapoor, N.D. , ‘Mercantile Law’, Sultan Chand & Sons, 28th Ed.
2. Majumdar, A.K. and Kapoor, G.K., ‘Company Law and Practice’, Taxmans Publications, New Delhi, Revised 2000.

MB 703 FUNDAMENTALS OF FINANCIAL ACCOUNTING

Concepts and conventions of accounting, accounting standards

Journalizing Transactions, Ledger Posting and Trial balance, Subsidiary books of accounts

Final Accounts – Manufacturing and Trading accounts. Profit and Loss Statement, Balance Sheet, Adjustment Entries

Depreciation accounting, Treatment of intangibles, Inventory valuation

Accounts of a Non Profit organization, Branch Accounting

TEXTBOOKS:

Maheshwari S N and Maheshwari S K, “ An Introduction to Accountancy”, Vikas Publishing House, 9th Edition, 2007

Gupta, Ambrish, “Financial Accounting for Management. An Analytical Perspective”, Pearson Education, 2nd Edition, 2008.

REFERENCES:

Ramachandran N and Kakani, Ram Kumar, “Financial Accounting for Management”, Tata McGraw Hill, 2nd Edition, 2008

Narayanaswamy R, “Financial Accounting – A Managerial Perspective”, Prentice Hall of India. 2nd Edition, 2008

MB 704 MARKETING MANAGEMENT CONCEPT AND DESIGN

Core concepts of marketing -Need, Want & Demand, Product, value and satisfaction, Marketing & Markets. Production concept, Product concept, Selling concept, Marketing concept etc.

Macro and Micro factors in the marketing environment, Macro features like demography, economic features, socio technological environments etc. Micro features like supplier's competitors etc.

A model for consumer buying Behaviour, factors influencing consumer behavior, buying decision process- Buying roles & stages in buying.

Demand Estimation: flow to measure market demand - Estimating market size, share, potential, Estimating current and future demands.

Segmentation: Approach. Patterns and Segmentation procedures, basis for segmenting consumer market - Targeting - positioning.

New product Development - Idea generation, Idea screening concept development and using, Product development. market testing etc.

Marketing strategies in the various stages of the PLC (Product Life Cycle) Strategies to be followed in the introduction, growth, maturity and decline stages.

Market Planning Process - stages. - The nature and contents of marketing plan (introductory aspects).

Marketing Strategies: for leaders, for followers, for niche marketers, for challengers, for global markets.

TEXT BOOKS:

1. Kotler Philip, Kevin Lane Keller 'Marketing Management', 13th Ed., Pearson Education (Singapore) Pvt. Ltd., New Delhi, 2007.
2. Zikmund d Amico, "The power of Marketing" , 7th edition, Sowth Western , Thomson Learning Publications, 2006.

MB 705 MICRO ECONOMICS

Importance of Micro Economics in Managerial Decision Making-Micro economic analysis & its relationship to functional management area Utility analysis of Consumer Behaviour indifference curve analysis-Diminishing marginal utility, Equi-Marginal utility, indifference curve and revealed preference theory.

Demand Supply analysis-Elasticity, measurement and application-supply function and elasticity-Demand Forecasting-.Time series-regression and smoothening techniques.

Production function-ISO cost, ISO Quant-expansion path returns to scale-increasing, constant and diminishing returns-cost analysis-total cost, average cost, and marginal cost, -AVC, AFC, AC & MC relationships-short run and long run cost curves-revenue analysis-total revenue and average revenue and marginal revenue.

Breakeven analysis-competition, market morphology-price and output determination-shape of revenue cost curves under various types of competition-profit maximization during short run and long run under various types of competition.

Product pricing-pricing methods & policies-Capital budgeting-pay back period-net present value and internal rate of return.

TEXT BOOKS:

- 1.C.H.Peterson, C Lewis, Sudhir K Jain, “Managerial Economics”, Pearson Education, 2e,2006.
- 2.Paul G Keat, Philip K.Y.Young, “Managerial Economics”. Pearson Education, 5e,2006.

MB 706- MANAGING PEOPLE IN ORGANIZATION

Introduction - Modern Organizational Scenario -Contemporary challenges.

Perception: Process — Changes. Personality and Attitudes: Links — attitude changes.

Motivation: Needs, content and process - Motivation: Applied: Job design and Goal setting.Stress: Causes - Effects - Coping strategies. Power and Politics.

Learning: Processes, Reward systems, and Behavioral Management. Leadership: Background — Processes—Styles-- Activities — Skills.

Communication: Personal — Group — Organizational Levels. Decision Making: Elements of Psychological Decision making — influencing Decision making.

Organizational change and Development. International Organizational Behavior.

TEXT BOOKS:

1. Luthans, F., ‘Organizational Behaviour’, McGraw Hill, New York, 1997.
2. Diwvedi, R.S., ‘Human Relations and Organisational Behaviour-A Global Perspective’, MacMillan Ltd., New Delhi, 1993.

MB 707 QUANTITATIVE TECHNIQUES

Introduction to statistics-Collecting & tabulating data-Measure of Central Tendency and Dispersion in Frequency Distribution. Probability Theory: classical, objective & subjective Approach-Addition, Multiplication & Bayes Theorem -Applications

Binomial, Poisson and Normal - Decision Making under certainty, uncertainty and Risk

Sampling and Sampling Distribution: Types of sampling —Random Sampling-Concept of Standard Error Central Limit Theorem. Estimation: Types of estimates-Point Estimate, Interval estimate of their population mean, variance and proportion-student-t distribution.

Testing Hypotheses Significance level-Type & Type II error- one Two tail tests —Hypothesis Testing of means, proportion-Chi-Square Test-Analysis of variance.

Non Parametric methods Kolmogorov Test-Median Test – Mann –Whitney Test – Wircoxon T Test – Friedman ANOVA-Mcnemar Test-Cochram's Q Test.

REFERENCES:

Richard I. Levin and David S. Rubin, 'Statistics for Management', Prentice Hall of India, 1999.

Srivatasava, Shenoy and Sharma, 'Quantitative Techniques for Managerial Decision Making', 3rd Ed., Wiley Eastern, 1998

MB 711 ADVANCED FINANCIAL ACCOUNTING

Company Accounts – Accounting for issue of Shares- shares at premium and at discount, redemptions – Debentures – issue and redemption

Company Final accounts preparation – Special points in preparation- Accounting for profits prior to incorporation

Ratio Analysis and Interpretation

Funds flow and Cash flow statement preparation

Corporate Governance- International Accounting standards, Recent developments, use of TALLY.

TEXT BOOKS

1. Maheshwari S N and Maheshwari S K, " An Introduction to Accountancy", Vikas Publishing House, 9th Edition, 2007.

2. Ramachandran N and Kakani, Ram Kumar, "Financial Accounting for Management" Tata McGraw Hill, 2nd Edition, 2008

REFERENCES:

1. Reimers, Jane L "Financial Accounting", Pearson Education, 1st Edition, 2007.

2. Narayanaswamy R., "Financial Accounting – A Managerial Perspective", Prentice Hall of India, 2nd Edition, 2008.

MB 712 COST AND MANAGEMENT ACCOUNTING

Definitions, Nature, Functions, Scope, Importance, Limitations and conventions of Management Accounting. Distinction between Management Accounting and Financial Accounting, Installation of Management Accounting System.

Functional Budget: Cash budget — Flexible budget — budgetary control for service Organization and for Non profit Organisation.

Introduction to Cost Accounting - Distinction between Cost Accounting and Management Accounting- Costing of Raw material, Labour & overheads Cost ascertainment allocation and control-Reconciliation of cost & final account.

Process costing, working in process costing, joint products, bye products costing.

Cost Accounting Methods- job, batch, and contract -- Standard Costing: - Utility of Costing for Managerial Decision.

TEXTBOOKS:

- 1.Pandey. I.M , “Management Accounting”., Vikas publications 2003
- 2.Khan.M.Y&Jain, P.K, “Cost accounting” Tata Mcgraw Hill. 2000

REFERENCE BOOKS:

1. Horngren,Foster, Datar, “Cost Accounting” PHI, Tenth edition 2000

MB 713 DESIGN OF OPERATION SYSTEMS

History of Production Management. Technology Management: Forecasting — Environment – product Design &Development Process Planting - Types of Production System - Tools for selecting the process.

Plant location: Factors to be considered- Multi Plant Location - Evaluation of Factors using Rations plan & Cost Analysis - Plant location trends. Plant Layout: Types of Layout - Quantitative analysis in plant layout Material Handling — Principles.

Job design: Scientific Method - Job Enrichment - Job Enlargement - Working Condition — Safety.

Job Evaluation. Work Measurement: Time Study - Work Sampling.

Purchasing and Warehousing Functions - Vendor Development and Rating. Value Analysis.

TEXT BOOKS:

1. Buffa, E.S. and Sarin,R.K., 'Modern Production / Operations Management', John Wiley & Sons, 8th Ed.,New York, 1990.
2. Chary, S.N., 'Production & Operations Management', TMH, New Delhi, 1992.

REFERENCES:

1. Mayor, R.R., 'Production & Operations Management', McGraw Hill Kogakusha Ltd., 3rd Ed., Tokyo 1975.
2. Adam, E.E. and Ebert, R.J., 'Production & Operations Management', Prentice Hall, 3rd Ed., New Jersey, 1986.

MB 714 INFORMATION MANAGEMENT

IT and Organization: Information System – Concepts, Classification of IS, IT support in organizational activities, IT: Strategic objectives and Planning, The adaptive, Real time & Agile enterprises.

IT Infrastructure: IS infrastructure & Architecture, Database Management System, Web- based data management system, Computer hardware, Computer software, Internet Technologies, Network computing, Messaging and Collaboration .

Organizational Applications: Functional Information Systems, Decision Support Systems, Expert Systems, Knowledge Management, Essentials of Enterprise systems and Supply chains, Interorganizational Informational Systems, RFID.

Business Intelligence: Data Warehousing, Business Intelligence Framework, Business Analytics, OLAP, Data Mining, Geographical Information System, Business Performance Management, Dashboards, Balance scorecards.

Economics of IT and Managing IT Security: Evaluating IT investments- Methods, Benefits, Costs & Issues, IT Economic strategies, Economic aspect of IT and Web-based systems, Securing the enterprise, IS vulnerabilities and threats, Network security, Implementing security- Auditing and Risk Management.

Text / References:

Effraim Turban,Dorothy Leidner, Ephraim Mclean, James Wetherbe, "*Information Technology for Management – Transforming organizations in the digital Economy*", 6th edition, Wiley India publication, 2009.

O'Brien LA , "*Management information Systems*" , 4th Edition, Tata McGraw Hill, New Delhi, 2005.

Laudon & Laudon, “*Management Information Systems*” 10th Edition, Pearson publishing company, New Delhi, 2009.

MB 715 ORGANISATIONAL STRUCTURES AND DESIGN

Organisations as systems, Dimensions of organisational Design, The evolution of organisational Theory and Design, Role of organization theory and design

Organisational Purpose and Structural Design, strategy, design and effectiveness, Fundamentals of organisational structure, Open system Design elements, The environmental domains, inetrorganisational relationships, organisational level manufacturing technology, organisatioanl level service technology

Organisation size,life cycle and control

organisational culture and ethical values,contemporary trends in organization design

REFERENCE BOOKS:

- 1.Richard H. Hall “Organizations-structures,processes”,and outcomes 8th edition,PHI,2002
- 2.Richard L.Daft “Organization Theory and Design”7th edition Thomson south western. 2002

MB 716 MARKETING MANAGEMENT – PLANNING & CONTROL

Product – levels, hierarchy, classification, mix decision and line decision. Brand definition, equity, naming decisions and strategy decisions.

Pricing – objectives, influencing factors, methods, strategies for new products and existing products.

Channel decisions – Nature and characteristics of Marketing Channel functions, channel dynamics, channel design and management decisions

Communication process – steps in the development of effective communication, designing message, selection communicative channels, deciding promotion mix, measuring results.

Promotion mix tools, advertising sales promotion, personal selling public relations and direct marketing.

Marketing organization & Implementation: Evolution, ways of organizing the marketing department, marketing relations with other departments.

Market control – Annual plan control, sales analysis market share analysis, profitability control, marketing profitability analysis, efficiency control and strategic control.

TEXT BOOKS:

Kotler Philip, “Marketing Management”, Pearson Education 12th edition

Michael J. Etzel, Bruce J. Walker, William J. Stanton, Ajay Pandit, “marketing – concepts and cases”, special Indian edition, McGraw Hill

MB 721 OPERATIONS RESEARCH

Linear Programming: Formulation - Graphical, simplex solution, Duality — Dual simplex - Sensitivity Analysis

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

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

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

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

TEXT BOOK:

1. Hamdy a. Taha, “Operations Research – An introduction” PHI, Edn.2001

REFERENCES:

1.Thomas M. Cook & Robert A. Russell, ‘Introduction to Management Science’, Prentice Hall 3rd Edition, 2000.

2.William E. Pinney and Donald B.McWilliams, ‘Management Science: An introduction Quantitative Analysis for management’, Harper & Row Publishers, 2nd Ed, 1987

MB 722 FINANCIAL MANAGEMENT

Financial management-Concepts- scope- Need- Time value of money- Valuation concepts— Recent development in the domain of financial management.

Financial statement analysis- Break even analysis –Employment of these concepts for managerial decisions.

Capital Budgeting — cost of capital concepts capital structure- designing capital structure- Capital structure theories. NI, NOI, MM approach -New Financial Instruments

Financing decisions – operating, financial combined leverages- capital markets, - term loan financing-other types like leasing, hire purchase. - Dividend Theories & Policies.

Working capital management-planning-financing- inventory, cash, receivables management

TEXT BOOKS:

1. Khan. M.Y, Jain.P.K., “ Financial Management” – Tata Mc Graw Hill Publications Limited – Fourth Edition- 2004.

REFERENCE BOOKS:.

1. ArthurJ.Keown. et al, “ Financial Management- Principles and applications” Pearson Tenth edition 2005

2.James C.Vanhorne and JohnM,Wachowicz “ Fundamentals of Financial Management” Pearson Education Elevent edition 2001

MB 723 HUMAN RESOURCE MANAGEMENT

Introduction, meaning, significance of HRM. Environmental influence, HRM-mission, objective, strategy and tactics, evolution and development

HR Planning: integrated strategic planning, process of HR and control review mechanism, Recruitment: Objective, strategies sources, techniques, process and assessment. Selection, placement and Induction: Procedures, Tests, interviews, Placement & Induction issues.

Development: Concept, significance, framework, functions. Performance Appraisal: Concept, objectives, system, and methods feed back and counseling. Employee and Executive Training and Development: Essential ingredients of T &D, Training procedures, selection of techniques evaluation and feedback. Career Planning & Development-Planning and development counseling.

Job Evaluation: Concept, methods, advantages & disadvantages. Reward systems: Terminologies, role of; wage differentiates; mechanism of wage and salary Administration; Executive compensation issues, fringe benefits.

Introduction, objective, conditions for Healthy Industrial Relations; Trade unions: functions, role, future. Grievance procedure and Disciplinary procedures. Collective Bargaining, essential

conditions for, process of, Indian experience. Industrial conflicts: definition, reasons, resolution machinery. Workers participation in Management.

TEXT BOOKS:

1. Cary dessler “Human resources Management” Printia Hall of India 9th edn.2003
2. K. Ashwathappa “Human resourcses & personal Management” Text & Cases Tata McGraw Hill & Co 3rd edn.2002.

MB 724 MACRO ECONOMICS

Differences between Micro and Macro Economic concepts - National Income concepts - National Income and Business cycles - Keynisian Theory of employment - Marginal efficiency of the capital - Multiplier and Accelerator concepts.

Inflation, Type of inflation - Fiscal and Monetary policies - Function of Central Bank and Commercial Banks - Credit creation by the Commercial Banks - Recent reforms in banking function.

Planning in India - Economic Globalisation - India’s Foreign trade - Trade Regulation and promotion - Intellectual Property Rights.

Balance of payment - Foreign Exchange Market - FEMA - Convertibility of Rupee - WTO.

International Financial Institution - Euro Market and developments.

Text/Reference Books:

1. Dewat. K.K., Modem Economic Theory, S. Chand & Co, New Delhi, 2005.
2. Ahuja.H.L., Economic Environment of Business, S. Chand & Co, New Delhi, 2005.
3. Franchis Chernilam., Business Environment, Himalaya Publishing, New Delhi, 2005.
4. Franchis Chernilam., International Economics, Tata McGraw Hill, New Delhi, 2008.

Note:

Ordering of contents in the third and fourth units.

Topics like Economic Globalisation and Trade Regulation and promotion included.

FERA and COFEPOSA acts were removed.

New Text/Reference Books included.

MB725 PLANNING & CONTROL OF OPERATIONS

Time Series Analysis. Function of Production Planning and Control.

Aggregate Planning - Guidelines. Operation Scheduling - Assignment Model – ‘n’ jobs to be produced in ‘m’ machines - Run out time method - Network scheduling.

Quality Control: Purpose of Inspection and Quality Control - Process Control - Control charts for variables- Control charts for fraction defectives - Control charts for defects - Sampling plan - Single sampling plan, OC Curve, AQL, AOQL, LTPD.

Inventory Control - Deterministic models - Probabilistic models.

Maintenance and Replacement - Breakdown Vs preventive Maintenance - Group Vs Individual Replacement. Just in Time Production.

TEXT BOOKS:

1. Buffa, E.S. and Sarin, R.K., 'Modern Production / Operations Management', John Wiley & Sons, 8th Ed., New York, 1990.
2. Chary, S.N., 'Production & Operations Management', TMH, New Delhi, 1992.

REFERENCES:

1. Mayor, R.R., 'Production & Operations Management', McGraw Hill Kogakusha Ltd., 3rd Ed., Tokyo 1975.
2. Adam, E.E. and Ebert, R.J., 'Production & Operations Management', Prentice Hall, 3rd Ed., New Jersey, 1986.

MB 731 STRATEGIC MANAGEMENT

Strategic Management and Business Policy Strategic Management in various businesses. Top Management functions-Chief Executive and the board and stock holders, Concept of strategy, Strategic decision making process, mission and objectives.

Environment Analysis and diagnosis. Tools and techniques of environment analysis. The role of strategists in analysis and diagnosis, the industry and competitive environment analysis, Internal factors to be analyzed

The generic strategy alternatives- Stability, Expansion, Retrenchment and Combination strategies. Strategic variations - Internal and external alternatives, related and unrelated, Horizontal and vertical Active and passive and international strategic variations

Strategic choice processes, prescriptions for the strategic choice, descriptions of managerial choice factors. The time dimension and strategic choice.

The implementation process, Resource allocation, plan and policy implementation. The control and evaluation process. Criteria for evaluation, measuring and feedback, evaluation and corrective action.

TEXT BOOKS:

1. Pearce, John; Rovinson, Richard, Strategic Management, The Tata McGraw Hill Co, 9th ed, 2006
2. Kazmi, Strategic Management and Business Policy, The Tata McGraw Hill Co, 3rd ed, 2006

MB 732 TOTAL QUALITY MANAGEMENT

Principles and Concepts of Quality - Dimensions of Quality - The Deming Philosophy - Quality Management Systems - Quality Planning - Functional planning deployment from Strategic plans - Benefits of TQM.

Benchmarking - Quality Costs - Quality Audits - Product, Process and System - Supplier Evaluation - Continuous Process Improvements - 5S Concepts.

Six Sigma concepts - New Seven tools of Quality, Business Process Reengineering, Quality Function Deployment - Failure Mode and Effect Analysis.

Business Excellence Awards (EFQM, Deming, Malcolm Balridge), Indian Quality Awards and Case Studies - Human Resource Management in TQM environment.

Employee Involvement - Motivation - Teams - Reward System, Quality circles - Introductory aspects of ISO 9000 series Standards and ISO 14000.

Text/Reference:

1. Dale H. Besterfield, Carol Besterfield, Glen H Besterfield and Mary Besterfield, Total Quality Management, 4 th Edition, Pearson.
2. Juran, Gryna and Bingham, 'Quality Control Hand Book', 3rd Edition, McGraw Hill.
3. Subburaj Ramasamy, Total Quality Management, Tata McGraw Hill, New Delhi, 2005.

Note:

New topics like 5S Concepts, Indian Quality Awards, ISO 9000 and ISO 14000 included.

New Text/Reference books included.

MB 741 PROJECT SYSTEMS MANAGEMENT

Project Systems Management - An overview. Project Systems Environment. Project System Life Cycle.

Project Feasibility Analysis - Market Feasibility - Technical Feasibility - Financial Feasibility- Economic Feasibility - Financial Economic Appraisal of a project. Social Cost Benefit Analysis in India - Project

Net Work Techniques - PERT- GERT- LOB- GAN - Time Cost Trade off and Crashing Procedure — Multi Project Scheduling with limited resources

Project Materials Management. Project Implementation Scheduling. Funds Planning - Performance -Budgeting and Control. Tendering and Contract Administration.

Project Management Information System. Value analysis in Project Management. Project organization and Communication. Ecology and bio diversity issues - Environmental Impact assessment.

TEXT BOOKS :

1. Prasanna Chandra, 'Projects Planning Analysis Selection Implementation & Review 4 Ed.', Tata McGraw Hill, 1995.
2. Lawrence J. Moore and Edward R. Clayton, 'GERT Modeling and Simulation - Fundamentals and Application', Petrocelli charter, New York, 1997.

REFERENCES:

- 1.Ahuja H.N., 'Project Management', John Wiley & Sons, New York, 1984.
- 2.Wiest & Levy, 'A Management Guide to PERT, CPM'.

MB 742 TECHNOLOGY MANAGEMENT

Definition-scope-components, History of technology developments-Issues in managing new technology, Life cycle approach to technology management.

Approaches to forecasting, Technology performance parameters. Use of Experts in technology forecasting, planning technological process, Morphological analysis of a Technology system.

Techno-Economic feasibility study, Application of multi-criteria decision making techniques in technologies evaluation and selection-AHP, fuzzy AHP.

Modes of global technology transfer-Technology–Human Interface-Organization structures and Technology Implementation issues in new technology.

Introduction to IPR Act, Issues, the effectiveness and management of patents, Trademarks and copy rights.

TEXT BOOKS:

- 1.Gerard H.Gaynor 1996, Handbook of Technology Management, McGraw-Hill
- 2.Alan L. Porter, A. Thomas Roper, Thomas Wimason , Jery Banks,Fredrick A. Rossini
Forecasting and Management of Technology

MB751 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

The entrepreneurial perspective – nature and importance, Intrapreneurial and Entrepreneurial mind. International Entrepreneurship Opportunities

Creating and starting the venture – creativity and business idea, legal issues for the entrepreneur, The business plan, Creating and starting the venture, the marketing plan, Organizational plan, financial plan.

Financing the venture – Sources of capital, informal risk capital and venture capital.

Managing, Growing and ending the venture – Generating and exploiting new entries, strategies for growth and managing the implications of growth, accessing resources for growth from external sources.

Going public and ending the venture.

TEXT BOOKS:

Robert D. Hisrich, Michael P Peters, and Dean A Shepherd, “ Entrepreneurship” Sixth edition, Mc Graw Hill

SPECIALISATION - FINANCIAL MANAGEMENT

MB 761 ASSET BASED FINANCING

Lease Financing — Concept — Types — Lease Evaluation and Accounting -- Hire purchasing — concepts Evaluation and Accounting.

Bills discounting — Factoring - Inter Corporate Lending - Money Market systems - Debt instruments.

Asset Securitization - Consumer - Retail Finance.

Refinancing by finance company- schemes — Procedures — Utility.

Legal/Modalities of Nidhis - Benefit funds Chits - Other non banking companies.

TEXT BOOKS:

1. Kothari Vinod, “Lease Financing and Hire Purchasing”, Wadhwa and Company, New Delhi, 2001.
2. Richard Brealy et.al, “ Principles of corporate finance”,Tata Mcgraw Hill 8th edition 2007

MB 762 ADVANCED CORPORATE FINANCE

Stochastic Models for risk and uncertainties in Capital budgeting.

Capital Structure determination - Equity and Debt forms, EM Hypothesis

Corporate financing and market efficiency.

Concepts — Types — Lease Evaluation and Accounting — Lease rentals — Legal Aspects.

Merger as a Strategy — SEBI Guidelines - Corporate Tax Planning-Amalgamation - Sickness - Revival — BIFR Provisions.

TEXT BOOKS:

Copeland, E. Thomas, Weston, J.Fred. and Shastri, Kuldeep , “Financial Theory and Corporate Policy”, Addison Wesley, 4th Edition, 2003

Pandey .I.M. “Financial Management “Vikas Publishing House Pvt. Ltd. 9th Edition, 2005

REFERENCE BOOK:

Richard A. Brealey and Stewart C. Myers,” Principles of Corporate Finance”, 7th Edition, 2003/e

MB 763 FINANCIAL DERIVATIVES

Introduction to financial derivatives – Types of derivatives –Forwards, Futures, Swaps, options.- Application of derivatives in risk management

Forwards &Futures market- Hedging strategies - Different categories of forwards &futures- Pricing and valuation-risk management using forwards and futures

Characteristics of swaps- categories of swaps- Application- Valuation- Usage of swaps in risk management

Types of options& their characteristics – Application of options- Valuation-The Black scholes model –Merton model- Binomial trees- Risk management using options.

Other derivatives:Credit derivatives, interest rate derivatives, insurance derivatives, exotic options- derivatives pitfalls- Current trends in India.

TEXT BOOKS:

1. Hull.c.John,“Options, Futures and Other Derivatives” Pearson, Printice Hall sixth edition 2006

Reference Books:

Durbin, Michael,“ All About Derivatives” Tata Mcgraw Hill publications 1st Edition 2006

MB 764 FINANCIAL INSTITUTIONS AND SERVICES

Structure — Functions — Categories — Instruments — Dealings — Utility — Growth — Recent Developments. Reserve Bank of India credit creation- banking policy.

Merchant Banking — Issue Management Activities, Book building Rating Agencies L/C

Fund based activities: Leasing Hire Purchase, Factoring, bill discounting, Venture capital, Credit cards.

Micro Finance – Meaning – players, History of development, present organization, functioning.

Life Insurance Corporation and other non banking financial Institutions —Leasing Companies - Stock exchanges- organization, and function, depositories , securitisation.

TEXT BOOKS:

1.Pathak, Bharathi V, “ The Indian Financial System”, Pearson Education, 3rd Edition, 2008

2.Bhole L M, “Financial Institutions and Services”, Tata McGraw Hill Publications. 3rd Edition, 2004.

REFERENCE BOOKS:

SEBI Guidelines, Taxmann’s Publications, 2008

MB 765 INSURANCE & PENSION SCHEMES

Purpose and Need for Insurance fundamentals of agency law-legislative and regulatory matters (IRDA)

Procedure for becoming an agent-and code of conduct-functions of an agent-company profile – fundamentals/principles of life insurance-financial planning and taxation.

Life insurance products-options, guarantees and riders -Group insurance and pension plans-Health related insurance related insurance policies/Marine policies/Insurance documents.

Obligations of insurers to rural/social sectors, claims, Agency commission structure-personal development- behavioural aspects.

CPF, GPF, Contributions, facilities

TEXT BOOKS:

Holyoake, Julia and Bill Weipers, “Insurance”, Financial World Publishing, 4th Edition, 2003

REFERENCES:

1. IRDA Guidelines, 2008
2. Course material from RNIS College of Insurance, Chennai-28

MB 766 INVESTMENT BANKING

Investment banker - Activities - Investment banking Vs Merchant banking.

Guidelines for issues Management - Management of capital issues - Pre issue activities - Post issue activities - Underwriting and Brokerage - Registrar and Share transfer Agents - Pricing and Marketing of public issues — Listing Guidelines.

Notion — Investment Process — Methods — Disinvestments mechanism — Incentives — Future Prospects.

Raising of offshore Finance — GDR — ADR — Bonds - Legal aspects & Modalities - Regulation of Stock Exchanges & Share Brokers.

Types — Motives — Benefits — Analysis — Evaluation — Regulations — Accounting — Recent Developments.

TEXT BOOKS:

Verma, “Merchant Banking: Organisation and Management”, Tata McGraw Hill, 2005

REFERENCE:

SEBI Guidelines, Taxmann’s Publications, 2008

MB767 INVESTMENT SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

The organization and mechanics of security markets - Various securities — Characteristics - Objective of the security analysis - Frictions of an organized security market - Mechanics of security trading -Sources of Investment Information.

Internal value and market value of various securities - Internal value and market value of firm- EIC Frame work.

Financial Statement analysis — projecting earnings under stable as well as dynamic conditions - Including risk and inflation factors - Internal risk.

Portfolio theory - Portfolio criteria Efficient Set - Portfolio selection and diversification - The shape of the risk function - CAPM model - Technical analysis - Random Walk - Martingale Model.

Portfolio objective - Size of portfolio - Portfolio selection - Basis and Readjustment - Timings of disinvestments, Portfolio performance.

TEXT BOOKS:

1. Prasanna Chandra, “ Investment analysis and portfolio Management”, Tata Mcgraw Hill- second edition ,2005

REFERENCE BOOK :

1. Fischer, D.E. & Jordan R.J., “Security Analysis & Portfolio Management”, 5th Ed.,2005, PHI

MB 768 STRATEGIC COST ACCOUNTING & MANAGEMENT CONTROL

Costing Concepts — costing methods- techniques-analysis — Behavior of cost and their impact in business decisions — Formulation of strategies.

Cost ascertainment-Cost allocation -cost analysis-cost control- standard costing-process costing –revenues management

Costing information for decision making-Pricing decisions and cost management-Concepts used in costing -Target Costing.—activity based costing& activity based management- Balanced score cards - application in business environments and their usefulness in decision making.

Budgets and budgetary control- Types of Budgets- Zero Based Budgeting — Characteristics of Each responsibility accounting- Capacity analysis

Capital budgeting and cost analysis- management control and transfer pricing- performance measurement.

TEXT BOOK :

1. Horngren, C.T. & Fostel,G., “Cost Accounting’ 7th Ed., Prentice Hall,1990.

REFERENCE BOOKS:

1. Khan.M.Y&Jain, P.K, “Cost accounting” Tata Mcgraw Hill. 2000
2. Tulsian, P C, “Cost accounting” Tata Mcgraw Hill publications,1st Edition2006

MB 769 TAX LAWS AND TAX PLANNING

General principles guiding and direct and indirect taxes- Personal Income Tax

Computation of income under various heads – Income from salaries, Income from House property, Income from business or profession, Income from other sources – Definitions and exemptions

Corporate tax structure - Direct and Indirect Treatment of various items of receipt and payment - Items of deductions

Special provisions – Service Tax and Value Added Tax

Tax planning for individual and corporate – Assessment procedure. Case Laws discussion

TEXT BOOK:

Ahuja, Girish and Gupta, Ravi, “Systematic Approach to Income Tax, Service Tax and VAT”, Bharath’s Students’ List of Publications, 19th Edition, 2008

REFERENCE:

Singhania, Vinod , “Taxmann students guide to income tax with service tax value added tax” Taxmann , 38th Edition, 2008

MB 770 TREASURY MANAGEMENT

Role of Treasury in Companies — Influences on Treasury Managers — Treasurer and Controller Defined — Treasury Organization — Treasury Information System.

Debt Products - Commercial paper - Certificate of deposits - Inter-Company Deposits – Government Securities -Bonds - Treasury Bills - Cash Credit. SLR, CRR Requirement of Banks & NBFCs.

Bill Markets - Financing of Receivable Factoring.

Capital Market Instruments — Debentures — Shares. Placements - Leasing - Hire purchase - Installment sale.

Forex Markets An Overview - Exchange Rates — Swaps — Options — Futures — Forex Risks — Exposure Management — Overseas Borrowing.

TEXT BOOK:

1. Avadhani, V.A., “Treasury Management in India”, Himalaya Publishing House, Mumbai,.

REFERENCE BOOK:

1. Anthony Saunders & Marcia Million Cornett, “Financial Markets & institutions” Tata Mcgraw Hill Publications, Third edition, 2007

2. Collier, P.A., et.al, “Financial and Treasury Management”, CIMA, Hienemanri Professional Publishing, London, 2002.

MB 771 PERSONAL FINANCE

Planning Your Personal Finances: Personal Finance Basics and the Time Value of Money; Financial Aspects of Career Planning; Money Management Strategy: Financial Statements and Budgeting; Planning Your Tax Strategy

Managing Your Personal Finances: Financial Services: Savings Plans and Payment Accounts; Introduction to Consumer Credit; Choosing a Source of Credit: The Costs of Credit Alternatives

Making Your Purchasing Decisions Consumer Purchasing Strategies and Legal Protection; The Housing Decision: Factors and Finances

Insuring Your Resources Property and Motor Vehicle Insurance; Health, Disability, and Long-Term Care Insurance; Life Insurance

Investing Your Financial Resources Investing Fundamentals ;Investing in Stocks ;Investing in Bonds ;Investing in Mutual Funds Investing in Real Estate and Other Investment Alternatives ;Starting Early: Retirement Planning

Text/References

1. [Jack Kapoor](#), [Les Dlabay](#), [Robert J. Hughes](#), Personal Finance TMH, 2008
2. Jeff Madura Personal Finance Pearson education, 2008

SPECIALISATION —HUMAN RESOURCES MANAGEMENT

MB 781 PERSONAL GROWTH PROGRAMME

Meaning of personal growth, indications, usefulness. Concept of self, components of self. Ego state analysis-Ego gram administration, Transactional analysis.

Meaning, importance benefits of interpersonal communication. Verbal and Non verbal communication-games exercise and role play.
Team Building-Meaning of teams usefulness, stages in team formation, exercises in Team Building.

What, importance, benefits; Nine personality types, identifying and coping with different types: Different managerial styles. Emotional quotient meaning and importance; mapping emotional quotient and life script analysis.

MBTI introduction, personality types, administration of MBTI. Personality type identification and analysis of managerial implications.

Neuro and linguistic programming: Introduction and Exercises.

RET :Essentials, basis assumptions of Human Nature, identifying and attacking irrationality, therapeutic of RET. Core Transformation: Identifying Coe states and transforming exercises for each of the nine personality types.

TEXT BOOKS:

1. Goleman, Daniel, 'Emotional Intelligence', Bantom BOOK 1995
2. Helen Palmer, 'Enneagram', Harper San Franciso, 1988

MB 782 CHANGE MANAGEMENT

Strategy, change and HR strategies, implementation and impact of change, role of HR strategies in implementing change. Structure and strategic change, HR implications of structural choice and change

Organisational Culture, realigning culture-procedure for realignment. Recruitment and selection: definitions and models, contributions to organisational change, emergence of alternative process.

Performance Management: Old and new views, contributions to Organisational change. HRD: Vital component of HR change strategies, contributions to organisational change and integrating frame work.

Strategic Reward Management, changing Behaviours. Reward Management-values, structure, processes. Employee Relations: changing the focus, change through employee involvement.

Downsizing: Implications, alternative strategies, methods of implementation, survivor management. Evaluating and promoting change: Approaches to evaluation, Evaluation to promotion, Analysis and feedback procedures.

TEXT BOOKS:

1. Adrian Thomhil, Phil Levis, Mike Millmore, and Mark saunders, "A HR Strategy Approach-managing Change", Addison Wesley Longman (Singapore), Indian Branch, 2000 times, B, "Managing Change: A strategic Approach to Organisational Dynamics", London, Pitman, 1996.
2. Camal C.A., "Managing Change in Organisations", London Prentice Hall, 1995.

MB 783 COMPENSATION & BENEFITS

Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage Concepts and Wage Theories). Employees satisfaction and Motivation issues in compensation design. Establishing Internal, External and Individual equally.

Strategic importance of variable day-Determination of Inter and Intra industry compensation differentials. Individual and Group Incentives.

Dearness Allowance Concept-Emergence & Growth in India. The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes.

Executive Compensation. Compensation Systems in Multinational Companies and IT companies including ESOP.

Collective Bargaining Strategies-Long term settlements-Cases of Productivity Settlements-Exercises on drawing up 12 (3) and 18(1) settlements. Emerging Trends in IR due to LPG.

TEXT BOOKS:

1. Relevant Bare Acts
2. Srivastava S.C. Industrial Relations and Labour Law. New Delhi, Vikas 1994.

MB 784 COUNSELING IN THE WORKPLACE

Workplace today, why counseling, history of counseling, dimensions of counseling, basics of workplace counseling, common criticisms. Orientation models, brief therapy models, problem

focused models, work oriented models, manager based models, externally based models, internally based models, welfare based models, organization change models.

Multiple roles of counselors, counseling values Vs business values, training for counselors, ethical issues in counseling, stress and counseling, impact of organizations; systematic approaches; organisation culture: different cultures and counseling.

Preparation for counseling, assessing workplace counseling, contracting for counseling, introducing counseling in the workplace, terminating counseling.

Preparation of employee, assessment of employee, contracting / referring, engaging in counseling and terminating counseling.

Usefulness of evaluation, record keeping, evaluation, formative and summative evaluation, different methods of counseling evaluation. Training in ethical decision-making, making ethical decisions, ethical responsibilities for and to clients and organizations; employee counselors; ethical responsibilities for and to themselves; organisation's ethical responsibilities.

Methods of training counselors, dynamics of training, the training team, facilities, context, student group, curriculum, assessment, learning community

Supervision – Definition, supervisory relationships, supervision for counselors parallel process in workplace counseling, helping counselors for supervision.

TEXT BOOKS :

1. Workplace Counseling, Michael Carroll, Sage Publications, 1999
2. Introduction to Counseling skills – Texts and Activities, Richard Welton – Jones, Sage Publications, 2000

MB 785 ORGANISATION THEORY

Concept Organisation, Organisation, Theory, Organisation stakeholders-satisfying stakeholders goals and interests, Measuring Organisational Effectiveness. Decisions relating to balancing differentiation, centralization, standardization, formal and organizational structures.

Authority and Control: Verdict Differentiation, factors affecting shape of hierarchy; Specialisation and Co ordination: Functional, Divisional, Matrix structure and Boundary less organisation; Organisational cultural & ethics: Management of culture Occurrence of Ethical/unethical behaviour, creating an ethical organisation.

Defining environment. Inter organisational strategies for managing resource dependencies, strategies for managing resources interdependences. Organisational strategy-functional-,business corporate level strategies. International Environment-Global expansion, strategies for managing International Environments, International strategic alliances.

Organisational Design and technology-Organisational Effectiveness. Technology and culture. Managing the new technological environment-advanced manufacturing and information technologies management.

Organisational life cycle-Birth, growth, death, models. Organisational decision making-Models, Nature and factors affecting Organisational Learning, Improving Decision Making, Innovational and change- Forces and resistance, Managing Innovation process. Organisational conflict and power-resolution strategies and using power.

TEXT BOOKS:

1. Jones Gareth R., “Organisational Theory: Texts and Cases”, 2nd Ed. Addison Wesley Longman (Singapore) Pvt. Ltd., Indian Branch, 1998.
2. John, F. Viera and John, N. Yanouzas, “dynamics of Organisational Theory”, West publishing Company, 1984

MB 786 STRATEGIC HUMAN RESOURCE DEVELOPMENT

Introduction, Changing Environment, Business Complexities, Portfolio, process and structure related strategic responses.

Significance of HRD, HRD and complexities advantage, Business Strategy and HRD Business Policy and HRD, Life Cycle of organizations and HRD, Organisational Performance and HRD.

Practices: SHRD fundamentals, SHRD initiatives, working conditions & family welfare, HR Dept / function, Training, PA, Job Enrichment, Career planning, communication, empowerment. Facilitators: Concerns of Management, concerns of Trade unions, Concerns of Frontier Officers / Supervisors, concerns of workers, IR Scenario, Trainability, Outsourcing.

Portfolio related strategic responses and Strategic HRD system, Process related strategic responses and Strategic HRD system, and Structure related strategic responses and Strategic HRD system.

Profile of study organization, strategic responses of study organizations, Strategic HRD system in study organizations, relationship between practices and facilitator, alignment between responses and Strategic HRD systems, blocks of alignment and their solutions.

TEXT BOOKS:

1. Strategic Human Resource Development – Srinivas R Kaudula, PHI, 2001.
2. Strategic Human Resource Development – Rothevell & Kazauas, PHI, 1989

MB 787 TRAINING AND DEVELOPMENT

Introduction to Training Design & Implementation. Needs Analysis and Needs Assessment, Performance Analysis, Job Analysis, Task Analysis, Learner Analysis, Context Analysis and Skill Gap Analysis

Training objectives, Training Deliverables and Instructional strategies, Training Design Budgets and schedules, Training Project Management, Design Blue prints and proto types.

Drafting Training Materials, Developing Tests/Assessments, Quality Control Issues and full scale production.

Train the Trainer Programmes, classroom delivering of training, non class room delivering techniques.

Role of evaluation, evaluating reactions and learning, evaluating transfer of training, evaluating results of training, past and future analysis.

TEXT BOOKS:

1. Donald J. Ford “Bottom-Line Training”, PHI, 1999
2. Craig R.L. “Training and Development Hand book: A guide to Human Resource Development” (4th Ed.), New York, NY:McGraw Hill 1996

MB 788 TALENT MANAGEMENT

Talent Management –definition- building blocks of a Talent Management – role and importance of Job Core Competencies through Job Descriptions, Job Analysis, and Job Design- Elements of Talent Planning-Understand and explain creation of a Diversity initiative into the Talent management process

Talent acquisition- e-Recruitment systems and how to evaluate and screen electronic resumes and applications for the best Talent while conforming to the legal issues in the hiring process.

Performance Management Systems in organizations and their relationship between rewards to performance. Develop a Career Track Planning process- Evaluating Internal and External Recruitment Strategies selection techniques.

Develop an understanding of coaching, training and development- Leadership Development-relationship of the Compensation Plan and the Implementation of the Talent Management Plan.

HRIS systems and Talent Management System- outsourcing, Contingent, Contract /temporary workforce- Data Security and Reporting Essentials in a Talent Management System.

REFERENCES:

1. Lance A. B. & Berger, D. R. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Positioning Your Best People, McGraw-Hill, 2003.
2. Allan Schweyer, Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning, Wiley, 2004.

MB 789 KNOWLEDGE MANAGEMENT

Knowledge society-from data to information to knowledge- Drivers of knowledge management- Intellectual capital- KM and learning organizations- case studies.

Strategic alignment- creating awareness- articulation- Evaluation and strategic alignment- Infrastructural development and deployment- Leadership, measurement and refinement- Role of CKO

Analyzing business environment-knowledge audit and analysis – designing KM team – creating KM system blue print- implementation- capture –store and sharing.

Technology components- Intranet and Groupware solutions- tools for collaborative intelligence- web 2.0- Social networking-package choices- knowledge security.

Integrating with web -based and internal operational & support systems- change management- reward systems- continuous improvement- case studies.

REFERENCES:

HBR on Knowledge Management, Peter Drucker, Harvard University Press, 1995
Knowledge Management, Fernandez, Gonzalez & Sabherwal, Pearson Pubs, 2004

SPECIALISATION – BUSINESS ANALYSIS & IT CONSULTING

MB 791 INTRODUCTION TO BUSINESS ANALYSIS AND IT CONSULTING

ENTERPRISE ANALYSIS: Goal setting- business analyst strategic role-creating and maintaining business architecture- feasibility studies-determining project scope-preparing business case- initial risk assessment-preparing decision package-selecting and prioritizing projects-launching new projects- tracking project benefits.

REQUIREMENTS PLANNING AND MANAGEMENT- Understand team roles - business analyst work division strategy-determine planning considerations- requirements activities- estimate requirements activities-manage requirements scope- measure and report on requirements activity- requirements change. Requirements Elicitation-Techniques-

brainstorming, document analysis, focus group, interface analysis, interview, observation, prototyping, requirements- workshops, reverse engineering and survey/questionnaire.

REQUIREMENTS ANALYSIS AND DOCUMENTATION-Introduction- structure requirements packages, create business domain model, user requirements, functional requirements, quality of service requirements, assumptions and constraints, determine requirements attributes, document requirements, validate requirements, verify requirements. Techniques: data and behavior models, process/flow models- process/flow models and usage models.

REQUIREMENTS COMMUNICATION: Introduction –create a requirements communication plan, manage requirements conflicts, determine appropriate requirements format, create a requirements package, conduct a requirements presentation, conduct a formal requirements review, requirements signoff

SOLUTION ASSESSMENT AND VALIDATION- Introduction- develop alternate solutions- evaluate technology options-facilitate the selection of a solution- ensure the usability of the solution- support the quality assurance process support the implementation of the solution-communicate the solution impacts-post implementation review and assessment.

REFERENCES:

Jeanne W Ross, Peter Weill & David C. Robertson, Enterprise Architecture as Strategy, HBS Press, 2005.

Tony Morgan, Business Rules and Information Systems: Aligning IT with Business Goals, Addison Wesley, 2007.

Christine B. Tayntor, Successful Packaged Software Implementation, CRC Press, 2005.

MB 792 CORPORATE INFORMATION STRATEGY AND MANAGEMENT

Business Impacts of IT: IT and strategy- Understanding the forces , conducting a strategy audit, assessing IT impact and alignment, IT and Organisation, Extending the enterprise- Understanding Business Networks, Designing Hybrid Governance, Building collaborative community -Building the business case for IT – Cases.

Managing Infrastructure and Operations: Basic components of Internetworking Infrastructure, Rise of Internetworking and its business implications, Assuring reliable and secure IT services- High availability facilities, Securing infrastructure against Malicious threats, New service models, Managing risk through incremental outsourcing, with service providers and Legacies, Managing IT infrastructure assets – Cases.

IT Leadership: Organizational issues in the control of IT activities, Drivers toward user dominance, Drivers toward a centralized IT structure, Coordination and location of IT policy, IT

leadership and Management of budgets. Cause for outsourcing, when to outsource, structuring the alliance, Managing the alliance - Cases.

Managing portfolio of IT projects: Sources of implementation risk, Project categories and Degree of risk, Project management – A contingency approach – Evaluating strategic benefits of IT– Cases.

Managing Global Information systems: International information system architecture, Global strategies and Business organization, Technology challenges of global systems, Solution deployment, Contract management, Socio- cultural aspects of managing IS in organizations.

Text / References:

Lynda M applegate, Robert D Austin & Mcfarian, “*Corporate information Strategy & Management*”, Tata McGraw-Hill edition, 2009.

Laudon & Laudon, “*Management Information Systems*” 10th Edition, Pearson publishing company, New Delhi, 2009.

MB 793 BUSINESS ANALYSIS & IT CONSULTING IN CAPITAL MARKET AND FINANCIAL SERVICES

Pre requisites: Introduction to Business Analysis & IT Consulting

Brief overview of market, trading and exchanges, retail, institutional and block trades in various Indian and foreign stock exchanges, commodity , futures, forward, bond and foreign exchange market

Structure of trading – The players, buy side, sell side, trading facilitators – exchanges, clearing and settlement agents, Instruments for trading, Market regulators - SEBI,SEC,CFTC Orders – Types – uses and risk involved Market structure- types of trading sessions, execution of trades – types, market information system, order routing system, order presentation and order books

Order driven markets – oral auctions – order precedence rule, trade pricing rule, Rule based order matching system – the matching procedure. The uniform pricing rule and single price auctions Brokers – Clearing and settlement, structure of a brokerage firm, types of traders, informed trading strategies – informed traders Vs market efficiency, front runners Vs market efficiency

Market manipulation – bluffers Vs value traders, dealers, trading with dealers, dealer inventory, inventory risk, Market value Vs fundamental value, dealers Bid ask spread, Liquidity – types of search, the who how and why of liquidity, volatility – factors, measurement, transaction cost measurement, performance evaluation and prediction, indexing

Index and portfolio markets, specialist, strategies of specialist, internationalization preferencing and crossing, competition within and among the markets

Text/References:

1. Larry Harris, Trading and Exchanges : Market Microstructure by Oxford University Press, 2008
2. Maureen hara, Market microstructure theory , John Wiley, 2008.

MB 794 BUSINESS ANALYSIS & ITC IN RETAIL MARKETING

Pre requisite: Introduction to Business Analysis & IT Consulting

Trends in Retailing – Types of Retailers - Multichannel retailing – Customer buying behavior - Role of emerging IT – Overview of Retail Technology
Store Operations concepts and practices & IT – Managing the store – Store layouts – Design and Visual merchandising – Customer service – choosing technology – Planogram (POG) – Tills: Cash counter-point of sale – CRM – Loyalty
IT applications in Merchandising – managing the merchandise assortment – merchandise planning system – buying merchandise - order placing – ranging- retail pricing – retail communication mix – invoice planning
Supply chain management and IT – planning supply chain – information systems – In bound and out bound logistics – Transportation – Distribution
In-store management & IT – cross channel – e commerce – tele-marketing – work force management – manning the operations – motivation and compensating and rewarding – not for retail equipments: trolley, computers, etc. – IT implementation – benefit analysis
Category management – food and groceries – apparel – clothing – dry fruits – beauty and cosmetics – pharma – liquor – toys – furniture – electrical goods – jewellery – fast food
Softwares: SAP, Oracle, JDA, Manhattan, Gallarice, Logistics, Baan

Text/References:

Michael Levy, Barton A Weitz and Ajay Pandit, “Retailing management,” McGraw Hill publication, Sixth edition, 2008.

Patrick M. Dunne, Robert F. Lusch and David A. Griffith, “Retailing”, Thomson India edition, Fourth edition, 2007.

MB 795 BUSINESS ANALYSIS & IT CONSULTING IN MANUFACTURING

Pre requisite: Introduction to BA & IT consulting

ERP Concepts: An overview, ERP – Trends in manufacturing industry, ERP project formulation, ERP implementation life cycle, Implementation strategies, CSF and Change management in ERP implementation, Manufacturing Execution System and their integration with ERP business system and other reporting systems.

ERP modules: MRP, Bill of Materials, Shop floor control, Sales configuration, Quality management, Purchase order management, Inventory management, production planning and control, Plant maintenance - case study.

BPR: Fundamental concepts -BPR methodology -Tools & techniques -Implementation strategies- Relevance of BPR in ERP/SCM implementation.

SCM concepts: Contribution of SCM in manufacturing industry, Supply chain concepts, Push and Pull scheduling, Make or Buy strategy, SCM framework, Managing global SCM .

SCM Modules: SC planning system, SC Execution system, SC inventory management system, SC forecasting system, SC network design system, Supply value chain system.

Text / References:

Alexis Leon, '*Enterprise Resource planning*', Tata Mc Graw Hill, 2nd Ed 2003.

Vinod Kumar Garg & N. K. Venkitakrishna, '*Enterprise Resource planning*', PHI, 2nd edition, 2002.

Sunil Chopra & Peter Meindl, "*Supply Chain Management – Strategy, Planning & Operation*", PHI, 2005

Thomas H. Davenport, "*Process Innovation: Reengineering Work Through Information Technology*" by Harvard Business school press, Boston, Massachusetts

MB 796 SYSTEMS ANALYSIS & DESIGN

Overview of System Analysis & Design: Software applications today – the changing scenarios – introduction to different methodologies and structured system analysis – problem identification – requirement analysis: tools and techniques – feasibility analysis – operational, technical and economical feasibility – details of SDLC approach – mini cases.

Systems Analysis & Design Tools and Techniques for analysis design – structured concepts – E-R diagrams – data flow diagrams concepts – components – functions – functional decomposition – examples and case studies – data dictionary concepts – structure charts – transportation – analysis – modular programming – cohesion and coupling – I/O and file design consideration – entity life histories (ELH) – standards and controls.

System implementation and maintenance: Implementation strategies – SW / HW selection and procurement – control and security – issues of designing and implementing on-line systems – data communication requirements – system conversion approaches and selection issues.

Introduction to database technologies and CASE tools with specific packages – overview of relational model – database creation – SQL commands – normalization – designing forms and reports – using CASE tools for systems analysis & design – case studies.

Project development selection of application – evaluation of design issues – cost/benefit analysis – project and resource planning – design and development – testing and documentation – presentation and demonstration.

REFERENCES:

Hoffer, George & Valacich, *Modern Systems Analysis & Design*, 5th Edition Pearson Education, 2007

Whitten & Bentley, *Systems Analysis and Design methods 6/E-* McGraw Hill Publications, 2005

MB 797 SOFTWARE PROJECT MANAGEMENT

Definition – components of SPM – challenges and opportunities – tools and techniques – managing human resource and technical resource – costing and pricing of projects – training and development – project management techniques.

Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects.

Quality in SW development – quality assurance – quality standards and certifications – the process and issues in obtaining certifications – the benefits and implications for the organization and its customers – change management.

The risk issues in SW development and implementation – identification of risks – resolving and avoiding risks – tools and methods for identifying risk management.

Multiple projects – off-shore development issues – managing human resources – pricing and payments across countries – remote development and implementation.

REFERENCES:

Royce, Walker, Software Project Management, Pearson Education, 2002.

Kelker, S. A, Software Project Management, Prentice Hall, 2003.

SPECIALISATION – BUSINESS ANALYTICS

MB 811 BUSINESS INTELLIGENCE

Database concepts: Database systems – Database models – Data definition commands – Data management – Queries and SQL functions

DB Design concepts: Data models - Entity-Relationship (E-R)model – Normalization of database tables.

Data warehousing: Context and concept of DW- various architectures- DW methodologies- Technology choices-DW development and implementation-Real time data warehouses.

Business Intelligence: The emerging role of BI in decision making- components of BI- Introduction to business analytics- OLAP- Multi-dimensional analysis -Case studies.

Business performance management- Frameworks of performance management- -strategy map - Development of KPIs for different verticals and industries - Balanced score card and other performance management systems - Dashboard - Data visualization - Business Activity Monitoring

Text / References:

Peter Rob & Carlos Coronel, “*Database systems –Design, Implementation & Management*”, 4th edition, Course Technology by Thomson Learning.

Turban, Aronson, King, Sharda “*Business Intelligence*”, , Pearson Publications, 2008.

Turban, Aronson, Liang, Sharda, “*Decision Support Systems & Business Intelligence*”- 8/e, Pearson Publications, 2008.

Larissa Moss & Shaku Atre , “*Business Intelligence Roadmap- The Complete Project Lifecycle for Decision Support Applications*”, Pearson Publications, 2003.

MB 812 BASIC DATA ANALYTICS

The course is application based. SPSS or SAS package will be used for applications and analysis part. The weightage for theory is 50% and 50% for exercises through SPSS or SAS exercises.

Multiple Regression: Assumptions for General Linear Regression Model, Ordinary Least Square (OLS) Approach – measures of fit, statistical inferences – Hypothesis testing and interval estimation – Data cleaning – Outliers and influential observations. Retaining of predictors – Forward, backward, stepwise, sequential and all possible subsets.

Dummy regressions and conjoint analysis, multi collinearity.

Discriminant Analysis – I : Introduction, The Two Group problem – Variable contribution – The case of discrete – Variables – logistic regression, Error rate estimation.

Discriminant Analysis – II: The K groups problem, Error rate estimate in multiple groups, Interpretation of multiple discriminant analysis solution.

Factor Analysis: The basic model, Extraction of factors – Principal factor – maximum likelihood method, factor rotation – orthogonal, oblique rotations, factor score, interpretations of factor analysis solutions.

TEXT BOOK:

1. Damodar, N. Gujarathi, ‘ Basic Econometric’, Tata McGraw Hill, 4 ed. 2004.

REFERENCE:

1. Naresh K Malhotra, ‘Marketing Research’, Pearson Prentice Hall, 4 ed. 2006.

MB 813 ADVANCED DATA ANALYTICS

The course is application based. SPSS or SAS package will be used for applications and analysis part. The weightage for theory is 50% and 50% for exercises through SPSS or SAS exercises.

Principal component Analysis : Extracting Principal components , The geometry of principal components, deciding on how many components to retain, test of significance, component scores.

Time series analysis : Forecasting systems – Analysis of forecast error – Auto Regressive Integrated Moving Average models (ARIMA)

Multidimensional scaling: Introduction, Proximities, and Data collection, spatial map-metric, nonmetric data, joint space analysis.

Naming and interpreting the dimension using canonical correlation, attribute based perceptual mapping using factor analysis, spatial map using preference data through internal analysis and external analysis.

Cluster Analysis: Similarity measures, clustering techniques – hierarchical and partitioning methods, graphical methods, assessing cluster solutions, implementation.

Text/References:

Damodar, N. Gujarathi, ‘ Basic Econometric’, Tata McGraw Hill, 4 ed. 2004.

Naresh K Malhotra, ‘Marketing Research’, Pearson Prentice Hall, 4 ed. 2006.

MB 814 DATA MINING TECHNIQUES

Data mining: Concepts – Scope & Objectives Data mining process – Data preprocessing - Exploratory Data Analysis - Mining Frequent Patterns- Associations and correlations.

Classification and Prediction: Concepts – Classification by decision tree – Rule-based classification – Support vector machines – Associative classification – k- Nearest-Neighbor classifiers – Prediction: Accuracy and error measures- Evaluating accuracy of a classifier and predictor- Ensemble methods – Examples.

Clustering: Cluster analysis – Partitioning methods – Hierarchical methods – Density based method – Grid based method – Outlier analysis – Examples.

ANN and applications: Introduction to artificial intelligence- Concepts of neural networks - Developing NN-based systems- Choice of network structure- Applying and training neural networks- other NN paradigms- Genetics Algorithm – Fuzzy Logic – Examples.

Text (unstructured) Mining: Information retrieval- Using Text for Prediction- Textual Information to Numerical Vectors dimensionality reduction for text- Introduction to NLP - Web content Mining, Web Structure Mining, Web usage Mining. Spatial Mining – Temporal Mining- Examples.

Text /References:

Han, J and Kamber” *Data mining-concepts and applications*”, M. 2nd Edition, Elsevier publications, 2008.

Margaret H. Dunham, "*Data Mining : Introductory and Advanced Topics*", Pearson Education, First Indian Reprint,2003.

Weiss, S.M., Indurkha, N., Zhang, T., Damerou, F.,”*Text Mining, Predictive Methods for Analyzing Unstructured Information*”, Springer publications, 2005.

Anthony Scime,”*Web mining: applications and techniques*”, Idea Group publications, 2007

Paolo Giudici, “*Applied Data mining: Statistical methods for business and industry*”, John wiley & sons(Asia) pte Ltd., 2005.

MB 815 INTRODUCTION TO BUSINESS ANALYTICS

Analytical Decision making: The nature of emerging business environment- Data as a strategic asset- analytical competition-embedding analytic in business process- Reporting / Descriptive Analytics, Modeling or Predictive analytics, Data-Driven Strategies- analytics and business performance- building analytical culture- Industry trends in analytics-review techniques and tools.

Understanding Business context: The art and science of understanding business contexts-stages of enhanced analytics capabilities-defining metrics- categories and levels of metrics- defining KPIs- linking the strategic outcomes and KPIs- use of KPI directories for different industry segments- aligning technologies in the analytics domain- case studies.

Blueprinting a solution framework: Identifying core KPIs- choice of techniques- developing a hybrid model with specific tools- sourcing data-validating data and models- using high-level framework and integrating with tools- case studies.

Analysis & Interpretation: Gathering and reporting-use of dashboards and other visualizations tools- Interpretations of analysis- making business sense and suggesting strategic and tactical programs-Case studies.

Project development: Undertaking projects with industry inputs- validation of models- frameworks- Review of data analytics techniques-choice of tools and designing solution approach to specific applications- review.

Text/References:

Analytics at Work: Smarter Decisions, Better Results Tom Davenport, Jeanne G. Harris, Robert Morison (February 2010)

Competing on Analytics: The New Science of Winning by Thomas H. Davenport; Jeanne G. Harris (March 2007)

MB 816 MARKETING ANALYTICS

Pre requisites: Marketing Research, Marketing Metrics and Basic Data Analytics.

Marketing Analytics: Marketing Analytics: Introduction, Product, Customer and Return on Investment Analytics in Marketing. Marketing Decisions Models. Market Response Models. Role and Importance of these models in Marketing Decisions across various industries.

Customer Analytics: Planning marketing strategies with the help of Models (STP, Factor, Cluster and Multiple Regression), Segmentation methods. Use of quantitative tools for behaviour based segmentation. Perceptual Mapping techniques for differentiation. Strategic Market Analysis through portfolio models for Strategic Marketing Decision Making.

Product Analytics: New product decisions models, Conjoint analysis, Forecasting techniques for new product, Pricing and Sales promotion decisions, Pricing Product lines, Sales promotion types and effects.

Marketing Program Analytics: Sales force and channel decisions, Sales territory designs, Sales force compensation and improving the effectiveness and efficiency of sales calls. Advertising and communication decisions, Advertising Budget, Media decisions, Advertising copy and element decisions.

Models and modeling needs across different markets like FMCG, B2B, Consumer Durable Goods and Services. Live project on developing models in these markets.

Text/References:

1.Lilien, Gary L. and Arvind Rangaswamy (1997), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning. Reading, MA: Addison-Wesley.

*Software help from the website hosted for Marketing Engineering by the text book authors.

MB 817 SUPPLY CHAIN ANALYTICS

Prerequisites: Basic Data Analytics, Introduction to Business Analytics, Supply Chain Management

Demand Planning- Review of Forecasting and planning concepts- Defining KPIs-Forecasting Model building-Discrete and continuous manufacturing- case studies

Supply planning- Procurement and Strategic Sourcing - Inventory Modeling-aggregate planning and resource allocation decisions- Procurement Analytics- Production modeling - case studies

Demand Fulfillment- DC location and network design-optimizing inventory levels in distribution network- Logistics & Network Modeling- Transportation modeling- delayed differentiation, mass customization- case studies

Integrated supply chain- Advanced and business supply chain related topics like CPFR, DDSN, Make/Buy Case Study- Total Supply Chain Cost- computation of transfer prices -revenue management-yield management -product changes/economies of scale-case studies

Project Development- Undertaking projects with industry inputs- validation of models-frameworks- Review of data analytics techniques-choice of tools and designing solution approach to specific applications- review.

Text/References:

Raman, A & Fisher, M., How Analytics Are Transforming the Supply Chain and Improving Performance, HBS Press, 2010.

Tayur, S. Ganeshan, R. & Michael, M. (editors). Quantitative Models for Supply Chain Management. Kluwer Academic Publishers, 1999.

MB 818 FINANCIAL RISK ANALYTICS

Pre requisites: Basic Data Analytics, Introduction to Business Analytics

Understanding Risk- Nature of Risk, Source of Risk, Need for risk management, Benefits of Risk Management, Risk Management approaches. Risk Classification- credit risk, market risk, operational risk and other risk

Measurement of Risk – credit risk measurement, market risk measurement, interest rate risk measurement, Asset liability management, measurement of operational risk

Risk management- Managing credit risk, managing operational risk, managing market risk, insurance

Tools for risk management – Derivatives, combinations of derivative instruments,

Neutral and volatile strategies, credit derivatives, credit ratings, swaps
Other issues in risk management – Regulatory framework, Basel committee, legal issues, accounting issues, tax issues, MIS and reporting, Integrated risk management

Text/References

1. Dun & Bradstreet, Financial Risk Management Tata Mc Graw- Hill , 2008
2. John C Hull , Risk management and Financial Institutions, Pearson Education, 2008
3. Aswath Damodharan, Strategic Risk Taking, Pearson Education, 2008

MB 819 HUMAN RESOURCE ANALYTICS

Pre requisites : Basic Data Analytics, Introduction to Business Analytics

Introduction to HR Analytics: Overview of HR Process, HR as an expense, the analytics and prediction Strategic Human capital measures, business analysis and rational action. Benefits of Analytics in HR Improving HR Process, Intersection of people and profits. Technology Used, SWOT Analysis of HR analytics

Employee Engagement Measurement Process: Attracting, motivating and retaining people Organization Gap and Alignment Analytics. process to assess and prioritize organization gaps and identify alignment opportunities. HR Alignment Inventory. Developing performance metrics/Predicting future 'performance' Developing metrics to capture the fallouts of HR Policies

Organization-Wide Alignment Audits. Assessing the individual components and the holistic system and the best practices, clarifying organizational practices and gaps, Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Compensation & Benefit Analytics Training & Learning Analytics Promotion and Succession Planning Analytics Compliance Analytics Attrition & Retention Analytics, Identification of Key Business Objectives Conducting HR Practice Audits Conducting On-Site Visits Performing Data Triangulation

Approach to HR Solutions: Identifying job responsibilities, tasks, and employee attributes needed on different jobs to assure mission-critical goals. Assessing competencies as a consistent foundation for organization/job design, succession and compensation. HR Dashboards Advanced Data Analytics (Forecasting, Predicting and Segmentation etc) & Business Insights High End Consulting, KPI Catalogue Creation.

Program Evaluation and Return-On-Investment Analysis: Applied research for data-driven organization change and improvement using sophisticated HR analysis and metrics. clarifying HR issues and drive focused, systematic organization change. Evaluating critical HR initiatives and/or business objectives. Make program improvements and shifts.

Text/References:

1. Jac Fitz-enz ;The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments Amcom Div American Management Association, 2010.
2. John W. Boudreau Beyond HR: The New Science of Human Capital Harvard Business School Press 2007.

MB 820 DIGITAL ANALYTICS

Prerequisites : Introduction to Business Analytics, Basic Data Analytics

Click stream Analytics- Search analytics- Engagement quantification frameworks -Anonymous vs registered users analysis-Search engine optimization.

Social Network Analysis- Centrality, Tie Strength, Dyads- Social Capital / Structural Holes- Homophily, Online Communities- Community Detection, Diffusion in Networks.

Social Media Analytics - User generated content - Sentiment Analysis- Network link analysis- Text mining from opinion platforms- Theme analysis- Overlaying text mining on segments.

Design of experiments - Application of DOE to validate creative web design alternatives- Best practices in doing DOE for web analytics-case studies.

Promotional campaign (Ad gaming analysis)- The concept in brief- applications in CPG / Telecom and retail context- Mining promotion data for targeted campaigns

Text /References:

Peterson, E. Web Analytics Demystified: A Marketer's Guide to Understanding How Your Web Site Affects Your Business, Celilo Group Media & Café Press, 2005.

Clifton, B. Advanced Web Metrics with Google Analytics, Wiley Publishing, 2009.

Ramos, A. & Cota, S. Search Engine Marketing, McGraw Hill Publishing, 2009.

SPECIALISATION – MARKETING MANAGEMENT

MB-831 MARKETING METRICS

Introduction to marketing metrics, linking marketing to financial consequences, Share of heart, mind and markets, Role and importance of marketing metrics in strategic marketing decisions.

Valuing customers, Valuing brands and Valuing channel margins. Customer selection metrics and Managing customer profitability. Life time value of customers, Brand and Brand valuation. Managing profitability and loyalty simultaneously.

Acquiring customer referral behaviour. Metrics for product and portfolio management, Metrics for brand allocation.

Distribution metrics, Alternative Channel Assessment, Managing Multi channel shoppers. Assessing competitive situation through pricing simulation and resource allocation. Advertising media and web metrics, Promotion metrics, marketing and finance. Live project presentation of using metrics for effective marketing decisions in different industries.

Text/References:

Marketing Metrics: 50+ Metrics Every Executive Should Master, Wharton School Publishing, 2006, ISBN 0-13-187370-9

1. Philip Kotler, Ned Roberto John Wiley & Sons Marketing Metrics: 103 Key Metrics Every Marketer Needs Inc December 2006, ISBN-10: 0470821329

2. Managing Customers for Profit : Strategies to Increase Profits and Build Loyalty, 1/e, V. Kumar Pearson Education 2008, ISBN No. 9788131719800

3. Other Reading materials of relevant articles from the international marketing journals.

MB 832-MARKETING RESEARCH

Nature and Scope of Marketing Research- Conceptual aspects involved in marketing research- Marketing research and marketing information system, marketing research process.

Identification of marketing research Problems, Formulation of marketing research objectives. Basic Research Designs: Exploratory, Descriptive and Causal designs. Applicability of research designs. Data collection procedures and methods: Case study, Survey, Observations, In-depth interviews, Focus Groups.

Scaling Concepts, Different kinds of scaling and their applicability, Scaling Techniques, Questionnaire design and development.

Concept of sampling, Sampling types, merits and demerits, Multivariate analysis applications in MR: Cluster Analysis, Conjoint Analysis, Multidimensional Scaling, Factor analysis, Discriminant Analysis etc. Exposure to Statistical Packages.

Product Research, Advertising research, Market and sales analysis research, Marketing Research Agencies in India.

TEXT BOOK:

1. Naresh K. Malhotra, "Marketing Research – An applied Orientation", Prehall International Editions, Singapore, 1999, 4th Edition.

REFERENCE:

1. Carl McDaniel and Roger Gates, “ Contemporary Marketing Research” South Western College Publishing, Singapore, 1999, 4th Edition.
2. Tull, D.S. and Hawkins D.J. , “Marketing Research – Measurement and Method” Prentice Hall, New Delhi. June 2000, 6th Edition.

MB 833 CONSUMER BEHAVIOUR

Nature of Consumer behaviour-inter disciplinary approach examples to illustrate consumer behaviour - Model of consumer decision making — its implications on consumer behaviour- Major models in consumer behaviour.

Individual Psychological factors-perception attitudes learning personality and motivation - Implications of not achieving the goal.

Group factors in consumer behaviour - references group concepts - opinion leadership aspects - usage of these concepts in marketing communications.

Decision process, Diffusion of innovation in consumer behaviour - its implication on consumer behaviour.

Concepts of customer satisfaction - concept of cognitive dissonance-cultural aspects in consumer behaviour - Consumer behaviour in Indian context — case lets, case studies and application exercises.

TEXT BOOKS:

1. Della & Bitta, “Consumer Behaviour: Concepts & Applications”, Tata McGraw Hill, New York, 1993.
2. Schiffman & Kanuk, “Consumer Behaviour”, Prentice Hall of India, New Delhi, 1994.

MB 834 CUSTOMER RELATIONSHIP MANAGEMENT

Marketing: Evolution and new Paradigms - CRM – Definition and the Basic Concepts.
CRM and Services Marketing - Tools for CRM .

Key Account Management - CRM and Knowledge Management – Life time value of the customer.

Data Mining and Data Warehousing - Real-world applications.

Strategies for profitable dialog with customers, Sales Force automation, marketing automation, Call centres, BPO and KPO.

CRM implementation and effectiveness – Banking, Health care, Insurance, Travel industries.

TEXT BOOKS:

1. Stanley A. Brown – Customer Relationship Management – PricewaterhouseCoopers
Green – CRM at the speed of light – Tata Mcgraw Hill
2. Jagdish N. Sheth and others – Customer Relationship Management – McGraw Hill
William G. Zikmund – Customer Relationship Management – Wiley

MB 835 DIRECT MARKETING

Definitional-Scope-Objectives-New Direct Marketing approaches-Integrating the communication-DM Media

Introduction-process: developing, utilizing and enhancing-privacy and maintenance of database.
Mailing list-Approaches, techniques and types-rental list: practice procedure and characteristics.
Customer and prospect list-List brokers, compliers and managers.

Developing a positioning strategy-creative strategy development-creative strategy management-
managing the creative process-copy appeals-Guidelines to create good copy-strategic writing-
Improving the mailing package.

Direct Mail Marketing-Catalog Marketing-Telemarketing-Direct Response Television-Direct
Response Radio-Direct Response in print media-B2B Direct Marketing.

Managing the lead generation program-DM profitability-DM testing and experimentation-DM
research and its future.

TEXT BOOKS :

1. William J. McDonald, “Direct Marketing: An integrated approach”, McGraw Hill, Singapore, 1st Edition, 1998
2. Bob Stone, “Successful Direct Marketing Methods”, NTC Business BOOK, USA, 5th Ed., 1995.

MB 836 BUSINESS TO BUSINESS MARKETING

Introduction to Industrial Marketing — Differences between consumer marketing and industrial marketing — classification of industrial products — Nature of demand -- Industrial marketing system. Industrial Buying behaviour — Models — Buying situation — Buying centre concept.

Industrial Marketing demand estimation — For all the classification Industrial products — Demand estimation models. Industrial Marketing segmentation — Approaches to segmentations - importance of application oriented segmentation.

Managing industrial Products — strategies involved PLC concepts and industrial products. Pricing strategies in industrial marketing — competitive Bidding - negotiation.

Distribution channels in industrial marketing — Types, level of channels, influencing factor. Industrial marketing communications — advertising, direct marketing and sales promotion methods.

Industrial marketing research — basic aspects — Differences between consumer marketing research and industrial marketing research. Marketing Strategy formation for Industrial Products.- Key account selling.

TEXT BOOKS:

1. Hutt, M.D. & Speh, T.W., “Business Marketing Management”, 8th ed., Thomson Asia Pte. Ltd., Singapore, Chicago, 2004.
2. Hill, M Richard, Alexander S. Ralph, Cross James S, “Industrial Marketing”, AITBS, 4 Ed. New Delhi 1991.

MB 837 INTERNATIONAL MARKETING

The concept and the need for international marketing - the nature, scope and variety of international markets. International market Vs Local Markets, differences & Similarities.

Trade groups, international regulations, trade bodies & organisations like IMF, World Bank & Conferences eg. GATT, UNCTAD, their impact on world trade Euro-dollar & Petro Dollar Market. Exchange rate fluctuations, Imports, Exports.- evaluate

Approaching opportunities & risks in international market, foreign market channels, export potential of various regions like America, Europe, Africa etc. Marketing Research in International Markets.

Product planning and development of product to suit international market, Marketing intelligence, product features like utility, packaging, finish, other attributes for global markets, pricing decisions.

Export process, L/C, policies of ECGC, Technology transfer regulation, investment regulations like FERA, Exchange regulation with countries. Documentation, QC requirements, procedure for Central Excise, Customs, Shipment, duty drawback procedures to claim cash assistance, Export House concept notice Hall Transaction between Exporter & Importer etc.

TEXT BOOKS:

1. Saxena,R. & Kapoor,M.C., “International Marketing: Concepts, Techniques & Cases”, Tata McGraw Hill, New Delhi, 1994.
2. Varshney & Bhattacharya, “International Marketing”, TMH, NewDelhi,1990.

MB 838 RURAL MARKETING

Agriculture marketing Definition, Scope-Importance of Agricultural sector for the National economy. Impact of Green revolution and upcoming of industries in rural and backward areas and the resultant impact on rural marketing.

Characteristics of Rural Marketing in India: Influencing factors like population, etc. Rural Vs Urban Marketing: Nature — Intricacies — Prospects — Issues

Marketing Surplus, estimation, Factors affecting Marketable surplus, Regulated Markets, Co-op. Marketing, role of Government and Statutory mechanisms, Socio -economic and political environment and its impact on Rural Marketing.

Problems and Challenges of Rural marketing -Communications, Transportation and Purchasing Power. Marketing of Consumer Products and Consumer Durable in rural set up.

1. Agribusiness — A systems Approach. 2. Cases, mini projects to illustrative concept.

TEXT BOOKS:

1. Gopalsamy, T.P., “Environment, Problems and Strategies”, Wheeler Publishing 1 Edn., 1998.
2. Krishnamacharyulu, C.S.G. and Ramakrishnan, Lalitha, “Rural Marketing — Text and cases”, 1 edition, Pearson Education (Singapore) pte. Ltd., Indian Branch, Delhi, 2002.

MB 839 SERVICES MARKETING

Services Marketing – Nature, Need, Classification of services, Barriers and issues in Services Marketing in the Indian context.

Gaps model of Service Quality, Expectations and Perceptions, Measuring Service Quality-SERVQUAL, Building Customer relationships and service recovery.

Positioning, Service Development and designing services, Service Blue Printing, Quality Function Deployment, adding value, Physical evidence and services cape

Pricing strategies for services, Creating and Managing service delivery, Balancing demand and capacity, waiting lines and reservation.

Integrated services marketing communication, Services advertising strategies, integrated model of services quality

TEXT BOOK:

1. Valarie A. Zeithmal and Mary Jo Bitner, “Services Marketing – Integrating Customer Focus Across the Firm”, Tata McGraw-Hill, New Delhi, 2002, 2nd Edition.

REFERENCE:

1. Christopher Lovelock, “Services Marketing – People, Technology, Strategy”, Addison Wesley Longman (Singapore), Pearson Education Asia, 2001, 4th Edition.
2. Roland T. Rust Anthony J. Zahorik and Timothy L. Keiningham, “Services Marketing”, Addison Wesley Longman (Singapore)

MB 840 ADVERTISING MANAGEMENT

Advertising as an element in the marketing mix-its role and importance-classification of advertising- Ad objectives-Sales oriented objectives-Behavioural oriented objectives-DAGMAR

Creative strategy: Appeals, ad values, ad designing- print copy visual elements, layout designing, story boarding, creative strategy for high and low involvement level products.

Pre testing and post testing of advertisement-the tests and the suitability of them for various media

Media mix-print, broad cast (T.V. & Radio), Cinema, Outdoor, Direct Mail advertising, and Internet. Defining media planning-From marketing plan to media plan, challenges in media planning. Developing the media objectives-Reaching the audience and distributing the message. Developing the media strategy- selection of media scheduling, calculating the cost efficiency.

Steps in campaign planning-role of research in advertising campaign planning. Setting up the ad budget- process and methods. Appropriation of ad budget.

Ad agency: Ad agency as a business-functions & structure.

Advertiser: Choosing an ad agency-building and maintaining relationship with ad agency-changing agencies.

TEXT BOOKS:

1. Belch E. George & Belch A. Michael, “Advertising and Promotion”, 5 edition, Tata Mcgraw Hill, New Delhi, 2001.
2. Parameswaran, “Brand building advertising: concepts and cases”, Tata Mcgraw Hill, New Delhi, 2002.

MB 841 DISTRIBUTION MANAGEMENT

Marketing channels — Structures, flows and functions. Conceptual understanding of channel management. Market logistics and logistics objectives and decisions.

Customer service levels, Designing customer driven distribution system- Assess opportunities - evaluate the alternatives (Direct vs. Indirect), design optimal channels, Managing Hybrid System,

Factors in selecting channel partners – Types of channel partners: C&F agent, Wholesaler/dealer, Retailer, Agents, Stockists, Brokers, VARs, Stocking agents – Selection of Channel partners, Related Strategic issues.

Channel conflicts and cooperation, conflict management techniques, channel policies.

DCA: Cost of Distribution, impact on profit, concept of total cost analysis, cost of providing customer service, principles of distribution costing, customer profitability.

Risk Analysis: Types of risks, causes of risks and analysis, controlling risk, Minimising and shifting risk

TEXT BOOKS:

1. Louis W Stern, Adel El. Ansary and Anne T Coughlan. "Marketing Channels", 5th ed., Prentice Hall of India, New Delhi, 1996.
2. Lou E Pelton, David Strutton, James R Lumpkin, "Marketing Channels- Relationship Management", Irwin Publishers.

MB 842 RETAIL MANAGEMENT

Introduction to retailing: definition – functions of retailing - types of retailing – forms of retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario. Retailing from the International perspective

Consumer Behaviour in the retail context – buying decision process and its implication to retailing – influence of group and individual factors. Customer shopping behaviour Customer service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

Retail Operations: Choice of Store location – Influencing - Factors Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management – Category Management.

Retail marketing mix – an Introduction. Retail marketing mix: Product – Decisions related to selection of goods (Merchandise Management revisited) – Decisions related to delivery of service. Retail marketing mix: Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Retail marketing mix: Place – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Retail marketing mix: Promotion – Setting objectives – communication effects - promotional mix. Human Resource Management in Retailing – Manpower planning – recruitment and training – compensation – performance appraisal.

Non store retailing The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels –

customer database management system. Legal aspects in retailing. Social issues in retailing. Ethical issues in retailing.

TEXT BOOKS :

1. Barry Bermans and Joel Evans, “Retail Management – A Strategic Approach”, 8th edition, PHI private limited, Newdelhi, 2002.
2. A.J.Lamba, “The Art of Retailing”, 1st edition, Tata McGrawHill, New Delhi, 2003

MB 843 SALES MANAGEMENT

Conceptual understanding of Sales Management, Importance of sales force management in the Indian context. Personal selling process- prospecting, pre approach, approach presentation, convincing the prospect, handling the objection and closing.

Forecasting Sales and Developing Sales Budgets, Designing and organizing Sales Territories.

Sales organisations, Relations with other departments. Profiling and recruiting sales people, Selecting and hiring applicants.

Planning, executing and evaluation of sales training programs. Motivating a sales force and Sales force compensation, Sales force expenses and transportation, Sales meeting and Sales contest.

Analysis of Sales Volume, Marketing Cost and Profitability Analysis, Evaluating Sales persons performance.

TEXT BOOKS:

1. Spiro, Stanton, Rich, “Management of Sales Force”, Tata – Mcgraw Hill, 7th edition, 2003, New Delhi.
2. Still, R.R. & Cundiff et al., “Sales Management Decision Strategies & Cases”, Prentice Hall, 4 ed., NewDelhi, 1996.

MB 844 STRATEGIC BRAND MANAGEMENT

Product Management – Role of a Product Manager, Responsibilities of a Product/Brand Manager, Organizing the Brand Management system, Brand Management concept.

Brand Positioning and values – Customer based brand equity model Brand Identity, Brand Image, Brand personality, Brand extension, Brand equity and Brand loyalty.

Brand Marketing programs – Criteria for choosing brand elements, options and tactics, designing marketing programs to build brand equity, Integrating Marketing Communication to build brand equity.

Measuring and interpreting brand performance – capturing customer mindset, capturing market performance.

Growing and sustaining brand equity, Co-branding, Range brands.

TEXT BOOKS:

1. Strategic Brand Management by Kevin Lane Keller, Pearson, Second edition, 2003.
2. Jean Noel Kapferer, “Strategic Brand Management”, Global Business Press, Abhinav Publishing industry, 1st edition 1994
3. Subrato Sengupta, Brand Positioning, McGraw Hill, 2nd edition, 2005.

MB 845 - STRATEGIC MARKETING

Analytical prerequisites for strategic planning, the nature of strategic planning, Analyzing market opportunity and assessing company capability, cost dynamics: Scale and experience effects.

Formal Strategic Planning methods: Portfolio analysis, Types of strategies, Strategic Analysis of the product portfolio, Market Attractiveness and Business Assessment, Factors and Weighting the factors.

Use of Pooled business experience, PIMS project, definitions of business and markets, PIMS findings, different formal methods compared, BCG, GE, PIMS and other model comparisons.

Creative and Managerial Aspect of Planning: Defining the business and making bridges to other strategic decisions, Integrating different levels of strategic planning, The Human side of planning, managing problems and issues.

Preparing a Strategic market plan: preparing first, second and third cycle of plans, Relative importance of three plans, Developing market plan for a company in different industries (Live project)

TEXT BOOKS:

1. Strategic market planning – problems and analytical approaches by Abel and Hammond. Prentice Hall 1979.
2. Business Articles on various dimensions of strategy supplied to you during the course.

REFERENCES:

1. Orville C. Walker, Jr, Harper W. Boyd, Jr and Jean-Claude Larreche , “Marketing Strategy- Planning and Implementation” Tata McGraw-Hill Publishing Company, New Delhi, 2001, 3rd Edition.
2. David A. Aaker, “Strategic Market Management” John Wiley & Sons, Inc, Singapore, 2000, 5th Edition.
3. David W. Cravens, Strategic Marketing, 6/e, Irwin McGraw-Hill, 2000

SPECIALIZATION- TECHNOLOGY & OPERATIONS MANAGEMENT

MB 851 ADVANCED MATERIALS MANAGEMENT

The role of Materials Management in Business - Purchasing - Its Role in Business - Purchasing & Quality Sources of Supply.

International Buying - Importance - Global sourcing - Global Trading - Green purchasing - Supply Chain Management (SCM) - EXIM Policy - Exchange Rate Management - Forward Contracts - INCOTERMS. Contracts & Pricing Practices - Negotiation - Purchase Timing - Make or Buy - Capital Equipment Purchase - Sourcing of Projects.

Strategic Material Planning - Materials Budgeting - Inventory Management - Approach to System Design.

Stores and Transportation. Stores Management - Insurance - Sales Tax - Transportation - Marine Insurance.

Policies - Standards and practices - Procedures.

TEXT BOOKS :

1. Gopalakrishnan P. & Sundaresan M., 'Materials Management: An Integrated approach', TMH., New Delhi, 1996.
2. Interms 1990.

MB 852 ADVANCED OPERATIONS RESEARCH

Sensitivity Analysis of L.P. Integer programming-concept-pure and mixed integer programming-cutting plane method-Branch and Bound Method

Replacement Policy- Gradual failure-sudden failure-individual replacement-Group Replacement

Sequencing and scheduling single machine- flow shop-job shop introduction- processing of n jobs through two machines- processing of n jobs through three, m machines-Processing of two jobs through m machines.

Non linear programming constrained-unconstrained-problems lagrange multiplier Khun tucker condition Wolf's modified simplex method. <http://178.1.1.14/Liss/Tamil/Pandiyan.pls>

Simulation of Inventory-During Investment-maintenance problem-Goal programming model formulation solution by graph and simplex method.

TEXT BOOKS :

1. Thomas M. Cook & Robert A.Russell, 'Introduction to Management Science', Prentice Hall 3rd Edition.
- 2.Hamdy a. Taha, 'Operations Research- An Introduction', PHI, Edn.2001.

MB 853 INNOVATION and R & D MANAGEMENT

Creativity and Innovation: Innovation process-critical function in the Innovation Process-Evolving innovative culture, individual and group creativity, Teams for innovation.

Managing Uncertainty: Link between Innovation and uncertainty Managing Incremental, breakthrough, and discontinuous innovations, managing streams of innovation across technology Cycles, developing leadership styles and capabilities for managing innovation streams.

Innovation-Managing the Process: Business Context-Innovation Drives Growth, performance measures for the innovation Engine, single product cash flow, the value of time, key areas of management focus-Executive level objectives-Management objectives within the innovation engine-Decision criteria-Innovation Engine-Innovation as an information process-Element of the

innovation system-Critical Success Factors-Single project and Portfolio Management issues-fostering an innovative environment.

R & D Management: Product and Technology life cycle, planning, organizing, staffing, scheduling, controlling, budgeting of R & D, Performance evaluation of R & D.

HR Management in R & D: Issues related to Managing Technocrats and scientists, Group dynamics, Training, Motivation, Communication, and MIS for R & D.

TEXT BOOKS:

1. Shiomu Maintal and D.V.R. Seshadri 2007 Innovation Management: Strategies Concepts and Tools for Growth and Profit, Sage Publications.
2. Gerard H. Gaynor 1996, Handbook of Technology Management, McGraw-Hill

MB 854 LOGISTICS MANAGEMENT

Logistics Management: Definition of logistics and the concepts of logistics. Logistics Activities: Functions of the logistics system – transportation, warehousing, order processing, information handling and procurement.

Materials Management: Materials management functions and control, inventory management in logistics system, inventory decision-making, MRP, MRP II systems, multi-echelons.

Distribution Management, Outbound logistics, Facility location, Classical location problems, Strategic planning models for location analysis, location models, multi objective analysis of location models, An Overview Of Traditional Vehicle Routing Problems, Integrated Models Of Location And Routing, Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure.

Logistics Customer Service, Modeling logistics systems, Simulation of logistic systems, cost effective distribution strategies, Value of information in logistics, E-logistics, risk pooling effect, International and global issues in logistics, Integrated functional activities in logistics, Role of government in international logistics and Principal characteristics of logistics in various countries and regions

Logistics in different industries: Third party, and fourth party logistics, Airline Schedule Planning, Railway Networks, Postal services, the maritime industries, health care industry and other service industries.

TEXT BOOKS:

1. David Bloomberg, Stephen LeMay, Joe Hanna: Logistics, Prentice Hall 2001. ISBN: 013010194X
2. Thomas Teufel, Jurgen Rohricht, Peter Willems: SAP Processes: Logistics, Addison-Wesley, 2002. ISBN: 0201715147

MB 855 PRODUCTION PLANNING & CONTROL

Forecasting - Subjective estimate - survey - Delphi method - Regression models - Single variable model Two variable model -Econometric models - Input-output model.

Facilities Decisions - Measuring capacities of facilities -- Determining facility needs - Economies of scale.

Aggregate Planning: Planning by Trial and error method - Planning by Transportation method – Planning by Linear Programming - Planning by Linear - Decision rule method - Planning by Heuristic method - Planning by Computer search method.

Scheduling - Single machine sequencing with Independent jobs - Parallel machine models - Flow shop scheduling - Job shop scheduling - Simulation studies of the Dynamic job shop. Dispatching.

Process Planning - Group Technology - Classification and coding systems for process planning - Expediting and monitoring

TEXT BOOKS:

1. Narasimhan Sim, et.al, ‘Production Planning and Inventory Control’, Printice Hall 2nd Ed., New Jersey, 1995.
2. Knight, W.A. & Gdlagher, C.C., ‘Group Technology Production methods in Manufacture’, 1996.

MB 856 SUPPLY CHAIN MANAGEMENT

Fundamentals of Supply Chain Management, Supply chain networks, Integrated supply chain planning, Decision phases in a supply chain, process view of a supply chain, supply chain flows, Overview of supply chain models and modeling systems, Supply chain planning: Strategic, operational and tactical, Understanding supply chain through process mapping and process flow chart.

Supply chain strategies, achieving strategic fit, value chain, Supply chain drivers and obstacles, Strategic Alliances and Outsourcing, purchasing aspects of supply chain, Supply chain performance measurement: The balanced score card approach, Performance Metrics. Planning demand and supply: Demand forecasting in supply chain, Aggregate planning in supply chain, Predictable variability.

Planning and managing inventories: Introduction to Supply Chain Inventory Management. Inventory theory models: Economic Order Quantity Models, Reorder Point Models and Multiechelon Inventory Systems, Relevant deterministic and stochastic inventory models and Vendor managed inventory models.

Distribution Management: Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure, vehicle routing problem. Facilities decisions in a supply chain. Mathematical foundations of distribution management, Supply chain facility layout and capacity planning,

Strategic Cost Management in Supply Chain. The financial impacts, Volume leveraging and cross docking, global logistics and material positioning, global supplier development, target pricing, cost management enablers, Measuring service levels in supply chains, Customer Satisfaction/Value/Profitability/Differential Advantage.

TEXT BOOKS:

1. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, Second Edition, David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, McGraw-Hill/Irwin, New York, 2003.

3. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.

RECOMMENDED READINGS:

- The Wall Street Journal
- Business Week
- Journal of Business Logistics
- Supply Chain Management Review
- Harvard Business Review
- Supply Chain Management by Sunil Chopra & Peter Meindl, Prentice Hall Publisher, 2001
- Introduction to Supply Chain Management by Robert Handfield & Ernest Nichols, Prentice hall Publishers, 1999.

MB 857 TECHNOLOGY FORECASTING

Introduction: Importance of Technology Forecasting, Forecasting Process, Types of Forecasting Methods.

Quantitative Methods: Trend Extrapolation, Qualitative Approaches, Growth Curves, Envelop Curves, Substitution Model.

Qualitative Methods: Monitoring, Network Analysis, Scenarios, Morphological Analysis, Relevance Trees, Delphi Method, Cross-Impact Analysis.

Forecast Impact On Decision Making: Forecasting uses through cases.

Assessment to Manage Technological Change: Impact Assessment, Analysis of Impact of technologies, Benefit/Cost and Risk analysis.

TEXT BOOK:

1. Alan L. Porter, A. Thomas Roper, Thomas Wimson, Jerry Banks, Fredrick A. Rossini
Forecasting and Management of Technology

MB 858: MANUFACTURING STRATEGY

Introduction to manufacturing strategy, corporate strategy. Developing a manufacturing strategy: principles and concepts-Order winners and qualifiers.

Time: The new source of competitive strategy, Gaining competitive advantage-Benchmarking, Lean manufacturing, quality-Six sigma, TQM.

Focus of manufacturing decisions relating to capability, flexibility, product variety, inventory, supplier relationships.

Focused manufacturing principles and concepts managing the supply chain, green manufacturing, Process choice-Technology Strategy, virtual manufacturing, product profiling.

Interface of marketing and manufacturing, Make or buy-Outsourcing, global manufacturing, global distribution.

TEXT BOOKS:

1. Hill, Terry, Manufacturing Strategy, 3rd Edition, Richard D. Irwin, Inc. 1999.
2. Hayes, Robery H. Gary P. Pisana and David M. Upton, Strategic operations: Competing through Capabilities, The Free Press 1996.

GENERAL MANAGEMENT

MB 900: COURSE OF INDEPENDENT STUDY

MB 901 Strategic Management of Intellectual Property Rights

History of IPRs-WIPO-TRIPS -Nature of Intellectual Property, invention to innovation, patenting and development.

Indian Patent System, Procedure for grant of rights on intellectual property, Patenting under PCT, Patenting in foreign countries.

International Treaties and conventions on IPRs, The Indian IPR Acts, Bayh-Dole Act and issues of academic entrepreneurship.

Strategies followed before investing into R&D, Patent information and databases, IPR strength in India, Traditional knowledge.

Concept of Ownership, IP valuation, Technology Transfer and Licensing.

Text/ References:

Managing Intellectual Property by V. Sople Vinod (Prentice- Hall of India Private Limited, 2006, pages Intellectual Property Rights and Copyrights, Publisher: Ess Publications, Seller: Indus International.

Intellectual Property Rights- A Primer, R. Anita Rao & Bhanoji Rao, Lastian Book Company
The Management of Intellectual Property- Edited by Derek Bosworth and Elizabeth Webster, 2006, 341 pages, Edward Elgar Publishing Limited

WIPO Intellectual Property Handbook (freely downloadable from www.wipo.int)