

## LIST OF ELECTIVES

### MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Code	Course Title	L	T	P	C
<b>MARKETING – ELECTIVES</b>					
BA9251	<a href="#">Brand Management</a>	3	0	0	3
BA9252	<a href="#">Retail Management</a>	3	0	0	3
BA9253	<a href="#">Services Marketing</a>	3	0	0	3
BA9254	<a href="#">Advertising &amp; Sales Promotion</a>	3	0	0	3
BA9255	<a href="#">Consumer Behaviour</a>	3	0	0	3
BA9256	<a href="#">Customer Relationship Management</a>	3	0	0	3
<b>FINANCE – ELECTIVES</b>					
BA9257	<a href="#">Security Analysis and Portfolio Management</a>	3	0	0	3
BA9258	<a href="#">Merchant Banking and Financial Services</a>	3	0	0	3
BA9259	<a href="#">International Trade Finance</a>	3	0	0	3
BA9260	<a href="#">Corporate Finance</a>	3	0	0	3
BA9261	<a href="#">Derivatives Management</a>	3	0	0	3
BA9262	<a href="#">Strategic Investment and Financing Decisions</a>	3	0	0	3
<b>HUMAN RESOURCE – ELECTIVES</b>					
BA9263	<a href="#">Managerial Behavior and Effectiveness</a>	3	0	0	3
BA9264	<a href="#">Entrepreneurship Development</a>	3	0	0	3
BA9265	<a href="#">Organizational Theory Design &amp; Development</a>	3	0	0	3
BA9266	<a href="#">Industrial Relations &amp; Labour Welfare</a>	3	0	0	3
BA9267	<a href="#">Labour Legislations</a>	3	0	0	3
BA9268	<a href="#">Strategic Human Resource Management &amp; Development</a>	3	0	0	3
<b>SYSTEMS - ELECTIVES</b>					
BA9269	<a href="#">Database Management System</a>	3	0	0	3
BA9270	<a href="#">E-Commerce Technology and Management</a>	3	0	0	3
BA9271	<a href="#">Enterprise Resources Planning</a>	3	0	0	3
<b>OPERATIONS – ELECTIVES</b>					
BA9272	<a href="#">Supply Chain and Logistics Management</a>	3	0	0	3
BA9273	<a href="#">Product Design</a>	3	0	0	3
BA9274	<a href="#">Services Operations Management</a>	3	0	0	3

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

## MARKETING ELECTIVES

### BA9251 BRAND MANAGEMENT L T P C

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#### UNIT – I INTRODUCTION

8

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

#### UNIT – II BRAND STRATEGIES

10

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

#### UNIT – III BRAND COMMUNICATIONS

8

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions..

#### UNIT – IV BRAND EXTENSION

9

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

#### UNIT – V BRAND PERFORMANCE

10

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage - Role of Brand Managers– Branding challenges & opportunities – Case Studies.

**TOTAL:45  
PERIODS**

## **TEXT BOOKS**

1. Mathew, Brand Management – Text & cases, MacMillan, 2008.
2. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and
3. Managing, Prentice Hall, 3<sup>rd</sup> Edition, 2007.

## **REFERENCES**

1. Tyboust and Kotter, Kellogg on Branding, Wiley, 2008
2. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
3. Paul Tmepoal, Branding in Asia, John Willy, 2000.
4. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
5. Jagdeep Kapoor, Brandex, Biztranza, India, 2005

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**UNIT – I      INTRODUCTION**

**9**

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

**UNIT – II      RETAIL FORMATS**

**9**

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

**UNIT – III      RETAILING DECISIONS**

**9**

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions.

**UNIT – IV      RETAIL SHOP MANAGEMENT**

**9**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

**UNIT – V      RETAIL SHOPPER BEHAVIOUR**

**9**

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India- Case studies.

**TOTAL:45**  
**PERIODS**

## **TEXT BOOKS**

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztranza, India, 2008.

## **REFERENCES**

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4<sup>th</sup> Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Puadham, Retail Management -Text and Cases, Tata McGraw Hill, 2<sup>nd</sup> Edition, 2008.
4. Dunne, Retailing, Cengage Learning, 2<sup>nd</sup> Edition, 2008
5. Sivakumar, Retail Marketing, Excel Books, First Edition, 2007.
6. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

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**UNIT – I INTRODUCTION**

**9**

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

**UNIT – II SERVICE MARKETING OPPORTUNITIES**

**9**

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

**UNIT – III SERVICE DESIGN AND DEVELOPMENT**

**9**

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

**UNIT – IV SERVICE DELIVERY AND PROMOTION**

**9**

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

**UNIT – V SERVICE STRATEGIES**

**9**

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

**TOTAL:45  
PERIODS**

## **TEXT BOOKS**

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

## **REFERENCES**

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

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**UNIT – I      INTRODUCTION TO ADVERTISEMENT**

**9**

Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns – case studies.

**UNIT – II      ADVERTISEMENT MEDIA**

**9**

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.

**UNIT – III      DESIGN AND EXECUTION OF ADVERTISEMENTS**

**9**

Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

**UNIT – IV      INTRODUCTION TO SALES PROMOTION**

**9**

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

**UNIT – V      SALES PROMOTION CAMPAIGN**

**9**

Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

**TOTAL:45**  
**PERIODS**

## **TEXT BOOKS**

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7<sup>th</sup> Edition, 2007.
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.

## **REFERENCES**

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.
3. Julian Cummings, Sales Promotion, Kogan Page, London 1998.
4. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
5. Jaishri Jefhwaney, Advertising Management, Oxford, 2008.

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**UNIT – I INTRODUCTION**

**9**

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

**UNIT – II CONSUMER BEHAVIOR MODELS**

**9**

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

**UNIT – III INTERNAL INFLUENCES**

**9**

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

**UNIT – IV EXTERNAL INFLUENCES**

**9**

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

**UNIT – V PURCHASE DECISION PROCESS**

**9**

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

**TOTAL:45**  
**PERIODS**

## **TEXT BOOKS**

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

## **REFERENCES**

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

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**UNIT – I INTRODUCTION**

**9**

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

**UNIT – II UNDERSTANDING CUSTOMERS**

**9**

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

**UNIT – III CRM STRUCTURES**

**9**

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

**UNIT – IV CRM PLANNING AND IMPLEMENTATION**

**9**

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

**UNIT – V TRENDS IN CRM**

**9**

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

**TOTAL:45  
PERIODS**

## **TEXT BOOKS**

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

## **REFERENCES**

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

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## FINANCE ELECTIVES

**BA9257 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
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### **UNIT – I INVESTMENT SETTING**

**8**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

### **UNIT – II SECURITIES MARKETS**

**10**

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

### **UNIT- III FUNDAMENTAL ANALYSIS**

**9**

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

### **UNIT – IV TECHNICAL ANALYSIS**

**9**

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

### **UNIT – V PORTFOLIO MANAGEMENT**

**9**

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation – Mutual Funds.

**TOTAL: 45**  
**PERIODS**

### **TEXT BOOKS**

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

### **REFERENCES**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8<sup>th</sup> edition, 2008.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2008.
3. Bodi, Kane, Markus, Mohanty, Investments, 6<sup>th</sup> edition, Tata McGraw Hill, 2007.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2008.

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**UNIT – I MERCHANT BANKING****5**

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

**UNIT – II ISSUE MANAGEMENT****12**

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

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

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

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

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

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

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

**TOTAL:45  
PERIODS**

## **TEXT BOOKS**

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

## **REFERENCES:**

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

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**UNIT – I            INTERNATIONAL TRADE**

**9**

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

**UNIT – II            EXPORT AND IMPORT FINANCE**

**9**

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

**UNIT – III            FOREX MANAGEMENT**

**9**

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

**UNIT – IV            DOCUMENTATION IN INTERNATIONAL TRADE**

**9**

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

**UNIT – V            EXPORT PROMOTION SCHEMES**

**9**

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

**TOTAL: 45**  
**PERIODS**

**TEXT BOOKS**

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2008.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 8<sup>th</sup> Edition, 2008.

**REFERENCES**

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4<sup>th</sup> Edition, 2008.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 4<sup>th</sup> Edition, 2008.
3. Website of Indian Government on EXIM policy

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**UNIT – I INDUSTRIAL FINANCE**

**9**

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

**UNIT – II SHORT TERM-WORKING CAPITAL FINANCE**

**6**

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

**UNIT – III ADVANCED FINANCIAL MANAGEMENT**

**12**

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

**UNIT – IV FINANCING DECISION**

**10**

Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

**UNIT – V CORPORATE GOVERNANCE**

**8**

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

**TOTAL: 45**  
**PERIODS**

### **TEXT BOOKS**

1. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 8<sup>th</sup> Edition, 2008
2. I.M. Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 11<sup>th</sup> Edition, 2008.

### **REFERENCES**

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 1<sup>st</sup> Edition, 2008.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 5<sup>th</sup> Edition, 2008
3. Smart, Megginson, and Gitman, Corporate Finance, 1<sup>st</sup> Edition, 2008.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2008.
5. Website of SEBI

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**UNIT – I      INTRODUCTION**

**10**

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

**UNIT – II      FUTURES CONTRACT**

**10**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

**UNIT – III      OPTIONS**

**10**

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

**UNIT – IV      SWAPS**

**7**

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

**UNIT – V      DERIVATIVES IN INDIA**

**8**

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

**TOTAL: 45**  
**PERIODS**

## **TEXT BOOKS**

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

## **REFERENCES**

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

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**UNIT – I INVESTMENT DECISIONS****12**

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

**UNIT – II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES****9**

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

**UNIT – III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS****9**

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

**UNIT – IV FINANCING DECISIONS****6**

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

**UNIT – V FINANCIAL DISTRESS****9**

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

**TOTAL:45  
PERIODS****TEXT BOOKS**

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

**REFERENCES**

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

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## HUMAN RESOURCE ELECTIVES

**BA9263            MANAGERIAL BEHAVIOR AND EFFECTIVENESS**  
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### **UNIT – I            DEFINING THE MANAGERIAL JOB**

**8**

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

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

**12**

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

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

**7**

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

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

**8**

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

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

**10**

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

**TOTAL:45**  
**PERIODS**

## REFERENCES

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3<sup>rd</sup> edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000.
7. R.M.Omkar, Personality Development and Career Management, S.Chand 1<sup>st</sup>edition,2008.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

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**BA9264      ENTREPRENEURSHIP DEVELOPMENT**  
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**UNIT – I      ENTREPRENEURIAL COMPETENCE**

**6**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality  
- Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

**UNIT – II      ENTREPRENEURIAL ENVIRONMENT**

**12**

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

**UNIT – II      BUSINESS PLAN PREPARATION**

**12**

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

**UNIT – III      LAUNCHING OF SMALL BUSINESS**

**10**

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

**UNIT – IV      MANAGEMENT OF SMALL BUSINESS**

**5**

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

**TOTAL:45 PERIODS**

## **TEXT BOOKS**

1. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

## **REFERENCES**

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

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## **TEXT BOOKS**

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

## **REFERENCES**

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

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**UNIT – I      INDUSTRIAL RELATIONS**  
**7**

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

**UNIT – II      INDUSTRIAL CONFLICTS**  
**12**

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

**UNIT – III      LABOUR WELFARE**  
**8**

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

**UNIT – IV      INDUSTRIAL SAFETY**  
**9**

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

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

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

**TOTAL:45  
PERIODS**

**TEXT BOOKS**

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

**REFERENCES**

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

3 0 0 3

Legal Provision relating to

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

Contained in the following acts are to be studied.

	Periods
1. The Factories Act, 1948	3
2. The Trade Unions Act, 1926	4
3. The Payment of Wages Act, 1936	3
4. The Minimum Wages Act, 1948	2
5. The Industrial Disputes Act, 1947	5
6. The Workmen's Compensation Act, 1923	2
7. The Payment of Gratuity Act, 1972	3
8. The Payment of Bonus Act, 1965	3
9. The Employee's Provident Fund & Misc. Act, 1952	3
10. The Employees State Insurance Act, 1948	4
11. The Industrial Employment (Standing Orders) Act, 1946	3
12. The Apprentices Act, 1961	2
13. The Equal Remuneration Act, 1976	2
14. The Maternity Benefit Act, 1961	2
15. Contract Labour Regulations and Abolition Act, 1970	2
16. The Child Labour Prevention and Regulation Act, 1986	2

**TOTAL: 45  
PERIODS**

**TEXT BOOKS:**

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

**REFERENCES**

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

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**BA9268 STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT**

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

**UNIT – I HUMAN RESOURCE DEVELOPMENT**

**10**

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

**UNIT – II E-HRM**

**6**

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

**UNIT – III CROSS CULTURAL HRM**

**7**

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

**UNIT – IV CAREER & COMPETENCY DEVELOPMENT**

**10**

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

**UNIT – V EMPLOYEE COACHING & COUNSELING**

**12**

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

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.

**REFERENCES**

- 1.
2. Bernadin, Human Resource Management, Tata McGraw Hill, 2006.
3. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
4. Rosemary Harrison, Employee Development – University Press, India Ltd, New Delhi, 2007.
5. Tony Edwards and Chris Rees, International Human Resource Management , Pearson, 2007.
6. Chris Brewstes, Paul Sparrow, Guy Vernon, International Human Resource Management , University Press 1<sup>st</sup> Edition 2008.

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## **SYSTEMS ELECTIVES**

**BA9269      DATABASE MANAGEMENT SYSTEM  
LT P C**

**0 0 3      3**

### **UNIT – I      INTRODUCTION**

**9**

Database and DBMS – characteristics – importance – advantages – evolution - codd rules-database architecture; data organization- file structures and indexing

### **UNIT – II      MODELING AND DESIGN FRAME WORK**

**9**

Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration

### **UNIT – III      DATABASE IMPLEMENTATION**

**9**

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

### **UNIT – IV      DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES**

**9**

Concepts of distributed databases and design, Object oriented databases-object life cycle modeling conceptual design-UML.

### **UNIT – V      EMERGING TRENDS**

**9**

Overview of visual databases and knowledge based databases-conceptual design and business impacts. Scope for professionals and certifications such as Oracle Certified Professional.

**TOTAL:45  
PERIODS**

### **TEXT BOOKS**

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

### **REFERENCES**

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

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**BA9270  
LT P C**

**ECOMMERCE TECHNOLOGY AND MANAGEMENT**

**0 0 3<sup>3</sup>**

**UNIT – I INTRODUCTION TO E-COMMERCE**

**8**

Electronic commerce and physical commerce - Economic forces – advantages – myths - business models.

**UNIT – II TECHNOLOGY INFRASTRUCTURE**

**10**

Internet and World Wide Web, internet protocols - FTP, intranet and extranet - cryptography, information publishing technology- basics of web server hardware and software.

**UNIT – III BUSINESS APPLICATIONS**

**10**

Consumer oriented ecommerce –etailing and models - Marketing on web – advertising, e-mail marketing, e-CRM; Business oriented ecommerce – E-Government, EDI on the internet, SCM; Web Auctions, Virtual communities and Web portals

**UNIT – IV ECOMMERCE PAYMENTS AND SECURITY**

**9**

E payments - Characteristics of payment of systems, protocols, E-cash, E- check and Micro payment systems.

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

**8**

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws , contracts and warranties . Taxation and encryption policies.

**TOTAL:45  
PERIODS**

## **TEXT BOOKS**

1. 1. Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
2. 2. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007

## **REFERENCES**

1. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3<sup>rd</sup> Edition. Tata McGrawHill Publications, 2008.
2. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 2008
3. Efraim Turban et al, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2006.
4. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004

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**UNIT – I INTRODUCTION****8**

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

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

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

**UNIT – III ERP IMPLEMENTATION****10**

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

**UNIT – IV POST IMPLEMENTATION****8**

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

**UNIT – V EMERGING TRENDS ON ERP****9**

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

**TOTAL:45**  
**PERIODS****TEXT BOOK**

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

**REFERENCES**

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

**OPERATIONS ELECTIVE**

**BA9272      SUPPLY CHAIN AND LOGISTICS MANAGEMENT**  
**L T P C**

**3 0 0 3**

**UNIT I      INTRODUCTION**

**9**

Defining Supply Chain management and logistics management. Evolution. Supply Chain – Fundamentals, , and Importance. Supply chain strategy, Enablers/ Drivers of Supply Chain Performance. Supply Chain relationships

**UNIT II      LOGISTICS MANAGEMENT**

**9**

Logistics – functions, objectives, solution. Customer Service. Warehousing and Material Storage, Material Handling, Transportation and Packaging – 3PL and 4PL.

**UNIT III      NETWORK DESIGN**

**9**

Distribution Network Design – Role, Factors Influencing, Options, Value Additions. Models for Facility Location and Capacity allocation. Impact of uncertainty on Network Design. Network Design decisions using Decision trees.

**UNIT IV      SOURCING AND INVENTORY MANAGEMENT**

**9**

Sourcing – Make vs buy decision, Creating World Class Supply base, World Wide Sourcing Inventory Management – managing cycle inventory, safety inventory. Value of information, Bullwhip effect, Coordination in supply chain, Analysing impact of supply chain redesign on the inventory

**UNIT V      CURRENT TRENDS**

**9**

E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chain IT Framework.E-Supply Chains, E – Logistics- eSRM, eLRM, eSCM, Agile Supply Chains. Reverse Logistics, Global Logistics.

**TOTAL: 45 PERIODS**

## **TEXT BOOKS**

1. Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process” Tata McGraw Hill, 2000
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, Prentice Hall, 2007.

## **REFERENCES**

1. Donald J. Bowersox, David J. Closs and M. Bixby Cooper, “Supply Chain Logistics Management”, Tata McGraw Hill, 2008
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
3. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, “Principles of Supply Chain Management- A Balanced Approach”, South-Western, Cengage Learning 2005
4. Naraya Rangarj, G. Raghuram, Mandyam M. Srinivasan, “Supply Chain Management for Competitive Advantage – Concepts and Cases”, Tata McGraw Hill, 2009
5. R.P. Mohanty and S.G. Deshmukh, “ Supply Chain Management”, Biztantra, 2005

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**UNIT – I      INTRODUCTION****9**

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

**UNIT – II      PRODUCT PLANNING****9**

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

**UNIT – III      PRODUCT CONCEPT****9**

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

**UNIT – IV      INDUSTRIAL DESIGN AND DESIGN TOOLS****9**

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

**UNIT – V      PATENTS****9**

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

**TOTAL: 45**  
**PERIODS****TEXT BOOK**

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

**REFERENCES**

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

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**UNIT – I INTRODUCTION**  
**9**

Importance and role of Services -Nature of services -Service classification Service Package Service Strategy -Internet strategies - Environmental strategies.

**UNIT – II SERVICE DESIGN**  
**9**

New Service Development - Designing the Service delivery system: Service Blue-printing - Managing Service Experience - Front-office Back-office Interface - Service scape – Implication for Service Design

**UNIT – III SERVICE QUALITY**  
**9**

Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit -Service Recovery - Service Guarantees - Service Encounter.

**UNIT – IV OPERATING SERVICES**  
**9**

Service operational planning and control -Process Analysis - Process Simulation -Service Facility Location -Capacity Management in Services – Queuing models - Waiting Lines – Simulation - Yield management.

**UNIT – V TOOLS AND TECHNIQUES**  
**9**

Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle Routing and Scheduling -Productivity and Performance measurement - Data Envelopment Analysis (DEA) -Scoring System – Method for customer selection.

**TOTAL:45**  
**PERIODS**

**TEXT BOOKS**

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

**REFERENCES**

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