

SIR PADAMPAT SINGHANIA UNIVERSITY
School of Management

Programme: MBA

Session: 2011-13

Semester – IV

BM 550
DISSERTATION

L-T-P-C
0-0-3-3

The dissertation will be evaluated at end of IV semester by internal Examiners as per the rules.

Objective: The aim of this paper is to acquaint the students with concepts, techniques and application of concepts for developing an effective advertising programme.

Course outline

Introduction to Advertising Management

Historical perspective; Theories of advertising: stimulus response theory, AIDA model, Theory of cognitive dissonance; Advertising planning and decision making; Facilitating agencies; Role of advertising in the marketing process.

Objective Setting and Market Positioning

Integrated marketing communications; setting goal objectives: behavioral dynamics, advertising response variables, DAGMAR Approach, consumer behavior and advertising research: Elaboration Likelihood model, Cognitive Response Model, Recall and Persuasion.

Creative Strategy and Creative Development

Message strategy: attention and comprehension, understanding benefit-based attitudes, brand equity and personality, group influence and word-of-mouth advertising; Message tactics: creative approaches, celebrity endorsement, creativity layout, copywriting, copy testing and diagnosis.

Media Strategy

Media objectives: Reach, Frequency, Continuity, Costs; setting media budget; allocating media budgets; media buying and organization; media option decisions; Target Audience Decisions; Media Scheduling evaluation: Rationale of Testing Opinion and Aptitude, Tests, Recognition, Recall, Experimental Designs.

Legal, ethical and Social Aspects of Advertising

Case Studies and related discussions

Texts / Reference Books:

1. Jethwany, J., Jain, Shruti. Advertising Management, Oxford university press, eighth impression 2010
2. Batra, R., Myers, J.G., Aaker, David A. Advertising Management, Pearson education, fifth impression 2009
3. Aaker, David A. etc. Advertising Management , Prentice Hall of India .
4. Beleh. George E and Beleh, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago Irwin 1995
5. Borden. William H. Advertising . New York. John Wiley, 1981
6. Hard, Norman. The Practice of Advertising. Oxford Butterworth, Heinemann. 1995
7. Kleppner. Otto. Advertising Procedure. Englewood Cliffs. New Jersey. Prentice Hall

Objective: The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the marketing of services.

Course outline

Introduction: Generic differences between goods and services, Characteristics of Services, Classification of Services, Factors Influencing the Growth of the Service Sectors, Evolution of service firms, The Services Marketing Mix, Nature of services

Consumer behavior: Search Qualities, Experience Qualities, Credence Qualities, customer expectations and perceptions, service encounter, listening to Customers, Segmentation, Targeting, Positioning and differentiation of services

Elements of services marketing: creating service product, designing communication mix, pricing, distribution services

Service delivery process: Managing service processes, Managing demand and capacity, planning the service environment-purpose, consumer responses to the service environments, dimensions

Implementing services marketing: Building loyalty, customer feedback, service quality and productivity- Definitions of Quality and its Significance- Measuring Service Quality- Service Quality Gap Model- Service Quality Standards- Benchmarking – Total Quality Management- Strategies for improving Service Quality- Monitoring Service Quality

Case Studies and related discussions

Texts / Reference Books:

1. Lovelock, C., Wirtz, J. Services Marketing- People, Technology, Strategy; Pearson Education.
2. Lovelock, Christopher H. Managing services : Marketing Operations and Human resource . Englewood Cliffs. New Jersey. Prentice Hall Inc.
3. Lovelock, Christopher H. Services Marketing. Englewood Cliffs. New Jersey. Prentice Hall Inc.
4. McDonald, Malcom and Payne A. Marketing Planning for Services.Butterworth. Heinemann. 1996
5. Newton M P Payne A. The Essence of Services Marketing.New Delhi.Prentice Hall of India. 1996.
6. Verma. H V. Marketing of Services. New Delhi. Global Business Press.1993
7. Zeithaml, V A and Bitner, M J. Services Marketing .New York.McGraw Hill. 1996

Objective: The objective of this course is to provide a strategic viewpoint necessary to the marketer of 'present' and 'future' in handling the challenges created by digital channels and using them as efficient tools of marketing and developing digital marketing strategy.

Course outline

Technology influencing marketing: Emerging technology trends, overview of e-commerce

E-Marketing in context: E-marketing landscape, Past and Present scenario, Future Web, global market, e-marketing issues

E-marketing Plan: E-business models. Web analytics and performance matrices, Seven-step e-marketing plan, ethical and legal issues

E-marketing strategy: E-marketing research, marketing information system, consumer behavior online, segmentation and targeting strategy, differentiation and Position Strategies

E-marketing management: product management, pricing, internet distribution, sales promotion

E-marketing communication and advertising on internet

E-CRM: building relationship, CRM building blocks: vision, strategy, technology, process, metrics CRM Success

Mobile Marketing: marketing strategy to mobile marketing and campaign management

Project Work, Case studies and discussion

Texts / Reference Books:

1. Judy Strauss, Raymond Frost, e-marketing, PHI learning
2. Jerry Wind and Vijay Mahajan, Digital Marketing: Global Strategies from the World's Leading Experts, Wiley , 1e
3. Kent Wertime and Ian Fenwick, DigiMarketing: The Essential Guide to New Media and Digital Marketing, wiley

Objective: The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Course outline

Introduction of Sales Management: Evolution of the sales concept, Nature and role of selling, Objectives of sales management, Integrating sales and marketing management,

Personal selling process: Prospecting, Pre-approach, Approach, Sales presentation, Handling objections/Sales resistance, Close, Post-sales follow-up; Customer related issues in personal selling, Automation in personal selling

Sales Force Management: Setting and Formulating Personal Selling Objectives; Sales Force Management, Sales Cost and Cost Analysis, responsibilities of a sales executive, Training and Development, Types of training, designing a training programme - ACMEE model

Managing Marketing Channels: Channel functions, Designing marketing channels, Channel flows and costs and their Structure, Managing Channel Conflicts, Channel Information Systems, Marketing Channel Policies and Legal Issues; Assessing performance of Marketing Channels

Marketing Channels Logistics :Logistics and its importance, Functions in logistics management, Importance of communication in logistics, Technology in logistics, Streamlining the logistics process, Strategic issues in logistics management, Local and global challenges in logistics management, Channel Intermediaries-Wholesaling and Retailing

Case Studies and related discussions

Texts / Reference Books:

1. Stiiil. R. Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1988.
2. Anderson, Professional Sales Management. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.
3. Anderson R. Professional Personal Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1991.
3. Buskirk. R H and Stanton.W J. Management of Sales Force. Homewood Illinois. Richard D Irwin. 1983
4. Dalrymple. D J. Sales Management : Concepts and Cases. Newyork, John Wiley. 1989
5. Johnson. E M. Etc. Sales Management : Concepts, Practices and Cases. New York . McGraw Hill. 1986.
6. Stanton, William J etc. Management of a Sales Force Chicago, Irwin.1993

Objective: The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process. The focus of Security Analysis is on analysis of a company's securities by their own. It will provide the knowledge of the workings of security market.

Course outline

Investment – Return and Risk Features of an investment Programme, Operations of Indian Stock market, New Issue Market, Listing of Securities, Cost of Investing in Securities.

Mechanics of Investing- Markets and Brokers, Investment Companies, Market Indices and Return. Valuation Theories- of Fixed and Variable Income Securities, Real Estate Investment, Investment.

Stock Market Analysis- Fundamental Analysis (including Ratio), Technical Approach, Efficient Market Theory, Recent Developments in the Indian Stock Market.

Membership of stock market- trading procedure, special points regarding regulation of Security market, Role of Banks; DEMAT, E-Banking transactions.

Portfolio Management: Introduction, Methods of Assessing performance, Portfolio Selection Problem- Markowitz Portfolio Theory including the Efficient Frontier, Sharpe's Single Index Model, Capital Asset Pricing Model, Factor Models and Arbitrage Pricing Theory & Optimum Portfolios.

Texts / Reference Books:

1. Amling. Frederic. Investment. Englewood Cliffs. New Jersey. Prentice Hall Inc. 1983
2. Bhalia. V.K. Investment Management: Security Analysis and Portfolio Management . 8th ed. New Delhi . S. Chand. 2001
3. Fischer, Donald E. and Jorrdan, Ronald J. Security Analysis and Portfolio Management . 6th ed. New Delhi. Prentice Hall of India, 1995
4. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York. McGraw Hill, 1993
5. Haugen. Roberth H. Modern Investment Theory. Englewood Cliffs. New Jersey. Prentice Hall Inc. 1987.
6. Huang. Stanley S C and Randall, Maury R. Investment Analysis and Management. London. Allyn and Bacon. London, 1987
7. Sharpe. William F. Etc. Investment. New Delhi. Prentice Hall of India .1997.

Objective: The basic objective is to acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk. This course also provides an in depth knowledge of derivative functioning in securities market and the trading mechanism.

Course outline

Foreign Exchange Markets: Types and Transactions, Quoting foreign exchange Rates, Spread. Official and Free Market Rates. Cross Rates, Forward Rates, Quoting Forward Rates.

Organization of the Foreign Exchange Markets: Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management.

Exposure Information System: Exposure Management Techniques, Transaction Analysis, Translation Analysis, Economic Exposure, Operating Exposure,

Theory and practice of Forecasting Exchange Rates: Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses, Market Functions in Tax, FEMA (Provisions)

Financial Derivative: Definition, Various terminologies, Traders, Hedging currency risk through currency option & forward contract, refining with Interest rate swap, Hedging interest rate exposure, Indian Derivative market & Shortcomings.

Role of International Institutions in FOREX Management: IMF, IBRD, UNCTAD, EU.

Texts / Reference Books:

1. Apte, Prakash .G. International Financial Management. S. Chand.
2. Machiraju, H. R. International Financial Management, Himalaya Publication.
3. Aliver, R.Z. Exchange Risk and Corporate International Finance.London. Macmillan. 1978
4. Bhalla, V K. International Financial Management. 2nd ed. New Delhi,Anmol. 2001
5. Luca Cornelius . Trading in the Global Currency Markets. NJ, Prentice Hall. 1995
6. Shapiro, A.C. International Financial Management . Boston. Allyn and Bacon. 1979
7. Sutton. W.H. Trading in Currency Options. NY. New York Institute of finance. 1987

Objective: This course aim to give the insight of the investment techniques of the bank and their equipments. It also defines different types of market risks, interest rate risk, equity risk & credit risk. The student will be able to Measure volatility in market prices

Course outline

Investment Banking: Introduction, Meaning and Definition, Origin of Merchant Banking, Functions, Services qualities of Merchant Banker, Problems of merchant Banking in India, Guidelines of Merchant Banker, Future perspective of Merchant Banking.

Investment Management: Why investments are important? Factors for favorable investment, Features for investment programme, Investment progress.

Alternative form of Investment: Government Securities; Types, Life Insurance, Types of Policies, UTI, Different Unit Schemes, Provisional Investment in Land, Gold, Silver, Diamond, Stamp & Antiques.

Financial Risk: An Overview, Evolution, Environment Risk, Market Risk , Credit Risk, Liquidity Risk, Operational Risk. Different forms of risk (currency risk and interest rate risk).

Market Risk Value-at- Risk measures (VaR): Model Building Approach, distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at- Risk measures.

Theories of Risk Management: Extreme Value Theory - Basic Principles, Extreme Value Theory methods in measuring financial risk, Binomial Theory, Black-Scholes-Marton Model.

Texts / Reference Books:

1. Pandian, Investment Banking, Mc.Graw-Hill Publication.
2. Avadhani V. A. Investment Management, Himalaya Publication
3. H. R. Machiraju, Merchant Banking, New Age International.
4. Stulz, Risk Management and Derivatives, Cengage Publication
5. Sharma, Meera, Management of Financial Institutions: With Emphasis on Bank and Risk Management, PHI India.
6. Don M. Chance, Robert Brooks, Introduction to Derivatives and Risk Management, Cengage Publication.
7. S Singh, Yogesh Singh, Risk Management in Banks, Excel books.
8. Rajda, Principal of Risk Management and Insurance, Pearson India.

Objective: The objective of this course is to develop understanding about how to manage and implement Projects Financially. The aim of this course is to enhance the knowledge of the students regarding various Phases of Projects, Project Plan, Cost & Risk Analysis.

Course outline

Comprehensive approach for financing Raising: preparation of business plans, development of complete financial models, development of financing strategies with corresponding capital structures, identification of appropriate financing sources, Risk-Weighted Assets Ratio.

Theoretical background of Raising Finance: Bond Supply, Mapping the New Yield Curve, Corporate Default Outlook, Investment Grade Bonds, High Yield Debt, Syndicated Loans, Leveraged Loans, Securitisation, Hybrid Capital, Convertibles, Executing benchmark.

Financing Sources: Equity stock Financing, Preferred Stock Financing, Debenture financing, Warrants and convertibles, Term Loan, Commercial paper, Trade Credit, IPO, Commercial lending, Bank loan.

Understanding Project Management Fundamentals: Projects, Project and Operation, Project Management; Project team Areas of Expertise, The Product and Project Life Cycle, Organizational The Project Management Office (PMO), Project Management Processes, Preparing Project Charter, Preparing Preliminary Scope statement, Developing Project Management Plan.

Fundamentals of Costing, Cost Estimation, Cost budgeting, Measuring Project Quality, Project Quality planning, Human resources planning, Communication Planning, Risk Management Plan, Risk analysis (Qualitative and Quantitative)

Financial Forecasting: Emphasizing on cash flow forecasts, Cash Budgeting, various methods, Cash Flow Controlling.

Execution of Project, Performing Quality Assurance, Acquire Project team in to project, Select seller monitoring and Control of Project, Earn value Analysis, Quality Control, Manage Team & Stakeholders.

Texts / Reference Books:

1. Alan C. Shapiro, Capital Budgeting and Investment Analysis , Pearson Publication.
2. Andrew J. Sherman, Raising Capital, Kiplinger Washington editors, Washington.
3. Andrew J. Sherman, Raising Capital: Get the Money You Need to Grow Your Business AMACOM.
4. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
5. Geoff Reiss, Project Management Demystified: Today's tools & Techniques, Spon Press, 1995

6. Khan, Jain, Financial Management, Tata Mcgraw Hill publication .
7. Neil Seitz, Mitch Ellison, Capital Budgeting and Long-Term Financing Decisions Cengage publication,
8. Prasanna Chandra, Projects Planning Analysis Selection Implementation & Review, 4th ed, Tata McGraw-Hill, 1999
9. R. M. Srivastava, Financial Management, Himalaya Publication.
10. Sheridan Titman, John D. Martin, Valuation: The Art and Science of Corporate Investment Decisions, Pearson.
11. Welsch Glenn A., Hilton Ronald W., Gordon Paul N, Budgeting: Profit Planning and Control, PHI learning.

Objective: The course aims at making the student learn that how the most competitive compensation will help the organization to attract and sustain the best talent and what forms the various components of compensation package.

Course outline

Compensation--Concept and Context: Framework of Compensation Policy, Economic and Behavioral Issues in Compensation, Role of Compensation and Rewards in Organization

Compensation Structure and Differentials: External Equity and Pay Surveys, Job Evaluation and Internal Equity, Institutional Mechanisms for Wage Determination, Pay-Packet Composition

Performance-related Compensation: Compensation management and PMS, selection of Performance Objectives, Selection of Performance Indicators, Developing standards, developing a Performance Metric, effective PMS, compensation broad banding using PMS Results.

Reward System, Incentives and Pay Restructuring: Downsizing and Voluntary Retirement Scheme, Allowances and Benefits, Bonus Profit Sharing and Stock Options, Incentives for Blue and White Collars

Overview of Future Trends in Compensation Management

Texts / Reference Books:

- 1.Compensation, Milkovich & Newman, TMH
- 2.B.D Singh - Compensation & Rewards management, Excel Books
- 3.Dipak Bhattacharya, Compensation Management, Oxford Education
- 4.Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
- 5.Richard.I. Henderson: Compensation Management in a knowledge based world - Prentice-Hall

Objective: Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course outline

Basic Provisions relating to:

Laws related to Industrial Relations:

Industrial Disputes Act, 1947

Trade Unions Act, 1926

Laws related to Wages:

Minimum Wages Act, 1948

Payment of Bonus Act, 1965

Workmen's Compensation Act 1923

Factories Act, 1948

Laws related to Social Security:

Employees' State Insurance Act, 1948

Employees' Provident Fund & Miscellaneous Provisions Act, 1952

Payment of Gratuity Act, 1972

Texts / Reference Books:

1. Malhotra, OP, The Law of Industrial Disputes. Vol I and II. Bombay .N.M. Tripathi 1985
2. Malik. P L., Handbook of Industrial Law. Lucknow, Eastern Book. 1995
3. Saini. Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi. Oxford 1995
4. Saini, Debi S, Redressal of Labour Grievances, Claims and Disputes. New Delhi. Oxford & IBH . 1994
5. Seth . D D , Industrial Dispute Act. 1947. Vol I & II . Bombay. N.M.Tripathi. 1995
6. Srivastava SC. Industrial Relations and Labour Law. New Delhi. Vikas.1994

Objective: The main aim of this course is to provide strategic perspective of HRM in an organization .It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

Course outline

The Human Resource Environment: Overview, HRM in knowledge economy, HR outsourcing, technology and HRM, HRM and Change.

Strategic HRM: Strategic HRM defined, Aims of strategic HRM, Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, "best fit" approach vs. "best practice" approach, investment perspective of human resources Approaches to strategic HRM, Implementing strategic HRM, The concept of strategy.

HR strategies

HR strategies defined, Purpose, The distinction between strategic HRM and HR strategies, Types of HR strategies, Criteria for an effective HR strategy, Strategic human resource activity typology, classifying human resource types.

Developing and implementing HR strategies

Propositions about the development process , Levels of strategic decision-making ,Strategic options and choices , Approaches to HR strategy development , Methodology for strategy development , Conducting a strategic review, Setting out the strategy , Implementing HR strategies .

HR Scorecard: 7 step Model for implementing HR's strategic role, creating an HR Scorecard.

Human resource evaluation: overview, HRM and Firm Performance, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR Evaluation.

Texts / Reference Books:

1. Robert L. Mathis & John H. Jackson , Human Resource Management, Thomson South Western.
2. Tanuja Agarwal , Strategic Human Resources Management,Oxford University Press,2007.
3. K. Prasad ,Strategic Human Resource Management – Text & Cases MacMillan India Ltd., 2005.

Objective: This course would make the students learn about aspects of labour welfare and how negotiations occur between parties with opposing interests in diverse fields as Labour relations, International Conflicts and Personal Relations.

Course outline

Labour Welfare: Introduction, Importance, Agencies for Welfare Work, Types of Welfare facilities, Labour Welfare Officer, Approaches to labour welfare.

Working conditions, Health and Welfare of Industrial workers, Housing of Industrial workers, ILO and Labour welfare, Trade Unions and labour welfare.

Negotiation: What Negotiation Is Not, Types of Negotiation, Investigating Your Interests, What Differences Does It Make to Distinguish Between Interests and Positions?

Dealing with Positional Bargainers

Primary (Fundamental) and Secondary (Derivative) Interests, The Three C's of Interests, When Interests Conflict, What makes a Good Negotiator.

Stages of Negotiation- Exploration, Bidding, Bargaining, Settling. Tactics to Negotiation: BATNA

Elements of Negotiation: Perception, Power, Personality: Hall's Negotiating Styles, Attitudes, Communication, culture. Training in Negotiation.

Texts / Reference Books:

- 1.V.S.P.Rao, Human Resource Management, Excel Books.
- 2.L.Nieuwmeier, Negotiation: Methodology and Training, HSRC Press
- 3.Fisher, Roger and William Ury (1991) Getting to Yes: Negotiating Agreement Without Giving In New York: Penguin Books

BMIT 535
ENTERPRISE RESOURCE PLANNING & BUSINESS
PROCESS RE-ENGINEERING

L-T-P-C
4-0-0-4

Objective: The objective of the course is to make the students understand the concepts underlying ERP. It provides an in depth, clear understanding of business processes and how ERP helps in reengineering these processes.

Course outline

Business Process and Reengineering: Introduction to an Enterprise, Business Functions and Processes, Business Engineering, Significance of Reengineering, Reengineering Initiatives, Forms of Reengineering, Business Process Reengineering (BPR), Features of BPR, Business Modeling, Mapping an Existing Process, Process Redesign and New Process Validation

Approaches to Process Improvement: Kaizen, Total Quality Management, Implementing New Process, Critical Success Factors for Reengineering Projects, Reasons for BPR Failure, Comparing BPR with TQM.

Enterprise Resource Planning: Role of enterprise in implementing ERP system, Risks and Benefits of ERP, Evolution, ERP and the Modern Enterprise, Integrated Management Information, Seamless Integration, Resource Management

ERP Market: ERP and the Competitive Strategy, Market Dynamics and Competitive Strategy, Overview of some popular ERP packages and functional modules.

ERP Implementation: Role of Consultants, Vendors and Users, Customization, Precautions, ERP: Post-Implementation Options, ERP Implementation Methodology, Guidelines for ERP Implementation.

ERP Future directions and trends: Internet and www, Future directions, new market, new channels.

Cases studies and discussions

Texts / Reference Books:

1. Enterprise Resource Planning, TMH/ Alexis Leon
2. Enterprise Resource Planning- Concepts and Practice, 2e, PHI/ Vinod Kumar Garg, N. K. Venkitakrishnan
3. Concepts in Enterprise Resource Planning, Thomson Course Technology/ Brady, Monk, Wagner
4. Business Process Reengineering: Text And Cases, Radhakrishnan, Radhakrishnan/balasubramanian, PHI Learning Pvt. Ltd.

Objective: The aim of course is to provide a foundation for the design, implementation and management of relational database systems.

Course outline

Introduction: Database, Database Systems, Database Models, A Logical View of Data, Keys, normalisation

Relational database model: Integrity Rule, Relational Database Operators, The Data Dictionary and the System Catalog, Codd's, relational database rules, Entity-Relational Model: entity, relationships, developing E-R diagram

Structured Query Language: Introduction to SQL, Data Definition Commands, Data Manipulation Commands, Queries, Advanced Data Management Commands, Queries and SQL Functions, Views, Procedural SQL, General rules governing Relationships among Tables, Concept of a transaction, Concurrency Control

Distributed Database Management Systems: Concept, Evolution, Distributed Processing and Distributed Databases, Client Server Systems: Concept, features of Client/Server Systems, Client/Server Architecture, Client/Server Databases, Client/Server Implementation Issues, client server vs DDBMS

Database Security and Administration: Data as a Corporate Asset, The Need for and Role of Databases in an Organization, The Evolution of the Database Administration Function, The DBA's Managerial Role, The DBA's Technical Role.

Cases studies and discussions

Texts / Reference Books:

1. Database Systems: Design, Implementation and Management, Peter Rob, Carlos Coronel/ Thomson Course Technology, 5e
2. Database System Concepts, Silberschatz, Korth, Sudarshan/ Mc-Graw Hill
3. Database Management Systems , Ramakrishna and Gorke/ McGraw Hill
4. Fundamentals of Database Systems, Ramez Elmasri & Shamkant Navathe/Addison Wesley
5. Database Management Systems, Alexis Leon & Mathews Leon/ Leon Vikas

Objective: To acquaint the students with the Electronic Business concepts, issues and technologies.

Course outline

Basics of E-Business: The Digital Era, History of the Internet, Evolution of E-Business, The Rise of E-Business, Traditional Business and E-Business, The Emergence Of Infomediaries, Principles of E-Business, E-Business Infrastructure, Organizational Culture for E-Business, E-Business Models.

E-Marketplaces, E-Business Infrastructure

E-Procurement: Operating Resource Procurement, Elements of Buy Side E-Procurement Solutions, Elements Of Sell Side E-Procurement Solutions, Implementing E-Procurement, Best Practices in E-Procurement.

E-Marketing & CRM: The E-Revolution in Marketing, Database Marketing, New Age Database Marketing, Telemarketing, E-Marketing Strategies, Search engine optimization. Defining CRM, Functions of CRM, The E-CRM Architecture, E-CRM Infrastructure Requirements, CRM for E-Customers.

E-Business Applications: Conventional Payment Process, Electronic Payment System, Electronic Data Interchange.

E-Security: Cryptography, Public Key Infrastructure, Security Threats, Protection against Identity Theft. Enterprise wide security.

Challenges in E-Business: Technological Challenges, Legal and Regulatory Framework, Behavioral and Educational Challenges, Other Miscellaneous Challenges.

Case Studies and related discussions

Texts / Reference Books:

1. E-Business: Roadmap for Success, Dr. Ravi Kalakota, Marcia Robinson / Addison Wesley
2. Whiteley, David, E-Commerce: Strategy Technologies & Applications, TMH.
3. Frontiers of Electronic Commerce, Dr. Ravi Kalakota, Andrew Whinston / Wesley
4. ERP – A Managerial Perspective, S.Sadagopan / Tata McGraw-Hill
5. Taking Care of e-Business, Thomas Siebel M / The Currency Book

Objective: This course examines practical programming techniques and issues, emphasizing object modeling and simulation. The issues involved in developing large-scale object-oriented systems and the fundamental techniques used in simplifying software development are also discussed. The course provides in depth information on object oriented programming, techniques, and methodologies.

Course outline

Review: Review of basic concepts of object-oriented programming, comparison between procedural programming paradigm and object-oriented programming paradigm.

Classes & Objects: specifying a class, creating class objects, accessing class members, access specifiers: public, private, and protected, classes, objects and memory, static members, the const keyword and classes, the static objects, empty classes, nested classes, local classes, abstract classes.

Console Based I/O: concept of streams, hierarchy of console stream classes, input/output using overloaded operators >> and << and memory functions of i/o stream classes, formatting output, formatting using ios class functions and flags, formatting using manipulators.

Constructors & Destructors: Need for constructors and destructors, copy constructor, dynamic constructors, destructors, constructors and destructors with static members, initializer lists.

Operator Overloading & Type Conversion: Defining operator overloading, rules for overloading operators, overloading of unary operators and various binary operators, overloading of new and delete operators, type conversion - basic type to class type, class type to basic type, class type to another class type.

Inheritance: Introduction, defining derived classes, forms of inheritance, ambiguity in multiple and multi-path inheritance, virtual base class, overriding member functions, order of execution of constructors and destructors.

Pointers & Dynamic Memory Management: understanding pointers, accessing address of a variable, declaring & initializing pointers, accessing a variable through its pointer, pointer arithmetic, pointer to a pointer, pointer to a function, dynamic memory management - new and delete operators, pointers and classes, pointer to an object, pointer to a member, this pointer, dangling/wild pointers.

Virtual functions & Polymorphism: Concept of binding - early binding and late binding, virtual functions, pure virtual functions, virtual destructors & polymorphism.

Managing Data Files: File streams, hierarchy of file stream classes, error handling during file operations, reading/writing of files, accessing records randomly, updating files.

Exception handling: Review of traditional error handling, basics of exception handling, Exception handling mechanism, throwing mechanism, catching mechanism, re-throwing an exception, specifying exceptions.

Texts / Reference Books:

1. Robert Lafore, Object-Oriented Programming in C++, The Waite groups, galgotia publications Pvt. Ltd.
2. Bruce Eckel, Thinking in C++, 2nd Ed., Wall 1, Wall 2.
3. Danny Kalev, The ANSI/ISO C++ Professional programmers Handbook, PHI 2000.
4. Deital & Deital, C++ How to Programme, Prentice Hall 5th Ed.
5. John R. Hubbart, Programming with C++, Schaum's Outline Series 2nd Ed.

BMOR 535
PRODUCTION PLANNING & CONTROL FOR
MANUFACTURING OPERATIONS

L-T-P-C
4-0-0-4

Objective: The objective of this course is to help students develop an understanding of Production Planning & Control as it applies to the manufacturing industry. It also helps students develop an appreciation of advanced practices in Production & Operations management with special focus to manufacturing industry.

Course outline

Production Planning in the context of organization planning: Integrating Production plan with corporate plans, Integrative nature of production plans, strategies for aggregate planning.

Models for Aggregate Planning: Bowman's Transportation Problem approach to aggregate planning & HMMS (Holt, Modigliani, Muth & Simon) Model for cost functions.

Production Scheduling: Job-shop type production, Simulation for scheduling & dispatch rules, Rules of prioritization, Scheduling for multiple work centres, Application of priority rules to manufacturing-cum-service units, Line-of-balance technique. Case discussion on production control in a manufacturing organization.

Development Management: The development process, Role of designers, technologists & suppliers in product development, Developing process & products for Just in Time Manufacturing, Heuristic Approaches to Production Planning (Moodie & Young's Method, Kilbridge & Wester Method).

Change & Flexibility Management: Features of flexible operations, Flexibility plant layouts, Flexible Manufacturing systems, Cellular Manufacturing, Just in Time Manufacturing, automated systems for production & service operations, Optimizing production technology.

Resource & Technology Management: Operations through Manufacturing Resource Planning II and Enterprise Resource Planning, process & technology innovation in operations, computer aided design & computer integrated manufacturing.

Texts / Reference Books:

1. Production and Operations Management by Chary, S N. (Tata McGraw Hill)
2. Operations Management by Russell & Taylor (Wiley Higher Education)
3. Handbook of Technology Management by Gerard H Gaynor (McGraw Hill)
4. Adam, E E & Ebert, R.J. Production and Operations Management, PHI.
5. Operations Management by Russel & Taylor (Wiley Higher Education)
6. Operations Management by Terry Hill (Palgrave Macmillan)

Objective: The objective of this course is to help students develop an integrated approach to materials management; supply chain management and maintenance management to achieve high quality in manufacturing operations. The course provides students an understanding of the integrated nature of operations management function.

Course outline

Managing Material & Inventory: Recap of the basic course on Operations Management with focus on Materials Management & Inventory Theory, supply Management as organization spanning activity, supply management in engineering, manufacturing & IT industry, Components of inventory models, Deterministic Continuous Review Models, Deterministic Periodic review model.

Materials management models based on arrival & consumption pattern: Models based on arrival & consumption patterns, Priority discipline inventory models, multiproduct inventory systems, practices in large organizations, Purchasing as part of strategic business plan, Major developments that facilitate transitioning from Purchasing to Supply Chain Managing, transitioning of relationships, key kinds of buyer supplier relationships, e-commerce & developing mutually beneficial relationship, cross functional teams in supply chain management.

Supply Chain in new product development: Product design process, Role of supply management in new product development, interface issues with engineers, make-or buy decisions, Stages to global supply management, rationale for global; sourcing versus local purchasing, issues with global sourcing & challenges before transnational companies.

Practices in Maintenance Management: Life cycle of plant & equipment, Aims of maintenance management, Maintenance processes as an integral part of production process, Breakdown maintenance, Safety considerations in breakdown maintenance, preventive maintenance & capital repairs, maintenance plan as part of annual production plan, Classification of maintenance jobs, building safety considerations into maintenance procedure, organization wide safety policy, managing maintenance spares & personnel, multi-skilled workers.

Understanding Nature of Constraints: Resource & policy constraints, Internal & external constraints, steps to enhance performance, Diagnosis, Planning & implementation, Systems approach to implanting theory of constraints, Role of buffers, Identifying constraints, Decision on exploiting the constraint, Subordinating other processes to exploit constraint, elevating constraint performance, Iterative process till constraint shifts.

Applying Theory of Constraints: Simplified & Traditional Drum-buffer-rope approach, Drum-buffer-rope when no capacity constrained resource is active & Drum-buffer-rope when capacity constrained resources are active, IT in applying theory of constraints, Theory of Constraints and Management Accounting, Throughput accounting

Texts / Reference Books:

1. Martin K Starr, Production & Operations Management” Cengage Learning (India Edition);
2. Handbook of Materials Management by Gopalakrishnan P (PHI)
3. Sunil Chopra and Peter Meindel, Supply Chain Management: Strategy Planning & Operations (Prentice Hall of India).
4. World Class Supply Chain Management by Burt, Dobler and Starling (McGraw Hill Professional)
5. The Sayings of Shigeo Shingo: Key Strategies for Plant Improvement (Productivity Press)
6. Deming & Goldratt: The Theory of Constraints and the System of Profound Knowledge by Domenico Lepore and Oded Cohen (The North River Press)