

Programme Objective:

1. To equip students with necessary knowledge and managerial skills to occupy positions of management and administration in business, industry, public system and the government.
2. To inculcate appropriate ethical values and attitude among students to function effectively in the work environment.
3. To provide a right mix of managerial and business exposure to function effectively in various domains of management.

MBA-IM CBCS Scheme & Syllabus 2016

1. Implementation of CBCS for MBA-IM Programme will be effective from academic year 2016-17
2. Allotment of marks for the subjects/papers, seminar and summer project: 80:20 patterns of marks for external examination and internal (IA) marks respectively is to be adopted for all the subjects, except Internship, for which the pattern will be 50:50 basis for internal and external assessments respectively.
3. Question paper pattern for theory examination consist of 2, 6 and 8. There will be 8 Full questions. Students are required to answer any four full questions from Question from 1 to 7 and Question No. 8 is compulsory on Case study/ Practical problem for 16 marks (may contain a maximum of 4 sub-questions).. Each question consists of three sub question.
4. IA Pattern: CIE Pattern- 20 marks in each subject, comprising of 10 marks for tests and 10 marks for assignments/seminars/practical exercises/quiz/oral exams.

SCHEME OF TEACHING AND EXAMINATION MASTER OF BUSINESS ADMINISTRATION INFRASTRUCTURE MANAGEMENT

I SEMESTER

Subject Code	Title of the Subject	Category	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
			Lecture	Practical / Field Work / Assignment *	Total		IA	Exam		
16MBA IM 11	Management Information System	Core Course	3	2	5	3	20	80	100	4
16MBA IM 12	Quantitative Methods for Infrastructure Management	Core Course	3	2	5	3	20	80	100	4
16MBA IM 13	Infrastructure issues in Indian Economy	Core Course	3	2	5	3	20	80	100	4
16MBA IM 14	Principles of Management Organization Behaviour	Core Course	3	2	5	3	20	80	100	4
16MBA IM 15	Accounting for Infrastructure Management	Core Course	3	2	5	3	20	80	100	4
16MBA IM 16	Managerial Communication	Core Course	3	2	5	3	20	80	100	4
Total			18	12	30		120	480	600	24

* Practical /Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.

II SEMESTER

Subject Code	Title of the Subject	Category	Teaching hours / week			Duration of Exam	Marks for		Total Marks	Credits
			Lecture	Practical /	Tot		IA	Exam		

				Field Work / Assignment *	al	Hours				
16MBA IM 21	Financing Infrastructure Development	Core Course	3	2	5	3	20	80	100	4
16MBA IM 22	Entrepreneurship Development	Core Course	3	2	5	3	20	80	100	4
16MBA IM 23	Project Appraisal & Risk Management	Core Course	3	2	5	3	20	80	100	4
16MBA IM 24	Research Methodology	Core Course	3	2	5	3	20	80	100	4
16MBA IM 25	Marketing of Infrastructure services and Utilities	Core Course	3	2	5	3	20	80	100	4
16MBA IM 26	Regulatory Policies and Legal Issues in Infrastructure Sector	Core Course	3	2	5	3	20	80	100	4
	Total		18	12	30		120	480	600	24

*** Practical /Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.**

III SEMESTER
(Core Subjects and electives)

Subject Code	Title of the Subject	Category	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
			Lecture	Practical / Field Work / Assignment **	Total		IA	Exam		
16MBA IM 31	Production and Operations Management	Foundation Course	3	2	5	3	20	80	100	3
16MBA IM 32	Total Quality Management	Foundation Course	3	2	5	3	20	80	100	3
	Elective 1	Foundation Elective	3	2	5	3	20	80	100	3
	Elective 2	Foundation Elective	3	2	5	3	20	80	100	3
	Elective 3	Elective	3	2	5	3	20	80	100	3
	Elective 4	Elective	3	2	5	3	20	80	100	3
16MBA IM IN307		Internship*	0	8	8	---	50	50	100	4
		Industrial Visit	0	0	0	0	0	00	00	0
			18	20	38		220	480	700	22

* Internship will be carried out by students after second semester during vacation, for Four-weeks and the report submitted by the students will be assessed internally during the third semester.

** Practical /Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload. Industrial visit is a mandatory activity with zero credits

III SEMESTER
(Elective subjects)

Electives: Industry Infrastructure and Environment (IIE)		Electives: Public Services and Transportation (PST)	
Subject Code	Title of the Subject	Subject Code	Title of the Subject
16MBAIMIE311	Environmental Assessment, Audit and Management	16MBAIMPT321	Supply chain Management for Infrastructure
16MBAIMIE312	Rural and Urban Infrastructure Development	16MBAIMPT322	Rural Infrastructure Planning and Management
16MBAIMIE313	Disaster Management	16MBAIMPT323	Urban Development Management
16MBAIMIE316	Business, Government And Society	16MBAIMPT324	Health Services Management

IV SEMESTER
(Core Subjects and electives)

Subject Code	Title of the Subject	Category	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
			Lecture	Practical / Field Work / Assignment **	Total		IA	Exam		
16MBA IM 41	Project Management	Foundation Course	3	2	5	3	20	80	100	3
16MBA IM 42	Financial Management for Infrastructural management	Foundation Course	3	2	5	3	20	80	100	3
	Elective 1	Foundation Elective	3	2	5	3	20	80	100	3
	Elective 2	Foundation Elective	3	2	5	3	20	80	100	3
	Elective 3	Elective	3	2	5	3	20	80	100	3
	Elective 4	Elective	3	2	5	3	20	80	100	3
16MBAIMPR407	Project Work *		0	12	12	-	50	150	200	12
			18	24	42	-	170	630	800	30

* Project work will be carried out after third semester for ten weeks and shall be evaluated during fourth semester. The internal assessment will be made for 50 marks. In the examination, the total marks of 150 shall be allotted as follows: 50 marks each for report evaluation by internal and external examiners respectively and remaining 50 marks for the viva voce examination, jointly assessed by internal and external examiners

**** Practical /Field Work / Assignment/Project work is a part of contact hours for the faculty and must be considered in the workload.**

Electives: Industry Infrastructure and Environment (IIE)		Electives: Public Services and Transportation (PST)	
Subject Code	Title of the Subject	Subject Code	Title of the Subject
16MBAIMIE415	Environment and Waste Management	16MBAIMPT425	Railway, Airways and Port Management
16MBAIMIE416	Real Estate Development and Land Management	16MBAIMPT426	Transportation Planning and Management
16MBAIMIE417	Tourism Management	16MBAIMPT427	Water and Sanitation
16MBAIMIE418	Power and Energy Management in Infrastructure	16MBAIMPT428	International Infrastructure Management

**IV SEMESTER
(Elective subjects)**

I SEMESTER

MANAGEMENT INFORMATION SYSTEM (MIS)

Subject Code	: 16MBAIM11	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To enable the basic understanding of the Management information systems for Infra Managers.
2. To make them use data to provide solutions to business questions.
3. To make them aware about the planning and implementation of MIS.
4. To make the students appreciate the role of IS in the effective functioning of the organization and the need for effective MIS as a support for decision making.
5. To develop the ability to contribute meaningfully towards information system selection.

Course Outcomes:

At the end of the course students will be able to

- Acquire the basics of MIS of Infrastructure Management
- Use and apply data for providing solutions to business problems.
- Appreciate the role and need of MIS in the effective functioning and decision making in the organization.
- Contribute effectively towards selection of information system

Unit 1

(8 Hours)

Organization and information systems: Changing Environment and its impact on Business - The IT/IS and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.

Unit 2

(8 Hours)

Kinds of information systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

Unit 3**(10 Hours)**

Computer fundamentals, telecommunication and networks :Computer System – Introduction - Generation of Computers - Classification of Computers - Input and output devices - Software – System s/w and Application s/w - O/S – Functions and Features. Communication, Media, Modems & Channels - LAN, MAN & WAN - Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth and Wi-Max.

Unit 4**(10 Hours)**

System analysis and development models: Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer.

Unit 5**(12 Hours)**

Manufacturing and service systems: Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions - IS in hospital, hotel, bank industry. **Choice of IT, Security and ethical challenges:** Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan. Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property. Privacy – Issues and the Internet Privacy

Unit 6**(8 Hours)**

Enterprise system: Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation - Supply Chain Management (SCM): Features, Modules in SCM - Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance

Practical Components:

1. To study the package of Ms access and Ms project.
2. Students need to form and use of information and decision support systems for managers and business professionals changing and expanding.
3. Students needs to play various roles in organization like as a manager demonstrate that he or she is responsible end user of information systems with example.
4. Demonstrate the growth of self directed teams to manage work in organizations changed the need for strategic, tactical, and operational decision making in business.

RECOMMENDED BOOKS:

1. Management Information Systems- The managers view, Robert schultheis and marry summer, Tata McGraw Hill,2008
2. Management Information Systems: Text & Cases – Jawadekar W. S, 4/e, Tata McGraw Hill, 2010.

3. Management Information Systems: Managing the Digital Firm - Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007.
4. Introduction to Information System, James A. O' Brien, Tata McGraw Hill, 12th Edition.
5. Computer Application in Business – Sudalaimuthu, Anthony Raj, HPH.

REFERENCE BOOKS:

1. Management information system :conceptual foundations, structure and development, Gordon davis, Tata Mcgraw hill ,2000
2. Management Information system, Raymond Mcleod Jr.George P.Schell, Pearson education,2007.
3. Management Information System- Managing information technology in e-business enterprise, James o Brien, Tata Mcgraw Hill, 2002
4. Computer Applications in Management - Niranjanshrivastava.Dreamtech Press, 2011.
5. Business Driven Technology - Haag, Baltzan, & Philips. 2/e, TataMcGraw-Hill, 2009.
6. Fundamentals of Information Technology - Alexis Leon, &Mathews Leon , 2/e, Vikas, 2009

SUPPLEMENTARY READING MATERIAL:

- Corey schou and dan shoemaker, information assurance for enterprise- A roadmap of information security, Tata Mcgraw Hill,2002.
- Frederick gallegor, Sandra senft, Daniel P.manson and carol Gonzales, information technology control and audit,Auerbach publications, 2007.

WEBSITES:

- www.busmanagement.com
- www.allbusiness.com

JOURNALS

- International Journal of Network Security & Its Applications (IJNSA)
- Journal of Management and Marketing Research

**QUANTITATIVE METHODS FOR INFRASTRUCTURE
MANAGERS**

Subject Code	: 16MBAIM12	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

1. To have an insight about the quantitative techniques in an infrastructure organization
2. To use relevant quantitative tools and techniques to solve managerial problems.
3. To help the students to understand the approaches for designing and improving Decision making process.

Course Outcomes:

At the end of the course students will be able to

- Acquire Knowledge in Quantitative Techniques.
- Apply relevant quantitative tools and techniques to solve managerial problems.
- Gain Hands-on Experience in designing and improving Decision making process

Unit 1: (6 Hours)

Introduction to Operations Research: Definition, Scope of operations research, Characteristics, merits and limitations of operations research, quantitative approach to decision making for infrastructure management, Models and modeling in operations research with respect to infrastructure management.

Unit 2: (10 Hours)

Linear Programming: Introduction to Linear Programming, Structure of linear program model, Assumption, Advantages, Limitations, Formulation of linear programming model, Graphical method and Simplex method -Maximum 3 variables.

Unit 3: (10 Hours)

Transportation Problem: Introduction to Transportation problem, General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM and VAM), Assignment problems, Problems on minimization and maximization.

Unit 4: (10 Hours)

Decision Theory: Decision under uncertainty, Max-min and Min-max decisions, Decision under risk, Decision tree problems, Job sequencing, N Jobs-two machines and N Jobs-three machines and 2 Jobs-M machines cases.

Unit 5: (10 Hours)

Simulation: Process of simulation, Types of simulation, Steps in simulation process, Monte Carlo simulation, and application of queuing in infrastructure management areas Problems on Monte Carlo- maximum 5 variables.

Unit 6: (10 Hours)

Theory of Games: Introduction, Significance of Game Theory, Limitation of Game Theory, two person zero sum game; solution to games; saddle point; Rule of dominance, value of the game, mixed strategy, graphical method of games (2 x n) and (m x 2) games.

Practical Components:

- Computation of Linear Programming Problems under graphical method using PHP Simplex software.
- Computation of Linear Programming Problems under simplex method using PHP Simplex software.
- Computation of Monte Carlo problems using Quant Methods software.
- Using MathWorks software for solving quantitative problems.

RECOMMENDED BOOKS:

1. Operations Research: Theory and Applications – Sharma J.K, 4/e, McMillan, 2010,New Delhi.
2. Operations Research: An Introduction – [Hamdy A. Taha](#), Prentice Hall, 2011, New Delhi.
3. Quantitative Techniques in Management: Vohra N.D, 4/e,TMH,2010,New Delhi.
4. Operations Research :[R. Panneerselvam](#) , , 2/e, PHI, 2009,New Delhi.

REFERENCE BOOKS:

1. Quantitative Methods for Business- Anderson Sweeney, Williams, 10th edition, Cengage, 2011,New Delhi.
2. Operations Research: Kalavathy S, 3/e, Vikas Publishing House,2009,Noida.
3. Introduction to Operations Research: Frederick S. Hillier, Gerald J., 9/e, Tata McGraw-Hill, 2011,New Delhi.

SUPPLEMENTARY READING MATERIAL:

- Quantitative Methods: An Introduction for Business Management-[Paolo Brandimarte](#), Wiley
- Operations Research:[A.M. Natarajan](#), Pearson Education; First edition (2011)
- Operations Research: R. Veerachamy, [S K Kataria and Sons](#),2010

WEBSITES:

- www.orsi.in/
- www.quantitative.emory.edu/
- www.mit.edu/orc/
- www.learnaboutor.co.uk/
- www.theorsociety.com
- www.orsi.in/
- www.ifors.org/

JOURNALS:

- International Journal of Operational Research
- Journal of the Operational Research Society
- Journal of operational research society of India

Infrastructure Issues in Indian Economy

Subject Code	: 16MBA IM13	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- 1.To create awareness about the Economic Environment of India.
- 2.To familiarize the students about the importance of economic approaches in managerial decision making.
- 3.To evaluate the latest developments in Irrigation, Power, Transport, Communications, Urbanization and Special Economic Zones.
- 4.To learn the role of CSR, PPP, Insurance and other economic models in Sustainable Development.
- 5.To analyze the applications of economic theories in business decisions.

Course Outcomes:

At the end of the course students will be able to

- Get an overview into Economic Environment of India
- Gain an insight into CSR, PPP, Insurance and other economic models
- Understand the latest developments in the area of Irrigation, Power, Transport, Communications, Urbanization and SEZ.
- Apply economic theories in business decisions.

Unit 1: (6 Hours)

India's Economy in the 21st Century: Salient features of Indian economy, Nature of mixed economy, Economic planning and Development, status of Infrastructure development in India.

Unit 2: (10 Hours)

Economic Environment : Macro Economic Environment Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Partnership model (PPP) –Sources of Industrial Finance - Foreign Direct Investment(FDIs) and Foreign Institutional Investors (FIIs).

Unit 3: (08 Hours)

Economic Reforms in India: Structural reforms, financial and fiscal reforms (with reference to infrastructure funding), Reforms in foreign trade and investments, financial sector reforms and developments.

Unit 4: (10 Hours)

Overview of Indian Infrastructure: Infrastructure scenario, infrastructural requirements of Sectors, Infrastructure during five year Plans. India Vision 2020 on infrastructure, Critical

review of Irrigation, Power, Transport, Communications, Urbanization and Special Economic Zones with special reference to current developments, Hard and Soft Infrastructure.

Unit 5: (12 Hours)

Economic Principles and Role of Regulators: Cost and Production functions of infrastructure projects, Structure of Market, regulation of monopoly, Role of Competition Commission of India (CCI). Tariff fixation and Dispute Resolution Tribunal (DRT), Jurisdiction in each sector and relationship with government covering Tariff Authority for Major Ports (TAMP), Central Electricity Regulatory Commission (CERC), State Electricity Regulatory Commission (SERC), Telecom Regulatory Authority of India (TRAI).

Unit 6: (10 Hours)

International Economics: Classical Theories of International Trade (Absolute cost advantage and Comparative cost advantage), Product Life Cycle (PLC) and Strategic Trade Theories, Trade Policy in Developing Countries, Regional Blocks and Economic Unions, WTO: Trade Related Investment Measures (TRIMS), Trade Related Intellectual Property Rights (TRIPS).

Practice Components:

4. Make a detailed report on the role of Insurance in Infrastructure Management of the country.
5. Design a proposal of business entity by using - Public-Private Partnership model (PPP) strategy in India.
6. Make a detailed report on necessary infrastructure requirements in smart cities/modern cities as per Indian Context and share it with government of India through govt. website or email it to Ministry of Urban Development.
7. Students have to understand Complaint Management system of Telecom Regulatory Authority of India.
8. Students should understand and know the procedure of applying for Trade Related Intellectual Property Rights.

RECOMMENDED BOOKS:

- Indian Economy- DattRuddar, K. P. M. Sundharam, S. Chand and Company, 67/e, New Delhi 2013.
- Elementary Indian Economics - [K K Dewett](#) , [M L Sharma](#) & [J D Verma](#), S. Chand Publishing, 31/e, New Delhi, 2012.
- Principles of Macro Economics- C. Rangarajan, Bakul H. Dholakia, Tata McGraw-Hill, 32/e, New Delhi 2007.

REFERENCE BOOKS:

- Srinivas Gowda and Susheela (eds) Infrastructure Development for Economic Development, Deep and Deep Publications, New Delhi, 1997.
- Macro Economics- Chandana Ghosh Ambar Ghosh PHI Learning, New Delhi 2011.
- Managerial Economics- Gupta, Tata McGraw-Hill, 10/e, New Delhi 2010.

SUPPLEMENTARY READING MATERIAL:

- Pachauri R. K. Batra. Directions, Innovations and Strategies for Harnessing Action for Sustainable development, TERI, New Delhi, 2001.
- Govt of India, India Vision 2020, Planning Commission, New Delhi, 2004.
- India Year Book, Published by Government of India Press.
- 3iNetwork: India Infrastructure Reports 2004-2008
- India Development Reports: Oxford University Press, New Delhi.
- Economic Survey 2015-16, Govt. of India.

WEBSITES:

- www.businesstoday.in
- www.indiastat.com
- economictimes.indiatimes.com
- www.valuenotes.com
- www.rbi.org.in

JOURNALS:

- The Indian Economic Journal
- Indian Journal of Economics and Development

PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Subject Code	:16MBA IM14	IA Marks	:20
No. of Lecture Hours / Week	: 03	Exam Hours	:03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

- To make students understand fundamental concepts and management, including the basic roles, skills, and functions of management
- To make students knowledgeable of historical developments, theoretical aspects and applications of managerial process
- To understand the basic concepts and theories underlying individual behavior.
- To make students aware of groups, dynamics of groups and team building

Course Outcomes:

At the end of the course students are able to:

- Comprehend & correlate all the management activities with fundamental concepts and principles of management.
- Get an overview of management, theory of management and practical applications of the same.
- Effectively use their individual skill to work in groups to achieve organizational goals and ability to lead groups/teams.
- Demonstrate their acumen in applying managerial and behavioral concepts in real world/situation.

Unit 1:Introduction

(8 hours)

Management: Introduction, Definition of management , nature, purpose and function, level and types of manager, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principle of management and recent trends in management

Unit II: Planning and Organizing

(12 hours)

Planning: Nature of planning, planning process, objectives, MBO, Strategies, level of strategies, methods and programs, planning premises, decision making, process making, process of decision making, type of decisions, techniques in decision making. **Organizing:** Organization structure, formal and informal organizations, principles of organizations- chain of command, span of control, delegation, decentralization, empowerment. Functional, divisional, geographical, customer based and matrix organization, team based structures, virtual organizations, boundary less organizations.

Unit III: Controlling

(4 hours)

Controlling: importance of controlling, controlling process, type of control, factors influencing control effectiveness.

Part B- Organizational Behavior

Unit IV: Introduction

(5 hours)

Organizational behavior: introduction, definition. Historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities. Organizational culture importance, managing culture. Work stress.

Unit V: Foundations of individual behavior(16 hours)

Individual behavior: foundation of individual behavior.

Ability: intellectual abilities. Physical ability, the role of disabilities. **Personality:** Meaning formation. Determinants, traits of personality. Big five and MBTI, personality attributes influencing OB.

Attitude: formation, components of attitudes, relation between attitude and behavior.

Perception : process of perception , factors influencing perception, link between perception and individual decision making.

Emotion: affect, mood and emotion and their significance, basic awareness, relationship management.

Unit: VI motivation and leadership (11 hours)

Motivation: meaning, theories of motivation- needs theory, two factor theory, theory X and Y, application of motivational theories. **Leadership:** meaning, style of leadership, leadership theories, trait theory, behavioural theories. Managerial grid. Situational theories- Fiedlers model, SLT, transactional and transformation leadership.

Group Behavior : Definition, types, formation of groups, building effective teams. **Conflicts:** Meaning, nature, types, process of conflict, conflict resolution.

Practical Component:

1. Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in module 2 and justifying why such structures are chosen by those organizations.
2. Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioural and contingency theories studied.
3. Identifying any five job profiles and listing the various types abilities required for those jobs and also the personality traits required for the jobs identified.
4. Identifying few employees profiles and employees knowledge to analyse their best performance.
5. Studying controlling structures of any 5 companies, which are studied in unit 3 and justifying why such structures are chosen by those organizations.

Recommended Books:

1. Essentials of management – Koontz, 8/e, 8/e, McGraw Hill
2. Management: text and cases- VSP : Rao, Excel books
3. Organizational Behaviour, Stephen P Robins, Timothy A Judge, 14th Edition. 7. Organization Behavior, Ashwathappa, Himalya Publications House.
4. Organizational Behavior -Fred Luthans, TMH, 2011

Reference Books:

1. Orgb-Nelson, Quick, Khanelwal, Cengage Learning, 2012
2. Organizational Behaviour-Anada Das Gupta, Biztantra, 2011
3. Organizational Behavior; A Modern Approach-Arunkumar and Meenakshi, Vikas Publication House, 2011
4. Management and Organizational Behavior -Laurie J Mullins, Pearson Education
5. Fundamentals of Organizational Behavior -Slocum/Hillriegel, Cengage Learning
6. Organizational Behavior – Aquinas P.G, Excel Books
7. Organization behavior- K Ashwathappa edition 2013 Himalaya publishing house 2007
8. Organization behavior – K Sridharabhatia edition 2010 Himalaya publication house

SUPPLEMENTARY READING MATERIAL:

1. Edgar Schein, Organizational Culture and Leadership, 2nd ed.
2. Water E. Natemeyer ed. Classics of Organizational Behaviour
3. Steven N. Brenner and Earl A. Molander, Is the ethics of business changing . Harvard Business.

Websites:

- www.marshall.usc.edu.com
- www.management.pamplin.vt.edu
- Harvard Business School

JOURNALS:

- Management system in India
- Indian journal of management system
- IIMB Management Review.
- Harwardbuseness school

ACCOUNTING FOR INFRASTRUCTURE MANAGERS

Subject Code	: 16MBA IM15	IA Marks	:20
No. of Lecture Hours / Week	: 03	Exam Hours	:03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

- To orient fundamental accounting concepts, conventions and accounting equations.
- To provide insights into basic journal entries for business transactions
- To prepare financial statements in vertical and horizontal format.
- To analyze a company's financial statements using various ratios for decision making in infrastructure management.

Course Outcomes:

At the end of the course students will be able to:

- Acquire the knowledge about the concepts and fundamental principles of accounting.
- Demonstrate theoretical knowledge and its application in real time accounting.
- Capable of preparing financial statement of sole trading concerns and companies.
- Independently analyze financial statements and take decisions.

Unit 1

(8 Hours)

Introduction to Accounting: Need and types of accounting, scope of financial accounting, concepts and conventions of accounting, accounting equations, users of accounting information, financial accounting compared with cost accounting and management accounting(problems on accounting equation).

Unit 2

(10 Hours)

Preparation of Books of Accounts: Journals, subsidiary books, three column cash book, ledger and trial balance (Theory and Problems).

Unit 3 **(12 Hours)**

Preparation of final accounts: Preparation of final accounts of sole traders and companies (excluding partnership) in vertical formats (Theory and Problems).

Unit 4 **(12 Hours)**

Analysis of financial statements: Comparative, common size and trend analysis, ratio analysis, preparation of financial statement using ratios, Du Point Analysis, cash flow statements as per AS-3. (Theory and Problems)

Unit 5 **(8 Hours)**

Accounting standards and IFRS: An overview of Indian Accounting Standards, IFRS and its implications to India. Human Resource Accounting, Forensic Accounting, Window Dressing- Sustainability Reporting (Theory only).

Unit 6 **(6 Hours)**

Responsibility centers-Revenue centers, Expense centers, Administrative and support centers, Research and Development Centers, Business Units as Profit Centers (Theory only).

The Course will cover both Theory and Numerical problems (Theory and Practical proportions: Theory: 40; Practical: 60)

Practical Components:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Tally Package).
- Identify the sustainability report of a company and study the contents.
 - Introducing of accounting standers to the students.

RECOMMENDED BOOKS:

1. Maheswari S. N, Maheswari Sharad K. Maheswari , Accounting For Management 2/e, Vikas Publishing house (P) Ltd., 2011
2. R Narayanaswamy "Financial Accounting: A Managerial Perspective", Prentice- Hall India. New Delhi. 2014
3. Subhash Sharma & M P Vithal, "Financial Accounting for management", Macmillan India Ltd, New Delhi. 2012
4. Anil Kumar, Rajesh Kumar & Mariappa, Financial Accounting, Himalaya Publishing House. 2013
5. Jain & Narang, Financial Accounting, Kalyani Publications. 2006

REFERENCE BOOKS:

1. Robert N. Anthony & Vijay Govindarajan- Management control systems, Irwin. 10th Ed. 2011 2.
- 2.Horngren, et.al. Cost Accounting: A Managerial Emphasis, Prentice- Hall, New Delhi, 2009
3. Rawat, Accounting Standards, Taxman Publication. 2010 4. Jain & Jain, Advanced Accountancy, TMH, New Delhi, 2010 5.
- 4.Kimmel, Financial Accounting: Tools for Business Decision Making (5th Edition), Wiley India, New Delhi, 2010
- 5.Raman B S , Financial Accounting ,Vol I & Vol II, 1/e, united publishers,2009.

SUPPLEMENTARY READING MATERIAL:

- IFRS:A Practical approach, jasmine kaur,McGraw Hill.
- Accounting for Managers: Interpreting accounting information for decision-making, Paul M. Collier Aston Business School, Aston University

Websites:

- www.accountingformanagement.org
- www.mba.hec.edu
- www.hbs.edu
- www.icai.org

Journals:

- Journal of financial management & Accounting
- Journal for Management accounting system
- An Analysis of Managers' Use of Management Accounting

MANAGERIAL COMMUNICATION

Subject Code	: 16MBA IM16	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objective:

- To empower and enhance students communication skills through verbal, non-verbal, correspondence, presentations, interviews and negotiation.

Course Outcomes:

At the end of the course students will be able to:

- Describe and develop written and oral communication.
- Independently prepare business letters and reports.
- Exhibit, develop and apply negotiation strategies.
- Gain exposure to media management and demonstrate the skill in analyzing business situation.

Unit 1: (8 Hours)

Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation. Communication in a cross-cultural setting, Barriers to communication.

Unit 2: (8 Hours)

Oral Communication: Meaning – Principles of successful oral communication — Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication. Listening as a Communication Skill, Nonverbal communication.

Unit 3: (6 Hours)

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Prewriting – Writing – Revising – Specific writing features –Coherence – Electronic writing process.

Unit 4: (14 Hours)

Business Letters and Reports: Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation. Writing memos

Media management: The press release – Press conference – Media interviews

Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings.**Meeting Documentation:** Notice, Agenda, and Resolution & Minutes.

Employment communication: Introduction – Composing Application Messages – Writing CVs – Group discussions – Interview skills

Unit 5: (8 Hours)

Case Method of Learning: Understanding the case method of learning – Different types of cases – Difficulties and overcoming the difficulties of the case method, Dos and don'ts for case preparation – Reading a case properly (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioral, Decision, Strategy), Discussing and Presenting a Case study.

Unit 6: (12 Hours)

Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for Managers

Negotiation skills: What is negotiation – Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies **Impact of Technological Advancement on Business Communication** – Technology enabled Communication -

Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing.

Practical Components:

1. Give exercises for clarity and conciseness in written communication.
2. 4. A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
3. Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc,
4. Demonstrating Video conferencing & teleconferencing in the class.
5. Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
6. Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty

RECOMMENDED BOOKS:

1. Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
2. Business Communication: Essential Strategies for 21st Century Managers - S.Chand (G/L) & company ltd; second edition.2014
3. Business Communication: Process and Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
4. Business Communication – Lesikar, Flatley, Rentz&Pande, 11/e, TMH, 2010
5. Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning,2004.
6. BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2/e 2012
7. Business Communication – Madhukar R. K, 2/e, Vikas Publishing House.

REFERENCE BOOKS:

1. “The role of corporate communications in developing a corporate brand image and reputation in Mauritius”, Corporate Reputation Review. Hawabhay, B., Abratt, R. and Peters, M. (2009),
- 2 “Corporate identity and corporate communications: creating a competitive advantage”, Corporate Communications: An International Journal. Balmer, J.M.T. and Gray, E.R. (1999),
3. Business Communication - Sehgal M. K & Khetrpal V, Excel BOOKS.
4. Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.
5. Basic Business Communication – Raj Kumar, Excel BOOKS, 2010.
6. Business Communication- Meenakshi Raman and Prakash Singh. Oxford publications.

SUPPLEMENTARY READING MATERIAL:

- Global Business Etiquette: a Guide to International Communication and Customs M364 by Jeanette S. Martin and Lillian H. Chaney. Santa Barbara, CA: Praeger, 2012.
- Managing Risk in Communication Encounters: Strategies for the Workplace W147 by Vincent R. Waldron and Jeffrey W. Kassing. Los Angeles, CA: Sage, 2011

WEBSITES:

- www.texshare.edu
- www.Amberton.edu

JOURNALS:

- Journal of Communication Management.
- International journal of business and public administration.

II SEMESTER

FINANCING INFRASTRUCTURE PROJECTS

Subject Code	: 16MBA IM21	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

1. To familiarize the students with the concepts of financing and investment for infrastructure development.
2. To enable students to get perspective on various sources of project finance and how financial institutions appraise a project.
3. To make students understand critical issues in infrastructure financing such as role of banks and financial institutions, government role in infrastructure creation, regulation, frameworks for private sector participation and risk management are dealt in detail
4. To enable students to understand the importance of credit rating in financing infrastructure projects

Course Outcomes:

At the end the course students will be able to

- Demonstrate the basic concepts of financing and investment
- Acquire perspectives on various sources and appraisal of project finance.
- Integrate the critical issues and role of various institutions in Risk Management and participation.
- Evaluate the importance of credit rating in financing infrastructure projects

Unit 1

(08 Hours)

Financing of Projects: Project financing and its importance, important issues in financing of project, Sources of finance, Development in project financing. Infrastructure Finance V/s Project Finance, Evolution of Private and Commercially financed infrastructure projects in India, consortia financing, contemporary products, privatization and outlook for Infrastructure Projects.

Unit 2

(08 Hours)

Supply of Infrastructure Finance: Infrastructure Finance –Scope and avenues, Business and major players (global & Indian), Products (funded & non-funded) types, mezzanine finance, take out products-tax implications, Role of FI and banks and shift in portfolio of FI and banks, Securitization, Role of government in infrastructure creation and regulation.

Unit 3

(08 Hours)

Infrastructural finance: Key terms & concepts: Types of projects (BOT, BOOT, BOLT, BOO), concession on agreements/license agreements & key clauses therein, key contracts (EPC, O&M, shareholders agreement) and key clauses therein (including diagram depicting typical contractual structure), Financial Closure, Issues in transfer.

Unit 4

(08 Hours)

Process flow chart of typical infrastructure projects- process flow for projects and competitively bid projects.

Financing infrastructure projects: Typical project configuration, key project parties, project contracts, financial structure and corporate governance, managing risk in private infrastructure projects, recommendations of the Committee on Infrastructure Financing.

Unit 5

(12 Hours)

Financial estimates and projections: Cost of project, means of finance, estimates of sales and production, cost of production, working capital requirement and its financing, profitability projections, projected cash flow statement, projected balance sheet, multi-year projections. Measures of savings in infrastructure costs

Unit 6

(12 Hours)

Risk Analysis: Risks associated with various infrastructure projects; Introduction to risk management concept, Project risk management strategy, risk identification, risk assessment approach, risk mitigation and allocation, project risks response plan development and control methodology, human side of risk management, benefits of managing project risk

Credit Rating: Introduction to credit rating of infrastructure projects and role of credit ratings in financing infrastructure projects, Credit rating frameworks of various national and international credit rating agencies for infrastructure projects in various sectors.

The Course will cover both Theory and Numerical problems

(Theory and Practical proportions: Theory: 70%; Practical: 30%)

Practical Component

- Students to visit a bank which provides infrastructure finance and conduct a study on how financial institutions appraise a project
- Students to analyze project cash flow statement of a company
- Study risk management practices in private infrastructure projects.

RECOMMENDED BOOKS:

1. Prasanna Chandra, Financial Management: Theory & Practice- TMH
2. Prasanna Chandra, Projects: Planning, analysis, selection, financing, implementation and review, McGraw Hill Education (India) Pvt. Ltd. New Delhi, 8th Edition
3. Vasant Desai, Project Management, Himalaya Publishing House
- 4.
5. Raghuram, G., Jain, R., Sinha, S., Pangotra, P., & Morris, S. (2000). Infrastructure Development and Financing: Towards a Public-Private Partnership: MacMillan.
6. Merna, T., & Njiru, C. (2002). Financing infrastructure projects (First ed.). London: Thomas Telford.

7. Construction Project Management: Planning, Scheduling and Controlling, K.K. Chitkara, Tata McGraw Hill Education Pvt Ltd., New Delhi(Second Edition)
8. Narendra Singh, Management and Control, Himalaya Publishing House(5th revised edition, 2009)

REFERENCE BOOKS:

1. Finnerty, J. D.(1996).Project financing - Asset-based financial engineering. New York: John Wiley & Sons, Inc.
2. Bamford C.G: Transport Economics, Oxford, Heinemann Publication
3. International Finance Corporation, Financing of Infrastructure:Lessons of Experience,World Bank, Washington D.C.
4. Clifford F. Gray, etal, Project Management: The Managerial Process, Special Indian Edition, TMH
5. Private Sector investment in infrastructure projects, Project Finance, PPP projects and Risk, Second Edition, Jeffrey Delmon, Turpin Distribution Services, UK

Supplementary Study material

1. Financial Management – Sudarshan Reddy, Himalaya Publishing House, New Delhi
2. Principles of Managerial Finance - Gitman, 10/e, Pearson Education, 2004
3. Pretorius, F., Lejot,P., McInnis,A.,Arner, D.,&Hsu,B. F.-C.(2008).Project finance for construction and infrastructure:Principles and case studies. Oxford:Blackwell Publishing.
4. Weber,B.,&Alfen, H. W.(2010). Infrastructure as an asset class - Investment strategies, project finance and PPP. West Sussex: John Wiley & Sons
5. UNIDO.(1996). Guidelines for infrastructure development through Build-OperateTransfer (BOT) projects.Vienna: UNIDO.

Journals

1. Infrastructure Journal and Project Finance Magazine
2. Journals on project appraisal
3. Journal of Infrastructure Development
4. Research Journal of Finance and Accounting
5. Indian Journal of Finance

Websites

<https://ijglobal.com/>

<http://www.mpifg.de/projects/govxborders/downloads/mader11.pdf>

www.theijbm.com/Call-for-Paper

<http://www.emeraldinsight.com/doi/abs/10.1108/JPIF-07-2015-0047>

ENTREPRENEURSHIP DEVELOPMENT

Subject Code	: 16MBA IM22	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To provide basic understanding of Entrepreneurship and comprehensive Entrepreneurship Development process.
2. To identify and distinguish intellectual property assets of a new venture and to impart scope and value of business plan to investors, lenders, employees, suppliers and customers.
3. To create awareness about various types of financing available for an entrepreneurs and in managing and growth of new venture.
4. To create awareness about role of MSME and various institutions supporting entrepreneurs.
5. To appraise the students on the leading practical application oriented case studies and to know the benefits of being an entrepreneur, its contribution to the society.

Course Outcomes:

At the end of the course students will be able to

- Display keen interest and orientation towards entrepreneurship
- Appraise the various intellectual property assets and stake holders
- Independently develop business plan.
- Inspire consciousness towards social and rural entrepreneurship.

Unit 1:

(7 Hours)

Entrepreneur: Meaning, Evolution of the Concept; Development of Entrepreneurship, Functions of an Entrepreneur. Types of Entrepreneurs, The Entrepreneurial Culture; Stages in Entrepreneurial Process, Barriers to Entrepreneurship, Entrepreneurship and Innovation. Intrapreneur, Difference between Manager and Entrepreneur, Role of entrepreneurs in Economic Development.

Unit 2:

(7 Hours)

Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis Innovation and Entrepreneurship: Profits and Innovation, Globalization, Concept and Models of Innovation. Significance of Intellectual Property Rights.

Unit 3:

(8 Hours)

Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organization plan, financial plan, final project report with feasibility study, preparing a model project report for starting anew venture, Reasons for Business Failure.

Unit 4: (8 Hours)

Legal issues for the entrepreneur—various forms of organization, legal issues setting up the organization, the various statutory registrations and clearances required.

Micro, Small and Medium Enterprises: Role of MSME, concept and definitions, government policy and SME in India, Growth and performance of MSME Sector, problems, causes of sickness, symptoms and remedial measures for sickness.

Unit 5: (10 Hours)

Institutions Supporting entrepreneurs: Small industry financing developing countries, A Brief overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC, Single Window, Latest Industrial Policy of Government of India.

Informal risk capital and venture capital: Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, approaching venture capitalists.

Unit 6: (12 Hours)

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development, Entrepreneurship entry into international business, exporting, direct foreign investment, barriers to international trade.

Social Entrepreneurship: Social enterprise-need, types, characteristics and benefits of social enterprises-Social entrepreneurship, Rural entrepreneurship-need and problems of rural entrepreneurship, challenges and opportunities-Role of government.

Case studies in Entrepreneurship Development (4hours)

Practical component:

1. Make a business plan for your intended business, talk to bankers to find out what they look for in a business plan, modify accordingly and present it in the class.
2. Take up any sick unit and try to identify the reasons for sickness and measures to be opted to overcome sickness.
3. Interview a local entrepreneur to find out his/her major motivations to start a business which of the skills and characteristics do you find in the entrepreneur?
4. Choose an NGO in your locality. Interview the founder and present the case in class on the motivations, challenges, ecosystem support and their impacts, arrive at possible solutions and convey back to NGO.

RECOMMENDED BOOKS:

1. Entrepreneurship in the New Millennium — Donald F. Kuratkco, Hodgetts — Cengage — New Edition India Edition
2. Rober D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6/e, The McGraw-Hill companies, 2007
3. Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise-Pearson Education, 2007.
4. Vasant Desai, Entrepreneurship Development and Management, Himalaya Publishing House, 2007.
5. Entrepreneurship Development – SS Khanka, S Chand & Co., 6th Ed., 2004
6. Entrepreneurship - New Venture Creation – David H Holt, PHI, 1st Ed., 2000.

REFERENCE BOOKS:

1. Buttner, E.H., and Moore, D.P. (1997) "Women's Organization Exodus to Entrepreneurship: Self-Reported Motivations and Correlates with Success.
2. Entrepreneurship Development, Renu Arora and S.K. Sood, Kalyani Publisher, 2011.
3. Kurakto, Entrepreneurship-Principles and Practices, 7/e, 2007, Thomson Publication
4. Entrepreneurship Development in India, Dr. C V Gupta & Dr. N P Srinivasan, Sultan Chand & Sons, 5/E Reprint, 2003.
5. Dr. Mathew J Manimala, Entrepreneurship Theory at crossroads, Biztantra, 2007.

SUPPLEMENTARY READING MATERIAL:

1. Valliere, D., and R. Peterson. "Entrepreneurship and economic growth: Evidence from emerging and developed countries." *Entrepreneurship & Regional Development* 21:5–6 (2009)
2. Bowen, H. P., and D. De Clercq. "Institutional context and the allocation of entrepreneurial effort." *Journal of International Business Studies* 39 (2008).
3. *Entrepreneurship & Management* - S. Nagendra and Manajuntha V. S., Sanguine Technical Publishers, 2008.

WEBSITES:

- www.edi.org
- www.iee.org
- www.jemi.edu.pl
- www.actionforindia.org/Social
- www.startingbloc.org/

JOURNALS:

- Journal for International Business and Entrepreneurship Development
- Journal of Entrepreneurship
- *The Journal of Global Entrepreneurship Research*

PROJECT APPRAISAL AND RISK MANAGEMENT

Subject Code	: 16MBA IM23	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To introduce strategies that leads to sustainable competitive advantage.
- To discuss the key principles and techniques for evaluating capital expenditures, strategic, qualitative and organizational consideration impacting capital budgeting decisions.
- To promote and undertake research relating to operation products, instruments, processes etc., in banking and finance and to encourage innovation and creativity among finance professionals, so that they could face competition and succeed.

Course Outcomes:

At the end of the course students will be able to

- Develop strategies of sustainable competitive advantage.
- Evaluate various factors impacting capital budgeting decisions.
- conduct research independently on project appraisal and risk management

Unit 1:

(6 Hours)

Overview of capital budgeting: phases of capital budgeting- levels of decision making objective. Generation and screening of project ideas: Generation of ideas monitoring the environment regulatory framework for the project-corporate appraisal- preliminary screening- project rating index-qualities of a successful entrepreneur-porter model for estimation of potential of industries.

Unit 2:

(10 Hours)

Financial Analysis and Appraisal criteria: Estimation of cost of the project and means of financing –estimates of sales and production – cost of production –working capital requirement and its financing- estimates of working results Net present value- Benefit cost ratio-Internal rate of returns –payback period accounting rate of returns-investment appraisal in practice.

Unit 3:

(10 Hours)

Overview of Risk:Risk identification, Risk, insurance and management, introduction to riskand insurance. Risk identification and Risk evaluation, risk assessment & management- risk analysis: exposure of physical assets and human assets, exposure to legal liability, risk management, risk control.

Unit 4:**(10 Hours)**

Insurance: insurance related regulation, role of IRDA, legal aspects of insurance contract and key aspects of insurance contract. Different types of insurance product-health and general, group, and commercial insurance.

Unit 5:**(10 Hours)**

Risk management using futures and forwards: Differences- valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, margins accounting, hedging using futures-specification of futures-commodity futures, index futures interest rate futures- arbitrage opportunities.

Unit 6:**(10 Hours)**

Risk management using swaps: Mechanics of interest rate swaps-volatility of interest rate swaps-currency swaps-valuation of currency swaps. Options- types of options, option pricing, factors affecting option pricing. Options on stock index- options on futures- interest rate options.(Theory only)

The Course will cover both Theory and Numerical problems (Theory and Practical proportions: Theory:60 ; Practical:40)

Practical Component:

- Students can be asked to identify how the approaches to project appraisal differ between commercial projects in the private sector and a public sector.
- Students can visit a bank/financial institution and study the project appraisal criteria adopted by them.
- Students can visit a financial institution dealing in commodity derivatives and study the products offered by him
- Students should individually select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

RECOMMENDED BOOKS:

- Project Planning: Analysis, Selection, Implementation and Review –Prasanna Chandra, 7/e, TMH, 2011.
- Project Management and Control – Narendra Singh, HPH, 2003.
- Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education, 2004.
- Derivatives- Valuation & Risk Management –Dubofsky&Miller, Oxford University Press, 2005.
- Derivative and Risk management, Sundaram, Janakiram, Pearson, 2011.

REFERENCE BOOKS:

- Project Management – Bhavesh M. Patel, 2/e, Vikas.
- Project Management for Business and Technology: Principles and Practice – Nicholas, John M., 2/e, Pearson.
- Project Management: Small Steps towards a Big Journey – Vasant Desai, HPH, 2009.
- Construction Project Management, Planning, Scheduling and Control – Chitkara, 1/e, TMH.
- Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.

SUPPLEMENTARY READING MATERIAL:

- Introduction to Risk Management & Insurance – Mark S. Dorfman, 9/e, Pearson, 2008
- Options & Futures – Edwards & Ma, 1/e, MacGraw Hill. 8
- Risk Management – Koteswar, HPH.

WEBSITES:

- www.financeprofessor.com
- www.mbaclubindia.com
- www.bseindia.com
- www.nseindia.com
- www.moneycontrol.com

JOURNALS:

- Indian Journal of Finance
- Vikalpa of IIM Ahameadbad
- The Global Journal of Finance and Management (GJFM)
- Indianresearchjournals

RESEARCH METHODOLOGY

Subject Code	: 16MBA IM24	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objective:

- To help the students to understand the types and approaches research for designing and improving research process.
- To create awareness about tools and techniques of data collection methods.
- To use relevant tools and techniques to solve management problems.
- To understand the different types of report writing.

Course Outcomes:

At the end of the course students will be able to

- Apply a range of quantitative/qualitative research techniques.
- Understand and apply research approaches, techniques and strategies.
- Demonstrate knowledge of data analysis and interpretation.

Unit 1:

(6 Hours)

Introduction to Research: Nature and scope of research, Types of research, Research approaches, Research process, Research Design, Research methods v/s Research methodology, Steps in research, Problem formulation, Statement of research objective, Exploratory, Descriptive, Experimental research.

Unit 2:

(10 Hours)

Methods of Data Collection: Primary and Secondary, Sources, Advantages and disadvantages, Methods-Observations, Survey, Interview and Questionnaire design, Qualitative techniques of data collection, Scaling and measurement.

Unit 3:

(12 Hours)

Sampling and Processing of Data: Concept of sampling, Procedure, Types of sampling methods, Probability and NonProbability sampling methods, Sample size determination, Sampling errors, Editing, Coding, Classification and Tabulation of data, Types of Classification, Types of Tabulation

Unit 4:

(10 Hours)

Hypothesis: Meaning of Hypothesis, types, characteristics, sources, formulation, testing of Hypothesis, errors in hypothesis testing, parametric and nonparametric test: Z-Test, t-test, F-test, U-test, (Theory and Problems).

Unit 5:

(10 Hours)

Statistical Analysis: Analysis of data, Bivariate analysis, Multivariate Analysis-Factor analysis, Cluster analysis: Chi-square test, ANOVA-one way and two way classifications. (Theory and Problems)

Unit 6:

(8 Hours)

Report Writing: Research report – Preparation and Presentation Significance of report writing, Steps in the research report writing, Types of reports, Precautions while writing research report, Qualities of a good report.

The Course will cover both Theory and Numerical problems (Theory and Practical proportions: Theory: 70; Practical: 30)

Practical Component:

- Students need to describe the situation where research will help you as a manager to make good decision.
- Students has to design a questionnaire for various products to find out the satisfaction level of customers.

- Students need to understand the practicality of the various scales used in research process.
- Students should develop sample report where an idea has to be sold.
- Students go through and understand various software generated bibliography formats.

RECOMMENDED BOOKS:

- Business Research Methods : A south-Asian Perspective with courseMate, William G.Zikmund/Barry J.Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Edition:8th edition
- Research Methods: S.N.Murthy, U.Bhojanna, Excel Books, 3rd Edition
- Research Methodology in Management – V.P Michael and Fowler F.J 4/e, Sage publications, 2013.
- Business Research Methods – Donald, R.Cooper, Tata Mcgraw Hill, New Delhi, 1999.
- Research Methods- Dr M.M Munshi and Dr.Gayathri Reddy,Himalaya Publishing House, Mumbai, 2014.

REFERENCE BOOKS:

- Research Methodology, Gopal Lal Jain, Mangal Deep Publications, New Delhi, 2006.
- Statistical Methods, Gupta SP, Sultan Chand Publications, New Delhi, 1983.
- Modern Marketing Research, Mishra M.N, HPH, Mumbai, 2003
- Research Methodology – Jai Narain Sharma, Deep and Deep Publications Private Limited, New Delhi, 2007.
- Research Methodology – Kothari C R. Wiley Eastern Limited, New Delhi, 2012.

SUPPLEMENTARY READING MATERIAL:

- Research Process in Education, Fox David.J, New york, 2010.
- Research Methodology, Kumar, McGraw Hill Co., New York, 2004

WEBSITES:

www.emeraldgroupublishing.com
www.nelsonresearchinc.wordpress.com
www.academia.edu

JOURNALS:

- Indian Journal of Management Science
- springer

MARKETING OF INFRASTRUCTURE SERVICES AND UTILITIES

Subject Code	: 16MBA IM25	IA Marks :20
No. of Lecture Hours / Week	: 03	Exam Hours : 03
Total Number of Lecture Hours	: 56	Exam Marks : 80
Practical Component	: 02 Hour / Week	

Course Objectives:

1. To provide students an insight to basic concepts of marketing management.
2. To help students understand various marketing tools/models for solving marketing problems in the changing business environment.
3. To make them aware about the planning and implementation of marketing strategies.

Course Outcomes:

At the end the course the students will be able to

- Gain an insight into the concepts of Marketing management
- Acquire knowledge on various marketing tools/models for solving marketing problems
- Develop and implement marketing strategies.

Unit 1: (9 Hours)

Introduction to Marketing management: Definitions of market and marketing, Marketing Environment, Core concept of marketing, functions of marketing 4 Ps of marketing, Elements of marketing concepts. (8Hours)

Unit 2:

Consumer behavior analysis: Meaning and characteristics, Importance, factors influencing consumer behavior, consumer purchase decision process, buying roles, buying motives, buyer behavior models.

Unit 3: (12 Hours)

Infrastructure involved in Market Segmentation: Targeting & Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies.

Targeting - Bases for identifying target Customer target Marketing strategies,

Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning.

Branding - Concept of Branding, Types, Brand Equity, Branding strategies.

(9 Hours)

Unit 4:

Managing the product hierarchy, Product line, Product mix strategies, Product life cycle and strategies, New product Development, packaging as a marketing Tool, Role of Labeling in packing.

Unit 5: (9 Hours)

Concepts of services, Characteristics of services, features of goods and services, expanded marketing mix for service marketing, service Quality Dimensions, Customer Behavior in services, Customer Relationship management.

Unit:6

(9 Hours)

Strategic vision-six market Model for services, Employees Role in ServiceMarketing, The Integrated Gaps Model of service Quality, Pricing of services, Service Marketing Communications and promotion.

Recommended Books:

1. Hoofman. Services Marketing, Thomson Learning
2. Kotler. P Marketing Management, Prentice-Hall of India Private Ltd., New Delhi,2001
3. Services Marketing-Valarie A Zeithmal& Mary Jo Bitner 5/e, TMH, 2011
Delhi,2003.
4. Ramaswamy V .S.&Namakumari.S. Marketing Management, Macmillan India Private Ltd., NewDelhi,2005
5. Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006

Reference Books:

1. Baron. S & Harris. K. Services Marketing: Test and Cases. Macmillan Ltd., 1995.
2. Woodruffe Helen. Services Marketing, Macmillan Ltd., 1997.
3. Zeithaml V. A.&Bitner. M. J. Services Marketing, Tata McGraw-Hill
4. Rust.R.T.,Zahonik. A. J.&Keningham. T. L. Service Marketing. Addison-Wesley, New York,1999

SUPPLEMENTARY READING MATERIAL:

1. Kotler, Marketing Management: Analysis, Planning, Implementation, and Control, Millenium Edition, Prentice Hall, 2000.
2. Bearden, Ingram &LaForge, Marketing: Principles and Perspectives, 2nd Edition, Irwin/MrGraw-Hill, 1998.
3. Principles of marketing By Adrian palmer

Websites:

[www. Scribe .com](http://www.Scribe.com)

www.inmarketingservices.com

www.upes.ac.in

JOURNALS:

- Problems and strategies in service marketing.
- The dynamics and evolution of the service marketing.
- A study on consumer behavior in marketing.

REGULATORY POLICIES AND LEGAL ISSUES IN INFRASTRUCTURE SECTOR

Subject Code	: 16MBA IM26	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

1. To understand the regulatory framework in infrastructure projects
2. To understand various legal issues and policies in infrastructure projects
3. To get insight on regulatory process in infrastructure projects
4. To gain knowledge on legal issues in land acquisition in India

Course Outcomes:

At the end of the course students will be able to

- Gain knowledge on regulatory framework in infrastructure projects.
- Equip various land acquisition policies in infrastructure projects in India.

Unit 1: (10 Hours)

Independent Regulation: Framework for independent regulation in India (an overview), role of independent regulation in economic reforms. The regulatory framework experiences and key issues in establishing effective regulation.

Unit 2: (10 Hours)

Tariff setting: Different models of PPP tariff setting in the public private participation sector, experiences and challenges. Tariff setting in power and telecommunication sector in India to date.

Unit 3: (8 Hours)

Service Quality Issues: Measurement of service quality, level of service and performance issues, willingness and capacity to pay-load factors.

Unit 4: (10 Hours)

Regulatory Process: Regulatory processes and decision making, institutional framework and process.

Consumer Concerns: Regulatory process and consumer voice.

Unit 5: (6 Hours)

Competition: Independent regulatory authorities and competition authorities, cartels, Competitors and partners in change.

Unit 6: (8 Hours)

Capacity Building: Capacity Building for Regulatory reforms administrative issues.
Legal Issues in acquiring land for infrastructure projects in India

Case studies on legal framework of major infrastructure projects involving private and public sectors (4 hours)

Practical component:

1. Students to visit BMRCL and interview the administrative staff to know legal hurdles faced by BMRCL
2. Students to visit National Law School and briefly study previous cases on legal issues in infrastructure projects.
3. Students to visit an organization and study the legal aspects followed in executing the business activities.
4. Students to visit an infrastructure based organization and study about the regulatory policies followed by them to meet the requirements of their customers.

RECOMENDED BOOKS

1. Piyush Joshi, Law Relating to Infrastructure Projects 2nd edition, October 2003, reprint 2012, Lexis Nexis India
2. S.K Sarkar, Veena Aggarwal, Sumit Malik, Ruchika Chawla (Editors) ,Regulatory Performance in India: Achievements, Constraints, and Future Action, TERI Press, The Energy and Resources institute, New Delhi
3. Therese Lintorn, Legal Project Management, LexisNexis Butterworths, 2014
4. Anjali Garg, Manisha Kabra, Rakesh Kacker, Regulatory Reforms in India: Effectiveness, Efficiency, and Impacts, TERI Press, The Energy and Resources Institute, New Delhi
5. Jürg Kuster, Eugen Huber, Robert Lippmann, Alphons Schmid, Emil Schneider, Urs Witschi, Roger Wüst, Project Management Handbook, Springer, New York

REFERENCE BOOKS

1. S K Sarkar & Kaushik Deb (Editors) -Regulation in infrastructure services progress and the way forward, Tata energy research institute, New Delhi.
2. Ashley C. Brown, Jon Stern, Bernard Tenenbaum and Defne Gencer, Handbook for Evaluating Infrastructure Regulatory Systems, The World Bank, Washington DC, 2006
3. Regulatory Policy and Governance *Supporting Economic Growth and Serving the Public Interest* OECD, 2011, ISBN: 9789264116573
4. Administrative Law and Regulatory Policy: Problems, Text, and Cases 6th Edition by Stephen G. Breyer (Author), Richard B. Stewart (Author), Cass R. Unstein (Author), Adrian Vermeule (Author), Aspen Publishers, New York
5. Private Sector investment in infrastructure projects, Project Finance, PPP projects and Risk, Second Edition, Jeffrey Delmon, Turpin Distribution Services, UK
6. State and Central government reports on housing health and education
7. Policies, Regulatory Regimes and Management Practices for Investment Promotion and sustainable development of the mineral resources sector in economies in transition and developing countries of east and south-east Asia, By United Nations. Economic and Social Commission for Asia and the Pacific

Supplementary Study material

1. India Infrastructure report: Policy Imperatives for growth and welfare. Expert group on the commercialization of infrastructure projects, Edited by Sandipan Deb, published on behalf of Ministry of Finance, GOI, Thomson Press, 1996
2. The International Bank for Reconstruction and Development / The World Bank 1818 H Street NW Washington DC Internet: www.worldbank.org
3. Infrastructure Regulation in Developing Countries An Exploration of Hybrid and Transitional Models, Anton Eberhard, PPIAF c/o the World Bank 1818 H. Street Washington, DC www.ppiaf.org
4. UNIDO.(1996). Guidelines for infrastructure development through Build-OperateTransfer (BOT) projects.Vienna: UNIDO
5. Contemporary Regulatory Policy, By Marc Allen Eisner, Jeffrey Worsham, Evan J. Ringquist, Lynne Rienner Publishers, Inc., USA

Journals:

A Journal of Applied Economics and Policy

Journal of Regulatory Economics

Journal of Infrastructure Development

Journal of Economic Literature

Vikalpa of IIM Ahamedabad

Websites

http://www.oecd-ilibrary.org/governance/regulatory-policy-and-governance_9789264116573-en

<http://www.oecd.org/governance/regulatory-policy/2012-recommendation.htm>

www.ppiaf.org

www.worldbank.org

www.financeprofessor.com

**III SEMESTER
CORE PAPERS
PRODUCTION AND OPERATIONS MANAGEMENT**

Subject Code	: 16MBA IM31	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		
Theory and Practical proportions: Theory: 60; Practical: 40			

Course Objective:

1. To help the students to understand the approaches for designing and improving process.
2. To use relevant tools and techniques to solve production and operations management problems.
3. To have an insight about the delivery of service in an organization.

Course Outcome:

At the end of the course students will be able to

- Understand the plant layouts used by various types of organizations like manufacturing firms, retail outlets, hospitals, hotels, etc port.
- Identify the vendor selection process opted by their organization.
- Prepare formats of different documents used in stores, purchase and inventory management like bin card, ledger, tender, quotation, indent etc.
- Identify the different types of services and study how their delivery systems are designed.

Unit 1

(10 Hours)

Introduction to Production & Operations Management (POM): Nature of production & Operations, Systems approach to POM, Factors affecting POM today, and types of Production and Production systems, Productivity and competitiveness, Production/Operations Strategy. What is operations management? Difference between products and services, Operations strategy in manufacturing, Operations strategy in services.

Designing Service, Delivery systems

Introduction, distinctive characteristics of service operations, Service/ product mix, intangible nature of services, simultaneous provision and consumption of services, factors involved in delivering services, categories of services, service delivery systems, IT based and other service delivery systems design.

Unit 2

(8 Hours)

Break even analysis- Break even analysis in terms of physical units, Sales value, and percentage of full capacity. Break even for Multi Product situations, Capacity expansion decisions, Make or

Buy decisions, Equipment Selection decisions, Production process selection decisions, Managerial uses of break-even analysis, Limitations of Breakeven analysis.

Note: Numerical problem with emphasis on BEA - Decision making problems.

Unit 3

(8 Hours)

Forecasting: Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, sources of data, types of forecasting, qualitative forecasting techniques, quantitative forecasting models – Linear regression, Moving average, Weighted moving average, Exponential smoothing, Exponential smoothing with trends, Measurement of errors, Monitoring and controlling forecasting models.

Note: Numerical problem.

Unit 4

(10 Hours)

Facility Location, Layout and Capacity:

Facility Location: Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models.

Facility layout planning: Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

Capacity planning – Capacity Requirement Planning - CRP, Material Requirement Planning - MRP - I, MRP – II, MPS, Managerial importance of aggregate plans, alternatives for managing demand and supply, capacity augmentation strategies. Matching demand and capacity, demand chase aggregate planning, level production aggregate planning.

Note: Numerical problem on Facility Location Selection

Unit 5

(08 Hours)

Employee Productivity and work study: Productivity and the standard of living, Productivity and the organization, productivity, variables affecting labor productivity, work content and time, Work Study and related working conditions and human factors.

Method Study: Introduction to Method Study, Data collection, recording, examining, and improving work, Material flow and material handling study, Worker flow study, Worker area study.

Work Measurement: Introduction to Work Measurement, Work sampling study, Time study and setting standards

Note: Numerical problem on Time Study and Work Standards.

Unit 6

(12 Hours)

Materials Management: Role, of materials management - materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing. Roles and responsibilities of purchase professionals. Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained.

Inventory Management: Concepts of inventory, types, Classification, selective inventory management, ABC VED, and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts. Stores - types, functions, roles responsibilities, Inventory records

Technology Management: Advanced Manufacturing Technology, Automation and Robotics, Managing Technological Change. Applications of Information Technology in POM, Maintenance Management and Total Productive Maintenance

Note: Numerical Problems on Vendor Rating and Inventory Models

The Course will cover both Theory and Numerical problems (Theory and Practical proportions: Theory: 60; Practical: 40)

Practical Component:

- Students have to study plant layouts used for various types of organizations like manufacturing firms, retail outlets, hospitals, hotels, etc and prepare a report.
- Student has to visit a manufacturing unit and identify the vendor selection process opted by the organization.
- Students have to prepare formats of different documents used in stores, purchase and inventory management like bin card, ledger, tender, quotation, indent etc.
- Students have to identify different types of services and study how their delivery systems are designed.
- Visit a Metro and study the Layout design and the inventory management technique adopted by the Metro, Bangalore.
- Student has to visit any Unit - BMRCL, Airports, NICE and study in detail the POM related concepts such as Layout design, capacity planning, Technology opted and so on.

RECOMMENDED BOOKS:

1. Operations Management — K Sridhar Bhat — First Edition, HPH, 2009
2. Operation Management — Theory and Practice, B. Mahadevan, Pearson education, Pearson Education; Third edition (2015).

3. Production & Operations Management — Prof. K Ashwathappa, K Sridhar Bhat — HPH, 2008
4. Operations Management, Willian J. Stevenson, 9th edition, Tata MCGraw Hill, 2009.
5. Operations Management — SN Chari, TMH, 3/e, 2008.

REFERENCE BOOKS:

1. Operations Management - Norman Gaither, Greg Frazier, 9/e, Cengage learning, 2011
2. Lee J Krajewski, Larry P Ritzman, Operations Management, Strategy and Analysis, PHI, 8th Edition 2007.
3. Roberta S Russel, Bernard W Taylor III, Operations Management, Pearson Education, Fifth Edition 2005.
4. Chase, Jacobs, Aquilano, Operations Management for Competitive Advantage, Tata McGraw Hill , 11th Edition 2006.
5. Production and Operations Management , Ajay Garg, Tata McGraw-Hill Education, 2012

SUPPLEMENTARY READING MATERIAL:

- Introduction & Operations Management — Elwood S Buffa, Sarin, PHI, 2008.
- Martin K Starr, Production and Operations Management, 2004.
- Roger G Schroeder, Operations Management, Mc Graw Hill, Second Edition 2003.
- Production and Operations Management, P Rama Murthy, New Age International, 2005

JOURNALS

- Journal of Operations Management
- International Journal of Production Research
- European Journal of Operational Research
- Production and Operations Management
- Manufacturing and Service Operations Management (INFORMS journal)

WEBSITES:

- www.emeraldgrouppublishing.com/ijopm.htm
- <http://www.poms.org/journal/>
- tn.upi.edu/pdf/Production_and_Operations_Management.
- vssut.ac.in/lecture_notes/lecture1429900757.pdf
- bookboon.com/en/operations-management-ebook
- www.newagepublishers.com/samplechapter/001233.pdf
- <http://www.genpact.com/home/solutions/it-infrastructure-services/infrastructure-management-services>

TOTAL QUALITY MANAGEMENT

Subject Code	: 16MBA IM32	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To develop an understanding on quality management philosophies and frameworks.
2. To develop an in-depth knowledge on various tools and techniques of quality management.
3. To learn the applications of quality tools and techniques in both manufacturing and service industry.
4. To develop analytical skills for investigating and analyzing quality management issues in the industry and suggest possible solutions.

Course Outcome:

At the end of the course students will be able to

- Identify any 2 products and 2 services and develop Quality attributes for the same.
- Demonstrate skills applications of quality tools and techniques in both manufacturing and service industry.
- Develop analytical skills for investigating and analyzing quality management issues in the industry and suggest possible solutions.

Unit 1

(8 hours)

Introduction to TQM, Meaning of the terms quality, quality control and quality assurance, importance of quality, quality dimensions of products and services, quality and competitive advantage, cost of quality, TQM, Evolution of TQM, Basic principles of TQM, TQM VS Traditional management, advantages of TQM, application of TQM in infrastructure management

Unit 2

(8 Hours)

Philosophical Framework to TQM Contribution of various gurus of TQM Deming-Deming's chain reaction, Deming's principles, deadly sins, PDCA cycle, Juran's Quality trilogy, Juran's breakthrough sequence, Philips crosby- Quality is free, Taguchi's Quality loss function, Ishikawa's contributions and Quality Circles.

Unit 3

(8Hours)

Benchmarking Definition, reasons for benchmarking, types of benchmarking, process of benchmarking what to benchmark, understanding current performance, planning, studying others, using findings, Xerox model of benchmarking, Advantages and pitfalls of benchmarking Concept of Kaizen and its applications.

Unit 4**(8 Hours)**

Business Process Re-engineering (BPR): Introduction, Need for BPR, Implementing BPR, Steps in BPR, Re-engineering Vs. TQM, BPR Vs. Kaizen, Re-engineering the structure, change management and BPR, BPR and IT, Advantages and Limitations, Indian examples of BPR.

Unit 5**(12 Hours)**

Quality Management Systems(QMS): Introduction, meaning of QMS, ISO 9000, Benefits of ISO, ISO 9000-2008 series, implementation of ISO 9000, Problems related to ISO 9000, QS 9000, Need for QS 9000, QS 9000 series Environmental Management System (EMS), ISO 14000 series, Benefits of ISO 14000, Integrating ISO 9000 & 14000, SEI-CMM level 5.

Six Sigma: Introduction to Six Sigma Historical developments, statistical framework for six sigma, DPU and DPMO concepts, DMAIC methodology, Training for Six Sigma, Benefits of Six Sigma, Six sigma and TQM.

Unit 6**(12 Hours)**

Quality Awards: Introduction, Need for Quality Awards, Deming Prize and its features, MBNQA and its features, European quality award and its features, Golden peacock award, TQM models.

Quality Control tools: Introduction, 7 tools of quality control (Old & New), Poka-yoke, Quality Function Deployment.

(Please Note: Relevant examples in Infrastructure management has to be discussed)

Practical Component:

1. Students have to study any Indian organization which has won Deming prize and identify the quality initiatives of that organization
2. Student need to visit a construction site and study the procedure followed in procurement of raw materials and tools used in Quality check.
3. Students are expected to study various quality awards given in India like CII Business excellence award, Rajiv Gandhi national quality award and Tata group Excellence Award and compare with international awards
4. Students can identify any 2 products and 2 services and develop Quality attributes for the same.
5. Students can identify industry from any sector and conduct a benchmark study with respect to best in the class.
6. Students can visit CII-IQ in Bangalore and study the various activities undertaken by the institute.

RECOMMENDED TEXT BOOKS:

1. Total Quality Management, Dale.H. Besterfield, 3rd Edition, Pearson Education
2. Total Quality Management Text and Cases, G. Nagalingappa & Manjunath VS, Excel books.
3. Management and Control of Quality, James R. Evans, 8/e 2012, Cengage Learning.
4. Total Quality Management, Shridhar Bhat, Himalaya Publication House.
5. Total Quality Management, Kanishka Bedi, Oxford Publications.

REFERENCE BOOKS

- 1) Total Quality Management: Text And Cases, B. Janakiraman, R. K. Gopal, Phi Learning Pvt. Ltd., 01-Jan-2006.
- 2) Total Quality Management by Poornima M.Charantimath, Pearson Education.
- 3) Quality Control Handbook by Juran, Mc. Graw Hill Publication.
- 4) Total Quality Management by Dale H. Besterfield, Carol Besterfield- Michna, Glen H Besterfield and Mary Besterfield-Sacre (book).
- 5) Total Quality Management and Operational Excellence: Text with Cases, John S. Oakland, Mike Turner, Rob Oakland Routledge,4th Edition. 24-Apr-2014 ,

SUPPLEMENTARY READING MATERIAL:

- Total Quality Management- contemporary perspectives and cases by Rajmanaohar, ICFAI publications.
- Total Quality Management in Education, Marmar Mukhopadhyay, SAGE Publications, 2005.
- Quality Management - Kaniska Bedi – Oxford Publication, 2004
- The Effect of TQM Factors on Financial and Strategic Performance: An Empirical Test Using Manufacturing FirmsBy Barker, Katherine J.; Emery, Charles RAcademy of Strategic Management Journal, Vol. 5, Annual 2006.

JOURNALS

- The TQM Journal
- International Journal of Advanced Quality Management
- managementjournals.org
- Total Quality Management And Business Excellence (TOTAL QUAL MANAG BUS)
- Quality Management Journals

WEBSITES

- <http://www.slideshare.net/manishamanbu/tqm-in-infrastructure>
- http://www.thomaspowell.co.uk/article_pdfs/TQM_as_CA.pdf
- <http://www.omicsonline.com/open-access/improving-employees-performance-through-total-quality-management-2162-6359-1-072.pdf>
- management.cloud-journals.com/index.php/IJAQM
- www.macrothink.org/journal/index.php/bms/article/download/.../2438
- <https://books.google.co.in/books?id=Crh-Jt10znUC&dq=TQM+in+infrastructure+management,+books&hl=en&sa=X&ved=0ahUKEwi8>

ELECTIVES:
INDUSTRY INFRASTRUCTRE & ENVIRONMENT (IIE)

ENVIRONMENTAL ASSESSMENT, AUDIT AND MANAGEMENT

Subject Code	: 16MBAIMIE311	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To enrich the students' knowledge pertaining to environmental management.
2. To create awareness about the various indicators used for environmental quality assessments.
3. To highlight the various issues pertaining to disposal and management of urban industrial waste.
4. To create awareness among the students towards compliance of various international standards.

Course outcome:

At the end of the course students will be able to

- Demonstrate the students' knowledge in environmental management system.
- Analyze the various indicators in environmental quality assessments.
- Understand the students towards compliance of various international standards.
- Analyze the various issues for disposal and management of urban industrial waste.

Unit 1

(12 hours)

Environmental Assessments: Environmental degradation, environmental impact assessment, environmental evolution and its parameters, strategic environmental assessment and environmental capacity, indicators of environment quality assessment.

Unit 2

(08 Hours)

Ecology: Ecosystem, Types and Fundamentals of ecosystem, energy flow through the ecosystem, food chain and web, ecological pyramids, hydrologic cycle.

Unit 3

(08 Hours)

Environmental approaches: principles of environmental approach to planning, Environmental ethics, economics of environmental planning, sustainable development, and problems related to urban and industrial wastes. Environmental Protection- Green concepts: Green buildings, green constructions and materials.

Unit 4**(10 Hours)**

Environmental Pollutions: Air pollution, water pollution, soil pollution, marine pollution, thermal pollution, noise pollution, pollution prevention. Types and classification of waste: Air, Liquid and Solid, Characteristics of Waste. Basic units of an Effluent treatment plant. Biomedical Waste, Hazardous Waste, Municipal Solid Waste (MSW)

Unit 5**(10 Hours)**

Environment Legislations: Environmental Legislations, pollution control boards, international initiatives and protocols. Parliament functions- Bill to Act to Rules. Bill issued in parliament and, rules notified/Gazetted. Difference between Regulation, Law and Notification Bills. Introduction to Environmental Acts, Factory Act, Safety Related rules. Environmental Policy of the Government of India for Industrial Location with respect to Ecology. The Command & Control Regime and The Economics Instruments Regime.

Unit 6**(08 Hours)**

Environmental Audits: Environmental monitoring, environmental audits.

Environmental Standards: ISO 14001 standards for infrastructure companies, organization compliance, environmental safety, occupational health and safety audits.

Practical Components:

- To study organization and their compliance towards ISO 14001 and OSHA
- Visit the pollution control board and study the regulations imposed on industries with regard to industrial waste, water contamination, air pollution.
- Compare and contrast international and Indian environmental quality standards.
- To study the problems related to urban and industrial waste and their effective management.

Recommended Books:

1. Environmental Studies, Dr. Vijay Kumar Tiwari, HPH
2. Environmental studies 2nd edition Benny Joseph. Himalaya Publishing House
3. Environmental impact assessment, Anjeneyalu, Hyderabad.
4. Elements of environmental science and engineering, Meenakshi. PHI India.
5. Environmental science and engineering, P Venugopala Rao, PHI India.

References:

1. Sustainable development and environmental management experiences and case studies, Clini, Corrado; Musu, Ignazio, Gullino, Maria Lodovica (Eds) 2008.
2. Implementing strategic environmental assessment, Schmidt, Michael, Joao, Elsa, Albrecht, Eike (Eds).
3. Strategic management and business policy, Kazmi and Azal.
4. The Economics of Development and Planning – by M. L. Jhingan.
5. Principles of Ecology – Eugene P. Odum.

SUPPLEMENTARY READING MATERIAL:

- Carroll B & Turpin T, 2002, Environmental Impact Assessment; A practical guide for planners, developers and communities, Thomas Telford Publishing.
- Cahill LB, 1996, Environmental Audits, (7th ed), Government Institutes.
- Ed. Dr. John Brady, Environmental Management in Organizations.

WEBSITES:

- www.environmentprofessor.com
- www.environmentalscience.com
- www.linkedin.com

JOURNALS:

- Environment of India
- Indian Journal of Environment (www.indian journal of environment.com)

RURAL AND URBAN INFRASTRUCTURE DEVELOPMENT

Subject Code	: 16MBAIMIE312	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Objectives:

1. To create awareness of concepts and basic theories in rural development in infrastructure management.
2. To gain knowledge on various issues in rural development in infrastructure management.
3. To define urban competitiveness and their impact on urban development in infrastructure management.
4. To analyse how cities develop over time, depending on the economic context and role of actors in infrastructure management programs.
5. To describe the role of key factors in development and their impact on urban development in infrastructure management.

Course Outcomes:

At the end of the course the students able to:

- Understand the various town planning policies, rules & regulation.
- Understand barriers for rural development for Infrastructure Development .
- Know the latest changes in the acts of infrastructure development.
- Analyse green building leading to savings on utilities, cost & sustainability.

Unit 1:**(10 Hours)**

Rural Development: Importance, scope and objectives of rural Development, assessment of infrastructure requirements in rural areas, Various approaches to Rural Development Concepts and Dimensions , rural-urban dichotomy – trickle-down theory, dualistic theory, Myranda’s backwash effect theory – system approach in infrastructure management for Rural Development – strategies and programs for rural infrastructure development under Five Year Plans.

Unit 2:**(7 Hours)**

Rural Banking: Development banking – social banking – banking structure: commercial banks, cooperative banks-its features and objectives RRBs, constraints in credit delivery system - NABARD, its features & objectives, – micro finance, NGO. SHG – Bank Model, Financing Methods:- Long term, Short term loan,

Unit 3:**(10 Hours)**

Rural Economy: Concept and Nature, characteristic ; Factors affecting rural Economy. Basic Needs of Rural Economy; Housing; Health, education, Training, drinking water supply; Electricity, sanitation, rural Roads, transport and communication, rural stitilisation, Utilization of Local Human & Natural Resources.

Role of Technology in Rural InfrastructureDevelopment– Need & importance of rural Technology, Constraints in adoption of rural technology. Globalization of Rural Economy- aims and objectives; Impact of Globalization on rural economy, Contract farming, corporate farming, SEZ's and Agriculture

Unit 4:**(10 Hours)**

Rural Development administration: Panchayati Raj System and rural infrastructure development – NGOs in rural development – Village ResourceCentres, e-governance – Community participation in rural development – participatory planning / micro level planning. Voluntary Agencies or Autonomous Organization : importance, superiority, limitations and strengthening, Gandhian approach of Rural Reconstruction for Infrastructure development.

Unit 5:**(9 Hours)**

Impact of Urbanization : Urbanization and its impact on Urban Services and Infrastructure, Urban Infrastructure Policies and Town Planning policies rules regulations ZR by laws, regulations related to land, transfer of property ,Rent Control, land acquisitions, land pooling and re adjustment (Town planning schemes).

Various Acts and Their Implementation

Parasatals Act and their Implementations UDA Acts, Land Revenue Act Industrial Area Development Act Slum Board Act Housing Board Act Regional Planning Acts, Laws relating to Land Taxation, Laws relating to local Bodies.

Unit 6:**Governance and Government in Urban development****(10 Hours)**

Decentralized Local Self Government, Capacity Building of ULB`S Effective and Responsive Governance, Organization structure of ULB`s in Karnataka Power and functions of elected representatives structure of ULB`s Application of New Public Management Approach; E Governance; Transparency, Decentralization, Responsiveness and Responsibility, Right to Information; Public Disclosure; Citizen Charter

Case studies in Urban Laws & Management

Practical component:

5. Make a visit to BBMP or ULB'S local and understand various Town Planning policies ,rules®ulations.
6. Visit a rural place or village nearby and understand barriers for rural development for Infrastructure Development .
7. Visit and Interview Slum Board officials , Housing Board officials, Industrial Area Development Board officials and update about latest changes in acts for Infrastructure Development .
8. Practical applications for green infrastructure planning to identify geographic context audits of Green infrastructure relationship to socio-economy.
9. A case study on green building leading to savings on utilities, lower operating cost and enhanced co-operate sustainability report(CSR).

RECOMMENDED BOOKS:

- 1.Rural Development in India, Venkata Reddy K – Himalaya Publication House, New Delhi(2009).
2. Rural Development: Principles, Policies and Management, Katarsingh –sage publication 3rd edition (2009).
- 3.UrbanDevelopment Debates in the New Millennium, K.R. Gupta - Altantic, New Delhi 2nd edition (2008).
- 4.Urban Development and Governance :Issues and concerns, Sandhu J,Rawat publication of New Delhi, 2nd edition (2013).

REFERENCE BOOKS:

1. Rural Development in India – A Public Policy Approach, Maheswari, S - Sage publication of New Delhi (2011).
2. Urban Theory and Practice of Planning, M.L.SethS. Chand & Co., New Delhi publication (2011).
3. Urbanization and land conflict at urban Fringes, Kumar Bimal; - Publishers HPH (2009).
4. Fundamentals of Rural Development, Desai Vasanth -New Delhi: Rawat Publications, (2008)
5. Rural Development, Dr. Sundaram, I. Satya - Himalaya Publishing House (2009).

SUPPLEMENTARY READING MATERIAL:

- Rasu S K ,Global Search for Rural Development Hyderabad: NIRD, 2001.
- Rural Development: Indian Context. New Delhi: IGNOU, 2005.
- India Vision 2020 :The report of the committee on India Vision 2020

WEBSITES:

- www.oici.org
- www.pagrud.org

JOURNAL:

- Strategies for sustainable urban development.
- Journal of rural and community development.
- Emerging Urban Development Issues in the Context of Globalization

DISASTER MANAGEMENT

Subject Code	: 16MBAIMIE313	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To understand introductory level concepts and practical aspects involved in disaster management.
2. To understand the role of Technology in Disaster Management
3. To understanding the causes, impact, preparedness, and response pertaining to infrastructure in Disaster Management.

Course Outcome

- Students will understand introductory level concepts and practical aspects involved in disaster management.
- Students will be able to understand the role of Technology in Disaster Management
- Students will be able to understand the causes, impact, preparedness, and response pertaining to infrastructure in Disaster Management

Unit : 1

(6 Hours)

Introduction

Disaster Management; Definitions, Issues and Overview of Risks and Dangers, Impact of Globalization on Crisis and Mass Disasters. Role of Information in Disaster Management, National and International Disaster Recovery Policies, Managing the Economy and Essential Services in Emergencies, managing the Media and Popular Conscience.

Unit : 2

(8 Hours)

Natural Disasters

Understanding the causes, impacts, preparedness, and response pertaining to infrastructure on natural disasters viz Earthquakes, Cyclones and Tsunamis Droughts, Floods ,River and Coastal Floods, Flash Floods, Lake Outburst, Land Degradation: Causes, Erosion, Avalanches, Rockfall.

Unit : 3

(10 Hours)

Manmade Disasters

Understanding the causes, impact, preparedness, and response pertaining to infrastructure on manmade hazards viz Road Accidents, Rail Accidents, Air Accidents, Sea Accidents, Urban

Area Fire, Building Construction and Structural Fire Protection, Electric Hazard Shock and Protection and Mined Land Reclamation.

Unit : 4

(10 Hours)

Disaster Management Process

Disaster Management Cycle –Phase I: Mitigation, and strategies; hazard identification and vulnerability analysis Phase II: Preparedness, Disaster Risk Reduction(DRR), Emergency Operation Plan (EOP), Mainstreaming Child Protection and Gender in Emergency Planning, Assessment, Phases III and IV: Response and recovery, Response aims, Response Activities, Modern and traditional responses to disasters, Disaster Recovery, and Plan , Disasters as opportunities for development initiatives, infrastructure development plans for disaster prone areas

Unit : 5

(10 Hours)

Role of Technology

Technology in Disaster Management, Emergency Management Systems (EMS) in the Disaster Management Cycle, responsible persons in the EMS, Geographic Information Systems (GIS) in Disaster Management. GIS, Free and Open Source Software and GIS, advantages of GIS, Global Positioning System (GPS) and application in DM, Remote Sensing and DM, Remote Sensing fundamentals.

Unit : 6

(12 Hours)

Role of Disaster Management Agencies

Understanding the role of Agencies on preparedness, Mitigation, Relief and Rehabilitation and response pertaining to infrastructure: International Agencies ,National Agencies State and District Level Agencies Local Bodies, Civil Society Agencies, Religious and Cultural Organizations, Community Based Organizations, Political Parties and Their Affiliates and Philanthropic Organizations. Insurance Policies for Disaster Management: Evaluation of Risk Funding and Risk Transfer Policies, Grants and Low Interest Loan for Reconstruction.

CASE STUDIES

1. Indian Ocean tsunami of 26 December 2004
2. Any landslide event in Kerala (e.g. Amboori landslide etc)
3. Bhopal Gas Leak disaster
4. Bhuj – Kutch earthquake
(Note: Post disaster development on rebuilding the Infrastructure)

PRACTICAL COMPONENTS:

1. Visit any governmental (SDMA, ILDM, UNDP, Collectorates, Hospitals, Universities) or non-governmental agencies, involved in disaster management and related activities, on any aspect of disaster and understand their operation of work followed by draft a report on the same.

2. Visit any National Agency who involved in Disaster Management process and a conduct an interview with minimum 5 officials and find out their problems and the way they manage crisis situations followed by draft a report on the same.
3. Students should understand and Prepare a SWOT analysis report on Disaster Management Process in India
4. Students should understand and prepare a detailed report on Risk Reduction/Preventive measures in Disaster Management Process.
5. Students should Prepare a detailed report on Post Disaster Development Process on any selected case
6. Students should understand benefits of Geographic Information Systems (GIS) in Disaster Management.

RECOMMENDED BOOKS

1. Disaster Management, Dr.S Arul samy, J Jeyadevi, Neelkamal Publishers, 1st Edition, New Delhi,2006.
2. Introduction to Disaster Management, B C Bose, Neha Publishers & Distributors, 1st Edition, Mumbai, 2007.
3. Disaster Management in India, B C Bose, Neha Publishers & Distributors, 1st Edition, Mumbai, 2008.
4. Disaster Management, Dr.Mrinalini pandey, wiley publishers, New Delhi, 2012.

REFERENCE BOOKS:

1. Disaster Management: Programmes and polices, Siddartha Gautham, K Leelakrishna Rao, Neha Publishers & Distributors, 1st Edition, Mumbai, 2012.
2. Disaster Management, Ashu Patricha, Kiyanchou and Sharama, Regal Publishers, New Delhi, 2014.

SUPPLEMENTARY READING MATERIALS:

- A Practical Guide to Disaster Management, A K JAIN, 2009 (ISBN:8189920812)
- Manual of Disaster Management, Dr.Parag Diwan, 2010, (ISBN:8182744385)
- NIDM News Letters and Manuals.
- Disaster Prevention and Mitigation 1984: UNDRO Publications, Geneva
- Commonwealth of Learning (COL) 2007 *Introduction to Disaster Management*, Virtual University for Small States of the Commonwealth (VUSSC), Canada
- Disaster Management in India – A Status Report, National Disaster Management Division , Ministry of Home Affairs, Govt. of India, 2004.
- Contemporary Natural and Manmade Disaster Master of Disaster Mitigation. World Institution Building Programme Centre 2004.

- Parasuraman S., India Disaster Report: Towards Policy Initiatives, Oxford University Press, 2004.

WEBSITES

- www.ndmindia.nic.in
- www.nidm.gov.in
- www.nicee.org (The National Information Center of Earthquake Engineering (NICEE))
- <http://ioc.unesco.org/itsu/> IOC/UNESCO (International Coordination group for the
- Tsunami Warning System in the Pacific (ICG/ITSU), Paris, France
- <http://landslides.usgs.gov> (USGS National Landslide Hazards Program (NLHP))

JOURNALS:

- International journal for Environment and Disaster management(www.inderscience.com)
- Waste management and Research (wmr.sagepub.com)
- NIDM Journal.

BUSINESS, GOVERNMENT AND SOCIETY

Subject Code	: 16MBAIMIE314	IA Marks	:20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Objectives:

1. To make students understand Macro economic environment concepts.
2. To create awareness regarding the Indian Economic Environment.
3. To enable students develop knowledge about various economic policies of the Government.
4. To appraise the students about globalization and its impact on Indian economy.

Course outcomes:

At the end of the course the students able to:

- Understand the importance of macro environmental concepts.
- Analyse the various factors affecting Indian economic environment.
- Know about the impact of globalization on Indian economy.
- Analyse the importance of various economic policies of Indian government.

Unit : 1

(10 Hours)

Introduction to Business, government & Society, corporation responsibilities, responsiveness and performance in society & social change, Markets, capitalism & (Government) democracy, the changing role of government in market economy

Unit : 2 (10 Hours)

Trade unions and Interest groups, regulations and challenges in world of collapsing distance,

Unit : 3 (10Hours)

Role of civil society, NGOs and emerging social movements, independent judiciary and its bottlenecks, Bureaucracy – Redtapism, current scenario and changing role of media and its impact on government, private sector and people atlarge

Unit : 4 (08 Hours)

Public awareness and principles of public participation in infrastructure- methods and tools, information, education and communication, Public Rapid Appraisal (PRA) techniques, sustainable development and its importance in today's changing physical environment.

Unit : 5 (08 Hours)

Multinational Corporations and issues relating to intellectual property rights and role of WTO

Unit : 6 (10 Hours)

Globalization and its impact on economy and environment in India and its role in building entrepreneurship. Case studies on sick Public sector enterprises and its revival measures

Practical component:

1. Students are expected to study PSEs and submit a report for the same.
2. A group assignment on “The relationship between Business, Government and Society in Indian Context.
3. Case studies/Role plays related to globalization and its impact on common man with respect to Indian context.

RECOMMENDED BOOKS:

1. Justin paul (2006), Business Environment, TATA McGraw Hill
2. K Ashwathappa(2006) Essentials of Business Environment, Himalaya Publisg House.
3. Entrepreneurship and Management (2008) by S Nagendra &Manjunath V M, Senguin technical publishers, Bangalore.
4. Global Business, Czinkota, etal, Dryden Press
5. International Business:Text&Cases, Francis Cherunilam, PHI Learning
6. International Business, Subba Rao P., Himalaya

REFERENCE BOOKS:

1. Mamoria&Mamoria: Dynamics for Industrial Relations, Himalaya Publishing House 2001.
2. K Ashwathappa(2006) Essentials of Business Environment, Himalaya Publisg House.

3. Global Business, Czinkota, etal, Dryden Press
4. International Business:Text&Cases, Francis Cherunilam, PHI Learning.
5. Strategic management and business policy, Kazmi and Azal.
6. The Economics of Development and Planning – by M. L. Jhingan.

SUPPLEMENTARY READING MATERIAL:

- International business and management: A Student guide, Phil Kelly
- International Business Management: Multinational Management, S C Gupta, Ane Books Pvt. Ltd.
- Operations Management an International Perspective, David Bernes, Thomson Learning, 2008.
- International Environmental Management Benchmarks: Best Practice Experiences from America, Japan and Europe, David M.W.N. Hitchens, Jens Clausen, Klaus Fichter, Springer, 1999.

WEBSITES:

- www.slideshare.net
- www.academia.edu
- www.doccity.com
- www.scribd.com

JOURNALS:

- Journal of International Business.
- Journal for International Business and Entrepreneurship Development
- Journal of International Business studies.
- International Journal of Operations and Production Management.

ELECTIVE
Public Services and Transportation (PST)

SUPPLY CHAIN MANAGEMENT FOR INFRASTRUCTURE

Subject Code	: 16MBAIMPT321	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To impart the comprehensive understandings of supply Design concepts that are used to control costs and make the supply chain more efficient.
2. To provide basic understanding of supply chain Integration and to impart the role of information in enhancing supply chain performance.
3. To provide the basic understanding that Information Technology is used to enhance customer value in supply chain.
4. To develop an understanding of fundamentals of supply chain management, Key issues in Supply chain Management.

Course Outcome:

At the end of the course students will be able to

- Demonstrate the principles of supply chain management, its issues and can develop a model representing its supply chain network and explain how buyers and suppliers use supply contracts to improve supply chain performance.
- Demonstrate the importance of Information in SCM.
- Demonstrate the strategic alliances related to supply chain management.
- Demonstrate how Supply chain contributes to customer value and describe the impact of strategic pricing on customer value.
- Analyze and design the supply chain for any business organization.

Unit 1

(10 Hours)

Introduction to Supply Chain Management

Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing, pricing, Key issues and benefits of SCM.

Unit 2

(10 Hours)

Designing the Supply Chain Network: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes and their performance, transportation Infrastructure and policies, design options and their trade-offs, tailored transportation.

Unit 3**(8 Hours)****Sourcing and Pricing of infrastructure.**

Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration – procurement process – sourcing planning and analysis.

Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contracts.

Unit 4**(8 Hours)****Information Technology in the supply chain**

IT Framework – customer relationship management – internal supply chain management – supplier relationship management – transaction management, RFID, EDI – future of IT.

Unit 5**(8 Hours)**

Coordination in a Supply Chain: Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levers – building partnerships and trust – continuous replenishment and vendor-managed inventories (VMI) – collaborative planning, forecasting and replenishment, Role of computer/ IT in supply chain management.

Unit 6**(12 Hours)**

Demand Management and Customer Service: Logistics costs, Logistics activities and elements, Outbound to customer logistics systems – Demand Management – Traditional Forecasting – Collaborative Planning Forecasting Replenishment Planning (CPFRP) – customer service – expected cost of stock outs – channels of distribution.

Practical Components:

- Students can study different logistics companies and services provided by them.
- Students are expected to choose any two Indian infrastructure Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
- Students can identify any product/service and study the type of distribution system used and understand the reason for using that particular type.
- Students can identify the various types of IT applications employed by Indian infrastructure Organizations in managing their Supply chain.

RECOMMENDED BOOKS:

1. The Management of Business Logistics – A supply Chain Perspective: Coyle, Bardi, Longley, Thomson Press, 2006.
2. Supply chain management, Chopra Sunil and Peter Meindl - 3rd edition, Pearson, 2007.
3. Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2nd Edition, TMH, 2008.
4. Logistics and Supply Chain Management, K Sridhar Bhat, HPH, New Delhi, 2011.

REFERENCE BOOKS:

1. Logistics and supply chain management, G. Raghuram (I.I.M.A.), Macmillan, 2000.
2. Harnessing value in supply chain, Emiko Bonafield, Johnwiley, Singapore, 1999.
3. Material Management rearview, Dr. Gopal Krishnan, Pearson New Delhi, 2002.
4. Supply Chain Management, B.S. Sahay, Macmillan, Pearson Education, 2004.
5. A Text Book of Logistics and Supply chain management, Agarwal D.K. - 1st edition, Macmillan,2008.

SUPPLEMENTARY READING MATERIAL:

- Global cases of Logistics and supply chain management, David H Taylor, Thomsom, 1997.
- Handbook of Logistics and Supply-chain Management, Ann Brewer, Kenneth John Button, David A. Hensher, Elsevier, 2001
- Supply Chain Management and Logistics in Construction: Delivering Tomorrow's built Environment, Greger Lundesjo, Kogan Page Limited, 2015.

WEBSITES:

- www.supplychainbrain.com.
- www.scdigest.com
- www.supplychainmanagement.in
- www.cscmp.org

JOURNALS:

- International Journal of Logistics Systems and Management.
- International Journal of Logistics Research and Applications.
- Journal of Humanitarian logistics & Supply chain management.
- International Journal of Logistics & Supply chain management.
- IUP Journal of Supply chain management.

RURAL INFRASTRUCTURE PLANNING AND MANAGEMENT

Subject Code	: 16MBAIMPT322	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Objectives:

1. To create awareness about rural Infrastructure.
2. To create awareness about the government's role in infrastructure planning and development with respect to transportation, power, water and sanitation.
3. To provide basic understanding of economic and social infrastructure in rural area. .
4. To create awareness about MNREGA.
5. To create awareness about Government policies and schemes.

Course Outcome:

At the end of the course students will be able to

- Understand the government's role in infrastructure planning and development with respect to transportation, power, water and sanitation.
- Understand the importance of MNREGA, Government Policies and scheme and its benefits to end user.
- Analyze the schemes provided to the rural community
- Analyze the economic and social infrastructure in rural area and its contribution for country's development.

Unit 1: Rural settlement and characteristics (6 Hours)

Structure and features of rural settlements, rural-urban differentials, issues in rural infrastructure development.

Unit 2: Irrigation and Agricultural Infrastructure (8 Hours)

Irrigation, Multi-Purpose River Valley projects, watershed, fertilizer, seeds, co-operative and regulated markets, storage and warehousing, agricultural pricing, agriculture and information technology.

Unit 3: Animal Husbandry, Dairying and Fisheries (8 Hours)

Animal Husbandry and Dairying, Infrastructure for development of pedigree stock/breed, animal health, Dairying and Fisheries – Government policies.

Unit 4: Physical infrastructure (12 Hours)

Transportation:

Rural road network, pavement types and construction methods, travel and transport facilities, investments in transport and policy for rural road PPP in the Indian Road sector.

Water supply and Sanitation:

Water sources and supply system, sanitation, people participation and user fees.

Rural Energy:

Types and sources, cost factors and impact on environment, Rural Energy crises and Government Initiatives.

Communication System:

Tele-communication and postal services, electronic system, mass media, computer utilization, strategies to implement ICT in rural literacy campaigns.

Unit 5: Economic Infrastructure (10 Hours)

Industries: cottage and ancillary units and other agro based MSME's, Industrial parks.

Rural banking: structure and location, lead bank, credit availability, micro finance, revival of Regional Rural banks through Restructuring and Mergers, Crop insurance, Local level banking Institutions, Jandhan Yojana, NABARD.

Unit 6: Social Infrastructure

(12 Hours)

Health and Nutritional facilities, Educational facilities and Rural housing, PRI's Government initiatives, PURA concept, role of corporate sector and NGO's, Evaluating effectiveness among co-operatives vis-à-vis other social institutes.

National rural Employment Guarantee Act and Panchayats

Introduction, Employment programmes, main features of MNREGA, Implementation mechanism and status of implementation of MNREGA, Role of Panchayats in MNREGA, constraints and Limitations.

Practical Component:

1. Visit to any government health centre and/or educational institutions present in rural area and make a detailed report about status of Infrastructure and requirements.
2. Visit a rural bank and understand the schemes provided to the rural community.
3. Students to conduct a survey of contract farming and its impact on income of the rural farmers.
4. Students to visit Panchayat office and study the utilization of MNREGA

RECOMMENDED BOOKS:

1. Ruddar Dutt and K.P.M Sundaram(2010), Indian Economy, S.Chand, New Delhi.
2. Government of India(2004) state of the Indian farmer: A millennium study, Vol 4, rural Infrastructure, Academic foundation, New Delhi.
3. Rural Development: Principles, Policies and Management, Katarsingh –sage publication 3rd edition (2009).
4. A K Sohani, A V BlaKrishna(2008) Indian Rural Banking.
5. Rural Development in India, Venkata Reddy K – Himalaya Publication House, New Delhi(2009).

REFERENCE BOOKS:

1. Ramanujam K N(1993), Rural Transport in India, Mittal Publications, New Delhi
2. Marketing of Agricultural Products - Richard Kohls and Joseph N., 9/e, PHI.
3. Rural Development in India – A Public Policy Approach, Maheswari, S - Sage publication of New Delhi (2011).
4. Rural Development, Dr. Sundaram, I. Satya - Himalaya Publishing House (2009).

SUPPLEMENTARY READING MATERIAL

- A Planning Model for Rural Roads in India - Ashok Kumar, etc.
- Suggestion on Planning and Financing of Rural Roads - A. K. Garg, etc.
- Infrastructure Planning and Management- Mahalingam, A. [Veeraragavan, A.](#)

- **India: Rural Infrastructure Report- DB Gupta**

WEBSITES:

- rural.nic.in
- drd.nic.in
- www.agric.gov
- megcnrd.gov.in/

JOURNALS:

- International Journal of Rural Management
- Journal of Rural Development
- International Journal of Business and Rural Development Studies (IJBRDS)
- Journal Of Rural Development

URBAN DEVELOPMENT MANAGEMENT

Subject Code	: 16MBAIMPT323	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To enable students to understand urban development planning strategy for urban areas.
2. To enable students to know the role of key drivers of urban development and their impact.
3. To expose students to the land and real estate development in relation to infrastructure.
4. To facilitate students to identify issues of metro and mega cities.

Course Outcome:

At the end of the course students will be able to

- Demonstrate the basic concepts about urban development planning management.
- Demonstrate the practical application oriented case studies on urban development.
- Develop the role of key actors in urban form.
- Demonstrate the economic concepts in land valuation.

Unit 1:

(8 Hours)

Introduction to Development Management:

Concept, Approaches, components, interface with national goals and political economic system. Counseling, Time Management, Stress Management, Conflict Management, Employer-Employee Relations; Public Relations; Ethics in Administration

Unit 2: (8 Hours)

Urban Development Management:

Strategies, Tools and Techniques, Organizations involved. Urban Waste Management – Solid Waste, Liquid Waste, Hospital Waste; Rules and Regulations; Urban Slums & Settlements

Unit 3: (10 Hours)

Land and Real Estate development:

Economic concepts of land, land pricing/valuation, Economic principles of land use, demand forecasting for land use, Factors affecting land supply & demand, land development methods, supply management, demand side management, Real estate markets, type of property developments & its impact & supply and demand, method of development, Environmental consideration.

Unit 4: (8Hours)

Metro and Megacities problems & issues:

Growth trends & processes, characteristics problems & concepts and concerns of urban suitability, issues related to diversity and unintended growth, economic, social and environmental sustainability, quality of life, inclusivity and equity, climate change, transits oriented development, participatory planning Inner city-issues and problems, approach development.

Unit 5: (10 Hours)

Urban Policies & Programmes

Policies and programmes at various levels, impact on metro and mega city development. Role of National & State Urban information systems, Social Services - Urban Health; Urban Education; Social Welfare Administration; Human Development.

Unit 6: (12 Hours)

Management of Urban Government in India:

Local Government - Concept, Nature, Objectives, Importance and Rationale; Salient Features of Local Government System in India - historical overview; Commissions & Committees; Council of State Ministers; All India Council of Mayors; Centre-State-Local Relationships. Theories of Local Government - Constitutional Approach; Pluralist Approach; Marxist Approach; Ecology of Local Government.

Practical components:

1. Students are required to analyze urban development Programme of BBMP.
2. Students are required to carry out the Smart city development Programme in Bangalore city.
3. Students required to visit the various companies to study the various urban development schemes adopted by them.
4. Students has to visit the pollution control board to study the various strategies used for waste management.

RECOMMENDED BOOKS:

1. Introduction to the Constitution of India, D.D. Basu, New Delhi, Prentice Hall of India.2009.
2. Management of Urban Government in India, M. Bhattacharya Uppal, Delhi .2008
3. State-Municipal Relations, Mohit Bhattacharya IIPA, New Delhi.2009.
4. Administrative System in India, U.B. Singh, IPH, New Delhi.2008
5. Urban water supply & sanitation-A management of perspective, MallikarjunIyer -ICFAI Books.

REFERENCE BOOKS:

1. Urban Development Plans formulation & implementation guidelines (UDPFI) published by Ministry of urban affairs & employment, Government of India 1996.
2. Urban planning development at cross roads: -edited by M.C.K Swamy,B.Bhaskar Rao &V.M.Hegde 2008.
3. Status of Urban Infrastructure in Karnataka, By KUIDFC 2004.
4. Urbanization and land use conflict at urban fringes By Kumar, Bimal; APH publishing.

SUPPLEMENTARY READING MATERIAL:

- Rationalizing and devolving planning & management of Urban Development (Reforms agenda for land use management) under KMRP project, Report by TEM, Bangalore-2008
- Indian vision 2020: The report of committee of India Vision 2020, planning commission, Government of India, Chairman S.P Gupta.
- Urbanisation in India:Basic Services & peoples participation By BuchMN,Shivaramkrishna KC; Dasgupta, BiplabPublciation: Concept Publisher.

WEBSITES:

- www.india.gov.in/ministry-urban-development
- www.ihs.nl.com
- www.urban.gov.in.com

JOURNALS:

- Urban development management of India(www.journals.elsevier.com)
- Indian Journal for urban planning and Development (www.researchgate.net)

HEALTH SERVICES MANAGEMENT

Subject Code	: 16MBAIMPT324	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To understand and apply principles and concepts of management to the organisation and delivery of healthcare services.
2. To enable students to understand infrastructure requirements for health sector.
3. To have an in-depth understanding of the drivers behind health sector reforms.
4. To create awareness about IT Application in Health Management.
5. To gain knowledge on Role of international agencies for funding and promoting health services in India.

Course outcome:

At the end of the course students will be able to

- Apply principles and concepts of management to the organization and delivery of healthcare services.
- Identify Health reforms and be able to implement strategies for effective management within a broader climate of systemic change.

Unit 1: (8 Hours)

Introduction to Health Service Management: Definition of Management & Health Management, management and Administration, Management and Environment, Management functions and principles with respect to health sector,

Unit 2: (9 Hours)

Differences between Rural and urban health service management, Goals of health promotion, Livelihood, Community monitoring and Evaluation, Training in community management and capacity building in Rural health sector, Resource generation for the rural health care development.

Unit 3: (12 Hours)

Importance of involvement of public, private and partnership for the health care development in India, Assessment of national health policies, Study of environmental burden on disease in children and old age people, Sources of fund for the health care development and its recovery methods.(for both rural and urban).

Unit 4: (9 Hours)

Total quality management in Health Sector, Scaling up community health management, Importance of Hygiene, Millennium Development Goals for health and Hygiene sector.

Unit 5: (9 hours)

Growth of IT in India, IT Application in Health Management, Role of international agencies for funding and promoting health services in India.

Unit 6:

(9 Hours)

Role of CSR in Health sector, Role of NGO's (with respect to health sector), Opportunities for NGO's in health service management, Business opportunities in health service Management in India.

Practical Component:

1. Students to visit any government hospital and make a detailed report.
2. Students to visit any rural area to study existing and required infrastructure for the health sector.

RECOMMENDED BOOKS:

1. Anecdotes of HSHE Experience-Views from the Field (SR259), by :Zonal Coordinators Health, Sanitation and Hygiene Education(HSHE),Management Consultancy Team, STEM, March, 2000
2. KAP Study on HSHE components of Kirws& ES Project, Karnataka Rural Water Supply & Environmental Sanitation Project (SR210),(World Bank Assisted),Dept. of RD & PR Government of Karnataka by :STEM.
3. Urbanization and Healthcare Edited by ASIS Kumar Pain, Sandipa Lahiri Anand.
4. Introduction to Health Services Management, [S. W. Booyens](#), Juta and Company Ltd, 2008

REFERENCE BOOKS:

1. Health Education in India- Edited by :- S.Bhaskaran , B.Sumathi, ICFAI Books: The ICFAI University Press, first Edition:2008
2. Health Economics –Concepts and Experiences, By:-Asis Kumar Pain, Somnath Hazra, The ICFAI University Press, first Edition:2008
3. Health Education in India- Opportunities and Challenges, By:- S.Bhaskaran , B.Sumathi, www.books.iupindia.org, first Edition: 2008
4. Managing Geriatric Health Services [by](#) Alice McDonnell

SUPPLEMENTARY READING MATERIAL:

- India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing [**Print Replica**] **Kindle Edition.**
- *Quality Management* in Hospitals (2nd Edition), Dr S K Joshi
- Primary health care in India, Technical Paper 5, National Institute of Health and Family welfare.

WEBSITES:

- www.iimahd.ernet.in
- <https://www.ihs.gov/>
- www.indiahomehealthcare.com
- www.nhp.gov.in

JOURNALS:

- Health Services Management Research(<http://hsm.sagepub.com/>)
- Journal of Health Organization and Management.
- International Journal of Healthcare Management
- Health Care Strategic Management

IV SEMESTER
CORE PAPERS
PROJECT MANAGEMENT

Subject Code	: 16MBAIM41	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To develop the students ability to understand the techniques and process of project appraisal.
2. To enable the students ability to estimate project cost.
3. To enable the students to understand the environmental impact on infrastructure projects.
4. To develop the students ability to understand project implementation and monitoring process.

Course outcomes:

At the end of the course the students able to:

- Understand the techniques and process of project appraisal.
- Able to estimate the various costs required for the execution of the project.
- Understand the environmental impact on infrastructure projects.
- Analyse the environmental issues which have an impact on the execution of Project Management.

Unit 1: **(8 Hours)**

Generation and screening of Project Ideas: Project Development, Political, Economic, Social, Technological (PEST) factors, Preliminary Screening, Feasibility Study – Steps in Feasibility analysis, Social Cost Benefit Analysis (SCBA), UNIDO approach to SCBA, Little - & Mir lees Approach to SCBA

Unit 2: **(6 Hours)**

Mode of Format: Public, Private, Public Private Partnership (PPP), Co-operative Sector

Unit 3: **(8 Hours)**

Detailed Project Report (DPR): Introduction, Contents of DPR, Quality Parameter, Security Concerns, Environmental appraisal of projects: Types and dimensions of a

project – meaning and scope of environment– Environmental resources values – environmental impact assessment and environmental impact statement, Post Implementation

Unit 4: (8 Hours)

Project Management: Project Identification, Project Formulation, Project Selection, Project Planning, Project Appraisal, Project Implementation and Integrated Project Management,

Unit 5: (10 Hours)

Monitoring & Controlling the Project: Human aspects of project management –Project Monitoring and Control, Project Evaluation, Prerequisites for successful project implementation, Project Success and Failure, Project Auditing and Project Termination, E- Tendering

Unit 6: (12 Hours)

Project Network Analysis: Network updating, Project Tracking, Network techniques for project management – development of project network – time estimation- project time control – ‘What if’ analysis – determination of critical path – scheduling when resources are limit – PERT and CPM models. (Problems in Network Analysis).
Managing E- Project, Project Management Software.

Case studies in Infrastructure Management (4hours)

Practical Components:

1. Make a Detailed Project Report of your organizational choice and identify the Components.
2. Identify a company and study the Project Management process.
3. Visit the company and find out the details of the Project Management Software opted by the company.
4. Study on the environmental issues which have an impact on Project Management.
5. Visit a Government organization/ any organization and understand the process followed in E-Tendering.
6. Visit an NGO and study about the Social Cost Benefit of taking up a project.

RECOMMENDED BOOKS:

1. Vasant Desai, Project Management, Himalaya Publishing House, 2011.
2. Prasanna Chandra, Project, Planning and Analysis, Financing, Implementation, TMH, New Delhi 7/e, 2009.

3. Narendra Singh, “Project Management and Control”, Himalaya Publishing House, 2009.
4. Sitangshu Khatua, “Project Management and Appraisal” Oxford Higher education, 2012.
5. Nicholas – Project Management for Business and Technology: Principles and Practice – Pearson / PHI

REFERENCE BOOKS:

1. Robert k. Wysoekiet. Al. Effective project Management – 5th Edition, Wiley Dreamtech
2. Project Management (Core Textbook), Samuel J. Mantel, Jr. & others with M R Gopalan, Wiley India 2006, First Indian Edition
3. Gray& Larson – Project Management: The Managerial Process – TMH, 3/e , 2005.
4. Project Management, Heerkens, Gary; McGraw hill, 2/e, 2013.
5. Project Management: A Systems Approach to Planning, Scheduling and Controlling, Harold Kerzner, 10th edition, WILEY

SUPPLEMENTARY READING MATERIAL:

- Project Management – K Nagarajan – New Age International, 2004.
- UNIDO guidelines on project evaluation -UNIDO
- lecture notes on construction project management
(*osp.mans.edu.eg/elbeltagi/CM%20CH1%20Introduction*)

JOURNALS

- *Project Management Journal*
- The International *Journal of Project Organisation and Management*,
- **The Journal of Modern Project Management**

WEBSITES

- **Free Download Books In PDF - ambministries.org**
 - http://www.powershow.com/view/25dc6b-OThjZ/e_Tendering_powerpoint_ppt_presentation
 - www.informconnect.org/
 - www.mosaicprojects.com.au/Resources.html
 - home.gwu.edu/~kwak/Allied_Disciplines_Kwak_Anbari.pd
- www.ulbhry.org/ppt/E-Tenderingsystem.ppt

FINANCIAL MANAGEMENT FOR INFRASTRUCTURE MANAGEMENT

Subject Code	: 16MBAIM42	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		
Theory and Practical proportions: Theory: 60; Practical: 40			

Course Objectives:

1. To enable the students to have a broad understanding of the concepts and principles of financial management.
2. To develop the students' ability to apply various financial tools and techniques in project management.
3. To enable the students' abilities to estimate the working capital requirements.
4. To discuss the various factors to be considered in designing the target capital structure.

Course Outcome

At the end of the course the students able to:

- Have a broad understanding of the concepts and principles of financial management.
- Apply various financial tools and techniques in project management.
- Estimate the working capital requirements.
- Understand various factors to be considered in designing the target capital structure.

Unit 1:

(12 Hours)

Financial management – Introduction to financial management, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Interface of Financial Management with other functional areas.

Indian financial system – Primary market, Secondary market – stocks & commodities market, Money market, Forex markets. (Theory Only).

Sources of financing-Shares, Debentures, Term Loans, Lease Financing, Hybrid Financing, Venture Capital.

Unit 2:

(10 Hours)

Working capital management – factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm – Determination of level of current assets. Sources for financing working capital. Working capital financing: Short term financing of working capital, long term financing of working capital. (Problems)

Unit 3: (10 Hours)

Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model,. Strategies for managing surplus fund. Cash flow analysis & forecast of cash flow.(Problems on cash budget only)

Unit 4: (10 Hours)

Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and discriminate analysis. Control of accounts receivables.

Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. pricing of raw material. Monitoring and control of inventories.

Unit 5: (8 Hours)

Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis, Leverages – Determination of operating leverage, financial leverage and total leverage (Problems on EPS and leverages). Dividend policy –Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. (No dividend theories to be covered)

Unit 6: (6 Hours)

Management of Infrastructure finance - Introduction , Project Finance, Structural Finance, Evolution of Private Infrastructure Projects in India and Commercialization / corporatization of PSUs with the Increased Reliance on the Capital Market.

Theory and Practical proportions: **Theory: 70; Practical: 30**

Practical Components:

1. Identify small or medium sized companies and understand the Investment evaluation techniques used by them.
2. Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
3. Study the working capital financing provided by a Bank and submit the report on the same
4. Study any sick unit which has been revived and identify the steps taken in its revival
5. Study the mergers/acquisitions taken place in the country in the recent past and submit the report.

RECOMMENDED BOOKS:

1. Khan M. Y.& Jain P. K,Financial Management - 6/e, TMH, 2011.
2. Pandey I. M, Financial Management - 10/e, Vikas.
3. Prasanna Chandra Financial Management -, 8/e, TMH, 2011.
4. Kapil, Financial Management, Pearson Education, 2011.
5. Srivastav, Financial Management, Oxford University press, 2011.

REFERENCE BOOKS:

1. Fundamentals of Corporate Finance - Stephen A. Ross, Wester Field, Jordan, 8/e, McGraw Hill, 2010.
2. Financial Management & Policy- Vanhorne, James C., 12/e, Pearson, 2002
4. Fundamentals of Financial Management – Sharan, 2/e, Pearson, 2005.
5. Financial Management: Comprehensive Text Book with case Studies – Ravi M. Kishore, 7/e, Taxmann.
6. Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.

SUPPLEMENTARY READING MATERIAL:

- Financial Management –Shah, Wiley India (P) Ltd.
- Principles of Managerial Finance - Gitman, 10/e, Pearson Education, 2004
- Corporate Finance, Damodaran , 2/e, Wiley India (P) Ltd., 2004.
- Annual Reports of Bluechip companies and Commercial Banks.

JOURNALS:

- Finance India
- Indian Journal of Finance (www.indianjournaloffinance.com)
- Decision of IIM Calcutta
- Vikalpa of IIM Ahmadabad

WEBSITES:

- www.financeprofessor.com
- www.bseindia.com
- www.nseindia.com
- www.amfi.com

ELECTIVES
INDUSTRY INFRASTRUCTURE AND ENVIRONMENT (IIE)
ENVIRONMENT AND WASTE MANAGEMENT

Subject Code	: 16MBAIMIE415	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Objectives:

1. To create awareness amongst the students the implications of sustainable development of environment
2. To create awareness about the various types of Wastes and their Management
3. To analyze the existing and required infrastructure for effective waste management

Course outcome:

- To understand the various types of Wastes and their Management.
- Analyze the students about the implications of sustainable development.
- To understand the existing and required infrastructure for effective waste management.

Unit –1

(8 Hours)

Introduction to Environment: Ecosystem –meaning- Types -Components- Structure – Functions, Food chain and Tropic structure, Biogeochemical Cycles, Energy flow. Environment definition in Indian law- Different environmental protection legislations- Provisions in Indian Penal Code for Environmental protection.

Unit - 2

(8 Hours)

Waste Processing Technologies : Objectives of waste processing – material separation and processing technologies – biological and chemical conversion technologies – methods and controls of Composting - thermal conversion technologies and energy recovery – incineration – solidification and stabilization of hazardous wastes - treatment of biomedical wastes.

Unit – 3

(12Hours)

Municipal solid waste: Definition - Sources and types of solid waste- composition and its determinants of Solid waste-factors influencing generation-quantity assessment of solid wastes-methods of sampling and characterization.

Nuclear wastes and e-waste: Characteristics – Types – Nuclear waste – Uranium mining and processing – Power reactors – Refinery and fuel fabrication wastes – spent fuel – Management of nuclear wastes – Decommissioning of Nuclear power reactors – Health and environmental effects.

Unit – IV**(10 Hours)**

Biomedical and chemical wastes : Biomedical wastes – Types – Management and handling – control of biomedical Wastes. Chemical wastes – Sources – Domestic and Industrial - Inorganic pollutants – Environmental effects – Need for control – Treatment and disposal techniques – Physical, chemical and biological processes – Health and environmental effects.

Unit V:**(10 Hours)**

Management of hazardous wastes: Identifying a hazardous waste – methods – Quantities of hazardous waste generated – Components of a hazardous waste management plan – Hazardous waste minimization – Disposal practices in Indian Industries – Future challenges.

Unit – VI:**(8 Hours)**

Disposal of Solid Wastes: Infrastructure for effective waste management. Refuse disposal – various methods – incinerations – principle features of an incinerator – site selection and plant layout of an incinerator - sanitary landfill- methods of operation – advantages and disadvantages of sanitary land fill - site selection – reactions accruing in completed landfills – gas and leachate movement and control – equipments necessary. Rehabilitation of open dumps – landfill remediation

Practical Components

1. A Visit to the Hazardous waste Generation or disposal site.
2. Visit a hospital to study the working of incinerators
3. Visit an industry to study the waste management system
4. Make a detailed report on the new/innovative technology used in Waste Management

RECOMMENDED BOOKS:

1. A. D.Bhide and B.B.Sundaresan, “Solid Waste Management – Collection, Processing and disposal” Mudrashilpa Offset Printers, Nagpur, 2001
2. Ecology Science and Practice; Claude Fourie, Christian Ferra, Paul Medori, Tean Devaux, Oxford and IBH Publishing Co (Pvt) LTD, special Indian edition.
3. J. Glynn Henry and Gary. W. Heinke, “Environmental Science and Engineering”, Prentice Hall of India, 2004.
4. Michael D. LaGrega, Philip L Buckingham, Jeffrey C. E vans and Environmental Resources Management, Hazardous waste Management, Mc-Graw Hill International edition, New York, 2001.

REFERENCE BOOKS

1. Environmental Law H.N. Tiwari, Allahabad Law. Agency 1997
2. Archana Ghose “Urban Environment Management” Local government and community action, Concept publishing company, New Delhi, 2003

3. Techobanoglous Thiesen Ellasen; Solid Waste Engineering Principles and Management, McGraw - Hill 1997
4. Ecology Science and Practice; Claude Fourie, Christian Ferra, Paul Medori, Tean Devaux, Oxford and IBH Publishing Co (Pvt) LTD, special Indian edition.
5. Blide A.D.& Sundaresan, B.B, "Solid Waste Management in Developing Countries", INSDOC, 1993
6. London, 1993. 3. Mackenthun, K.M., Basic Concepts in Environmental Management, Lewis Publications

SUPPLEMENTARY READING MATERIAL:

- Biomedical waste (Management and Handling) Rules, 1998
- CPHEEO, "Manual on Municipal Solid waste management, Central Public Health and Environmental Engineering Organisation , Government of India, New Delhi, 2000.
- London, 1993. 3. Mackenthun, K.M., Basic Concepts in Environmental Management, Lewis Publications.

WEBSITES:

- www.environmentmagazine.org/ Environment Magazine
- www.iiwm.in/ International Institute of Waste Management
- www.moef.nic.in/ Ministry of Environment and Forests

JOURNALS:

- International journal for Environment and Waste management(www.inderscience.com)
- Waste management and Research (wmr.sagepub.com)

REAL ESTATE DEVELOPMENT AND LAND MANAGEMENT

Subject Code	: 16MBAIMIE416	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Objectives:

1. To enable the students to understand the various aspects of real estate development and land management.
2. To expose the students to the economic and financial aspects concerning real estate markets.
3. To make the students understand the regulatory mechanism relating to land and property development.

Course Outcome:

At the end of the course students will be able to

- Understand the various aspects of real estate development and land management.

- To identify the building materials, technologies and services used in real estate development and land management.
- Analyze the economic and financial aspects concerning real estate markets.
- Demonstrate the regulatory mechanism relating to land and property development.

Unit 1 (12 Hours)

Real Estate Management: real estate management, frame work, scope, objectives, goals, principles, trends. **Property Valuation:** valuations and its methods, principles in valuing different properties

Unit 2 (08 Hours)

Building materials technology and services: building materials and its uses, stages of construction, services in building, gross domestic product, construction industries and technology

Unit 3 (09 Hours)

Economic and finance: economic theory, real estate markets, urban development issues, investment analysis, land market analysis and government interventions, risk analysis, rate of returns, portfolio management theory.

Unit 4 (09 Hours)

Facilities management: property management issues, management plans, planning and coordinating facility, site management, customer needs and satisfaction.

Unit 5 (09 Hours)

Law and Regulations: Laws relating to land and property development, Indian labor systems and regulations, town planning development laws and regulations, contract law, apartment laws, property taxation law, land acquisition procedure.

Unit 6 (09 Hours)

Planning and development: GIS and application of GIS, planning process at state and local levels, land use planning policies, development appraisal, financial appraisal, urban design, conservation and heritage.

Practical Components:

- Visit some of the renowned real estate players and study their management practices.
- Study the building materials, technologies and services in companies.
- Create awareness among the students towards economics and financial management of real estate.

RECOMMENDED BOOKS:

1. Mike E. Miles, Gayle Berens, and Marc Weis, Real Estate Development: Principles and process, Third Edition, urban Land institute (2007)

2. Martha Amran and Nalin, Kulatikala: Real option; Managing strategic investment in uncertain world, Harvard business school press (UK)(1999)
3. Vargheese PC, Building Materials, Prentice Hall India, 2005.
4. Arup Mitra, Edwin S Mills, Urban Development and Urban Ills, Common Wealth, 1997.

REFERENCE BOOKS:

1. Brenggeman and fisher, real estate finance and investment 10th edition, Homewood Illinois Irwin, 1997 (BF)
2. Willuam J. Poorvu Real Estate Challenges: Capitalising on change, Prentice Hall (WP)
3. Kudamala Sreeramamurthy, Urban Labour in Informal Sector, B R Publication of Corporation, 1986.
4. J P Sharma, Simplified Approach to Labour Law, Bharath Law House Pvt. Ltd, 4th Edition, 2011.

SUPPLEMENTARY READING MATERIAL:

- Real Estate Management Guide, JD Edwards World, oracle, A.2 Version.
- **Real Estate Fundamentals**, Wade E. Gaddy, Robert E. Hart, Judy Wolk, Dearborn Real estate education, 6th Edition.
- Sustainable Land Management: Challenges, Opportunities, and Trade-offs, World bank, Washington DC, 2006.
- The Real Estate Game: The Intelligent Guide To Decisionmaking And Investment, [William J. Poorvu](#) , [Jeffrey L. Cruikshank](#), The free Press.

WEBSITES:

- www.fao.org
- www.sciencedaily.com
- www.environmental-auditing.org
- www.irem.org
- www.remi.edu.in
- www.wiley.com

JOURNALS:

- Journal of property investment and finance.
- Journal of Real Estate Research
- Journal of Real Estate finance and economics
- International Journal of Sustainable Land Use and Urban Planning

TOURISM MANAGEMENT

Subject Code	: 16MBAIMIE417	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Objectives:

1. To develop and communicate basic framework and concept of Tourism with special reference to tourism infrastructure among students
2. To enable students to understand the use of IT in Tourism Management.
3. To enable students to understand the importance of tourism in economic development

Course Outcome:

At the end of the course students will be able to

- Understand the basic communication framework and concept of Tourism and tourism infrastructure.
- Understand the importance and use of IT in Tourism Management.
- Interact with tourists and collect their experiences which will contribute for the economic development of the country.

Unit 1**(6 Hours)****INTRODUCTION TO TOURISM:**

Concepts, Definitions and Historical development of tourism, Visitor-Excursionist, Types and Forms of Tourism; Tourism system: Nature, characteristic Components of tourism and its characteristics.

Domestic and International tourism: Domestic tourism; features, pattern of growth, Positive and Negative Impacts of Tourism; Socio Cultural, Economic, Environmental and Political. International tourism: Generating and Destination regions, Pattern of growth. International Tourism Institutions and organizations, and their role in promoting international movement-UNWTO , WTTC, TAAI, IATO, IATA, ITC.

Unit 2**(8 Hours)****TOURISM ECONOMICS:**

Nature, scope and application of economics in tourism and hospitality; Theory of the firm and business objectives - Economic, Behavioral and Managerial theories. Entrepreneurship characteristics in tourism and hospitality. Economic concepts and their applications in consumer behavior, pricing, forecasting, etc. An introduction to application of micro economic and macroeconomic concepts on managerial decision making.

Unit 3**(10 Hours)****INFORMATION TECHNOLOGY IN TOURISM:**

Introduction to Information Technology - E-tourism - E-marketing - E-commerce - Information System for Tourism Management Decision Support (Decision Support Systems) - Concept of Database Management Systems - Global Positioning System (GPS) - Enterprise Resource Planning (ERP). Application of ICT systems in Tourism and advantages - Travel and Tourism Information Systems, computerization in Tourism problems and Prospects - IT for achieving competitive edge in Tourism Industry .

Unit 4**(8 Hours)****TOURISM PRODUCTS OF INDIA**

Introduction & Heritage tourism, Architectural Heritage of India; glimpses on the prominent architecture style flourished in different period.

Nature based products- Islands & beaches, Deserts & Hill stations, Protected areas: Wildlife sanctuaries, national parks & biosphere reserves, Adventure & Eco- Tourism. Handicrafts and textiles: important handicraft objects and centers, Fairs and Festivals: Social, religious and commercial fairs/Exhibitions of touristic significance.

Unit 5

(6 Hours)

TOURISM MARKETING

Understanding Marketing: Marketing Concepts, Nature and Scope of Tourism Marketing, Market Segmentation and Tourism Market. Marketing mix for travel and tourism. Research and survey methodologies, application, technology and trends in tourism marketing, role of government bodies, national, state tourism offices, local bodies, private organizations, NGO's in tourism marketing.

Marketing of Tourism – Related Activities : Trends in Tourism Marketing – Marketing of Airlines, Hotels , Resorts, Travel Agencies and Other Tourism Sub – Sectors and Products.

Unit 6

(8 Hours)

TRAVEL AGENCY MANAGEMENT

History and growth of travel agency business, emergence of Thomas Cook. Emergence of Travel Intermediaries, Indian travel agents and tour operators - an overview.

Definition of travel agent and tour operator; differentiation, interrelationship of TA/TO and principles of present business trends and future prospects, problems and issues. Itinerary preparation, important considerations for preparing itinerary, costing, packaging and promotion.

Practical Component:

1. Case studies to be discussed on recent practices of Indian tourism, expos, medical tourism, education tourism, yoga and health tourism.
2. Students are asked to study the different Tourism product in India.
3. Interaction with tourists and collect their experiences about tourism infrastructure in India

RECOMMENDED BOOKS:

1. Marketing for Hospitality and Tourism. - Philip Kotler, Jon Bower.
2. Gupta, SP, Lal, K, Bhattacharya, M. Cultural Tourism in India (DK Print 2002)
3. Holloway, J. C. (1994), The Business of tourism, Pitman Publishing, London.
4. Medlik, S. (1997), Understanding tourism, Butterworth Hinemann, Oxford.
5. Tourism Products of India : Dixit Manoj & Charu Sheela, New Royal Publishers (2006)
Lucknow

REFERENCE BOOKS:

1. Annual Report (2006-07), Ministry of Tourism, Government of India, New Delhi
2. Mill and Morrison – The Tourism system an Introductory Text (1992) Prentice Hall.
3. P.C. Sinha, Tourism Evolution Scope Nature & Organization. Anmol Publication.
4. Tourism Marketing & Management – Stephen F. Wilt and Luiz Mountinho (2011)

5. Travel Agency and Tour Operation, Concepts and Principles – J.M.S. Negi (1997)
Kanishka Publication.

SUPPLEMENTARY READING MATERIAL:

- Indian medical/ health tourism service sector network report 2007, network overview
- Josef woodman(2007)” patients beyond borders:everbody’s guoide to affordable world class medical tourism”Ebook, Health travel publication,USA.
- Pim W H R bonseel,”going from service to service to S- Business:eight key challenges for shaping our service book well, new Delhi.

WEBSITES:

- www.tourism.com
- www.tourismindia.com
- www.afsmi.org

JOURNALS:

- International Journal for tourism management.
- Journal of hospitality and tourism management.

POWER AND ENERGY MANAGEMENT IN INFRASTRUCTURE

Subject Code	: 16MBAIMIE418	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To help the students understand the concepts of power and energy sector.
2. To enable the students to gain knowledge on various issues in power and energy sector
3. To help the student to understand various policies of power sector.
4. To understand opportunities and challenges in Indian power and energy sector

Course Objectives:

At the end of the course students will be able to

- Understand the concepts of power and energy sector.
- Gain knowledge on various issues in power and energy sector
- Understand various policies of power sector.
- Understand opportunities and challenges in Indian power and energy sector

Unit: 1 **(6 Hours)**

Introduction Energy Sector in Infrastructure: Introduction to Energy and types – classification, characteristics, issues, opportunities, Institution connected with the energy sector: policy regulatory, financing, development and operations. Infrastructure for power sector in urban and rural areas

Unit : 2 **(10 Hours)**

Electricity Regulatory Commission – Introduction & Functions Policies of ERC Act, Rural Electrification Policy, Rajeev Gandhi Grameen Vidyutikaran Yojana, New Hydro Policy 2008, National Electricity Policy, Policy on Renewable Energy, Issues connected with nuclear power and other forms of energy development, Ujwal Scheme

Unit : 3 **(8 Hours)**

Opportunities and challenges in Indian energy sector: Recent trends, key challenges, energy management, electricity distribution, renewable energy, green energy, Role of public and private sectors for meeting India's long-term energy needs.

Unit : 4 **(8Hours)**

Strategies for power development – CPSUs, SPSUs, IPPs, Captive, Cogeneration, PPPs. Competitive vs Negotiated Bids route for power development unbundled structure of power sector, power purchase from generator by distributor. State Electricity Regulatory Commission with special reference to Karnataka, Regulatory reforms in power sector, Power sector reforms.

Unit : 5 **(10 Hours)**

Thermal, Hydro, Nuclear and Other Power Infrastructure Projects: Site investigation, construction period, machinery requirement, maintenance, competitive cost structure, Wind power sector and energies experience and future directions, Solar Energy

Unit : 6 **(10 Hours)**

Energy Tariff's in India: Economic study of energy, Electricity Tariffs based on plant availability and frequency, Fuel Tariff issues, An assessment of consumer's ability and willingness to pay power trading, Electricity as a tradable commodity in an open market scenario, Trading regulations and practices. Energy conservation and pollution control, Promotion of waste to energy projects, IT application in increasing efficiency in power & energy sector.

Case studies in Management of demand & supply in Indian power and energy sector
(4hours)

Practical component:

1. Visit a power plant and understand generation & distribution of power.
2. Visit a rural area and understand problems in distribution & management of electricity.
3. Interview KERC & KPTCL and update about latest change in act and pros and cons of various acts.

RECOMMENDED BOOKS:

1. Energy management: Supply and Conservation, Dr.Give begs, Butterworth Heinerna, Woburn MA, 1st Edition, 2002.
2. Energy Engineering management, Amalan Chakarborthi, PHI, 1st Edition, New Delhi,2011.
3. Energy management, Parag divan yaqoot, Pentagon Energy Press, 1st Edition, New Delhi, 2010.

REFERENCE BOOKS:

1. Guide to Energy management: Barney, wayne, kennedy, CRC press, 5th Edition, USA, 2007.
2. Green Energy, Ashwathnarayana, Harikrishna, Thayyid, CRC press, 5th Edition, USA, 2007.
3. Energy Conservation and management, Giovanni, petrecca, Springer Press, 2nd Edition, NewYark, 2009.
4. Energy management: Audit and Conservation, Barun kumar DC, Vrinda publication, New Delhi, 2007.

SUPPLEMENTARY READING MATERIALS:

- Central Government Reports on Power & Energy.
- State Government Reports on Power & Energy.
- Elements of environmental science and engineering, Meenakshi. PHI India.
- Environmental science and engineering, P Venugopala Rao, PHI India.
- Michael D. LaGrega, Philip L Buckingham, Jeffrey C. E vans and Environmental Resources Management, Hazardous waste Management, Mc-Graw Hill International edition, New York, 2001.

WEBSITES:

- www.cercind.gov.in
- www.environmentprofessor.com
- www.environmentalscience.com
- www.linkedin.com

JOURNALS:

- Environment of India.
- Indian Journal of Environment (www.indianjournalofenvironment.com).

ELECTIVES

PUBLIC SERVICES AND TRANSPORTATION (PST)

Railway, Airways and Port Management

Subject Code	: 16MBAIMPT425	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

- To create awareness and functioning of Mass transports in the country
- To give complete understanding of Railway architecture
- To create awareness about Regulation and airport charges
- To create understanding airport projects – underway and recently completed projects
- To create awareness among students about PORT AND TERMINAL MANAGEMENT
- To create awareness of PPP Models in transports of new ports, private port in India.

Course outcomes:

At the end of the course the students able to:

- Understand the functioning of mass transportation system.
- Understand the design of railway architecture.
- Analyze the changes & regulations of railways, ports & airways.
- Analyze the importance of PPP models in management of Indian transportation system.

Unit1 Transport Infrastructure Scenario of India (8 Hours)

Management of transport sector, institutions and authorities in transport sector.

Central and state ministries involvement Railway, Airport and Ports.

Unit 2 Railway Development (08 Hours)

Railway Industry – Privatization – Financing – Competition with Road Transport, Regularity, Reliability, Punctuality and Safety – Modern tools to improve dependability – Time Table – Development – Scheduling – Restoring.

Unit 3 MANAGEMENT OF RAILWAY OPERATIONS (10 Hours)

Demand based Railway Planning – Freight and Passenger Train Services – Asset Maintenance and Management , Urban Rail Transit Planning – MRTS – LRTS, Metro Rail – Monorail – Network Design, Capacity and Traffic Fore casting.

RAILWAY INFRASTRUCTURE Modern Transit Facilities - Railway Track – Transfer Station – Structures – Bridges – Tunnels – Planning and Design aspects

Unit 4 Airports Management

(10 Hours)

Changes in air travel pattern, financing major airport investments, Regulation of airport charges, Air transport value chain, General principles for charging systems, Full cost recovery & Flexible pricing systems, Regional airports, Need for new capacity – developed sustainability, Major airport projects – underway and recently completed.

Unit 5 Features of Ports

(12 Hours)

Evolution of ports, Type of ports, Construction features of ports, Port Facilities, maintenance operation.

PORT AND TERMINAL MANAGEMENT Role of ports in trade and transport – Port facility for handling liner, dry bulk and liquid trade – Basics of Port Business – Customs – Immigration, Port Health – Marine Safety – Pricing – Traffic Management in Port Premises

PORT PLANNING Traffic Forecast, Demand, Users, Capacity – Berth occupancy – Service time – Waiting time – Principles of Planning Port Layout – Handling characteristics – Voyage Estimating

Unit 6 Private Participation in highways, Airports and Ports

(08 Hours)

Review of performance of existing ports, Estimation of demand, PPP Models in transport Sector Development of new ports, Private port in India.

Case studies of BOT Projects, Environmental impact Assessment in the Highways, ports and Airports.

Practical component

1. Make a visit to (KIA) Kempegowda International Airport and access Port Facilities, maintenance operation.
2. Make a visit to any port and Review performance existing port.

RECOMMENDED BOOKS:

1. CAO Flaherty-Transport planning and traffic engineering-HPH, 2014
2. C.S. Papacostas and P.D. Prevedouros-Transportation Engineering and planning- PHI
3. L R Kadiyali- Traffic engineering and transport planning, Khanna publishers, New Delhi
4. Coyle John J-Transportation Engineering Thomson learning

REFERENCE BOOKS:

1. Feasibility Study of the PROPOSED East West Railway Corridor, IIMB, Bangalore
2. Airports planning and Design, Horonjeff, Mc Graw Hill
3. S.C.Saxena and S.P.Arora “A text book of Railway Engineering”, DhanpatRai publications.
4. C. JotinKishty& B. Kent Lall, “Transportation Engineering-An Introduction”, Third Edition, Prentice Hall of India Private Limited, New Delhi, 2006.
5. Norman.J.Ashford, Sakleh.A Mumayiz and Paul.H.Wright, "Airport Engineering Planning Design and Development of 21st Century Airports, John Wiley and sons, New Jersey, 2011.
6. Richard De Neufille and Amedeo Odoni, "Airport Systems Planning and Design", McGraw Hill, New York, 2003

SUPPLEMENTARY READING MATERIAL:

- Kadiyali, L. R., 'Traffic Engineering and Transportation Planning' - Khanna Publication, New Delhi, 2009.
- India Infrastructure Reports: 2001 – 2008.
- Pignataro Traffic Engineering, Prentice—Hall
- CIRT, Govt., of India, Transport in Pune Metropolitan Region

WEBSITES: www.seawaysindia.com

- <http://www.indiainfrastructure.com/railways.html>
- www.pppinindia.com/sector-railways
- <http://www.asiatradehub.com/india/ports>

JOURNALS:

- High Way Research Journal Vol 5-No2
- The International journal of logistics Management
- International Journal of Shipping and Transport Logistics
- IRC journals and IRC codes

TRANSPORTATION PLANNING AND MANAGEMENT

Subject Code	: 16MBAIMPT426	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Objectives:

1. Enable the students to know the prospective view of the contemporary developments pertaining to transportation.
2. To familiarize on general and specialized branches of knowledge and applications in the field of transportation.
3. Create awareness to students the need of land use modeling and to illustrate land use models for urban transportation planning.
4. Help student to understand the basic concepts and methods of urban transportation planning in India.

Course outcome:

At the end of the course the students able to:

- understand the students about use of modeling and to illustrate the land use models of urban transportation planning.
- Demonstrate the students on applications in the field of transportation.
- Analyze the students about the basic concepts and methods of urban transportation planning in India.
- Understand the students to know the view of contemporary developments in transportation planning system.

Unit 1: (8 Hours)

Transport Infrastructure Scenario of India: Introduction: Importance of transport sector in India's Economic Growth, transport in India, Rural Infrastructure : the Indian Experience. Management of transport sector, Institutions & Authorities in Transport sectors. Central and state Ministries, Railways, Airport Ministries-NHAI, AAI.

Unit 2: (8 Hours)

Transportation Planning Process: Introduction-Definition-Factors to be considered; Land use transportation planning; systems approach-Stages-Inventory of Existing Conditions-Difficulties in implementation.

Unit 3: (10 Hours)

Highway Development: National Highways, State Roads and Rural roads, Golden Quadrilateral program- progress and Future Scenario, NSEW corridor- progress and Future scenario, Highways Geometric Design: Lanes, Curves Sight distances Pavement types: rigid and flexible-design features construction techniques, men material and machine requirements pavement quality evaluation, and maintenance features.

Rural road development-PMGSY, Dedicated freight corridors. Land requirements and related issues.

Unit 4: (10 Hours)

Transport Surveys: Basic Movements- Study Area-Zones-Surveys- Planning of different types of surveys and interpretation, Travel demand; Traffic surveys for mass transit system planning.

Land Use Models – Lowry Model-Hansen's Accessibility Model-Density-Saturation Gradient Model.

Unit 5: (10 Hours)

Application of GIS and GPS in route selection, Travel facilities- decision making. Economic and financial analysis of RTS- methods and principles.

Advanced applications: GIS as an integration technology – Integration of GIS, GPS and Remote Sensing Techniques – Advanced Traveler Information System (ATIS) – Automatic Vehicle Location System (AVLS). Introduction to GIS: Basic Concept and Components. Introduction to remote sensing: Definition – Components of Remote Sensing.

Unit 6: (10 Hours)

Toll roads-Expressways, Access control roads, Toll Booth Design, Highway capacity, Junctions and Interchanges.

Urban transportation systems –Importance of collective transportation v/s individual transportation, freight transportation, Physical system components of urban transportation, Overview of Mass rapid transit, Light rail transit, Personal rapid transit, guided way systems, Para transit systems, Mono rail, bus rapid transit systems

Practical components:

- Students are asked for making a comprehensive assessment of the current scenario of India's transportation sector.
- Students are asked to analyze the important developments that propel the country's transport infrastructure towards international standards.
- Students are asked to know the efforts made by the government to faster the transportation bottlenecks removed and the progress achieved by the Indian Economy.
- Students are asked to study the different India's transport sectors and sub-sectors.
- Students have to study the role played by rural Infrastructure towards the alleviation of rural poverty.
- Students can also study some of the best practices in transportation sector in international scenario.

RECOMMENDED BOOKS:

1. Transport planning and traffic engineering – Coleman A O' Flaherty, A Butterworth-Heinemann Title, 4th Revised Edition, 1996.
2. Transportation engineering and Planning- C.S.Papacostas and P.D.Prevedouros-Prentice Hall India, 3rd Edition, 2000.
3. Hutchinson, B.G., 'Principles of Urban Transport System Planning' - McGraw Hill Book Co., London, UK, 1982.
4. Traffic engineering and transport planning- L R Kadiyali- Khanna publishers, New Delhi.
5. M.G.Srinivas, Remote Sensing Applications, Narosa Publishing House, 2001.
6. Haas and Hudson 'Pavement Management System', McGraw Hill Book Co., New York.

REFERNCE BOOKS:

1. Hoel Lester, Garber Nicholas J, Transportation infrastructure Engineering: A Multimodal Integration, Thompson Learning, 2006.
2. Ralph Haas and Ronald W. Hudson, 'Pavement Management System', McGraw Hill Book Co. 1978.
3. S.C.Saxena and S.P.Arora "A text book of Railway Engineering", DhanpatRai publications.
4. C. JotinKishty& B. Kent Lall, "Transportation Engineering-An Introduction", Thrid Edition, Prentice Hall of India Private Limited, New Delhi, 2006.
5. Urban Transport Planning and Development- A K Jain, APH Publishing Corporation, 2009

SUPPLEMENTARY READING MATERIAL:

- Transport sector in India *Recent Development*- Dhandapani Alagiri- ICFAI University Press.
- Jeffrey Star and John Ester, *Geographical Information System – An Introduction*, Prentice Hall Inc., Englewood Cliffe, 1990.
- Kadiyali, L. R., '*Traffic Engineering and Transportation Planning*' - Khanna Publication, New Delhi, 2009

WEBSITES:

- www.transport.com
- www.caliper.com
- www.westminster.ac.uk

JOURNAL:

- Journal on urban planning and development
- The new transportation planning paradigm
- Institute of Transport and Logistics Studies' Journal Rankings for Transport, Logistics and Supply Chain Management

WATER AND SANITATION

Subject Code	: 16MBAIMPT427	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Course Objectives:

1. To create awareness among students about the existing sanitation and hygiene conditions in the country.
2. To enable the students to understand the coverage, quality, efficiency, and sustainability of water and sanitation services in selected urban and rural communities.
3. To enable the students to understand the use of appropriate techniques and materials for hygiene promotion and training.

Course Outcomes

- Students will be able to understand the coverage, quality, efficiency, and sustainability of water and sanitation services in selected urban and rural communities
- Students will understand about the existing sanitation and hygiene conditions in the country.

- Students will understand appropriate techniques and materials for hygiene promotion and training.

Unit 1: (9 Hours)

Goals for Water, Sanitation and hygiene promotion: Introduction, Necessity, Objectives, Livelihood, Participatory community monitoring and evaluation, Training in community management and Programme, Importance of Water and Sanitation, current statistical situations about the available Potable water on the globe.

Unit 2: (9 Hours)

Water and Sanitation for Urban and Rural population: Current status in India, Difference between Urban and Rural water and Sanitation facilities, National Sanitation policies for both Urban and Rural areas, Assessing hygiene improvements and government programme.

Unit 3: (9 Hours)

Potable Water: Total Quality Management, operation and Maintenance responsibilities, total sanitation programme in India, community toilets, Sulab Souchalaya models.

Unit 4:

Financing Patterns: (9 Hours)

Financing for Urban and Rural water supply services, Cost recovery models, Funding patterns for urban and Funding patterns for rural regions by National and international agencies.

Unit 5: (10 Hours)

Institutional support for Water and Sanitation: Institutional support mechanism at different levels, Participatory approaches by community and ULB(urban local bodies), Scaling up community management, School sanitation facilities and hygiene education.

Unit 6: (10 Hours)

Water Harvesting Techniques at different levels: At individual level and Community & ULB levels, Costs for implementation, Availability of subsidies from State and Central government, Recycling of Waste water techniques, Methods of saving underground water. Interlinking of rivers, desalination techniques of water and infrastructure.

Practical component:

- Students are asked to study the water resource management practices both in national and international scenario.

- Students are asked to study the technologies used for managing (like GIS,SERVER etc) geography information system.
- Students are asked to study the water harvesting techniques in different states.

RECOMMENDED BOOKS:

1. Christine Sijbesma et al, Water and Sanitation; institutional challenges in India, Manohar Books, New Delhi, 2006.
2. Jose E.C. & Leo Helled, Water and Sanitation Services: Public Policy and Management, Earthscan Publishing, 2009.
3. Madari D. M., Economics of Urban Water Supply, Kalpana publications, New Delhi, 2007.
4. Urban Water Supply & Sanitation , A Management Perspective Edited by-Mallikarjun Iyer , ICFAI books 2009.

REFERENCE BOOKS:

1. Water and Sanitation Related Diseases and the Environment: Challenges, interventions and preventions, JMH slendy, wiley bkackwell, 2009.
2. Water and Sanitation for All: Partnerships and Innovations : John Pickford Intermediate Technology Publications, 1998.
3. Water and Sanitation Services, Jose Esteban Castro and Leo Heller, Earth scan, 2009.

SUPPLEMENTARY READING MATERIAL:

- Sanitation & Hygiene Promotion-SHP, Management Consultancy for Jal Nirmal (SR 273) A World Bank Assisted Second KRWS&S project, submitted to Karnataka rural water Supply & Sanitation Agency by: STEM,2002.
- State Government Reports on Water & sanitation.
- Best Practices in Water and Sanitation, USAID, ORS services.
- Water and Sanitation in the World's Cities: Local Action for Global Goals, Un-Habitat, UN-Habitat.
- Guidelines on Water & Sanitation Programmes: UNICEF,ADB & The World Bank.

WEBSITES:

- www.books.iupindia.org
- www.waterforpeople.org
- www.mdws.gov.in
- www.tsc.gov.in/tsc/nba/nbahome.aspx

JOURNALS:

- Journal of Water Sanitation and Hygiene for Development.
- Journal of Sustainability of Water Quality and Ecology
- Journal of the International Water Association

INTERNATIONAL INFRASTRUCTURE MANAGEMENT

Subject Code	: 16MBAIMPT428	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hour / Week		

Objectives:

1. To familiarize the students with the concepts, functions and practices of international business and the international business environment.
2. To enable them get global perspective on issues related to infrastructure management

Course outcomes:

At the end of the course the students able to:

- Understand the functions and practices of international business.
- Analyse the various factors affecting the international business environment.
- Understand the various Global Market Entry Strategies available for entering into foreign markets.
- Understand the various manufacturing applications followed by Japan & US.
- Analyse the various international quality standards followed by organisations.

Unit 1 (06 Hours)

Evolution of International Business (IB)-Nature of IB- Drivers of globalization- Routes of globalization. Globalization: Boon or Bane?-Goals of IB-Differences between domestic business and IB-stages of internationalization –Advantages and limitations and challenges of entering IB-Players in IB.

Unit 2 (09 Hours)

International Business Environment- Socio-Cultural environment, Political environment, Legal environment and dispute settlement mechanism, Technological Environment, Economic environment, natural environment.

Unit 3 (09 Hours)

Global Strategic Management and Multinational Enterprises- Role of strategy- choice of strategy-Global Market Entry Strategies- Justin's Globe-Hex Model: Strategies for success.

Unit 4 (10 Hours)

Organizational Design for IB- Factors affecting design – global product design – global area design – global functional design – international division structure.

Unit 5**(12 Hours)**

International operations management – operations management and competitive advantages – strategic issues – strategic role of foreign plants – international logistics – managing service operations – International quality standards- International R&D- Managing Technology Transfers.

Unit 6**(10 Hours)**

International Contributions to World class manufacturing- China, Germany, Japan and US Japanese management overview- management style- employee involvement- drawbacks of Japanese management. Japanese manufacturing techniques- JIT- eliminating waste and adding value- the seven wastes- value added manufacturing. Total quality control- Deming's contributions to TQC. Application of Japanese manufacturing in the US.

Practical Components

- Use Justin's Globe-Hex Model
- Study civic infrastructure problems in your area and suggest ways to solve the issue (students may refer the tested solutions offered by countries from the European Union).
- Visit a multinational company and study the international operations management.

RECOMMENDED BOOKS:

1. International Business Environments and Operations, John D. Daniels, etal, Pearson Education, 11th Edition, 2015.
2. Production and Operations Management, Concepts, models and Behaviour, Everett E. Adam, Jr. & Ronald J. Ebert, PHI Learning, 5th Edition, 2010.
3. International Business, Charles W.L. Hill, McGraw-Hill, 10th Edition, New Delhi, 2013.
4. International Business, Don Ball and Wendell McCulloch, McGraw-Hill
5. International Business, Justin Paul, PHI Learning, 6th Edition, New Delhi, 2013.
6. International Business, Aswathappa K, Tata McGraw Hill, 4th Edition, New Delhi, 2010.

REFERENCE BOOKS:

1. International Infrastructure Management Manual, NAMS, New Zealand.
2. International Business, Darrell Mahoriy, etal, Longman, PHI, 11th Edition, 2015.
3. Global Business, Czinkota, etal, Dryden Press, 8th Edition, 2009.
4. International Business:Text &Cases, Francis Cherunilam, PHI Learning, 5th Edition, New Delhi, 2013.
5. International Business, Subba Rao P., HPH, 5th Edition, New Delhi, 2012.
6. Production and Operations Management, Aswathappa K. & Shridhara Bhat, HPH, 2nd Edition, Mumbai, 2010.

SUPPLEMENTARY READING MATERIAL:

- International business and management: A Student guide, Phil Kelly
- International Business Management: Multinational Management, S C Gupta, Ane Books Pvt. Ltd.

- Operations Management an International Perspective, David Bernes, Thomson Learning, 2008.
- International Environmental Management Benchmarks: Best Practice Experiences from America, Japan and Europe, David M.W.N. Hitchens, Jens Clausen, Klaus Fichter, Springer, 1999.
- Infrastructure Finance: The Business of Infrastructure for a Sustainable Future, Neil S. Grigg, Wiley Online Library

WEBSITES:

- www.slideshare.net
- www.academia.edu
- www.doccity.com
- www.scribd.com

JOURNALS:

- Journal of International Business.
- [Journal for International Business and Entrepreneurship Development](#)
- Journal of International Business studies.
- International Journal of Operations and Production Management.

GUIDELINES FOR INTERNSHIP STUDY (16MBA IM IN307) (BETWEEN 2ND AND 3RD SEMESTER MBA)

OBJECTIVE

To expose the students to understand the working culture of the organization and apply theoretical concepts in real life situation at the work place for various functions of the organization.

STRUCTURE

The Internship shall consist of Study of an organization for 4 weeks.

GENERAL GUIDELINES

- The Internship shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes
- The Subject code of the project work report shall be 16MBA IM IN307 and shall be compulsory for all the students.
- No two students of an institute shall work on the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance. Student need to identify an external guide (Working in the organization) and seek guidance from him/her.

Format of the internship report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” margin all sides and 1.5line spacing. The internship report shall not exceed 60 pages.

Submission of Report: Students shall submit one hard copy of the report to the college and a soft copy in PDF file (Un-editable Format).

Evaluation:

- Internal evaluation will be done by the internal guide.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the respective HOD or Senior Professor or internal Guide of the department and an external evaluator drawn from industry. In case of non availability of

industry person, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva-voce. Internship work carries 100 marks consisting of 50 marks for internship report (evaluated by internal guide and 50 marks for viva-voce examination)

Contents of the Internship Report

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution(scanned copy) indicating bonafide performance of internship by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction about the internship, Industry Profile.

Chapter 2: Organization Profile:

- i. Back ground,
- ii. Nature of business,
- iii. Vision mission, quality policy
- iv. Product/service profile
- v. Ownership pattern
- vi. Achievements/awards if any
- vii. Future growth and prospects

Chapter 3: Mckensy's 7S framework with special reference to organization under study.

Chapter 4: SWOT Analysis

Chapter 5: Analysis of financial statement. in brief.

Chapter 6: Learning experience.

Bibliography

Annexure relevant to the Internship study such as figures, graphs, photographs etc.,

**GUIDELINES FOR 10 WEEK PROJECT WORK
(16MBAIMPR407)
(BETWEEN 3RD AND 4TH SEMESTER MBA)**

OBJECTIVE

To expose the students to understand the working of the organization/ company / industry and take up an in-depth study of an issue / problem in the area of specialization.

GENERAL GUIDELINES

- The project work shall be for a period of 10 weeks immediately after the completion of 3rd Semester Examinations but before the commencement of the 4th semester classes
- The Subject code of the project work report shall be 16MBAIMPR407 and shall be compulsory for all the students opting for all specializations.
- The University shall receive 3 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned Regional Office with an intimation to the Registrar (Evaluation)
- No two students of an institute shall work on the same problem in the same organization
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size
- All the reports shall be printed in the A4 size 1” margin on all the sides.

- The report shall be hard bound facing sheet indicating the title of college and month & year of admission (spiral binding not permitted)
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him.
- The certificate from the organization.
- Acknowledgement
- Executive Summary

Schedule to be followed before commencement of Project

Activity	Time line	Remarks
<ul style="list-style-type: none"> • Identifying the organization • Problem identification 	First two weeks	Student individually identifies an organization and identifies problem for his/her study, according to his/her interest.
Problem statement	3rd week	His/ Her interests are discussed with selected guides
Research Design	4th week	Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	5th and 6th week	Preparation of Synopsis* incorporating the objectives
Presentation of Synopsis	7th and 8th week	The student will present the synopsis with the detailed execution plan to the Internal Guide and

		HOD who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis
Approval Status	9th and 10th week	The approval status is submitted to HOD who will officially give concurrence for the execution of the Project

*Synopsis: It is a three page document or hard copy to be submitted to the HOD with the signatures of the Guide and the student.

Page 1	Title, Contact Address of student- with details of Internal and External Guide
Page 2	Short introduction with objectives and summary (300 words). Review of Articles / Literature about the topic with source of information
Page 3	Time Activity Chart

Schedule to be followed during Project work

Activity	Time Line	Remarks
Understanding Structure, Culture and functioning of the organization	First 2 weeks of Project	Student should understand products/services and the problems of the organization.
Preparation of Research instrument for data collection	3rd and 4th week of Project	Discussion with the guide for finalization of research instrument in his/her domain and present the same to the guide. (First Presentation)
Data collection	5th and 6th week of Project	Date collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation)
Analysis and finalization of report	7th and 8th week of Project	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use Statistical Package whose result should be shown in the report) (Third Presentation)
Submission of Report	9th and 10th of Project	Final Report should be submitted to the University before one week of the commencement of theory examination

Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute drawn from VTU affiliated institute with minimum of 10 years of experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the respective HOD / Senior Professor of the department and an expert drawn from the VTU affiliated institutes with minimum of 10 years of experience as appointed by the University.
- Project work carries 200 marks consisting of 50 marks for internal valuation by the internal guide, 50 marks for external evaluation and 100 marks for viva-voce examination.
- **Format of the project report** shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” margin all sides and 1.5 line spacing. The Project report shall not exceed 100 pages.
- **Submission of Report:** Students should submit the Project Report in electronic data form only, in **PDF** file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CD’s of their students along with a consolidated master list as per specialization containing USN, Name of the student, and Title of the Report to Registrar (Evaluation) one week before the commencement of the Theory Examinations.
- **Plagiarism:** Plagiarism is considered as academically fraudulent, and an offence against University academic discipline. The University considers plagiarism to be a major offence, and subject to the corrective procedures.

It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 25% is allowed in the project work and report should consist 75% of original content/work.

- **Publication of Research Findings:** Students are expected to present their research findings in Seminars/Conferences/Technical/Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation of the project report.

Contents of the Project Report

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution (scanned copy)
- indicating bonafide performance of Project by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitors' information, SWOT Analysis, Future growth and prospects and Financial Statement

Chapter 2: Conceptual background and Literature review

Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews).

Chapter 3: Research Design

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations, Chapter scheme.

Chapter 4: Analysis and Interpretation

Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

Bibliography

Annexure relevant to the project such as figures, graphs, photographs etc.,

Marks allocation for IV Semester Project Report

Evaluation by Internal guide

SL. No	Aspects	Marks
01	First Presentation	05
02	Second Presentation	05
03	Third Presentation	10
04	Introduction and Methodology	05
05	Industry and Company Profile	05
06	Theoretical background of study	05
07	Data analysis and interpretation	10
08	Summary of findings, suggestions and conclusion	05
	Total	50

Evaluation by faculty member drawn from VTU institutions.

SL. No	Aspects	Marks
1	Introduction & Relevance of the project	10
2	Conceptual background and literature review	05
3	Research design	05
4	Analysis and interpretation	20
5	Summary of findings, suggestions and conclusion	10
	TOTAL	50

Viva voce conducted by HOD/Internal Guide and an Expert from VTU.

SL. No	Aspects	Marks
1	Presentation skill	10
2	Communication skills	10
3	Subject knowledge	20
4	Objective of the study or methodology	20
5	Analysis using statistical tools and statistical packages	20
6	Findings and appropriate suggestions	20
	TOTAL	100

Formats for Project Report and Evaluation

- Format of Cover Page
- Format of certificate by College/Institution
- Format of Declaration Page
- Format of Contents
- Format of List of Tables and Charts
- Format of Bibliography
- Format for Internal Evaluation, External Evaluation and Viva voce

(Title of the Report)

BY

(Student Name)
(USN)

Submitted to

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELGAUM
In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE
(Name)
(Designation)

EXTERNAL GUIDE
(Name)
(Designation)

(Institute Logo)

Department of MBA
(Institute Name with Address)

(Month & Year of submission)

CERTIFICATE

This is to certify that **(Name of the Student)** bearing USN (xxxx), is a bonafide student of Master of Business Administration course of the Institute (Batch), affiliated to Visvesvaraya Technological University, Belgaum. Project report on **“(Title of Report)”** is prepared by Him/her under the guidance of **(Name of the Guide)**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belgaum Karnataka.

Signature of Internal Guide

Signature of HOD

Signature of Principal

DECLARATION

I, **(Student Name)**, hereby declare that the Project report entitled “(Title)” with reference to “(Organisation with place)” prepared by me under the guidance of (Guide Name), faculty of M.B.A Department, (Institute name) and external assistance by **(External Guide Name, Designation and Organisation)**. I also declare that this Project work is towards the partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum. I have undergone a summer project for a period of Twelve weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place:

Date:

Signature of the student

TABLE OF CONTENTS

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Chapter 2.Industry and Company profile.....(Page Number)
Chapter 3. Theoretical Background of the Study(Page Number)
Chapter .4 Data Analysis and interpretation.....(Page Number)
Chapter .5 Summary of Findings, suggestions and Conclusion.....(Page Number)

Bibliography

Annexure

LIST OF TABLES

Table No.	Particulars	Page Nos.
Table - 4.1	Table showing ABC Analysis	
Table – 4.2	Table showing FSN Analysis	
Table – 4.3	Table showing EOQ	
Table – 4.4	Table showing stock of Raw materials	

LIST OF FIGURES AND CHARTS

Chart No.	Particulars	Page Nos.
Chart - 4.1	Graph showing ABC Analysis	
Chart - 4.2	Graph showing FSN Analysis	
Chart - 4.3	Graph showing EOQ	
Chart - 4.4	Graph showing stock of Raw materials	

BIBLIOGRAPHY

BOOKS:

1. Name of the Author, Title of the Book, Name of the Publisher, Edition, year of Publication.

ARTICLES:

1. Name of the Author, Title of the article, Name of the Journal, Volume Number, Issue Number, Year, Page Number (pp)

WEBLIOGRAPHY

1. Name of the Author, Title of the article, retrieved on mm/dd/yy, from URL

Visvesvaraya Technological University

Internal Evaluation Mark Sheet for Project Report

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	First Presentation	05
2	Second Presentation	05
3	Third Presentation	10
4	Introduction	05
5	Conceptual background and literature review	05
6	Research design	05
7	Analysis and interpretation	10
8	Summary of findings, suggestions and conclusion	05
	TOTAL	50

Marks Sheet:

SL.No	USN		1	2	3	4	5	6	7	8	Total
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											

Signature of the Guide with Date

Visvesvaraya Technological University

External Evaluation Mark Sheet for Project Report

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	Introduction & Relevance of the project	10
2	Conceptual background and literature review	05
3	Research design	05
4	Analysis and interpretation	20
5	Summary of findings, suggestions and conclusion	10
	TOTAL	50

SL.No	USN	1	2	3	4	5	Total
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

Signature of External Examiner with affiliation

Signature of HOD

Visvesvaraya Technological University

Viva-Voce examination Mark Sheet for Project Report

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	Presentation skill	10
2	Communication skills	10
3	Subject knowledge	20
4	Objective of the study or methodology	20
5	Analysis using statistical tools and statistical packages	20
6	Findings and appropriate suggestions	20
	TOTAL	100

SL.No	USN	1	2	3	4	5	6	Total
1								
2								
3								
4								
5								

Signature of External Examiner with affiliation

Signature of HOD