### SCHEME OF TEACHING AND EXAMINATION (2016-2017)

<table>
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<tr>
<th>Paper</th>
<th>Subject</th>
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<th>Mid Term</th>
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All independent/self study courses shall be graded in terms of ‘S’ (Satisfactory) or ‘X’ (Repeat).

* At the end of the examination of 8th Semester, the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within one month from the start of teaching of 9th Semester. After that it will be evaluated by the team of Training & Placement Officers.
### SCHEME OF TEACHING AND EXAMINATION (2016-2017)

<table>
<thead>
<tr>
<th>Paper</th>
<th>Subject</th>
<th>Teaching Hrs. per Week</th>
<th>End Term</th>
<th>Mid Term</th>
<th>Total marks</th>
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**Practicals**

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**Group-A (Functional Subject-1 & 2)**
1. Marketing Research and Consumer Behavior
2. Investment Analysis and Portfolio Management
3. International Human Resource Management
4. Supply Chain Management

**Group-B (Functional Subject-3 & 4)**
1. Advertising and Sales Management
2. Strategic Cost Management
3. Organizational Development
4. Enterprise Resource Planning

Students in the ninth semester will have to opt for FOUR functional subjects, selecting TWO each from Group A & B.
## SCHEME OF TEACHING AND EXAMINATION (2016-2017)

<table>
<thead>
<tr>
<th>Paper</th>
<th>Subject</th>
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<td>*Comprehensive Viva-Voce-III</td>
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| Total         | 24  -  6  29  350  325  675 |

**Functional Subject-5**
1. International Business Management
2. International Financial Management
3. Industrial Relations and Labour Laws
4. Advanced Production Management

**Functional Subject-6**
1. Industrial and Rural Marketing
2. Management of Financial Services
3. Performance Management
4. Productivity Management

Students in the tenth semester will have to opt for TWO functional subjects, selecting ONE each from Functional Subject-5 & 6 above.

*The Comprehensive Viva-Voce-III examination (Paper MBA-CHE 51054) will cover the subjects taught during the 9th and 10th Semesters.*
SYLLABUS FOR FIVE YEAR INTEGRATED BACHELOR OF ENGINEERING (CHEMICAL) WITH M.B.A.

SEVENTH SEMESTER

Paper Title: CHEMICAL REACTION ENGINEERING-II (Theory)
Paper Code : CHE 5701 Max. Marks 50 Credits : 4 Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A
Heterogeneous catalyses: A brief review of catalyses catalytic specificity. Preparation testing and characterisation of catalysts, catalyst poisoning and catalyst regeneration
Fluid Solid catalytic reaction: Kinetics; external transport processes, Reaction and diffusion within porous catalysts. Effective diffusivity, thermal conductivity and effectiveness factors.

SECTION-B
Fluid-fluid reactions rate equations and their application to the design of reactors.
Fluid Solid non-catalytic reactors rate equations and their application to the design of reactors.
Analysis of rate data design outline and selection of fixed bed, fluidised bed and slurry reactors for fluid solid catalytic reactions.

Books Recommended:
1. Levenspiel, O : Chemical Reaction Engg., John Wiley

Paper Title: PROCESS ENGINEERING ECONOMICS (Theory)
Paper Code : CHE 5702 Max. Marks 50 Credits : 4 Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A
Interest and Investment Costs: Simple and compound interest. Nominal and effective rates of interest. Continuous interest ordinary annuity. Perpetuities and capitalized costs.
Taxes and Insurance: Types of taxes and tax returns, types of insurance and legal responsibility.
Depreciation: Types of depreciation. Service life salvage value, present value and methods of determining depreciation, single unit and group depreciation.

SECTION-B

Optimum Design: Procedure with one variable, optimum reflux ratio in distillation and other examples.

Preliminary Steps in Plant Design: Plant design factors, project organization, plant location, preliminary data collection, process engineering.

Books Recommended:


Paper Title: TRANSPORT PHENOMENA (Theory)
Paper Code : CHE 5703 Max. Marks 50 Credits : 4 Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A
Transport of momentum, heat and mass by molecular motion-Newton’s law of Viscosity, Fourier’s law of heat conduction, Fick’s law of diffusion
Transport properties – Viscosity, thermal conductivity and mass diffusivity
Emphasis on the analogy between momentum, heat and mass transfer with respect to transport mechanism and governing equations
Development of mathematical models of transfer process through shell momentum balance, shell energy balance and shell mass balance for solving specific problems of transport of momentum, heat and mass in laminar flow or in solids in one dimension.

SECTION-B
Development of general differential equations of fluid flow, heat transfer and mass transfer and their applications in solving one-dimensional steady state and unsteady state problems of momentum, heat and mass transfer.
Interphase transport of momentum, heat and mass and dimensionless correlation for each one of them.
Momentum, heat and mass transfer analysis.

Books Recommended:

Paper Title: PROCESS DYNAMICS & CONTROL (Theory)
Paper Code: CHE 5704    Max. Marks: 50    Credits: 4    Time: 3 hours
Course Duration: 45 Lectures of one hour each.

Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A
Incentives for chemical process control, design aspects of a process control system. Difference between feedback and feed forward control configuration. Hardware elements of a control system, Block Diagrams.
Laplace transform and transfer functions. Difference between lumped and distributed parameter systems, Dynamic behavior of first and higher order systems, interacting and non-interacting systems, dead time.
Different modes of control actions and their basic characteristics, controllers and their characteristics, control valve.

SECTION-B
Closed-loop transfer functions, transient response of simple control systems, Routh stability criterion, Root Locus.
Introduction to frequency response: Bode diagrams, control system design by frequency response: Ziegler-Nichols controller settings, stability using frequency response, gain margin and phase margin.
Introduction to advanced control techniques such as cascade control, feed forward control, ratio control, inferential control.

Books Recommended
Paper Title: REACTION ENGINEERING LAB. (Practical)
Paper Code: CHE 5754            Max. Marks : 50            Credits: 2
1. Kinetic studies in a batch reactor.
2. Kinetic studies in a plug flow reactor.
3. Kinetic studies in a CSTR.
4. Kinetic studies in a semi batch reactor.
5. RTD studies in CSTR.
6. Dispersion number for packed bed reactor.
7. Adiabatic batch reactor.

Paper Title: MASS TRANSFER LAB. (Practical)
Paper Code: CHE 5752            Max. Marks : 50            Credits: 2
1. Determination of mass transfer coefficients for naphthalene-air system.
2. To determine drying rate curves for different wet solids in a batch drier under constant drying conditions
3. Fractional approach to equilibrium for liquid-liquid extraction from single drop.
4. Verification of Rayleigh’s equation for differential distillation.
5. Determination of flooding velocities in packed columns.
6. Determination of HETP for packed distillation columns.
7. Study and operation of a pilot sized distillation column under total reflux.
8. Study of different mass transfer equipments.

Paper Title: PROCESS PLANT DESIGN-III (Practical)
Paper Code: CHE 5751            Max. Marks : 50            Credits: 2
1. Design of liquid-liquid and liquid-solid extraction equipment (stagewise and continuous contact).
2. Design of Heterogeneous catalytic Reactors.
   2.1 Fixed-bed reactors
      (i) Isothermal and adiabatic
      (ii) Non-isothermal non-adiabatic
   2.2 Fluidized-bed reactors
      (i) Two-phase fluidized bed model
      (ii) Slurry reactors and
      (iii) Trickle-bed reactors.
3. Layout of chemical plant equipment, safety and hazard aspects of layout.

Books Recommended:
Each student will be required to submit a report after each factory visit/training programme throughout the entire course. The reports will be assessed by teachers in charge of the programme.

CHE 5851  PROJECT WORK
Each student is required to submit a project report on the design of a chemical plant, selecting the best process with optimum equipment size and operating conditions. The objective is to test the ability of the student to apply his entire knowledge of Chemical Engineering principles to conceptualize, analyze and solve the problems. To judge his knowledge and originality and capacity for application of laboratory data in designing chemical plants and to determine the level of his proficiency at the end of the course.
SYLLABUS FOR FIVE YEAR INTEGRATED
BACHELOR OF ENGINEERING (CHEMICAL) WITH M.B.A.
EIGHTH SEMESTER

Paper Title: MARKETING MANAGEMENT (Theory)
Paper Code : MBA-CHE 5801          Max. Marks 50  Credits : 4  Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A
Introduction to Marketing: Definition; Scope and Importance of Marketing; Key Customer Markets; Concepts/Philosophies of Marketing; Holistic Marketing Concept; Marketing Tasks; Marketing Mix
Marketing Environment: Marketing Environment; New Marketing Realities; New Consumer Capabilities; Demographic Environment; Social-Cultural Environment; Natural Environment; Technological Environment and Political-Legal Environment; SWOT analysis.
Analyzing Markets: Marketing Research Process; Sources of data collection; factors influencing consumer behavior; buying decision process; post-purchase behavior; Organizational Buying; Stages in the Buying Process.
Market Segmentation: Levels of market segmentation; segmenting consumer markets; Niche Marketing; segmenting business markets; Michael Porter’s five forces model; Analyzing competitors; strategies for market leaders; Targeting and Positioning.

SECTION-B
Product Decisions: Product characteristics; classifications; differentiation; packaging and labeling; Product Life Cycle.
Pricing Strategies: Understanding Pricing; Setting the Price; Initiating and Responding to Price Changes; Reactions to Competitor’s Price Changes.
Marketing Channels: Marketing Channels; Role of Marketing Channels; Identifying Major Channel Alternatives; Types of Intermediaries; Channel-Management Decisions, Retailing, Wholesaling.
Marketing Communication: The Role of Marketing Communications; Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Books Recommended:
2. Ramaswamy, V.S. & Namakumari, S: Marketing management, planning, implementation and control, 3rd, Mechnmillan.
3. Hepner H.W.: Modern Marketing- Dynamics and Management.11th, UBS.
5. Britt and Boyd (ed): Marketing Management and Administration, 2nd, PHI.
7. Converse Paul and Harvey W.Hugg: Elements of Marketing, 7th ed., PHI.
Paper Title: HUMAN RESOURCE MANAGEMENT (Theory)
Paper Code : MBA-CHE 5802     Max. Marks : 50     Credits: 4     Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A
Introduction: Meaning, scope, objectives and functions of HRM; Importance of Human Resource Management; HRM & HRD a comparative analysis;
Environment of HRM: Role of government, internal and external forces; Human Resource Management practices in India.
Human Resource Planning: Definition, objectives, process and importance; Job analysis, description, specification & job evaluation; Recruitment, selection, placement and induction process;
Human Resource Development: Concept, Employee training & development; Career Planning & development; Promotions, demotions, transfers, separation, absenteeism & turnover;

SECTION-B
Job Compensation: Wage & salary administration, incentive plans & fringe benefits.
Performance Management: Concept & process, performance appraisal, Potential appraisal;
Quality of work life (QWL): Meaning, techniques for improving QWL.
Industrial Relations: Concept and theories, trade unions; Health, Safety & Employee welfare measures; Employee grievances and discipline, participation & empowerment; Introduction to collective bargaining.

Books Recommended:

Paper Title: CORPORATE LEGAL ENVIRONMENT (Theory)
Paper Code : MBA-CHE 5803     Max. Marks : 50     Credits: 4     Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A
Information Technology Act-2000: Objective of the act, documents excluded from the scope of the act, digital signatures, types of digital signatures in India, certifying authorities in India, regulation of certifying authorities, duties of subscribers, offences, appellate tribunal, penalties and adjudication
Company Law: Definition and nature of a company, kinds of companies, formation of a company, memorandum of association, articles of association, prospectus, membership in a company, shares, transfer and transmission of shares, meetings and proceedings.

SECTION-B
Consumer Protection Act 1986: Definitions under the act: complaint, consumer, defect, deficiency, unfair trade practice, consumer protection councils, redressal machinery under the act, district forum,
state commission, national commission

Books Recommended:

Paper Title: Project Management and Entrepreneurship (Theory)
Paper Code: MBA-CHE 5804  Max. Marks: 50  Credits: 4  Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A
Project Formulations and Planning, Private commercial criteria for project choice, project cycle, feasibility, marketing feasibility, Financing for Projects and financial feasibility, Project Implementation. Brief outline of social cost benefit analysis: rationale, UNIDO and little Mirrlees approaches, UNIDO-IDCAS manual, shadow prices and conversion factors, applications in India. Planning and scheduling networks, critical path, PERT model, CPM model, PERT/cost, resource leveling and allocation.

SECTION-B

Books Recommended
4. IMD little and J.A. Mirrlees: Project Appraisal and Planning in Developing Countries, 1975.
5. Prasanna Chandra: Projects: Preparation, Appraisal Budgeting and Control, 7th edition, TMH.
8. Peter F. Drucker: Innovation and development.

Paper Title: FINANCIAL ACCOUNTING (Theory)
Paper Code: MBA-CHE 5805  Max. Marks: 50  Credits: 4  Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A
Accounting: Accounting and its functions; Accounting as an information system; Basic Accounting Concepts and Accounting Conventions; Accounting Principles; Generally Accepted Accounting Policies (GAAP); Accounting Standards.
Branches of Accounting: Financial Accounting; Cost Accounting; Management Accounting; Accounting Equation; Accounting Structure; Types of Accounts.
Rules regarding Journal Entries; Recording of Journal Entries; Ledger Posting; Cash book; Trial Balance; Preparation of Final Accounts; Trading Account; Profit & Loss Account; Balance Sheet; Treatment of Adjustments into trial balance.

**Meaning of Management Accounting:** Nature; Scope; Objectives; Functions of Management Accounting; Relationship between Financial and Management Accounting; Meaning of Financial Statement; Importance and Limitations of Financial Statement; Meaning and Objectives of Financial Statement Analysis; Limitation of Financial Analysis.

**Tools of financial analysis:** Ratio analysis; Common size statements; Trend analysis; Fund flow and cash flow statement.

**Cost Accounting:** Meaning, scope and classification of costs; Absorption costing; Marginal costing and break even analysis; Use of cost data in managerial decision making.

**Cost Control Techniques:** Preparation of budgets and their control; Zero base budgeting; Standard costing and variance analysis; Responsibility Accounting; Target costing; Kaizen costing; Activity based costing.

**SECTION-B**

**Responsibility Accounting:** Meaning; Steps involved in Responsibility Accounting; Responsibility Centre; Advantages of Responsibility Accounting.

**Price Level Accounting:** Meaning; Methods or Techniques of Price Level Accounting; Advantages; Disadvantages;

**Social Accounting:** Concept of Social Cost Benefit Analysis; Meaning of Social Accounting; Need; Social Accounting Approaches.

**Human Resource Accounting:** Meaning; Need; Methods of Human Resource Accounting; Objections Against Human Resource Accounting; HRA in India.

**Books Recommended:**


**Paper Title : PROCESS MODELING & SIMULATION LAB. (Practical)**

**Paper Code: CHE 5852**  **Max. Marks : 25**  **Credit:1**

Functional design, property estimate as inputs for design. System concepts for computer aided design, computer aided flow sheet design. Process analysis. Process variables selection, equipment design through the selection of free parameters subject to constraints and other parameters, modular design. Simulation optimality. Dynamic design including control stability.

Typical equipments to be considered: heat exchangers, distillations columns, reactor and process equipments.

**Books Recommended:**


**Paper Title : PROCESS CONTROL LAB. (Practical)**
Paper Code: CHE 5853  Max. Marks : 50  Credits: 2
1. U-Tube manometer
   (a) To plot the response curve for a given input to a U-tube manometer.
   (b) To determine the transfer function from the response curve obtained in part (a).
2. Time constant of a mercury thermometer
   To study the dynamics of the given thermometer and compare the theoretical value of its time
   constant with the experimental value.
3. Analysis of valve
   Develop a block diagram representing the dynamic behaviour of the given globe valve.
4. (a) Liquid level measurement
   With the given Bubbler System for Liquid Level Measurement, evaluate liquid height in the
   tank and compare it with actual values.
   (b) Calibration of Pressure Gauge
      Calibrate a pressure gauge in the range 0 psi to 60 psi.
5. Temperature control system
   To maintain the temperature of the fluid at the set point value.
6. Time constant of liquid level tank
   To study the dynamics of liquid level in a tank and compare the analytical value of the time
   constant with the experimental value.
7. Liquid level control
   (a) To carry out the closed loop experiment on the given liquid level control system and record its
      response for step change in the inlet flow.
   (b) To plot the experimental response curve and comment on the response obtained.
8. Compurec
   Pressure control simulation with step input and sinusoidal input.

Paper Title: LITERATURE SURVEY, REPORT WRITING & SEMINAR
Paper Code: CHE 5854  No Credits  Qualifying

Forms of technical reports: aims and forms according to type of readership and extent of circulation.
Abstracts, extended abstracts, tables, graphs. Visual representation of data: slides, microfilms, others
techniques including those of audio-visual representation. Correct use of audio equipment.
Research papers and their presentation and publication. Information retrieve direct and through abstracts.
Practical training in writing and presentation of technical reports through audio-visual means. Technique
of effective public speaking organized and imprompt discussions.
Preparation of technical report on an assigned topic after survey of scientific, technical and commercial
literature, using card indexes, microfilms and other information retrieval methods.
Use of Computer softwares for report writing.

Books Recommended:
2. Sottle, R.T. : The Use of Chemical Literature, Butter Worths.

Paper Title: VIVA VOCE-II (COMPREHENSIVE)
Paper Code: CHE 5856  Max. Marks : 50  Credits: 2

The viva-voce examinations will be comprehensive and covering mainly chemical engineering and
technology subjects covered during all the semester including the Eight Semester.
SYLLABUS FOR FIVE YEAR INTEGRATED
BACHELOR OF ENGINEERING (CHEMICAL) WITH M.B.A.
NINTH SEMESTER

Paper Title: FINANCIAL MANAGEMENT (Theory)
Paper Code : MBA-CHE 5901 Max. Marks : 50 Credits: 4 Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total
of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The
students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A

Introduction to Financial Management: Meaning; Scope; Finance Function; Financial Goals; Agency
Problem; Relationship of Finance with Accounts and Economics.
Sources of Finance: Features; Advantages and Limitations of Equity Shares; Preference Shares; Debentures; Term-Loans; Right Issue, Venture Capital, Private Equity GDR, ADR.
Cost of Capital: Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.
Capital Structure: Meaning; Determinants; Assumptions; Net Income and Operating Income Approach; Traditional Position; M-M Position; EBIT and EPS Analysis; Capital Structure and Taxation.
Leverage Analysis: Meaning; Types; Estimation of Financial; Operating and Combined Leverage; Relation of Financial Leverage with Risk and Return.
Management of Working Capital: Meaning of WC; Need of WC Management; Determinants of WC; Operating Cycle; Estimation of WC; Working Capital Financing; Trade Credit, Bank finance, commercial paper, factoring, money market instruments.

SECTION-B

Cash Management: Meaning; Facets of Cash Management; Motives for Holding Cash; Optimal Cash Balance; Short-term and Long-Term Cash Forecasting.
Receivable Management: Meaning; Credit Policy Variable; Credit Evaluation; Credit Decisions; Control of Account Receivable.
Inventory Management: Meaning; Need to hold Inventory; Objective of Inventory Management; Inventory Investment Analysis; Inventory Control System.
Capital Budgeting: Meaning; Basic Principles of Costs and Benefits; Investment Criteria; Pay back Method; Accounting Rate of Return method; Net Present Value Method; Benefit-Cost Ratio; Internal Rate of Return; Capital Rationing; Introduction to Basic Techniques of Risk Analysis in Capital Budgeting.
Dividend Decisions: Meaning and Types of Dividend; Issues in Dividend Policy; Traditional Model; Walter Model; Gordon Model; Miller and Modigliani Model; Bonus Shares and Stock Splits.
Corporate Restructuring: Meaning and forms of corporate restructuring, merger and amalgamation takeover and acquisition, types or forms of mergers and takeovers, their benefits and motives.

Suggested Readings:
GROUP-A

Paper Title: FUNCTIONAL SUBJECT-1/FUNCTIONAL SUBJECT-2 (Theory)
Students will have to opt for TWO functional subjects, from GROUP-A.

Paper Code: MBA-CHE 5902 Max. Marks: 50 Credits: 4 Time: 3 hours
Paper Code: MBA-CHE 5903 Max. Marks: 50 Credits: 4 Time: 3 hours

Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

1. MARKETING RESEARCH AND CONSUMER BEHAVIOUR

SECTION – A

Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Consumer decision process, situational characteristics and consumption behavior, consumer decision making process, Post purchase behavior.

Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior; the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions; Group influence- Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

SECTION – B

Introduction to Marketing Research: Meaning, scope and importance of marketing research; defining the market research problem and developing an approach, research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales, preparing a written research report, organization of the report, ethical issues in marketing research.

Applications of marketing research: Research design classification, product research- developing products, specifications and attributes; Concept of test marketing; advertising research, Market and sale analysis research, sales forecasting, demand measurement.

Suggested Readings:-
7. A. Parasuraman et.al.: Marketing Research, Biztantra.
2. INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

SECTION-A


Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return


Efficient Market Theory: Random walk; Weak form, semi-strong and strong form of market; Empirical tests; Comparison between random walk.


SECTION-B


Suggested Readings:-
2. Frank J Fabozzi.: Investment Management, Prentice Hall - Gale
8. V. K. Bhalla: Investment Management, Sultan Chand and Sons.

3. INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Section A

International HRM: Concept, Defining International HRM, Differences between domestic and international HRM, Variables moderating the difference between domestic and International HRM, Developments leading to global HRM, Issues in global organizations, Management of external environment, Relevance and importance of IHRM.

Sustaining International Business Operations: Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates.

Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria.

Training and development: Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments.

Compensation: Objectives of International compensation, key components of international compensation programme, approaches to international compensation.

Re-entry and Career Issues: Repatriation Process, individual reactions to re-entry, Multinational responses, designing repatriation programme.

Section B

HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff.

Industrial Relations: Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals.

Performance Management: Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

Culture and IHRM: Concept of Culture, Cross Cultural Studies, Hofstede’s Model of National Culture

Cross Cultural Communication: Cultural Variables Affecting Communication, Managing Cross-Cultural Communication.

IHRM Trends and future challenges: International business ethics and HRM, research issues and theoretical developments in international HRM.

GHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India.

Suggested Readings:-
4. SUPPLY CHAIN MANAGEMENT

SECTION – A

Introduction to Supply Chain Management: Definition; Scope & Importance of Supply Chain Management; Key drivers of Supply Chain Management; Supply Chain Network – 1st Tier, 2nd Tier; Network decisions in SCM; Suppliers and Customers; Customer Service Dimension (Seven “R” Principles, Service after sale, Customer delight)

Role of Logistics in Supply Chains: Definition of Logistics Management; Scope and role of Transportation, Traffic & Transportation; Relationship between transportation and other business functions, Transport Economics: Distance – volume-density, Freight Cost, Handling, Liability, market factors; Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment; Reverse Logistics, Government rule & regulations related to Logistics; Purchase Cycle, Make or Buy, Price analysis, Negotiations.

SECTION – B

Inventory Management: Inventory Control, Planning & Managing Inventories; Warehouse Management (receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations); Order Management; Competitive advantage through logistics and supply chain management; Responsive Supply Chain; Supply chain process integration, performance measurement; Value Chain, Value System and Supply Chain.

Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning; Financial issues in Supply Chain - Macro and micro view, Asset management, Du Pont Model, Supply Chain Costing; Decision environment in SCM; Global supply chain perspectives - New business models, role of IT in SCM.

Suggested Readings:
4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.

GROUP-B

Paper Title: FUNACTIONAL SUBJECT-3/FUNCTIONAL SUBJECT-4 (Theory)
Students will have to opt for TWO functional subjects, from GROUP-B.

Paper Code: MBA-CHE 5904 Max. Marks: 50 Credits: 4 Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

1. ADVERTISING AND SALES MANAGEMENT

SECTION – A
Introduction to Advertising: Advertising- an element in Marketing Mix, role and importance; Difference between advertisement and publicity; Advertising as a means of communication, Setting advertising objectives, DAGMAR approach to setting objectives; Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy, advertising appeals and per-testing and post teaching copy Media decisions, media strategy and scheduling decisions; Planning and managing advertising campaigns

Integrated marketing Communications: Different types of advertising, public relations; advertising budget and relevant decisions; Advertising agencies; their role and importance; management problems of agencies; client-agency relations; advertising in India, problems and prospects. Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, developing effective communications, Managing Mass Communications: Events, experiences and public relations, measuring media.

SECTION – B
Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions, The external relationship of the Sales Department e.g. with distributors; Government and Public, Functions and qualities of a Sales Executive, Environment Routing and Scheduling, International Sales Management.

Salesmanship: Theoretical aspects of Salesmanship, the process of selling, Sales forecasting methods, Sales budget, Sales force management; Recruitment, Selection, Training, Motivation and Compensation of the fields sales force and sales executive; The evaluation and control of sales force, Sales Territories, Sales Quotas.

Suggested Readings:
2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.

2. STRATEGIC COST MANAGEMENT

SECTION – A
Strategic Cost Management: Meaning, Nature and Significance of Strategic Cost Management, Limitations of Traditional Costing, Difference between Conventional Cost Analysis and Strategic Cost

Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis.

Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis.


SECTION – B

Responsibility Accounting: Activity based Responsibility Accounting, Behavioural aspects of responsibility accounting, Transfer Pricing.


Productivity improvement: Various tools and techniques including Kaizen and Six Sigma.

Suggested Readings:

3. ORGANISATIONAL DEVELOPMENT

SECTION – A

Introduction to OD: Definitions of Organizational Development (OD), Growth and Relevance of OD.

History of OD: The Laboratory Training; Survey Research and Feedback; Action Research; Socio-technical and Socio-clinical Parallels, Second Generation OD.

Underlying Assumptions and Values: Assumptions about people as individuals, Assumptions about people in groups and about leadership, Assumptions about people in organizational systems, Assumptions that relate to values in the client organization, Values and belief system of behavioral scientist change agents.


OD Interventions - An Overview: A definition of OD interventions, nature of OD interventions, the major families of OD interventions, classification schemata for OD interventions.
Team Interventions: Teams and Work Groups - Strategic Units of Organizations, Team Building Interventions, the Family Group Diagnostic Meeting, The Family Group Team-Building Meeting, Role Analysis Technique Intervention, Role Negotiation Technique, Responsibility Charting, the Force Field Analysis Technique, Gestalt Orientation to Team Building.


SECTION – B


Structural Interventions and OD: Suggested Criteria for Congruency-incongruency with OD, Job Design, Quality Circles, MBO and Appraisal, Socio technical Systems and Work Restructuring, Quality of Work Life Projects.

The Collateral Organization: A Task Force with a Difference, Physical Settings and OD, Similarities and Differences between OD and selected structural interventions.

The Role and Style of the OD Practitioner: External and Internal Practitioner, Competencies of an OD Practitioner, OD Practitioner Styles, the OD Practitioner and his role in Intervention Process, forming the practitioner-client relationship, Professional Values and Ethics for OD professionals, Ethical Guidelines and Dilemmas.

Suggested Readings:
5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.

4. ENTERPRISE RESOURCE PLANNING

SECTION – A


Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, users, developers, customers of ERP, purchasing or outsourcing, planning, purchasing and selection of ERP, Managing implementation partners; ERP strategy options and risk mitigation.
SECTION – B
Implementation of ERP: Implementation plan of ERP, Methods and tools, business process mapping, gap analysis, risks and dependencies, project timeline plan, project organization plan, structure and coding, data migration and historical record, prototype testing, user training program, knowledge management, disaster recovery plan, RDBMS, data communication system, hardware requirements, sample system architecture.

ERP Project Success and failure: Introduction to ERP Project success and failure with case studies, Current and future ERP market, key players and market shares, market issues; Continuous business improvement in ERP.

Suggested Readings:

Paper Title : WORKSHOP ON SOFT SKILLS (Practical)
Paper Code: MBA-CHE 5951   Max. Marks : 25   Credit: 1

SECTION – A
Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication, Negotiation skills and participating decision making in Management

Presentations, Book Reviews and Summaries


Listening Skills: Listening to Specific Information, Identifying Main Issues, Seeing Beyond the Surface

Team Assignment: Effects of Competition on Individual and Group Behaviour, Competitive and Collaborative Team Behaviour; Team/ Group Dynamics, Team Assignment

SECTION – B

Stress Management: Symptoms of Stress, Coping Approaches.


Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.

Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.
Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.

Paper Title: WORKSHOP ON DEVELOPING ENTREPRENEURIAL SKILLS (Practical)
Paper Code: MBA-CHE 5952  Max. Marks: 25  Credit: 1

SECTION – A
Entrepreneurship: Entrepreneurship and Economic Development; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth - Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs;

Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information.

SECTION – B
Small Enterprises and Enterprise Launching Formalities: Definition of Small Scale; Rationale; Objective; Scope; Role of SME in Economic Development of India; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Preparing Project Report; Project Planning and Scheduling; Fundamentals of Tax Planning, Tax Benefits available to SME’s.

Role of Support Institutions and Management of Small Business: Director of Industries, DIC, SIDO, SIDBI, SIDC, SISI, NSIC, SFC; Marketing Management, Production Management; Finance Management; Human Resource Management; Export Marketing Concept of Venture Capital.

Suggested Readings:
SYLLABUS FOR FIVE YEAR INTEGRATED
BACHELOR OF ENGINEERING (CHEMICAL) WITH M.B.A.
TENTH SEMESTER

Paper Title: STRATEGIC MANAGEMENT (Theory)
Paper Code : MBA-CHE 51001 Max. Marks : 50 Credits: 4 Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION – A
Introduction:
Conceptual framework of strategic management, Strategic formation process, Approaches to strategies decision making, Pitfalls, Techniques for improvement, Mission.
Objectives and Goals: Significance, Characteristics and formation of Missions, Objectives and Goals, Porter’s five force model and strategies groups, Competitive advantage, Distinctive Competencies.
Organizational Analysis through Internal Scanning: Value chain analysis, Organization structure and culture, Various strategies issues.


SECTION – B
Building and Restructuring Business: Start up route, Acquisition, Joint venture, Merger, Takeover, Restructuring, Retrenchment, Divestment, Harvest, Liquidation, Turnaround strategy.
Implementation of Strategy: Designing of structure, Designing of effective control system, ISO 9000, Strategic system, Strategic change process.


Suggested Readings:
Paper Title: BUSINESS ENVIRONMENT (Theory)
Paper Code: MBA-CHE 51002 Max. Marks: 50 Credits: 4 Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION – A

Economic Environment: Economic Environment of Business, Non-economic Environment of Business-Politico legal environment of business, Critical elements of socio-cultural environment; emerging rural sector in India and Indian Business; Social responsibility of business, Consumerism in India; Techniques of Environmental Scanning; Environmental Scanning of some important industries.

Economic Planning in India: Objectives, Strategies and Evaluation of current Five Year Plan; Public Sector in India; Privatization and Disinvestment; New Economic Policy-Liberalization and Structural Adjustment Programmes; Economic Systems.

SECTION – B

Economic Policies in India: Monetary Policy as an instrument of growth; Fiscal Policy and Indian business; Industrial Policy and Industrial Licensing in India; EXIM Policy, MRTP Act, FERA, FEMA.

International Economic Environment: Globalization - concept and emergence of globalization; Foreign Direct Investment; Benefits and Problems from MNCs; WTO-its role and functions, implications for India; Devaluation of Rupee

Suggested Readings:
1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.

Paper Title: PRODUCTION AND OPERATION MANAGEMENT (Theory)
Paper Code: MBA-CHE 51003 Max. Marks: 50 Credits: 4 Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION - A

Operations Management: Concepts; Functions
Process Selection: Project, Job, Batch, Mass & Process types of Production Systems; Product-Process Mix

Facility Location: importance; Factors in Location Analysis; Location Analysis Techniques.
Facility Layout: Objectives; Advantages; Basic Types of Layouts.
Capacity Planning: Concepts; Factors Affective Capacity; Planning; Capacity Planning Decisions.
Production Planning & Control (PPC): Concepts; Objectives; Functions
Work Study: Productivity; Method Study; Work Measurement.

SECTION - B

Materials Management: Concepts; Objectives
Introduction to modern Productivity techniques: Just in time; Kanban System; Total quality management & six sigma.
Functions Purchasing Management: Objectives; Functions; Methods; Procedure
Stores Management: Types of Stores; Functions; Coding Methods
Value Analysis: Concepts
Inventory Management: Concepts; Classification; Objectives; Factors Affecting Inventory Control Policy; Inventory Costs; Basic EOQ Model; Re-order Level; ABC Analysis.
Maintenance Management: Concepts; Objectives; Functions; Types of Maintenance.

Suggested Readings:
1. Nair: Production & Operation Management, Tata McGraw Hill
2. Adam & Ebert: Production & Operation Management, Prentice Hall India
5. SN Chary: Production & Operations Management, Tata McGraw Hill

Paper Title: RESEARCH METHODOLOGY
Paper Code: MBA-CHE 51004 Max. Marks: 50 Credits: 4 Time: 3 hours

Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

SECTION-A

Introduction: Meaning, Features, Objectives/Motives & types of Research; Attributes of good Research, Research Methods and Research Methodology; Research Process, Significance of Research in Managerial decision making.
Research Design: Meaning, Characteristics and various concepts relating to research design and classification of research design, Importance.
Measurement and Scaling: Data Types Nominal, Ordinal and Ratio scale; scaling techniques.
Formulation of Hypothesis: Meaning, Characteristics and concepts relating to testing of Hypothesis (Parameter and statistic, Standard error, Level of significance, type-I and Type-II errors, Critical region, one tail and two tail tests); Procedure of testing Hypothesis. Numerical problems based on chi-square test and Ftest (variance ratio test only).

SECTION – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data; direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators; questionnaire and its designing and characteristics of a good questionnaire.
**Sampling Design:** Meaning and need of Sampling, Probability and non-probability sampling design, simple random sampling, systematic sampling, stratified sampling, cluster sampling and convenience, judgement and quota sampling (non-probability), determination of sample size.

**Data Analysis & Interpretation:** Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA. Introduction to discriminant analysis and Factor Analysis (Numerical not to be asked)

**Report writing:** Style/format, contents and essential steps for report writing.

**Suggested Readings:**
2. Ranjit Kumar: Research Methodology, Pearson Education 2009-02-20
3. Donald R. CooperPamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Parentice Hall of India Limited.
7. William G. Zikmund : Business Research Methods, Thomson South Western Publication

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**Paper Title:** FUNCTIONAL SUBJECT-5 (Theory)

**Students will have to opt for ONE functional subject from the following.**

**Paper Code :** MBA-CHE 51005 Max. Marks : 50 Credits: 4 Time: 3 hours

**Course Duration:** 45 Lectures of one hour each.

**Note for the Paper setter:** The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

**1. INTERNATIONAL BUSINESS MANAGEMENT**

**SECTION – A**


**Strategies and Structures of International Business:** International Business Strategies, Organizational Structures and Strategies of International Business, International Entry Strategies, Strategies Alliances, Role of GATT / WTO.

**SECTION – B**

Decisions-Product Branding, Packaging, Pricing, Distribution, Sales, Sales & Promotion Decision & strategies.


Suggested Readings:

2. INTERNATIONAL FINANCIAL MANAGEMENT

SECTION – A
Internationalization of financial function: International financial management - An overview, Objectives of international firm and impact of risk; Financial function in multinational corporation.

Managing Short-term Assets and Liabilities: International working capital management, Investment of international money market; Euro currency and other important international money market, International ranking and payment settlement mechanism.

SECTION – B

Emerging Issues in International Finance: Charges in international business & trade and its impact on international finance; Recent changes in international money and capital markets; Impact of international tax on international finance.

Suggested Readings:-
3. INDUSTRIAL RELATIONS AND LABOUR LAWS

SECTION – A

Overview of Industrial Relations: Concept of IR, Nature of IR, Objectives of IR, Evolution of IR in India, Theories of IR, Systems approach to IR.

Trade Unionism: Concept of Trade Unions, Functions of Trade Unions, Approaches, Structures of Trade Unions.

The Trade Unions Act, 1926: Trade Union, Registration of Trade Unions, Rights and Liabilities of registered trade unions.

Grievance Handling: Grievance, Causes/Sources of Grievances, Grievance Redressal Machinery, Legislative Aspects of the Grievance Redressal Procedure in India, Domestic enquiry.


SECTION – B

The Workmen's Compensation Act, 1923: Workman, employer’s liability to pay compensation, disablement, amount of compensation.

Tripartite and bipartite bodies: Workers Participation in Management.


Industrial Relations and emerging scenario: Industrial Relations and technological change, International Labour Organisation (ILO): Objectives and Structure, Future of Industrial Relations

Standing Orders Act, 1948: Standing orders, certification of draft standing orders, duration and modification of certified orders.

Employee's State Insurance Act, 1948: Contribution, principle employer, immediate employer, different benefits.

Suggested Readings:
6. S.N. Dhayani: Industrial Relations System, Sultan Chand and Sons
4. ADVANCED PRODUCTION MANAGEMENT

SECTION – A

**Operations Management:** Concepts, Functions


**Process Selection:** Project, Job, Batch, Mass & Process types of Production Systems, Product-Process Mix.

**Facility Location:** Importance, Factors in Location Analysis, Location Analysis Techniques.

**Facility Layout:** Objectives, Advantages, Basic Types of Layouts.

**Capacity Planning:** Concepts, Factors Affective Capacity, Planning, Capacity Planning Decisions.

**Production Planning & Control (PPC):** Concepts, Objectives, Functions.

**Work Study:** Productivity, Method Study, Work Measurement.

SECTION – B

**Materials Management:** Concepts, Objectives.

**Introduction to modern Productivity techniques:** Just in time, Kanban System, Total quality management & Six Sigma.

**Functions Purchasing Management:** Objectives, Functions, Methods, Procedure.

**Stores Management:** Types of Stores, Functions, Coding Methods

**Value Analysis:** Concepts.

**Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order Level, ABC Analysis.

**Maintenance Management:** Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:

1. N.G. Nair: Production & Operation Management, Tata McGraw Hill
2. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
6. Gaither: Operations Management, Thomas Learning
8. M.M. Verma: Materials Management, Sultan Chand and Sons
Paper Title: FUNCTIONAL SUBJECT-6 (Theory)
Students will have to opt for ONE functional subject from the following.

Paper Code: MBA-CHE 51006 Max. Marks: 50 Credits: 4 Time: 3 hours
Course Duration: 45 Lectures of one hour each.
Note for the Paper setter: The question paper should be divided into Section A and Section B Total of 8 questions. 4 questions from section A and 4 questions from section B are to be set. The students will be required to attempt 5 questions selecting at least 2 from each section.

1. INDUSTRIAL AND RURAL MARKETING

SECTION-A

Introduction to Industrial Marketing: Definition of Industrial & Consumer Product, Basis of Classification; Difference between Industrial & Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process.


SECTION – B


Promotion Strategies: Advertising, Sales Promotion, Communication in Rural Marketing - Language and Culture Distribution Strategies for rural Marketing and channels of distribution, Role of Co-operative, Government, financial institutions, public sector undertaking, regulated markets and public distribution systems, Intervention of IT in rural Markets

Suggested Readings:
2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
2. MANAGEMENT OF FINANCIAL SERVICES

SECTION – A


Depository Services: Introduction to Depository Services, Depository Participants in India, Role of NSDL and CDSL, Difference Between NSDL and Bank, Services Offered By Depository Participants, Products Offered By Depository Participants, Process of Dematerialisation, Difference Between Physical and Electronic Holding of Securities.

Broking: Broking Services and Trading in Equity Broking and Trading in Debt;

Mutual Funds: Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations;

Insurance Services: Introduction, Types of Insurance, Life Products, Non-Life Products.

SECTION – B

Debt Securitisation and Corporate Advisory Services: Introduction, Securitisation as a funding Mechanism, Securitisation of Mortgaged and Non-Mortgaged Assets Issue Management;

Credit Rating: Meaning of Credit Rating, Process of Credit Rating, and Factors affecting Rating, Types of Rating, Advantages and Disadvantages of Credit Rating, Methodology of Credit Rating, Credit Rating Agency Regulation Act 1974, Credit Rating in India.


Leasing: Definition, Types of Leases, Advantages, Disadvantages, Leasing and Commercial Banking Sector, Risk in Leasing, Lease Proposal Analysis, Comparison Between Lease and Hire Purchase, Legal Aspects of leasing, Taxation Aspects of leasing, Lease Accounting and Reporting.

Housing Finance: Introduction to Housing Finance, Housing Finance Schemes, Procedure of Loan-disbursement, Legal Framework of Housing Finance; Credit Cards, Types, Settlement Process, Mechanism, Member Establishment, Member Affiliates.

Factoring: Meaning, Forms, Functions, Legal Aspects, Evaluation.

Suggested Readings:
7. Satish K. Matta: Management of Financial Institutions and Services, Vrinda Publications
3. PERFORMANCE MANAGEMENT

SECTION – A

Performance Management: Definition, Disadvantages of poorly implemented Performance Management (PM) Systems - aims and role of PM Systems, Characteristics of ideal PM Systems.


Performance Management Theatre: Concept, pillars of Performance management theatre, planning managee performance and development, monitoring managee performance and development, annual stocktaking.

Planning Managee Performance and Development: Setting objectives, Organisational and individual performance plans, Components of Managee performance and development plan, setting mutual expectations and performance criteria

Monitoring and Mentoring Managee Performance and Development: Introduction, Supervision, Objectives and Principles of Monitoring, monitoring process, periodic reviews, problem solving, process and principles of managee development, role efficacy.

SECTION – B

Annual Stocktaking: Stock taking performance, stock taking discussions, stocktaking potential, Tools for stocktaking potential (assessment centres, 360 degree feedback, managee career development window).

Appraising for Recognition and Rewards: Pros and cons of appraising, appraiser and appraisee concerns, common rating errors, purposes for appraising, methods of appraisal, implementing the appraisal system

Reward Management: Definition, foundations of reward management, financial and non-financial rewards, factors affecting level of pay, developing reward processes.

Pay Structures: fixed vs variable pay, graded pay structures, broadbanding, developing pay structures.

Pay systems: team based pay, performance related pay, short term incentives, long term incentives, executive compensation, international compensation, benefits.

Suggested Readings:

4. PRODUCTIVITY MANAGEMENT

SECTION – A

Introduction: The concept of productivity; Needs for productivity culture; Management and productivity; Factors affecting productivity; Efforts in productivity management; Organizational effectiveness and productivity.

Sources of productivity: Labor, capital, efficiency in use of labor and capital, productivity and standard of living.
**Measurement of Productivity:** Productivity cycle; Productivity measurement and its need; Total productivity mode; Limitations of partial measures of productivity; Productivity evaluation in organizations; Productivity and industrial relations.

**Productivity and business cycles:** Cyclical pattern of labor productivity, market impact on productivity.

**SECTION – B**

**Productivity and Planning:** Productivity planning and improvement concepts, Strategies for productivity; International productivity management and experience; Indian experience in productivity.

**Productivity and price trends:** Factors influencing relative price, relationship of price and output.

**Productivity and Government Policies:** Productivity trends in selected industries engineering, fertilizers, textiles and in energy, Impact of government policies on productivity.

**Productivity differences among countries:** International differences in labor productivity, role of central planning errors and business cycles on productivity.

**Suggested Readings:**
3. Chandra: Dynamics of Productivity, South Publisher.
5. Prokopenko: Productivity Management, Oxford & IBH.

**Paper Title:** SEMINAR ON CORPORATE GOVERNANCE

**Paper Code:** MBA-CHE 51051  No Credit  Qualifying

**SECTION – A**

**Corporate Governance:** Introduction, Overview.

**Corporate Board:** Attributes, Duties, Responsibilities, Liabilities; Shaping Directorial Competence and Board Effectiveness; Financial Institutions and Nominee Directors.

**Corporate Governance and Security:** Corporate Disclosure and Investor Protection, Corporate Restructuring and Revival of Sick Units, Corporate Reputation, Corporate Legitimacy and Corporate Crime.

**SECTION – B**

**Culture:** An introduction; organization culture - Building and maintaining; Managing cultural diversity in organization; Indian culture characteristics.

**General Issues regarding Corporate Governance:** Takeover Codes, Corporate Board Committees, Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

**Suggested Readings:**
2. C.V. Baxi: Corporate Governance, Excel books.
4. Dr. S. Singh: Corporate Governance, Excel books.
5. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
7. Jill Solomon: Corporate Governance & Accountability, Wiley India.
10. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.

**Paper Title:** WORKSHOP ON INFORMATION TECHNOLOGY AND SYSTEMS (Practical)
**Paper Code:** MBA-CHE 51052  
**Max. Marks:** 25  
**Credit:** 1

**SECTION – A**

**Introduction to Computers:** Classification of computers, Components of Computer System, Introduction to High level and low level languages. Software: System Software and Application Software, Networking concepts and Classification, Internet and intranet, Practical on Internet using emails, Use of search engines.

**MS Word:** Introduction to MS Word, Basic Formatting, Legal Numbering, Understanding Styles, Sections, Section Breaks, Headers and Footers, Complex Legal Documents, Tables in the Legal Environment, Track Changes, Compare & Merge Documents, Send for Review and Comments, Troubleshooting Track Changes, Mail Merge Tool.

**SECTION – B**

**MS Excel:** Spreadsheets and their uses in business, Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions.

**Data Structures and Descriptive Statistics:** Data Tables, Built-In Functions available from the AutoSum Tool, Additional Statistical Functions, The Analysis ToolPack, Frequency Distributions, Charts, Graphs, and Tables, Pivot Tables and Charts, One-Sample $t$-Test, One-Way Between-Groups ANOVA, Correlation and Regression, Chi-Square Tests

**MS Power Point:** Introduction to MS Power Point, Navigation, Views, Design Templates, Clip art, images, diagrams, Charts and Graphs, Drawing Tools, Layouts, Color Palettes, Multimedia Elements, Slide Transitions, Animations.

**Computer Security:** Introduction, Malicious Programs, Cryptography, Digital Signature, Firewall, Users Identification and Authentication, Security Awareness and Policies

**Suggested Readings:**

**Paper Title:** RESEARCH PROJECT (Practical)
**Paper Code:** MBA-CHE 51053  
**Qualifying Credits:** 2

**Paper Title:** COMPREHENSIVE VIVA-VOCE (Practical)
**Paper Code:** MBA-CHE 51054  
**Max. Marks:** 50  
**Credits:** 2