BHARATHIDASAN UNIVERSITY - TIRUCHIRAPPALLI - 24
MASTER OF BUSINESS ADMINISTRATION (MBA)
(For the Candidates admitted from the academic year 2008 - 2009 onwards)

Syllabus with Revised Text books and Reference books. No change in the structure and content of the current syllabus. Only the text books and Reference books are updated. w.e.f. 2010 - 2011 Academic year onwards

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**Electives : Choose any one Group**

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Semester – I

CORE COURSE - I : MANAGEMENT CONCEPTS

Unit I

Management : Definition – Nature – Scope and functions – Evolution of management thought – Relevance of management to different type of organisation like, insurance, Hospitals, Universitys, Hotels, Social Service Organisation.

Unit II

Planning : Nature, importance and strategic considerations in planning – Planning Premises – Components of planning as objectives, policies, strategies, procedures, methods, rules, projects and budgets – Making plans effective – Planning and decision making.

Unit III


Unit IV

Staffing and Directing : General principles, importance and techniques.

Unit V

Recommended Text Books


Suggested Readings

Semester – I

5 Hours / 5 Credit

CORE COURSE - II : MANAGERIAL COMMUNICATION

Unit I


Unit II


Unit III


Unit IV

Unit V

Conducting Meetings : Procedure – Preparing agenda, Minutes and Resolutions
Conducting Seminars & Conferences : Procedure of Regulating Speech Evaluating Oral
Presentation – Group Discussion : Drafting Speech – Negotiation Skills.

Recommended Text books :
3. Business communication – Sathya swaroop Debaish Bhagabandas – PHI learning private ltd.,

Suggested Readings :
3. Business communication – Asha kaul – PHI learning private ltd.,
4. Professional communication, Aruna Koneru, Tata mcgraw Hill.
Semester – I 5 Hours / 5 Credit

CORE COURSE - III : MATHEMATICS AND STATISTICS

Objectives:
This course mainly deals with the use of Mathematical and Statistical concepts in the resolution of managerial decision problems. As such the course will deal not only with some of the theoretical concepts in Mathematics and Statistics but will also be concerned with their application.

Unit I

Unit II
Linear Programming – Formulation – Graphical methods – Introduction to Probability – Addition & Multiplication theorems – Bayes theorems and its applications. Theory of expectation – EMV.

Unit III
Definition of random variable – Binomial distribution, Poisson distribution, Normal distribution – Applications to Business situations.
Unit IV

Theory of Sampling and Sampling methods; Simple random sampling – Stratified random sampling – Systematic sampling – Cluster sampling.


Unit V


Recommended text books :

4. Business mathematics and statistics BM. Aggarwal, Ane books Pvt Ltd.,

Suggested Readings

BHARATHIDASAN UNIVERSITY – TRICHY 24.
REVISED TEXT BOOKS AND REFERENCE BOOKS FOR THE
MBA SYLLABUS – 2008 – 2009 Academic Year Onwards
(Updated w.e.f. 2010-2011)

Semester – I 5 Hours / 5 Credit

CORE COURSE - IV : MANAGERIAL ECONOMICS

Unit I

Consumer Preferences – Consumer preference and utility function, utility maximization, indirect utility, compensated (Hicksian) and ordinary (Marshallian) demand functions Consumer Demand – Normal versus inferior goods, Slutsky equation, consumers surplus Behaviour under Uncertainty – Expected utility, measures of risk aversion; revealed preference.

Unit II


Unit III


Unit IV

Unit V


Recommended Text books

1. Managerial Economics By Joel dean Indian Edition, PHI learning India PVT Ltd.,
2. Managerial Economics, MA. Beg and Manoj kumar Dash – Ane books PVT Ltd.,
5. Managerial Economics, DN Dwivedi Vikas publishing house PVT Ltd.,

Suggested Readings:

1. Managerial Economics, E Narayana Nadar and S. Vijayan, PHI learning Private Ltd.,
Semester – I                                                                                               5 Hours / 5 Credit

CORE COURSE - V : ORGANISATIONAL BEHAVIOUR

Objectives : The objectives of the course are :

1. To familiarize the participants with the behavioural patterns of human beings at individual and group levels in the context of an Organization, which in its turn is influenced by the environment enveloping it, so that.

2. The ability of the participants in the knowledge, Prediction and control of human behaviour in an Organization is enhanced.

Unit I

History of Management Thought, Henri Fayols Principles of Management and Mintzberg’s nature of managerial work.

Unit II


Unit III

Organization and the systems concept : Organization – theories; social Organization, Organizational rules; power authority and status. The Organization relation to its environment.

Unit IV

Motivation and morale, leadership-nature, type and approaches, development of leadership including laboratory training and group dynamics.
Unit V


Recommended Textbooks

2. Organisational Behaviour, S. Fayyaz Ahamed and others, Atlantic publisher.
3. Organisation Behaviour, A modern approach – Arun Kumar & N. Meenakshi Vikas publishing House PVT Ltd.,
5. Organisational Behaviour, UMA Sekaran, Tata Mcgraw Hill.

Suggested Readings:

2. Culture and organisational Behaviour Jai B.P. Sinha www. sagepublications.com
Semester – I

CORE COURSE - VI : MANAGEMENT ACCOUNTING

Objectives:

The purpose of this course is to impart basic knowledge of both financial and cost accounting so that students are able to understand financial statements and reports to make decisions.

Unit I

Purpose and Scope; changing role of Accountant in profession, industry and as a consultant; Basic accounting concepts and postulates and their implications.

Accounts Records and Systems; The journal and other subsidiary books. The Ledger and account, debit and credit, adjusting and closing entries, ruling and balancing accounts. The trial balance.

Unit II

Construction of Profit and Loss Account and Balance Sheet of joint stock companies as per companies act requirement.

Unit III

Nature and attributes of financial statements and other value of bankers, creditors and investors.

COST ACCOUNTING:

Cost concepts, determination of costs, elements of Cost-cost classification.
Unit IV
Overheads, Allocation, Apportionment, Absorption, Control over Factory, administration, selling and distribution Overheads, valuation of Inventories.

Unit V
Marginal costing – Break Even Analysis, contribution approach and direct costing. Standard costing as a tool for control, variance analysis and budgetary control system.

Recommended Text books
4. Management Accounting – NM Singhvi and Ruzbeh J. Bodhanwala PHI learning PVT Ltd.,
5. Management Accounting, Principles and Applications – HUGH Coombs, David Hobbs and Ellis Jenkuis – By Sage www.sagepublications.com

Suggested Readings
1. Advanced Management Accounting Jawaharlal, S. Chand & Co
Semester – II 5 Hours / 5 Credit

CORE COURSE - VII : OPERATION RESEARCH

Objectives
The objectives of the course is to acquaint the student with the applications of Operations Research to business and industry and help them to grasp the significance of analytical techniques in decision making. Students will be tested on the application of Operations Research to business related problems.

Unit – I
Introduction to Operations Research, evaluation of the field, scope, phase merits and limitations – concept of optimization, Theory of simplex methods to solve canonical and general LPP, Primal – dual problem and its properties, dual simplex method, sensitivity analysis relating to changes in tightness of constraints and co-efficients of objectives function; LINGO Package and its applications in solving LPP and sensitivity analysis. Concept of Goal Programming.

Unit – II
Transportation problem by Vogel’s approximation method with MODI optimality test; assignment problem including traveling salesman model; integer 1 linear Programming complete enumeration method and Gomory’s cutting plane methods; fixed charge problem and Zero-one Programming (formulation only).

Unit – III
Network analysis – drawing of Arrow diagram – critical path method – calculation of critical path duration, total, free and independent floats, PERT problems; Inventory Theory, Deterministic models – purchase problem without and with shortages, with price breaks, production problem without shortages, probabilistic models, single period model.

Unit – IV

Unit – V
Queing theory – M/M/1/FIFO/oc model; Markovian chain, Simulation :- Monte Carlo Method.
Recommended Text books

1) For Unit I, IV and V
   Operations Research concepts and cases – Fredrick S. Hiller and Gerald J. Lie Berman – TATA Mcgraw Hill company. Email: mark_pani@mcgrawhill.com

2) For Unit II and III
   Email : phi@phindia.com


4) Introduction to operations Research – Billy E. Gilett – TATA Mcgraw hill.

Suggested Readings :

   Email : narasimhan.r@cengage.com. www. cengage.co.in

2) Operation Research with C programs by S. Kalavathy Vikas publishing.
   Email :p.thanigaimalai@vikaspublishing.com

3) Operation Research – by Rathindra P. Sen, PHI learning India.
Semester – II                                                                                             5 Hours / 5 Credit

CORE COURSE - VIII : PRODUCTION MANAGEMENT

Unit - I


Unit – II

Technology and Design of products and services – capacity planning – location and Distribution.

Unit – III

Process, jobs and facility layout – Operations planning and control – planning aggregate production, work force and inventory levels – inventory replenishment policies.

Unit – IV

Maintaining system reliability – maintenance – quality control, quality assurance, quality circles and the emerging concept of total quality control.

Unit – V

Industrial scheduling systems – large scale projects – Introduction to flexible Manufacturing Systems and World Class Manufacturing.
Recommended Text Books

   www. phindia.com
   Email : v.anand@oup.com
3) For Unit III  
   Production and operations Management by Martin K. Staff – Cengage learning. www.cengage.co.in
4) For Unit IV & V  
   Production & operation & Management By V.K. Khurana – ANE books –  
   Email : anebooks_tnairtelmail.com
5) Production and operations management by R.B. Khanna, PHI learning private ltd., www. phindia.com

Suggested Readings :

1) World – class manufacturing – A strategic perspective – B.S. Sahay and others  
2) Production and operations management – SN. chary – Tata mcgrawhill.com
4) Production and operations management by N.G. Nair, Tata mcgraw hill Co.
Semester – II                  5 Hours / 5 Credit

CORE COURSE - IX : MARKETING MANAGEMENT

Unit - I

Unit – II

Unit – III

Unit – IV

Unit – V
Recommended Text book

1) Marketing Management by Czinkota Kotabe, India Edition cengage learning, Chennai. E-mail: sriram.b@cengage.com
2) Strategic marketing Management Text and cases by S.L. Gupta – Atlantic publishers (P) Ltd., Chennai. Email: chennai@atlanticbooks.com
5) Principles of Marketing by Kurtz / Boone cengage learning – Chennai.
6) Introduction to marketing – Adrian Palmer, Oxford University Press, Chennai.
8) Strategic marketing management text and cases, by UCP mathur – Macmillan India Ltd., Chennai.
9) Strategic marketing, India Edition Ferrell & Hartline, by cengage learning chennai.
10)Marketing management, M. Govindarajan, PHI learning India PVT Ltd.,
Semester – II 5 Hours / 5 Credit

CORE COURSE - X : FINANCIAL MANAGEMENT

Objectives

The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

Unit I


Unit II

Time value of Money; Investment and Capital Structure Decisions; Instruments of Long Term Finance, Cost of Different Sources of Raising Capital.

Unit III

Weighted Average Cost of Capital; Optimum Capital Structure; Valuation and Rates of Return; Method of Capital Budgeting.

Unit IV

Short term Financing Investments; Management of Working Capital – Cash, Receivables and Inventory Management.

Unit V

Internal Financing and Dividend Policy; Financial Modeling.
Recommended Text Book:

1) Financial Management by I.M. Pandey  Vikas Publishing House PVT Ltd.,.
   Email : p.thanigaimalai@vikaspublishing.com
2) Financial Management Theory and practice by Prasanna chandra Tata Mcgraw
   Hill co. Chennai. Email : mark_pani@mcgrawhill.com
3) Financial Management By Rajiv Srivstava & Anil Misra, Oxford University
   Press, Chennai. Email : v.anand@oup.com
4) Financial management – Preeti singh Ane books – PVT Ltd., Chennai.
   E-mail : anebooks_tnairtelmail.com.
5) Financial Management By D. Chandra Bose, PHI learning India PVT Ltd.,
   www.phindia.com
6) Financial Management Text and cases – cengage learning – By Brigham &
   Ehrhardt India edition.
7) Financial Management Text, problem and cases – My.Khan and PK. Jain Tata
   Mcgraw Hill Co.
8) Financial Management – Bhabatosh Banerjee – PHI Learning PVT Ltd.,
   M.Wachowfcz, PHI learning Private Ltd.,
10) Financial Management – By P. Periasamy Tata Mcgraw Hill Co.
Semester – II  

5 Hours / 5 Credit

**CORE COURSE - XI : HUMAN RESOURCE MANAGEMENT**

**Objectives**

The course aims at introducing the students to various aspects of human resources management. The important functions of a human resources manager such as recruitment and selection processes interview methods. Performance appraisal, training and development, disciplinary procedures, collective bargaining and employee welfare. The students will be exposed to the recent methods and trends in HRM with a few case studies in the context of globalization.

**Unit I**  Perspectives in Human Resource Management


**Unit II**  The concept of Best-fit Employee


**Unit III**  Training and executive Development


**Unit IV**  Sustainign Employee Interest


**Unit V**  Performance Evaluation and Control Process

Recommended Text book:

1) Human Resource Management By MIRZA – S – Saiyadain Tata Mcgraw Hill Co. Email: mark_pani@mcgrawhill.com

2) Human Resource Management by Chitra Atmavam Naik, ANE books PVT Ltd., Chennai.


5) Human Resource Management By Biswajeet Pattanayak, PHI learning India PVT Ltd.,

6) Human Resource Management By SK. Sharma Global India Publications PVT Ltd., New Delhi. Email: info@globalindiapublications.com


9) Managing Human Resources By Wayne.F Cascio, Tata Mcgraw Hill Co.


12) Strategic Human Resource Management, By Nayantara – Atlantic publishers (P) Ltd., Chennai. Email: chennai@atlanticbooks.com
Semester – II

5 Hours / 5 Credit

CORE COURSE - XII : RESEARCH METHODOLOGY

Unit I

Unit II
Scaling : Nature, methods and Scale construction techniques.
Sampling : Nature, Simple, Probability and complex probability; Non-probability samples.

Unit III
Sources and collection of data; Primary and secondary sources, survey observation, experimentation – details and evaluation. Analysis and presentation: Coding, data entry, tabulation & cross tabulation. Hypothesis testing Statistical significance, statistical testing procedure. Tests of significance: Types and selection of tests.

Unit IV
Measures of Parametric and Non-parametric tests, Assumptions, Computation and testing of product moment correlation – Mean difference tests, Non-parametric tests: $X^2$ tests, Rank order correlation, U test, Sign test.

Unit V
Presenting results: Written and oral reports, The written research report, preparatory items, Introduction, methodology, finding and conclusions.
Writing the report: Pre-writing concerns, writing the draft to presentation, Consideration. Presentation of statistics, Text, semi tabular, Tabular graphic, presentation, oral presentation : Preparation, delivery and audiovisuals.
Recommended Text Book:

1) Business Research methods By Dr. T.N. Srivastava and Mrs. Shailaja Rego – Tata Mcgraw Hill. Co Chennai – Email : mark_pani@mcgraw.hill.com

2) Business Research methods, Alan Bryman and Emmabell – Oxford University press. chennai. Email : v.anand@oup

3) Research methodology, By R. Panneer Selvam, phi learning India PVT Ltd., New Delhi. Email : phi@phindia.com

4) Academic writing, A guide for management students and Researchers, By Mathukutty M. Monippally and Badrinarayanan Shankar Pawar – www.sagepublications.com

5) Research methods Indian Edition By Donald H. Mcburney and Theresa – Cengage learning. Email : sriram.b@cengage.com
Semester – III  5 Hours / 5 Credit

CORE COURSE - XIII : STRATEGIC MANAGEMENT

Unit I

Unit II
Environment Analysis & Internal Analysis of Firm :

Unit III
Strategy Formulation:

Unit IV
Concepts and tools of Strategy evaluation :

Unit V
Strategy Implementation & Control :
Various approaches to implementation of strategy – Commander approach – Org – change approach, collaborative approach, Cultural approach, creative approach – Matching organization structure with strategy – 76 model – Strategic control process – Du pant’s control model and other Quantitive and quantitative tools – steps – M. Porter’s approach for Globalisation – Future of Strategic Management.
Recommended Text books


Suggested Readings:

1. Strategic business management Dr. KNS. Kang, Deep and Deep publishers. www.ddpbooks.com
2. Strategic management, India edition by Ireland, Hoskisson and Hitt, Cengage learning.
3. Strategic management text and cases by Degs, lump kin and Eisner, Indian Edition Tata Mcgraw Hill.
Semester – III 5 Hours / 5 Credit

CORE COURSE - XIV : BUSINESS LAW

Unit I

Unit II

Unit III

Unit IV

Unit V
Recommended Text books

1. Business legislation for management M.C. Kuchal and Deepa Prakash, Vikas
   Publish House PVT Ltd.,
2. Legal aspects of Business, Ravinder kumar, Cengage learning.
4. Business law, D. Chandra Bose, PHI learning PVT Ltd.,
5. Legal aspects of Business by Akhileshwar Pathak. Tata Mcgraw Hill.

Suggested Readings

   sagepublications.com
2. Company law, Ashok K Bagrial Vikas publishing House.
3. Business Law, chandra Bose, PHI learning India PVT Ltd.,
Semester – III  
5 Hours / 5 Credit

CORE COURSE - XV : MANAGEMENT INFORMATION SYSTEMS

Unit I  
**INTRODUCTION TO BUSINESS SYSTEMS IN BUSINESS**


Unit II  
**INFORMATION SYSTEMS FOR BUSINESS OPERATIONS :**


Unit III  
**INFORMATION SYSTEMS FOR MANAGERIAL DECISION SUPPORT**


Unit IV  
**INFORMATION SYSTEMS FOR STRATEGIC ADVANTAGE :**


Unit V  
**MANAGING INFORMATION SYSTEMS :**

Recommended Text books

5. Introduction to Information Systems by Alexis Leon and Mathews Leon Tata Mcgrawhill Co.

Suggested Readings

1. Management Information Systems S. Sadagopan, PHI learning PVT Ltd.,
Semester – III 5 Hours / 4 Credit

A : MARKETING

ELECTIVE COURSE – I : CONSUMER BEHAVIOUR

Unit – I CONSUMER BEHAVIOUR – AN INTRODUCTION
What is C B Why to study CB., Application of Consumer behaviour principles to strategic marketing. Role of Marketing in Consumer behaviour, Market Segmentation and Consumer behaviour.

Unit – II CONSUMER AS AN INDIVIDUAL
Consumer needs and motivation, Personality and Consumer Behaviour, Psychographics Consumer Perception, attitudes, attitude formation and change, Learning.

Unit – III CONSUMER IN A SOCIAL & CULTURAL SETTING
Groupdynamics and consumer reference groups, Family, Social class and Consumer behaviour, The influence of Culture on Consumer behaviour. Sub – Cultural and Cross Cultural Consumer Analysis.

Unit – IV CONSUMER DECISION MAKING PROCESS:
Personal influence and the opinion leadership. Diffusion of innovation process, Consumer Decision making process, Comprehensive models of consumer decision making. New Product purchase and repeat purchase.
Unit – V CONSUMER BEHAVIOUR APPLICATIONS

Consumer Behaviour applicable to Profit and Non Profit Service Organizations, Societal Marketing Concept, Marketing Ethics, Consumer movement, Government Policy and Consumer Protection, Indian Consumer and Marketing Opportunities in India.

Recommended Text books :
1. Consumer Behaviour – Ramanuj Majumdar PHI learning PVT Ltd.,
4. Consumer behaviour, concepts, Applications and cases – MS Raju, Dominic Xardel, Vikas publishing House PVT Ltd.,

Suggested Readings
A : MARKETING

ELECTIVE COURSE – II : BUSINESS TO BUSINESS MARKETING

Objectives :

The Course attempts to expose the various concepts of Industrial marketing to students who have had a foundation course in marketing. This would enable the students to become familiar with the peculiarities of Industrial marketing and be able to apply the concepts and practices Industrial marketing to real life situations.

Unit I
Introduction to Industrial marketing – Industrial Marketing Operations.

Unit II
Segmentation in Industrial Marketing, Demand concepts for Industrial products, Industrial Marketing Research, Industrial Buyer Behaviour.

Unit III
Product Management – Product line planning – New Product development strategy.

Unit IV
Pricing, Distribution, Advertising and Sales Promotion of Industrial Products.
Unit V


Recommended Text books:

1. Industrial Marketing Management M. Govindarajan, Vikas publishing House PVT Ltd.,
2. Industrial Marketing by MILIND T. Phadtare - PHI learning PVT Ltd.,
Objectives:

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

Unit I

Nature and scope of Sales Management; Setting and Formulating Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans.

Unit II

Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotes for Sales Personnel.

Unit III

Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis. An overview of Marketing Channels, their structure, Functions and Relationships.
Unit IV

Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning Organisational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal Issues.

Unit V

Information System and Channel Management, Assessing Performance of Marketing Channels including sales force; International Marketing Channels.

Recommended Text books :

4. Sales Management, Analysis and Decision making India Edition by Ingram and others, Cengage learning
5. Sales Management By CL Tyagi and Arunkumar, Atlantic publishers.

Suggested Readings

Course Objectives:

The course aims at imparting an advanced knowledge of existing Costing Systems, their drawbacks and development of improved methods and techniques, so as to make Costing systems tools of Strategic Decision Making.

Unit –I

Unit – II

Unit – III
Activity Based Costing – Drawbacks of Conventional Costing Systems – Hidden Factory – Merits and Demerits of ABC – implementation of ABC.

Unit – IV
Cost of Quality – Understanding, Analysis and measurement of COQ.
Unit – V


Recommended Text books :

2. Total Quality Management By SK Mandal, Vikas publishing House PVT Ltd.,
3. Advanced cost Accounting (Cost Management) By Jain SP and Narang KL., Kalyani publishers, New Delhi.

E-mail: info@globalindiapublications.com
Course Objectives:

This course provides an understanding of the following fund-based and fee-based financial services offered by financial intermediaries such as non-banking finance companies, banks and financial institutions.

- Equipment Leasing
- Hire Purchase & Consumer Credit
- Bill Discounting & Factoring
- Accessing Capital Market

This course will also focus on issues concerning the financial management of financial intermediaries.

Unit I


Unit II


Unit III

Unit IV


Unit V

Strategic Issues in the Management of Financial Intermediaries : Capital Policy, Liquidity Policy, Credit Policy, Investment Policy.

Recommended Text books

1. Financial Services By Dr. S. Gurusamy Tata Mcgraw Hill Co
2. Financial Services, By Nalini PRAVA TRIPATHY, PHI learning PVT ltd.,
3. Financial markets, Institutions & Services by NK Gupta and Monika Chopra – Ane books Pvt Ltd., www.anebooks.com
4. Financial services M.Y Khan, Tata mcgraw Hill co.,

Suggested Readings :

1. Financial services and system By K. Sasidharan and Alex K. Mathews, Tata Mcgraw Hill Co.,
Objective:
This course provides (a) an understanding of the conceptual framework underlying Security Analysis & Portfolio Management and (b) an appreciation of the regulatory and tax framework circumscribing investment in securities; and (c) some insights into the operations of the Indian Stock Market.

Unit I
Valuation of Bonds: Measures of Yield, Duration & Convexity, Measures of Risk, Determinants of Interest Rates and Theories on Term Structure, Bond Swaps.

Unit II
Derivative Securities: Equity Options: Concept, Applications & Valuation, Economic Analysis, Industry Analysis.

Unit III
Valuation of Equity Stocks: Approaches of Equity Stock Valuation, Index features, concept, applications and valuation.

Unit IV
Valuation of Equity Stocks: Company Analysis, Technical Analysis, Efficient Markets Hypothesis.
Unit V


Recommended Text books :

1. For Unit I and II
   Security Analysis and Portfolio management By Punithavathy Pandian, Vikas publishing House PVT Ltd.,

2. For Unit III, IV and V
   Security Analysis and Portfolio Management with CAPM – By Dr. Sankara Narayanan – ANE Books Chennai – Email : anebooks_tn@airtelmail.com

3. Security Analysis and Portfolio Management by RITTU Ahuja, Atlantic publishing Co.,

4. Portfolio Management By Samir K. BARUA and others, Tata Mcgraw Hill.

5. Security Analysis and Portfolio Management, By S. Kevin, PHI learning PVT Ltd.,

6. Investment Analysis and Portfolio Management By Prasanna Chandra, Tata Mcgraw Hill Co.,

Suggested Readings :

1. Investments, Special Indian Edition by ZVI Bodie and others Tata Mcgraw Hill.

2. Fundamentals of Investment Management Indian Edition, By HIRT and Block Tata Mcgraw Hill Co.,

3. Investment Management, By Vk. Bhalla S.Chand & Co.,
Semester – III 5 Hours / 4 Credit

C : HUMAN RESOURCE
ELECTIVE COURSE – I : ORGANISATION DEVELOPMENT

Unit I  Introduction to Organization Development :
Concept, Nature and Scope of O.D.
Historical Perspective of O.D.
Underlying Assumptions & Values.
Theory and Practice on change and changing.
The Nature of Planned Change.
The Nature of Client Systems : Group Dynamics, Intergroup
Dynamics and Organizations as Systems.

Unit II  Operational Components of O.D.
Diagnostic, Action and Process – Maintenance Components
Action Research and O.D.

Unit III  O.D. Interventions :
Team Interventions
Inter – group Interventions
Personal, Interpersonal and group process interventions
Comprehensive Interventions
Structural Interventions
Unit IV  Implementation and Assessment of O.D
Implementation – conditions for failure and success in O.D. efforts.
Assessment of O.D. and change in Organizational performance
The impact of O.D.

Unit V  Some key considerations and issues in O.D.
Issues in consultant – Client relationships
Mechanistic & Organic systems and the contingency approach
The future of O.D.
Some Indian experiences in O.D.

Recommended Text books :
1. Organization Development and Change – By Cummings and Worely Cengage learning. www.cengage.co.in
E-mail: info@globalindiapublications.com
Semester – III 5 Hours / 4 Credit

C : HUMAN RESOURCE

ELECTIVE COURSE – II : REWARD MANAGEMENT

Unit I

INTRODUCTION OF COMPENSATION CONCEPTS

Unit II

ESTABLISHING PAY VARIABLES AND WAGE BOARDS
Strategic importance of variable day-Determination of Inter and Intra industry compensation differentials. Individual and Group Incentives.

Unit III

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

Unit IV

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

Unit V

COLLECTIVE BARGAINING AND EMERGING TRENDS
Collective Bargaining Strategies – Long term settlements – Cases of Productivity Settlements – Exercise on drawing up 12(3) and 8(1) settlement. Cases of Productivity Settlement. Emerging Trends in IR due to LPG.
Recommended Text books

   E-mail: info@globalindiapublications.com
   E-mail: chennai@sagepub.in
5. Reward Management – A Critical Text Vol:2, By White Geoff
   Marketing By Atlantic Publishers, Chennai.
   E.mail: chennai@atlanticbooks.com
Semester – III 5 Hours / 4 Credit

C : HUMAN RESOURCE

ELECTIVE COURSE – III : LEADERSHIP AND CHANGE MANAGEMENT

Unit I

Nature and Types of Organizational Change, Causes of and rationales for change, environmental and internal organizational determinants of change. Planned and emergent change. Proactive and reactive emergent change and response to these changes. Incremental and radical change, and rates / levels of change as a function of organizational life cycle positions. The links between nature / type of change and nature / type of leadership required e.g. transactional Vs transformational. The roles of corporate vision and strategy in charge.

Unit II

Theoretical frameworks, multi-source feedback for organizational change, Models of diagnosing organizational groups and jobs The organizational change web Resistance to change, Barriers to organizational change, rethinking resistance to organitional change, strategies to deal with resistance.

Unit III

Culture and the change process. The personnel manager as a cultural change agent handling power and political issues arising from change. The theoretical and practical contexts of cultural maintenance and cultural change strategies, corporate reorganization and sub culture management, Strategies and methods for achieving cultural change.
Unit IV

Behavioral Implications of change, The manifest, intent and paradoxical consequences of change, the concept of resigned behavioral compliance. The positive and negative functions of resistance. Intended and unintended behavioural reaction to downsizing and delayering. Understanding and managing uncertainty and ambiguity in the change process.

Unit V

Intervention Strategy, Structural, technological and process factors in intervention strategies. Advantages / limitations of change technologies and associated leadership models. Role of leadership in change process. Leadership and emotional knowledge strategies to achieve congruence of personnel, structure and culture.

Challengers of leading change.

Recommended Text books

2. Organizational change, Tupper cawsly and Gene Deszca by Sage
Semester – III 5 Hours / 4 Credit

D : SYSTEM

ELECTIVE COURSE – I : E-BUSINESS

Unit I Digital Economy
Emerging cyber economy – Opportunities and challenges offered by internet – generic business models on the net-types and technology and economic changes.

Unit II Intra Business Applications
Intra business applications: Online sales force automation, online customer service & support, virtual organization, logistics management, distribution & payment channel, corporate digital library network centric computing, EDI implementation & standards, software, network carrier & mode of information transmission, business applications.

Unit III Marketing through the Internet

Unit IV Electronic Payment Systems
Electronic payment systems & electronic cash E-Commerce & banking. Internet monetary payment & security requirements – confidentiality of payment information, payment information integrity, account holder & merchant authentication payment & purchase order process, account holder registration, merchant registration, account holder
ordering, payment authorization, online e-cash anonymity, double spending, interoperability, electronic payment schemes – digital cash, credit cards, internet cheque, debit card, smart cards, financial EDI, E-walers, micro transactions, payment clearing service providers.

Unit V    Emerging Trends


Recommended Text books :
1. E-commerce, By Dr. M. MAMOUDI Maymand, Deep and Deep publications PVT Ltd., www.ddpbooks.com
3. Information Systems today Leonard Jessup / Joseph VALLACICH. PHI learning PVT Ltd.,

Suggested Readings :
1. Essentials of E-commerce Technology By V. Rajaraman – PHI learning PVT Ltd.,
2. Introduction to Information Systems by Alexis Leon and Mathens Leon Tata Mcgraw hill Co.,
Semester – III 5 Hours / 4 Credit

D : SYSTEM

ELECTIVE COURSE – II : INTERNET TECHNOLOGIES

Unit I Introduction & Web Design


Unit II Client Application Development


Unit III Web Architecture and Web Servers

Unit IV   **Security**


Unit V   **Advanced Concepts**


Recommended Text books :

1. The Internet Book by Douglas E Comer, India Edition, PHI Learning PVT Ltd.,
2. Introduction to Information Systems, Alexis Leon and Mathews Leon by Tata Mcgraw Hill.Co.,
3. Internet for Everyone, By Alexis Leon and Mathews Leon,Vikas Publishing House PVT Ltd.,
4. Information Systems Today, By Leonard Jessup and Joseph Vallacich. PHI learning PVT Ltd.,
D : SYSTEM

ELECTIVE COURSE – III : KNOWLEDGE MANAGEMENT

Unit I
Information Management to Knowledge Management
Industrial Economy to Knowledge Economy
Basics of Knowledge Management

Unit II
Mechanics of Knowledge Management – Tools and Technologies
Communities of Practice and Knowledge conversion
The knowledge Management Matrix.

Unit III
Organisation learning and Knowledge Management
Organization culture and knowledge Management
Knowledge Management Roadmap

Unit IV
Aligning Knowledge Management and Business Strategy
Design and Development of Knowledge Management System
Deployment of Knowledge Management System
Unit V
Measurement and Evaluation of Knowledge Management System
Strategic issues in Knowledge Management
Future of Knowledge Management.

Recommended Text books :

1. Knowledge Management By WAMAN JAWADEKAR, Tata Mcgraw Hill Co Chennai. Email : mark_pani@mcgrawhill.com.
2. Knowledge management – An Evolutionary view – BECERRA – Fernandez & Leidner, By PHI learning PVT Ltd.,
3. Knowledge Management – Sudhir Warier by Vikas Publishing House PVT Ltd,
4. Information & Knowledgement by D. Kamala Vijayan – Macmillan India Ltd., Chennai.
5. Knowledge Management Systems Edited by Stuart Barnes, India Edition,Cengage learing www.cengage.co.in
6. Ten steps to maturity in knowledge management, J.K. Suresh and Kavi Mahes Chandos publishing distributed by Ane books – e-mail – anebooks@vsnl.com
8. Knowledge Management - Complexity, Learning and Sustainable Innovation By Dr.J.K.MISHRA, year 2009- GLOBAL INDIA BUSINESS Publications, New Delhi. E-mail: info@globalindiapublications.com
9. Information and Knowledge Management Extra Series – By Ane Books Private Ltd, Chennai. E-mail: anebooks tn@airtelmail.in
Semester – III  5 Hours / 4 Credit

E : OPERATIONS
ELECTIVE COURSE – I : SUPPLY CHAIN MANAGEMENT

Objectives:
To explain basic theory and techniques of supply chain to examine the issue and problems associated with supply chain in a changing business environment.

Unit I
- Goal and Principles of Supply Chain Management.
- Bullwhip effect and its impact on supply chain performance.

Unit II
- Flow Management and its importance
  - Management of material flow in the supply chain
  - Management of information flow
  - Management of cash flow and value flows
- Customer Service strategy
  - Benchmarking best practices

Unit III
- Customer relationship Management
- Out-bound logistics resources planning and management
- Quick response systems in Manufacturing

Unit IV
- Management of in-bound logistics
- E-supply chain cases

Unit V
- Supply chain cost analysis
- Supply chain performance measures
- Issues in Global supply chain

Recommended Text books:
2. Supply chain management – Rahul V. Altekar, By PHI learning PVT Ltd.,

Suggested Readings
2. Introduction to supply chain management Robert B. and others India Edition, PHI learning PVT Ltd.,
3. Designing and Managing The Supply chain, concepts, strategies and case studies by David Simchilevi, Ravi shankar and others Special Indian Edition, Tata Mcgraw Hill Co.
Semester – III 5 Hours / 4 Credit

E : OPERATIONS

ELECTIVE COURSE – II : ADVANCED OPERATION RESEARCH

Unit I

❖ Non Linear Programming – Non linear programming problems of general nature – one variable unconstrained optimization Multi variable unconstrained optimization – Karush Kuhn Tuker (KKT) conditions for constrained optimization – its Applications in Management.

❖ Separable programming and its Applications in Management.

❖ Quadratic Programming – convex programming – geometric programming – Fractional programming and its Application in Management.

Unit II


❖ Empherical Queueing models – (M/M/1) : (GD/∞/∞) Model - (M/M/C) : (GD/∞/∞) Model – (M / M / 1) : (GD / N / ∞) Model – (M / M / C) : (GD / N / ∞) Model (for C ≤ N) – (M / M / C) : (GD / N / N) Model (for C < N) – (M / M / 1) : (GD / N / N) Model (for N > 1)

Unit III

❖ Integer Programming – Formulation – Branch and Bound Technique and its applications to Binary Integer Programming and Mixed Integer Programming – Branch and Cut Approach to solve Binary Integer Programming (BIP).

❖ Applications of BIP in the Areas of Investment Analysis, site selection, Designing a production and Distribution network, Dispatching shipments, scheduling and its interrelated activities and Airlines Industry.
Unit IV

- Dynamic Programming (DP) – Applications of DP in capital budgeting, Reliability Improvements, stage-coach, cargo loading, single machine scheduling, optimal sub-dividing – solving LPP using Dynamic programming Technique.

Unit V

- Replacement and maintenance Analysis – Types of Maintenance – Types of Replacement problem and decisions – Determination and problems of Economic life of an Asset.

Recommended Text books
For Unit – I, Unit – II, Unit – III

1. Introduction to Operations Research (Concepts and cases)
   By Frederick S. Hillier and Gerald J. Lieberman (Eighth Edition)
   Tata Mc-Graw Hill Education Private Limited (Special Indian Edition)
   E-mail : mark_pani@mcgrawhill.com

For Unit II, Unit IV, Unit V

2. Operation Research (Second edition)
   By R. Paneerselvam
   PHI Learning Private Ltd., New Delhi.
   E-mail : prakash@phindia.com

For Unit II

   By Rathindra P. Sen
   PHI Learning Private Ltd., New Delhi.

NOTE : TO COVER ALL THE UNITS IN THE SYLLABUS STUDENTS SHOULD GET THE ABOVE 3 BOOKS.
E : OPERATIONS

ELECTIVE COURSE – III : TOTAL QUALITY MANAGEMENT

Unit I:

Unit II
Strategic thinking and planning, The strating point for Total Quality Total quality policy.

Unit III
Total quality model – Enables for total quality – quality responsibilities – Archiving total commitment to quality supportive Leadership.

Unit IV

Unit V
Strategic choice of markets, and customers maintaining competitive advantage – Designing process and products for quality. The Role of ISO 9000 series of quality system standards. Pitfalls in operationalising total quality – Auditing for TQM.
Recommended Text books:

1. Total Quality Management, PN. Mukherjee. PHI learning PVT Ltd.,
2. Total Quality Management, Text and cases by B. Janakiraman and RK. Gopal, PHI learning PVT Ltd.,
3. Total Quality Management, SK. Mandal Vikas Publish House PVT Ltd.,

Suggested Readings

1. Total Quality Management, L. Suganthi and Anand, A.Samvel, PHI learning
CORE COURSE - XVI : INTERNATIONAL BUSINESS ENVIRONMENT

Objectives

The primary objectives of this course is to acquaint the students to emerging global trends in business environment.

Unit I

International Business : An overview – Types of International Business; The External Environment Economic and Political Environment. The Human Cultural Environment; Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends.

Unit II

Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions Trade Investment – Government Influence on Trade Investment; Determination of trading Pattern Independence. Interdependence and Dependence.

Unit III

World Financial Environment; Cross-national Co operation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalisation of Service Firms; Operation Management in International Firms.

Unit IV


Unit V

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements.
Recommended Text book

1) International Business Text and cases by Francis Cherunilam / PHI lerning India PVT Ltd., New Delhi. Email : phi@phindia.com

2) For Unit I and II
   International Business – By Rakesh Mohan Joshi, Oxford University Press, Chennai. Email : v.anand@oup.com

3) For Unit IV
   International Business, Justin Paul, PHI learning India PVT, Ltd., New Delhi.

4) International Business – S. Shajahan By macmillan India Ltd., Chennai.


7) International Business – Charles WL Hill and Arun K. Jain, Tata Mcgraw Hill Co.,


9) International Business, Michael R. Czinkota and others cengage learning.

10) For Unit V :
     Email : anebooks_tn@airtelmail.in

11) International Business – By Donald A Ball and others, India Edition By TATA Mcgraw Hill Co.
Semester – IV                                                                                              5 Hours / 5 Credit

CORE COURSE - XVII : ENTREPRENEURIAL DEVELOPMENT

Objectives of the course:

1. To provide a basic frame-work to start a small / medium scale business / Industrial Unit.

2. Preparation of Project profile / Report on a line of manufacture / business / service unit of actual interest to the participant – bankable project report taking into account technical feasibility, financial viability, requirements of financial institutions / commercial banks etc.,

Unit I

“What is Business” & Definition of Entrepreneur / “Choosing the right line of Business” Statutory Requirements & Clearances.

Unit II


Unit III

Parameters for Financial viability of a Project Proposal.

Unit IV

Incentives & Opportunities provided by Government and its Agencies.

Unit V

Recommended Text book

1) **For Unit I and III**
   Entrepreneurship By Rajee Roy Oxford University press – Chennai.
   Email : v.anand@oup.com

2) **For Unit II, IV, V**
   Entrepreneurship Text and cases By P. Narayana Reddy – cengage learning.
   Email : sriram.b@cengage.com

3) **For preparation of Project Report and Filling in Unit V**
   Management and Entrepreneurship By Kanishka Bedi Oxford University press.

4) **For Better Projects Through SWOT Analysis in Unit V**
   Entrepreneurial Management Edited volume by Shivaganesh Bhargava – contributed by N. Mani Mekalai and A. Mohamed Abdullah, Bharathidasan University Trichy. Book published by Sage publications Chennai. Email : chennai@sagepub.insagepublications.com

5) **Entrepreneurial Development By Jayshree Suresh**, Margam publications, Chennai.

Suggested Readings

1) **Entrepreneurship in The New Millenium** By Kuralko and Hodgetts – Cengage learning.

2) **Entrepreneurship** – Robert D Hisrich and others, Tata Mcgraw Hill Co.
Semester – IV  

5 Hours / 5 Credit

CORE COURSE - XVIII : MANAGEMENT CONTROL SYSTEMS

Unit I

Nature of Management control – Control in organisations – phases of management control system – Management control Vs Task control.

Unit II

Control and organisational Behaviour – Types of organisations and their implications – Types of organisations and their implications – Types of control and variations in controls based on organisational structure and design.

Unit III

Goals and strategies – Key variables in Management control Design and their types – key Result Areas.

Unit IV


Unit V


Special management control situations – Multinational companies – Service organisation – Non-profit organisations – Multi – Project organisation.
Recommended Text book:

1) Management control systems By N. Ghosh – PHI learning private Ltd.,
2) For Unit – V
   Management control systems by Joseph A. Maciariello and other, India Edition
   PHI learning PVT Ltd.,

Suggested Readings

1) Management control system by Robert N. Anthony and Vijay Govindarajan,
Objectives

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising and Sales Promotion programme.

Unit I


Unit II

Simulation of Primary and Selective Demand – Objective Setting and Market Positioning; Dagmar Approach – Determination of Target Audience; Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout.

Unit III

Campaign Planning; Media Planning; Budgeting; Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation.

Unit IV


Unit V

Sales promotion – Role of Creative Strategies – Different methods of sales promotion – Evaluating effectiveness of different promotional strategies.
Recommended Text book :

1) Advertising and Promotion By George E. Belch and others. Tata Mcgraw Hill Co. Email : mark_pani@mcgrawhill.com


3) Advertising and promotion by Shimp Cengage learning, Chennai. Email : sriram.b@cengage.com

4) Strategic advertising management by Lorry percy and Richard Elliott oxford University press, chennai.

5) Advertising planning and implementation by Sangeeta Sharma and Raguvirsingh PHI learning India PVT Ltd.,

6) Advertising & promotions are (IMC) Integrated Marketing Communication approach by Kruti Shah and Alan D'souza, Tata Mcgraw Hill Co.


10) Advertising Management Media approach for Market Research Global India Publications PVT Ltd., New Delhi. Email : info@globalindiapublications.com

Semester – IV  5 Hours / 4 Credit

A : MARKETING
ELECTIVE COURSE - V : MARKETING OF SERVICES

Unit I
Developing a Framework for understanding Services Marketing – Classification of Services on similar characteristics.

Unit II
Nature of service – Relationship with customers – customerisation and judgement in Service delivery – Nature of demand relative to supply method of service – Delivery – Significance of people based attribute and / or facility based attributed of the service product.

Unit III
Managing Customer Mix – Deciding on what segment of Customers to serve – Positioning the service – Developing of service positioning strategy – Positioning map.

Unit IV
Managing Demand – Demand supply interaction – Strategies relating to demand – Inventory Demand – Flexible capacities – Modifying marketing mix elements to manage demand.

Unit V
Recommended Text book

1) **For Unit I, II, III**
   Services Marketing – operations and Management, By Vinnie Jauhari & Kirtidutta, Oxford University Press, Chennai. Email : v.anand@oup.com

2) **For unit IV & V**

3) Services marketing by Kapoor, Paul & Halder – TATA Mcgraw Hill Co – Chennai.
4) Services marketing Govind Apte, Oxford University Press, Chennai.
5) Services marketing, The Indian Context, R. Srinivasan, PHI learning.

Suggested Reading

1) Services marketing and management by Audrey Gilmore, Response Book – sage publication. [www.indiasage.com](http://www.indiasage.com)

2) Services marketing text and cases Steve Baron and others, published by Palgrave Macmilan London, Distributed by ANE book PVT Ltd., Chennai. Email : anebooks_tn@airtelmail.in

3) Text book of marketing of services by Nimit chowdhary – Macmillan India Ltd.,
Semester – IV 5 Hours / 4 Credit

A : MARKETING
ELECTIVE COURSE - VI : RETAIL MANAGEMENT

FOCUS : The course will focus on (i) Manufacturers perspective on retailers.
         (ii) Retailers understanding of the retail business.

BROAD CONTENTS :
Unit I
An introduction to the Retailing System. Retailing mix – Social forces – Economic
forces – Technological forces – Competitive forces.

Unit II
Retailing definition, structure, Different formals – Marketing Concepts in
Retailing – Consumer purchase behaviour – Cultural and Social group influence on
Consumer Purchase Behaviour.

Unit III
Retail store Location – Traffic flow and analysis – Population and its mobility –
Exteriors and layout – Customer traffic flows and pattern – Creative display.

Unit IV
Merchandise Planning – Stock turns, Credit Management, Retail Pricing, Return
on per. sq.feet of space – Retail Promotions – Staying ahead of competition.
Supply Chain Management – Warehousing – Role of IT in supply chain
management.

Unit V
Franchising, Direct Marketing / Direct Selling – Exclusive shops Destination
stores – Chain Stores – Discount Stores and other current and emerging formats – Issues
and options.
Retail Equity, Technology in Retailing – Retailing through the Internet.
Recommended Text book

1) For Unit I and II
   Retailing Management – Text and cases by Swapna Pradhan – Tata Mcgraw Hill Co – Chennai. Email : mark_pani@mcgrawhill.com

2) For Unit III and IV
   Principles of retail management by Rosemary Varley and Mohamed Raffiq – Palgrave macmillan – London – distributed by ANE books PVT Ltd.,
   Email : anebooks_tn@airtelmail.com

3) For Unit V
   Retail management – Dunne Lusch, cengage learning, Chennai.
   Email : sriram.b@cengage.com

4) For supply chain management in Unit IV
   Retail supply chain management by James B. Ayers and Mary Odegaard special Indian Edition – ANE books PVT Ltd., Chennai.
   Email: anebooks_tn@airtelmail.com

Suggested Readings

1) Retailing management, Michael Barton and others – Tata Mcgraw Hill co.
3) Retailing environment & operations Andrew J. Newman and other, cengage learning Chennai.
4) International Retailing, Nicholas Alexander – Oxford University press Chennai.
5) Fundamentals of Retailing – KVS madaan, Tata Mcgraw Hill Co.
6) Retail Management – Chetan Bajaj and others. Oxford University Press.
7) Retail Management By Neelesh Jani Global India Publichations, New Delhi.
8) Retail Management by Sajai Gupta and GVR Preet Randhawa – Atlantic publishers – Chennai.
Semester – IV 5 Hours / 4 Credit

B : FINANCE

ELECTIVE COURSE - IV : PROJECT MANAGEMENT

Unit I


Unit II


Unit III


Unit IV

Project Planning and Scheduling : Objectives – Process or Planning Components or good planning – Project designing and project scheduling and time estimation – Scheduling to match availability of man power and release of funds – Cost and time trade cost.

Unit V

Recommended Text book

1) **For Unit II and IV**
   Total project T Management The Indian context by PK. Joy – Mac millan India Ltd.,

2) **For Unit I and V**
   Project Management – by R. Panneerselvam and P. Senthil kumar PHI learning India PVT Ltd.,


4) Project Management By S. Choudhury Tata Mcgraw Hill Co.


Suggested Readings

1) Project Management by CCI Pfor D.F. Gray and Erik .w Carson – Tata Mcgraw Hill Co.

2) Project Management – Management extra series – ANE books
   E-mail : anebooks_tn@airtelmail.in

3) Text book of project management by P. Gopalakrishnan & VE. Ramamoorthy Macmillan India Ltd.,

4) Projects, Planning, analysis, selection financing, Implementation and Review by Prasanna Chandra – Tata Mcgraw Hill Co.
Semester – IV

5 Hours / 4 Credit

B : FINANCE

ELECTIVE COURSE - V : GLOBAL FINANCIAL MANAGEMENT

Unit I

b. International Monetary System.

c. Foreign Exchange Market
d. Exchange Rate Determination

Unit III

e. Law of one price
f. Management of Foreign Exchange Exposure

Unit IV

g. International Capital Budgeting.
i. Financial Dimensions of International Trade.

Unit V

j. Control and Tax aspects of Multinational Companies
k. Financing a multinational Company.
Recommended Text book

1) **For Unit I & III**
   Email : anebooks tn@airtelmail.in

2) **For Unit II and III**
   Tata Mcgraw Hill Co.
   Email : mark_pani@mcgraw hill.com

3) **For Unit IV & V**
   International Financial Management By JEFF Madura, cengage learning.
   Email : sriram.b@cengage.com

4) **In Unit IV for International working capital Management**

5) **Fundamentals of International**
   Financial Management By S. Kevin, PHI learning India PVT Ltd.,

Suggested Readings


2) International Financial Management By PG. APTE, Tata Mcgraw Hill Co


Semester – IV                                                                                 5 Hours / 4 Credit

B : FINANCE

ELECTIVE COURSE - VI : WEALTH MANAGEMENT

About the course
The increase in personal wealth in the economy and lack of expertise and time on the part of individual investors has given rise to a need for personalized wealth management services. This course would help students harness their finance and marketing skills and cater to the needs of individual investors.

Objectives of the Course
• To create Successful Wealth Managers
• To harness the Finance and Marketing Skills of the Students

Unit I

Unit II
Consumer behaviour and financial services – Evaluation of consumers dissatisfaction and service perception.

Unit III
Financial Services quality – services strategies.

Unit IV

Unit V
Wealth Management – Process – Role of wealth Manager, Cases on Wealth Management.
Recommended Text books

1) **For Unit I**
   Financial services and system by K.Sasidharan and Alex mathews – Tata Mcgraw Hill Co. Chennai. Email : mark_pani@mcgraw hill.com

2) **For Unit II**
   Services marketing by Govind APTE Oxford University Press – Chennai.
   E.mail : v.anand@oup.com

3) **For Unit III**
   Financial services by S. Mohan and R. Elangovan – Deep and Deep publications PVT Ltd., Email : ddbooks@yahoo.co.in

4) **For Unit IV**

5) **For Unit IV**
   Portfolio Management – By Samir K. Barua, JR Varma and V. Raghunathan – Tata Mcgrawhill

6) **For Unit V**

7) **For Unit V**
   Email : info@globalindiapublications.com
C : HUMAN RESOURCE

ELECTIVE COURSE - IV : PUBLIC RELATIONS MANAGEMENT

Objectives

1. To understand the role of public relations in building and maintaining a healthy corporate image.
2. To gained working knowledge of the various tools used in public relations.

Unit I


Unit II

2) Public Opinion – The Psychological factors that affect the perception of the public, their though process and decision making process.

Unit III

3) Public Opinion Research
4) Public Relations : The process

Unit IV


Unit V

7) Advertising and Promotional Techniques : Promoting and positioning your organization through Advertising, Exhibitions, open house, Tournaments etc.,
8) Lobbying, Managing Rumours & Leaks.
Recommended Text books

1) Effective public relations and media strategy by C.,V. Narasimha Reddy – PHI learning India PVT Ltd.,
   Email : phi@phindia.com

2) For Unit V
   Public Relations principles and practices with solution manual by Iqbal S. Sachdeva Oxford University Press, Chennai. Email : v.anand@oup.com

3) Public relations practices by Allen H. Center and Patrick Jackson – cage studies and problems – Indian Edition - PHI learning India PVT Ltd.,

   Email : 1) info@globallindiapublications.com
           2) pragati@mdpni.com
Semester – IV                                                                                            5 Hours / 4 Credit

C : HUMAN RESOURCE
ELECTIVE COURSE - V : MANAGING INTERPERSONAL EFFECTIVENESS

Unit I : SELF PERCEPTION AND SELF-PRESENTATION

Unit II : COMMUNICATION
Communication & language, Non-verbal communication, proxemics (interpersonal space) paralanguage, kinesics, deception, detection deception, non-verbal leakage.

Unit III : ATTITUDE AND ATTITUDE CHANGE
The nature of attitude, changing attitudes – theoretical perspectives, changing attitudes through persuasion, Avoiding measurement pitfalls, conditions promoting and reducing consistency.

Unit IV : ENVIRONMENTAL INFLUENCE
Territoriality, crowding, environmental quality and social behaviour, the impact of our surroundings.

Unit V : QUALITY OF WORK LIFE (QWL)
Quality of Work Life : Working and well being, The working woman and the stress on working women, Advertising and consumer Behaviour, public health, aging and life quality, using social psychology to improve quality of work life.
Recommended Text Books

1) For Unit I and II
   Behaviour in Organisations By Jerald Greenberg and Robert. A. Baron – PHI learning India PVT Chennai. E-mail : phi@phindia.com

2) Culture and Organisational Behavior by Jai B.P> Sinha – Sage, Chennai. E.mail : chennai@sagepub.insagepublications.com

3) Organisational behaviour by S. Fayyaz Ahamed and others – Atlantic publishers – chennai.

4) For unit II
   Fundamentals of Organizational behaviour by Slocum and Hellriegel, India Edition by cengage learning chennai. Email : sriram.b@cengage.com

5) For Unit III
   Organisational Behaviour by Steven L MC Shane and others, Tata MCgrawhill Co. Chennai. Email : mark_pani@mcgrawhill.com

6) For Unit Iv
   Essential social Psychology – By (RISO . R.J) and Turner R.N. – Thousand Oaks, CA; International Edition – Sage publication, chennai. E.mail : chennai@sagepubuisagepublications.com

7) For Unit V Quality of work life

8) For Unit V
Semester – IV

5 Hours / 4 Credit

C : HUMAN RESOURCE

ELECTIVE COURSE - VI : GROUP DYNAMICS

Unit I
Groups and its formation – Formal and informal groups – Functions fulfilled by groups – Variables affecting the integration in groups of organization in groups of organizational groups and personal needs.

Unit II
Training for effective group membership – T Group training or sensitivity training – Lab exercises and feedback to individuals for improving interpersonal competence goals, approaches and utilization of senstivity – training in Organizations.

Unit III
Process of decisions making in groups – Problems and approaches for ‘consensus’ formation – effective meetings.

Unit IV
Use of groups in Organizations Vs Individual performance – Inter group Problems in Organizations – Inter group competition – Reducing competition through training – Conflict – Management of conflict – Preventing interpersonal conflict and inter group conflict Achieving integration in groups.

Unit V
Organization Development through better management of group dynamic – Team work development.
Recommended Text book

   Email : sriram.b@cengage.com
   Mobile : 99401 11491
   www.cengage.co.in

2) Organisational Behaviour By S. Fayyaz Ahamed and others, Atlantic publishers & Distributors (p) Ltd., Chennai.
   Email : chennai@atlanticbooks.com
D : SYSTEM
ELECTIVE COURSE - IV : SOFTWARE PROJECT MANAGEMENT

Unit I : SYSTEM ANALYSIS & DESIGN

Unit II SYSTEM IMPLEMENTATION

Unit III PROJECT DEVELOPMENT & DATABASE DESIGN

Unit IV SOFTWARE PROJECT MANAGEMENT
Software project management: challenges & opportunities – changing technologies & approaches – choice development of methodologies & technical platforms, project management techniques – monitoring 7 measurement of progress.

Unit V SOFTWARE PROJECT MANAGEMENT
Recommended Text books:

1) Software Engineering Principles and practice by Waman S.Jawadekar Tata Mcgraw Hill Co. – Chennai. Email: mark_pani@mcgrawhill.com

2) For Unit I
   Database Management systems Alexis Leon & Mathews Leon, Vikas Publishing House PVT Ltd.,

3) Software Project Management by S.A. Kelkar, PHI learning India PVT Ltd., Email: phi@phindia.com

4) Software project management (2 volumes set) by Prof. SN. Singh and SL. Gupta – Global India publications PVT Ltd., New Delhi.
   Email: info@globalindiapublications.com
Note: The course is aimed at providing skills on developing and implementing applications in RDBMS.

Unit I \hspace{0.5cm} INTRODUCTION TO RDBMS AND ORACLE

Unit II \hspace{0.5cm} ADVANCED CONCEPTS OF ORACLE

Unit III \hspace{0.5cm} INTRODUCTION TO VISUAL BASIC

Unit IV \hspace{0.5cm} BUILDING LARGER PROGRAMS

Unit V \hspace{0.5cm} PROJECT DEVELOPMENT
Selection of a Client / Server based application – design the project and tools – development using Oracle and Visual Basic – demo and review.
Recommended Text books :

1) For Unit I and II
   Oracle Database 11g By Satish Asnani – PHI learning India PVT Ltd.,
   Email : phi@phindia.com

2) For Unit III and IV
   Programming with visual basic 6.0 by Mohamed Azam – Vikas publishing house PVT Ltd., Chennai – www.vikaspublishing.com

3) For Unit V
   Database Management System Oracle SQL and PL / SQL by Pranabkumar Dasguptal PHI learning India PVT Ltd.,

4) Database system concepts by Peter Rob & Carlos Coronel India Edition, Cengage learning Chennai. Email : sriram.b@cengage.com

Suggested Readings :

1) Oracle PL / SQL programming by Laksman Bulusu, cengage learning, Chennai.

2) Database Management Systems By Gerald V.Post – Tata Mcgraw Hill Co.

Semester – IV 5 Hours / 4 Credit

D : SY STEM
ELECTIVE COURSE - VI : OBJECT ORIENTED PROGRAMMING & C++

Unit I: INTRODUCTION

Unit II OBJECT ORIENTED ANALYSIS AND DATA MODELING
Object Oriented Analysis & Data Modeling – Object Oriented Concepts, Object Oriented Analysis Modeling – Object Oriented design concepts, object oriented design methods, class & object definition, refining operations, program components & interfaces.

Unit III DESIGNING OF OOD SYSTEMS
Notation for OOD, Implementation detailed design, An Alternative Object Oriented Design strategy, integrating OOD with SA/SD.

Unit IV C++ BASICS
C++ Programming basics – classes & objects, constructor & destruction, Overloaded constructors, Access specifiers, static class data, Inheritance, Base Class & Derived class constructors, overriding member functions, class hierarchies, abstract base class, public & private inheritance, levels of inheritance, multiple inheritance.

Unit V ADVANCED CONCEPTS
Polymorphism, operator overloading, Virtual functions, Dynamic or Late binding, abstract classes, virtual base classes, friend functions static functions, Templates classes, Case Studies & Programming development in C++ demonstration & presentation.
Recommended Text book

1) **For Unit I**
   
   C++ and object oriented programming paradigm by ebasish Jawa, PHI learning India PVT Ltd.,

2) **For Unit II, III and IV**
   
   Object Oriented Programming with C++ by Balagurusamy – Tata Mcgraw Hill Co.,

3) **For Unit V and case studies**
   

4) **For unit II, III & IV**
   

Suggested Readings :

1) Programming with C++ by D. Ravichandran – Tata Mcgraw Hill Co.


3) Introduction to Object Oriented Programming and C++ By ISRD Group, Tata Mcgrawhill Co.

4) Object Oriented Programming with C++ by Rohit Khurana Vikas publishing house PVT Ltd.,
E : OPERATIONS
ELECTIVE COURSE - IV : MATERIAL MANAGEMENT

Objectives:
The key objective of this course is to acquaint the students with Decision – making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations; Cost-reduction techniques in Pre-purchase. Purchase and port-purchase systems; Modern material planning and delivery systems like MRP and JIT and Material handling and logistics systems.

Role of Materials Management in Business

Unit I PURCHASING
Quality, GA and Reliability, Standardisation, Value Engineering.

Unit II MATERIAL PLANNING

Unit III RELATED MATERIALS FUNCTION
Stores Management, Transportation and Insurance, Receiving and Stores, Surplus Materials and Disposal.

Unit IV MANAGEMENT OF MATERIAL ACTIVITIES
Policies, Procedures, Organisation, Personnel, Controls, Legal Implications, Computerisation.

Unit V GOVERNMENT PURCHASING
Procurement Outsourcing Claims and Insurance.
Recommended Text books

1) Materials Management procedures Texyt and casese, By A.K. Datta, PHI Learning India, [www.phindia.com](http://www.phindia.com)
2) Materials Management Text and cases, PHI learning India, New Delhi.
3) Materials Management case study and solutions by H. Kaushal Macmillan India Ltd.,
4) Purchasing and materials management – NK Nair Vikas Publishing House PVT Ltd.,
5) Material Management
   An Integrated approach by Dr. Pawan Arora Global India Publications PVT Ltd., New Delhi. Email : info@globalindiapublications.com
6) Purchasing – By Monczka, Trent and Hand field – By cengage learning, India Edition.
E : OPERATIONS
ELECTIVE COURSE - V : LEAN MANUFACTURING

Objectives:

The number of new initiatives started by Toyata and adopted by other Japanese Manufacturing companies such as TQM, JIT system, KIZEN etc., later spread to the entire world. American industries have further honed these approaches and gave structured framework for successful implementation in all types of organisations including service organizations. Lean thinking is both a philosophy and a framework. All the earlier techniques fit in to this framework with appropriate refinements.

This course gives the integrated perspective of Lean thinking apart from covering all the basic tools needed. This course will be relevant for those joining both manufacturing and service organizations.

Unit I
Evolution of lean thinking – Craftsman era, Mass Production era and Lean thinking.

Unit II
Lean Principles:
- The value
- Value stream mapping
- Flow
- Pull
- Perfection

Unit II
From thinking to action : Lean Leap Tool – Kit
2. 5S and TPM
3. JIT system and KANBAN concepts
4. Cellular Layouts

Unit IV
Creating Lean Enterprise – Organization and Implementation steps.
- Cases from Manufacturing Industries.
- Cases from service Industries, Including Software Industry.

Unit V
The Future – Lean Network.
Recommended Text book

1) Lean materials planning and execution India Edition – Cengage learning by Donald H. Sheldon.

2) Lean manufacturing implementation by Dennis P. Hobba. Cengage learning.

3) For Unit III
   Total Quality Management by SK. Mandal Vikas publishing.

4) Simplified Lean manufacture – By N. Gopala krishnan – PHI learning Private Ltd.
Semester – IV                                                                                             5 Hours / 4 Credit

E : OPERATIONS
ELECTIVE COURSE - VI : WORLD CLASS MANUFACTURING

Unit I : Strategic decisions in Manufacturing Management
        ▪ Choice of Technology, Capacity
        ▪ Layout / Automation in Material handling systems
        ▪ Emerging trends

Unit II : Aggregate planning and Master Production Scheduling
        ▪ Materials Requirement Planning (MRP)
        ▪ Manufacturing Resources Planning (MRP – II)
        ▪ Implementation Problems / Indian experience

Unit III : Review of Operations Scheduling Process
        ▪ Job Shop Scheduling
        ▪ Batch Production Scheduling
        ▪ Flow Production Line Balancing

Unit IV Just-in-Time System
        ▪ Pull System – Use of Kanban
        ▪ JIT Purchase – Source Development, Buyer – seller relations
        ▪ Indian Experience

Unit V  Total Productive Maintenance
        ▪ Objective of TPM – Total System effectiveness
        ▪ Break-down maintenance
        ▪ Preventive Maintenance
        ▪ Predictive Maintenance
        ▪ Condition Monitoring System
        ▪ Maintenance Prevention
        ▪ Maintainability Improvement
        ▪ Reliability Improvement
        ▪ Total Employee Involvement and Small Group Activities.
Recommended Text book

1) Production and operations managements by R. Panneerselvam, PHI learning India Ltd., www.phiindia.com

2) For Unit II and V
   Email : mark_pani@mcgrawhill.com

3) World Class Manufacturing by B.S. Sahay and others Macmillan publishers India Ltd., Chennai. Phone : 044 – 22384231.

Suggested Readings

1) Industrial Engineering and Management by OP. Khanna, Dhanpatrai publications PVT Ltd., New Delhi.

   Email : narasimhan.r@cengage.com

