

# BHARATHIDASAN UNIVERSITY - TIRUCHIRAPPALLI-24

## MASTER OF BUSINESS ADMINISTRATION (MBA)

(For the Candidates admitted from the academic year 2008 – 2009 onwards)

Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
<b>I</b>	Core – I	Management Concepts	5	5	25	75	100
	Core – II	Managerial Communication	5	5	25	75	100
	Core –III	Mathematics & Statistics	5	5	25	75	100
	Core – IV	Managerial Economics	5	5	25	75	100
	Core – V	Organisational Behaviour	5	5	25	75	100
	Core – VI	Management Accounting	5	5	25	75	100
<b>Total</b>			<b>30</b>	<b>30</b>	<b>150</b>	<b>450</b>	<b>600</b>
<b>II</b>	Core - VII	Operation Research	5	5	25	75	100
	Core – VIII	Production Management	5	5	25	75	100
	Core – IX	Marketing Management	5	5	25	75	100
	Core – X	Financial Management	5	5	25	75	100
	Core – XI	Human Resource Management	5	5	25	75	100
	Core – XII	Research Methodology	5	5	25	75	100
<b>Total</b>			<b>30</b>	<b>30</b>	<b>150</b>	<b>450</b>	<b>600</b>
Project Work	(Dissertation 80+ Viva voce 20). Actual Project during II Sem Summer Holidays and Viva Exam beginning of III Semester.		-	6			100
<b>Total</b>			<b>-</b>	<b>6</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>III</b>	Core – XIII	Strategic Management	5	5	25	75	100
	Core – XIV	Business Law	5	5	25	75	100
	Core – XV	Management Information Systems	5	5	25	75	100
	Elective – I	Course A –I / B-I / C-I / D-I / E-I	5	4	25	75	100
	Elective – II	Course A-II / B-II / C-II / D-II / E-II	5	4	25	75	100
	Elective – III	Course A-III / B-III / C-III / D-III / E-III	5	4	25	75	100
<b>Total</b>			<b>30</b>	<b>27</b>	<b>150</b>	<b>450</b>	<b>600</b>
<b>IV</b>	Core – XVI	International Business Environment	5	5	25	75	100
	Core – XVII	Entrepreneurial Development	5	5	25	75	100
	Core – XVIII	Management Control Systems	5	5	25	75	100
	Elective – IV	Course A-IV / B-IV / C-IV / D-IV / E-IV	5	4	25	75	100
	Elective – V	Course A-V / B-V / C-V / D-V / E-V	5	4	25	75	100
	Elective – VI	Course A-VI / B-VI / C-VI / D-VI / E-VI	5	4	25	75	100
<b>Total</b>			<b>30</b>	<b>27</b>	<b>150</b>	<b>450</b>	<b>600</b>
<b>Grand Total</b>			<b>120</b>	<b>120</b>	<b>625</b>	<b>1875</b>	<b>2500</b>

## Electives: Choose any one Group

Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
III		<b>A: Marketing</b>					
	E-Course – I	Consumer Behaviour	5	4	25	75	100
	E-Course – II	Business to Business Marketing	5	4	25	75	100
	E-Course – III	Sales and Distribution Management	5	4	25	75	100
		<b>Total</b>		<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>
IV	E-Course – IV	Advertising and Sales Promotion	5	4	25	75	100
	E-Course – V	Marketing of Services	5	4	25	75	100
	E-Course – VI	Retail Management	5	4	25	75	100
		<b>Total</b>		<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>
III		<b>B: Finance</b>					
	E-Course – I	Strategic Cost Management	5	4	25	75	100
	E-Course – II	Financial Services	5	4	25	75	100
	E-Course – III	Security Analysis & Portfolio Management	5	4	25	75	100
		<b>Total</b>		<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>
IV	E-Course – IV	Project Management	5	4	25	75	100
	E-Course – V	Global Financial Management	5	4	25	75	100
	E-Course – VI	Wealth Management	5	4	25	75	100
		<b>Total</b>		<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>
III		<b>C: Human Resource</b>					
	E-Course – I	Organisation Development	5	4	25	75	100
	E-Course – II	Reward Management	5	4	25	75	100
	E-Course – III	Leadership and Change Management	5	4	25	75	100
		<b>Total</b>		<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>
IV	E-Course – IV	Public Relations Management	5	4	25	75	100
	E-Course – V	Managing Interpersonal Effectiveness	5	4	25	75	100
	E-Course – VI	Group Dynamics	5	4	25	75	100
		<b>Total</b>		<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>
III		<b>D: Systems</b>					
	E-Course – I	E – Business	5	4	25	75	100
	E-Course – II	Internet Technologies	5	4	25	75	100
	E-Course – III	Knowledge Management	5	4	25	75	100
		<b>Total</b>		<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>
IV	E-Course – IV	Software Project Management	5	4	25	75	100
	E-Course – V	Relational Database System Management	5	4	25	75	100
	E-Course – VI	Object Oriented Programming & C++	5	4	25	75	100
		<b>Total</b>		<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>
III		<b>E: Operations</b>					
	E-Course – I	Supply Chain Management	5	4	25	75	100
	E-Course – II	Advanced Operation Research	5	4	25	75	100
	E-Course – III	Total Quality Management	5	4	25	75	100
		<b>Total</b>		<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>
IV	E-Course – IV	Material Management	5	4	25	75	100
	E-Course – V	Lean Manufacturing	5	4	25	75	100
	E-Course – VI	World Class Manufacturing	5	4	25	75	100
		<b>Total</b>		<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>

## OTHER REGULATIONS

**a) CIA Components: for 25 Marks**

- i) 2 Tests for (2X7.5 = 15 Marks)
- ii) 2 Assignments or Seminars ( 2X5 = 10)

**b) Question Paper Pattern: for Internal and External Examination for 75 Marks**

Selection A: Answer 5 questions (5X5 = 25). Either or Type 5 questions, one from each unit.

Selection B: Answer 5 questions (5X10 = 50). Either or Type questions, one from each unit. One question may be a Case Study.

**c) Passing Minimum:**

- i) 40% Passing Minimum from Internal Assessment (10 out of 25 Marks).
- ii) 40% Passing Minimum from External Examination (30 out of 75 Marks)
- iii) Over all Pass 50 Marks out of 100 Marks.

Project	Dissertation 80 marks	2 reviews – 20 + 20 = 40
		Report Valuation = 40
	Viva 20 marks	= 20

**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 remises – Components of planning as objectives, policies, strategies, procedures, methods, rules, projects and budgets – Making plans effective – Planning and decision-making.

**UNIT III**

Organising: Nature, purpose and kinds of organisation – Structure – Principles and theories of organization – Departmentation – Span of control – Line and staff functions – Authority and responsibility – Centralisation and decentralisation – Delegation of authority – Committees – Informal organization.

**UNIT IV**

Staffing and Directing: General principles, importance and techniques.

**UNIT V**

Controlling: Objectives and process of control – Devices of control – Integrated control – Business process reengineering – Total quality management – Bench marking.

**REFERENCE:**

1. Stoner, et-al, Management, Prentice Hall.
2. Koontz and O' Donnel, Management: A systems Approach, Tata McGraw Hill.
3. Weihrich and Koontz, Management: A Global Perspective, McGraw Hill.
4. John Argenti, Management techniques: A Practical Guide.
5. Gene Burton and Manab Thakur, Management Today: Principles and Practiece, Tata McGraw Hill.
6. Griffin, Management.

**CORE COURSE - II : MANAGERIAL COMMUNICATION**

**UNIT – I**

Communication – Meaning and Significance for Management – Types of Communication – Media – Barriers to Communication – Principles of Effective Communication.

**UNIT – II**

Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters, enquiries, customers' complaints, collection letters – Sales promotion letters.

**UNIT – III**

Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports – Writing Research Reports, Technical Reports – Norms for including Exhibits & Appendices.

**UNIT – IV**

Non – verbal Communication – Personal Appearance Posture – Body Language – Use of Charts, Diagrams & Tables – Visual & Audio Visual Aids for Communication – Dyadic Communication: Face to Face Communication – Telephonic Conversation.

**UNIT – V**

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

**Reference Books:**

1. WOOLCOTT & UNWIN – Mastering Business Communication
2. RAISHER: Business Communication – ATTBS.
3. KRISHNAMOHAN & MEERA BANNERJEE – Developing Communication Skills, McMillan.
4. ANDERSON & OTHERS: Assessment & Thesis Writing.

**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**

Mathematical basis of managerial decisions: Functions –Application of functions – Maxima & Minima –Matrix Algebra – Arithmatical Operations - Properties, Solutions of equations by inverse method, Gauss –Jordan method and Cramer’s rule.

**UNIT – II**

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

**UNIT –III**

Descriptive Statistics – measures of central tendency – measures of dispersion; Skewness & Kurtosis – Frequency distribution – Histograms – Polygons.

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.

Testing of Hypothesis and Theory of inference – Type I and II errors. Concept of Sampling distribution – test of significance for means, proportions and S.Ds. Large samples: Analysis of Variance one way classification.

**UNIT – V**

Theory of Correlation and Regression: Meaning of Correlation and regression – Principles of Least squares – Simple Linear Regression – Simple correlation – Co-efficient – Rank Correlation.

**Reference:**

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|--|---|
| 1. Mathematics for Managers                              | - M.Raghavachari, TMH                     |
| 2. Statistics for Management                             | - Levin etal (PHI)                        |
| 3. Business Statistics                                   | - Saha (Central)                          |
| 4. Quantitative Techiques for managerial Decision Making | - V.K.Srivastava, S.V.Shenoy & S.C.Sharma |
| 5. Introduction to Statistics for Business               | - John Fraund.                            |

**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**

The theory of Firm Behaviour – Production function, isoquants, elasticity of substitution, returns to scale, profit maximization, factor demand and output supply functions, profit function. Cost Minimization – Conditional factor demands, average and marginal costs, short-run versus long-run costs.

**Unit III**

Market Equilibrium – Industry demand and supply functions, short-run equilibrium, entry and exit, long-run equilibrium. Monopoly – Basic model, welfare and output, price discrimination (first degree, second degree, third degree), monopoly regulation. Oligopoly – Basic elements of game theory; Cournot model, Bertrand model, quantity, or price leadership model; collusion.

**Unit IV**

Macroeconomics: micro foundations, aggregation problem, macro economic problems. Microfoundations of Keynesian Models – Microeconomic foundations of consumption function, investment function and liquidity preferences. Macroeconomic Models for India – Nature and scope, computable general equilibrium models.

**Unit V**

Indian Economic Development – Understanding the Indian Economy – Growth of GDP and Per Capita Income – Planning for the economy; Monetary Policy – Financial Sector Reforms – Role of Central Bank – Credit Policy – Inflation Targetting – NBFCs. Industrial Policy – Industrial Controls and Licensing – Productivity and Growth – Industrial Credit – Industrial Sickness – Foreign Investment – Industrial Reforms – Investment – Regional Variations – Impact of WTO.

**Texts :**

1. Mas-Colell, Andreu; Whinston, Michael D. and Green, Jerry R. Microeconomic theory. Oxford University Press, 1995.
2. Varian, Hal R. Microeconomic analysis. W.W. Norton and Company, 1992.
3. Branson, W. Macroeconomic Theory and Policy, 1989.
4. Dornbusch, R. and Fischer, S. Macroeconomics (Chapters 1-5, 7-13). McGraw Hill, 1990.
5. Leavacic and Rebman, Macroeconomic Analysis, Macmillan, 1990.
6. Bimal Jalan (ed.), The Indian Economy: Problems and Prospects, Penguin Books, 1992.

## References:

1. Breit, William and Hochman, Harold M. Readings in microeconomics. Holt, Rinehart and Winston, Inc., 1968.
2. Hicks, J.R. Value and capital. Oxford University Press, 1946.
3. Nicholson. Walter: Microeconomic theory. The Dryden Press, 1978.
4. Sargent, T. Macroeconomic theory. New York : Academic Press, 1987.
5. Turnovsky, S. Macroeconomic analysis and stabilization policy. Cambridge University Press, 1977.
6. Vijay Joshi and I.M.D. Little, India's Economic Reforms 1991-2001, Oxford India Paperback, 1998.
7. Chelliah R.J., Toward Sustainable Growth: Essays in Fiscal and Financial Sector Reforms in India, Oxford University Press, 1996.
8. Bimal Jalan, "Indian's Economic Policy", Viking, 1996.
9. Rakesh Mohan Committee, "India Infrastructure Report".



**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**

Individual behaviour – personality: perception: learning, attitudes inter-personal behaviour – Group and inter-group behaviour.

**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**

Management of change: conflict Management. Organisation Health, Development and Effectiveness. Management of culture, Cross Cultural Management.

**SUGGESTED READINGS:**

1. KASTAND ROSENZWEIG – Organization and Management.
2. KEITHDAVIS – Human Behaviour at work.
3. KAMALA CHOWDHRY & SUDHIR KAKKAR – Understanding Organization Behaviour.
4. ATHOD & COFFEY – Behaviour in Organizations.
5. HERSEY & BLANCHARD – Management of Organization Behaviour.
6. GIBSON & OTHERS – Organization – Structure Process and Behaviour.
7. EDGAR SCHEIN – Organization Psychology.
8. KATZ & KATHN – The Social Psychology of Organization.
9. ABRAHAM K KORMAN – Organizational Behaviour.

**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.

Accounting 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.

**SUGGESTED READINGS:**

1. R.L.Gupta, Principles and Practice of Accountancy (New Delhi, Sultan Chand & Sons) 3<sup>rd</sup> Edition, 1978.
2. N.L.Hingorani, A.R.Ramanathan and A.T.S.Grewal, Management Accounting (New Delhi, Sultan Chand & sons) 3<sup>rd</sup> Edition.
3. Robert N.Antony & James S.Reece, Management Accounting – Principles (Bombay: Tarapoeva: & Sons) Indian Re-print 1977.
4. Robert N.Antony & James. S.Reece, Management Accounting Text and Cases (Bombay: Taraporevala & Sons) Indian Re-print 1977.
5. S.K.Bhattacharya and John Dearden, Accounting for Management – Text and Cases (New Delhi: Vikas Publishing House) 1976.
6. Charles V.Horngren, Cost Accounting : A Managerial Emphasis (New Delhi Prentice-Hall) 4<sup>th</sup> Indian Reprint (4<sup>th</sup> Edition).
7. L.W.J.Owlerand, J.L.Brown, Wheldon’s Cost Accounting and Costing Methods (London: English Language Book Society and Mac Donald Evans) 13<sup>th</sup> Edition 1971.

**CORE COURSE – VII : OPERATION RESEARCH****Objectives:**

The objectives of the course is to acquaint the student with the application 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- efficient of objectives function; LINDO 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**

Decision under risk-expected money value criterion – decision trees – decision under uncertainty – minimax criterion: Theory of Games – pure and mixed Strategies, Principles of dominance, graphical methods, simplex methods.

**UNIT – V**

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

**References:**

1. Operations Research : An Introduction, Handy A.Taha, Macmillan.
2. Fundamentals of Operations Research for Management – Gupta and Cozzolino, Hoden – Day, IUC.
3. Operations Research – Kanti Swarup, Manmohan and Gupta, Sultan Chand & Sons.

**CORE COURSE – VIII : PRODUCTION MANAGEMENT**

**UNIT – I**

Production function – an Introduction – Definitions and types of production systems. Strategic Planning decisions for Operations – demand forecasting for Operations.

**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.

**Text Book:**

Modern Production, Operations Management By E.S.Buffa 7<sup>th</sup> Edition.

**References:**

1. Production and Operations Management by Raymond R.Mayol.
2. Production Management by Keith Lockyer.
3. Production –Inventory Systems: Planning and Control by Buffs and Miller.

**CORE COURSE – IX: MARKETING MANAGEMENT**

**UNIT – I**

Marketing Meaning – Concept - Functions – Marketing Planning & Implementing Marketing Programmes – Marketing Environment Market Segmentation and Consumer Behaviour – Marketing Research and Market Information System.

**UNIT – II**

Product: Meaning – Product Planning – Policies –Positioning – New Product Development – Product Life Cycle – Branding, Packing, Labeling.

Price: Pricing Objectives – Factors, Methods and Procedure.

**UNIT – III**

Promotion: Promotion Mix – Advertisement – Message – Copywriting – Advertisement Budgeting – Measuring Advertisement Effectiveness – Media Strategy – Sales Promotion – Personal Selling and Publicity.

**UNIT – IV**

Physical Distribution: Distribution Mix – Managing Channel – Intermediaries – Transport and Warehousing – Distribution Strategies – Distribution Cost Analysis.

**UNIT – V**

Marketing Strategies – Tools for Competitive Differentiation of Product – Strategies for Competitors – Leaders, challenges, follower & niches – Marketing of Services – Consumerism and Consumer Protections. Evaluating & Controlling Marketing Performance. Direct Selling, Direct Marketing.

**Reference Books:**

Marketing Management – PHILIP KOTLER

Marketing – V.S.RAMASAMY & NAMAKUMARI, MacMillan

Fundamentals of Marketing – WILLIAM STANFON – Tata McGraw Hill.

Marketing – BENNET – Tata McGraw Hill.

**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**

Aims and Objectives of Financial Management; Financial Analysis and Control; Cost-Volume-Profit Analysis; Operating and Financial Leverage. Overview of Indian Financial System.

**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; Methods 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.

**Suggested Readings:**

1. Archer, Stephen H.etc. Financial Management, New York, John Wiley, 1990.
2. Bhalla, VK Financial Management and Policy, 2<sup>nd</sup> ed, New Delhi, Anmol, 1998.
3. Brealey, Richard A, and Myers Stewart C. Principles of Corporate Finance, 5<sup>th</sup> ed., New Delhi, McGraw Hill, 1996.
4. Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
5. Van Horne, James C. Financial Management and Policy. 10<sup>th</sup> ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bernard and Mohan, Nancy. Principles of Financial Management. New York, Macmillan Publishing Company, 1991.

**CORE COURSE – XI : HUMAN RESOURCE MANAGEMENT****Objective:**

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**

Evolution of Human Resource Management – The Importance of the Human Factor – Objectives of Human Resource Management – Role of Human Resource Manager – Human Resource Policies – Understanding business process in the context of Human Resource Management – Computer Applications in Human Resource Management.

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

Importance of Human Resource Planning – Forecasting Human Resource requirements – Internal and External sources. Selection Process – Screening – Tests – Validation – Interview – Medical Examination – Recruitment. Induction – Importance – Practices Socialization benefits.

**Unit III Training and Executive Development**

Types of training methods – Purpose – Benefits – Resistance. Executive development programmes – Common practices – Benefits – Self Development – Knowledge Management.

**Unit IV Sustaining Employee Interest**

Compensation Plans – Rewards – Motivation – Theories of motivation – career Management – Developing Mentor – Protégé Relationships.

**Unit V Performance Evaluation and Control Process**

Methods of Performance Evaluation - Feedback – Industry practices, Promotion, Demotion, Transfer and Separation – Implications of job change. The control process – Importance – Methods – Requirements of Effective Control System. Grievances – causes – Implications – Redressed Methods – Gender Sensitivity.

**Reference Books:**

1. Decenzo and Robbins, Human Resource Management, Wiley, 6<sup>th</sup> Edition, 2001.
2. Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India, 2001.
3. Eugene Mckenna and Nic Beach, Human Resource Management, Pearson Education Limited, 2002.
4. Dessler, Human Resource Management, Pearson Education Limited, 2002.
5. Mamoria C.B. and Mamoria S., Personnel Management Himalaya Publishing Company, 1997.
6. Wayne Cascio, Managing Human Resources, McGraw Hill, 1998.
7. Ivancevich, Human Resource Management, McGraw Hill, 2002.

**CORE COURSE – XII : RESEARCH METHODOLOGY**

**UNIT – I**

Scientific thinking: Reasoning and Scientific attitude. What is Research? Research Process: Research need, Formulating the problem, designing, sampling, Pilot testing, data collection, analysis and interpretation and report. Research Design: Exploratory, Descriptive, Causal, Formulation of hypothesis – Types.

**UNIT – II**

Measurement: Nature, Scales, Sources and Characteristics of Sound measurement tool.  
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, findings 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:**

RAO K.V. – Research Methods for Management and Commerce, Sterling.

EMORY AND COOPER - Business Research Methods.

TULL & HAWKINS – Marketing Research: Measurements & methods, Prentice Hall.



**CORE COURSE - XIII : STRATEGIC MANAGEMENT**

**UNIT – I**

Corporate Strategic planning – Mission – Vision of the firm – Development, maintenance & the role of leader – Hierarchical levels of planning – Strategic planning process. Merits and limitations of Corporate Strategic Planning. Strategic Management in Practice.

**UNIT – II**

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive environment analysis – to identify opportunities & threat – Assessing internal environment through functional approach and value chain – identifying critical success factors – to identify the strength & weakness – SWOT audit – swot matrix – implications core competencies – Port-folio analysis – Stake – holder’s expectations, Scenario - planning.

**UNIT – III**

Strategy Formulation:

Generic strategies – Grand strategies – Strategies of leading Indian companies – The role of diversification – limits – means and forms. Strategic management at Corporate level, at Business level and at Functional level with special reference to companies operating in India.

**UNIT – IV                      Concepts and tools of Strategy evaluation:**

Competitive cost dynamics – experience curve – BCG approach – cash flow implication – IA – BS matrix – A.D. Little’s Life – Cycle approach to strategic planning – Assessment of economic contribution of strategy – Cost of equity capital – M/8 model with stationary growth – Assessing market value of a Business – Profitability matrix – diversification decision – cash flows and selection of proper discount rates.

**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 pont’s control model and other Quantitative and qualitative tools – steps – M.Porter’s approach for Globalisation – Future of Strategic Management.

**Reference Books:**

1. Strategic Management – Pearce & Robinson, All Indian Travellers N.D.1988.

**CORE COURSE – XIV : BUSINESS LAW**

**Unit – I**

Law of contract – agreement – offer – acceptance – consideration – capacity to contract – contingent contract – Quasi contract – performance – Discharge – Remedies to breach of contract.

**Unit – II**

Partnership – Sale of Goods – Law of Insurance.

**Unit – III**

Negotiable Instruments – Notes, Bills, Cheques – crossing – endorsement – holder in due course – contract of Agency.

**Unit – IV**

Company – Formation – Memorandum – Articles - Prospectives Shares – debentures – Directors – appointment – Powers and duties.

**Unit – V**

Meetings – Proceedings – Management – Accounts – audit – oppression & mismanagement – winding up.

**Reference Books:**

1. Elements of Mercantile Law – N.D.Kapoor.
2. Mercantile Law – Maheswari & Maheswari.
3. Mercantile Law – S.M. Shukla.
4. Company Law – Ramiah.
5. Company Law – Avatarsingh.

**CORE COURSE – XV : MANAGEMENT INFORMATION SYSTEMS**

**UNIT I INTRODUCTION TO BUSINESS SYSTEMS IN BUSINESS:**

Need for IS in Business – fundamentals of IS – System concepts – Components of IS – IS resources Activities –Overview of IS –Operation Support Systems, Management Support Systems, Other Classification – System approach to Problem solving – Global business scenario – trends in technology and applications.

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

Business Information Systems – Marketing Information Systems – Manufacturing – Information Systems – Human Resource Information Systems –Accounting Information Systems, Financial Information Systems – Transaction Processing System.

**UNIT III INFORMATION SYSTEMS FOR MANAGERIAL DECISION SUPPORT:**

Management Information & Decision Support Systems - Management Information Systems – Expert Systems – Examples, Executive Information Systems – Artificial Intelligence Technologies.

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

Strategic roles of IS-Breaking Business Barriers – Reengineering Business Processes Improving Business Quality – Creating Virtual Company – Building Knowledge Creating Company – Using Internet Strategically – Challenges of Strategic IS – Enterprise-wide systems and E-Business applications.

**UNIT V MANAGING INFORMATION SYSTEMS:**

Enterprise Management – Information Resource Management – Strategic Management, Operational Management – Resource Management Technology Management – Distributed Management. Organizing Planning – IS planning methodologies – Critical Success Factors – Business Systems Planning – Computer Aided Planning Tools. Security & Ethical Challenges: IS Controls – Facility Controls – Procedural Controls – Computer Crime – Privacy Issues.

**TEXT BOOKS:**

1. O'Brien, J.A."Management Information Systems" Tata McGraw Hill Publications.

**References:**

1. McLoed, J.R.R. "Management Information Systems" Maxwell Macmillan International.
2. Kroenke D and et al "Management Information Systems – An Introduction" McGraw Hill Publications.

**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 Cooperation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalisation of Service Firms; Operation Management in International Firms.

**Unit IV**

World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-current Market; Offshore Financial Centers; International Banks; Non-Banking Financial Service Firms; Stock Markets.

**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.

**Suggested Readings:**

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals. London, Basil Blackwell, 1988.
2. Bhalla, V K and S.Shivaramu. International Business Environment and Business, New Delhi, Anmol, 1995.
3. Bhalla, VK. International Economy: Liberalisation Process. New Delhi, Anmal, 1993.
4. Daniel. John d and Radebangh. Lee H International Business. 5<sup>th</sup> ed., New York, Addison Wesley, 1989.
5. Eiteman, D K and Stopnehill, Al. Multinational Business Finance. New York, Addison Wesley, 1986.
6. Johnston, R B. The Economics of the Euromarket: History, Theory and Practice. New York, Macmillan, 1983.
7. Parks, Yoon and Zwick, Jack. International Banking in Theory and Practices. New York, Addison – Wesley, 1985.

**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**

Requirements of Financial Institutions and Commercial / Banks Working Capital Management.  
Guidelines for Technical Feasibility of a Project Proposal.

**UNIT – III**

Parameters for Financial viability of a Project Proposal.

**UNIT – IV**

Incentives & Opportunities provided by Government and its Agencies.

**UNIT – V**

“Better Projects” through SWOT analysis, Sensitivity Analysis, Contingency, Planning, Markets Research etc. Project Report Preparation & Filling of Application with financial Institution / Bank

**References:**

1. A Guide to small scale Entrepreneurs – Directorate of Industries & Commerce.
2. Guide to Entrepreneurers – Industries Development & SIPCOT.
3. How to Plan an SSI Unit – Mr.N.K.Vyas.
4. Part – III “What is Business” of the Book” People and performance – The Best of Peter Drucker in Management”.
5. For Entrepreneurs – What they do not teach in Harvard.

**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 Organizations 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**

Management control structure – Expense control – Profit centers – Transfer pricing – Investment centers - Management control process – Programming and budgeting – Analysing reporting – Performance evaluation.

**UNIT V**

M.I.S. for management control – Systems theory and management control – Installation of Management Information & Control System – Structured and unstructured decision – Implication for control.

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

**REFERENCES**

1. Management control systems, Anthony, Dearden & Bedford.
2. Management control systems , N.P. Srinivasan & Gupta.
3. Management by objectives, An Integrated Approach : Chackraborty.

**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 Books:**

Leon G. Schiffman & Leslie Lazar Kannk: Consumer Behaviour, Phi David Loydon ) Consumer Behaviour: Concepts & Applications Albert Biutta) 4. Edn – mc graw hill international.

Reynolds & Wells: Consumer Behaviour – Mc Graw Hill , International

James F. Ingel Roger.D. & Blackwell Consumer Behaviour – Dryden Press

S c Mehta – Indian Consumers – Tata Mc Graw Hill.

**A: MARKETING**

**ELECTIVE COURSE - II : BUSINESS TO BUSINESS MARKETING**

**Objective:**

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**

Marketing strategy for Industrial Firms – Product Market Management – Developing & Evaluating Strategies – Effective implementation of Strategies.



**A: MARKETING**

**ELECTIVE COURSE – III : SALES AND DISTRIBUTION MANAGEMENT**

**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.

**SUGGESTED READINGS:**

1. Anderson, R. Professional Sales Management; Englewood Cliffs, New Jersey, Prentice Hall Inc.,
2. Anderson, R. Profession Personal Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Buskirk, R H and Stanton. W J Management of Sales Force. Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, D J Sales Management: Concepts and Cases. New York. John Wiley, 1989.
5. Johnson, E M etc. Sales Management: concepts, Practices and Cases. New York, McGraw Hill, 1986.
6. Stanton, William J etc. Management of a Sales Force. Chicago, Irwin, 1995.
7. Still, R R, Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

**A: MARKETING**

**ELECTIVE COURSE - IV : ADVERTISING AND SALES PROMOTION**

**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**

Advertising's Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists.

**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**

Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign Advertising V/s Consumer behaviour.

**UNIT V**

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

**SUGGESTED READINGS :**

1. Aaker, David A. etc. Advertising Management, 4<sup>th</sup> ed. New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion. 3<sup>rd</sup> ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising. New York. John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising Oxford, Butterworth Heinemann, 1995.
5. Kleppner, Otto. Advertising Procedure. Englewood Cliffs, New Jersey, Prentice Hall Inc.m 1986.
6. Ogilvy, David. Ogilvy on Advertising. London, Longman, 1983.
7. Sengupta, Subroto. Brand positioning, Strategies for Competitive Advantages. New Delhi, Tata McGraw Hill, 1990.

**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**

Service business as a system – service operations sub-systems – Service delivery subsystem – Service marketing subsystem – Planning, organization – and implementation of Marketing effort – interfuctional Conflict between marketing and operations – Evaluation of marketing effort.

**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 forms – 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.

**SUGGESTED READING:**

Retailing – GEORGE H LUCAS, ROBERT P BUSH, LARRY G. GRESHAM – All India Publishers & Distributors, Chennai – 84.

**B: FINANCE**

**ELECTIVE COURSE – I : STRATEGIC COST MANAGEMENT**

**Course Objective:**

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**

Designing Costing Systems for Job and Process Oriented manufacturing environments – Cost Estimation and Regression Analysis – Linear programming and cost volume profit analysis – Learning curves.

**UNIT – II**

Cost as a Source of Competitive Advantage – Value Chain Concept – Cost Driver Concept – Strategic Positioning Concept – Profit Variance Analysis – Target Costing – Life Cycle Costing.

**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**

Business Process Reengineering , Total Quality Management, Just in Time and Flexible Manufacturing Systems as enablers of low cost strategy – Their implications for Costing Systems.

**References:**

1. “Strategic Cost Management” by Vijay Govindarajan
2. “Advanced Management Accounting” by Roert S.Kaplan and Anthony A Atkinson.

**B: FINANCE**

**ELECTIVE COURSE – II : FINANCIAL SERVICES**

**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**

Equipment Leasing: Overview, Legal & Tax Aspects, Lease Evaluation, Lease Accounting, Recent Development, International Leasing.

**UNIT – II**

Hire Purchase & Consumer: Overview, Legal & Tax Aspects, Financial Evaluation of Hire Purchase, Accounting for Hire Purchase, Consumer Credit.

**UNIT – III**

Bill Discounting & Factoring : Concept & Forms of Bill Discounting, Concept & Types of Factoring, Bill Discounting Vs. Factoring, Financial Evaluation of Factoring, Factoring in the Indian Context, Export Factoring and Forfaiting.

**UNIT – IV**

Accessing Capital Market: Issue Management: Regulatory & Tax Framework, Issue Pricing Models – Equity and Debt Convertible Instruments, Financial Engineering, Raising funds from the International Capital Markets, Assessing Money Markets.

**UNIT – V**

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

**Reading Material:**

1. Handbook of Leasing, Hire Purchase & Factoring by K Sriram – Publishers: The Institute of Chartered Financial Analysis of India, Hyderabad.
2. Global Capital Markets by P.R.Josh.

**B: FINANCE**

**ELECTIVE COURSE – III: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**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**

Portfolio Management – The Conceptual Framework: Modern Portfolio Theory, Portfolio Management, Performance Evaluation of Portfolio, Applications of Options & Futures in Portfolio Management.

**Suggested Reading:**

1. 'Investment Management' by V.K.Bhalls
2. 'Management of Investment' by Francis
3. 'Security Analysis and Portfolio Management' by Fisher and Jordan.

**B: FINANCE**

**ELECTIVE COURSE – IV : PROJECT MANAGEMENT**

**UNIT I**

Concepts of Project Management: Project – Meaning – Nature – Types of project and project life cycle – Project management – Nature and scope of project management – Project management as a profession – Role of project manager.

**UNIT II**

Project Identification and Formation: Project environment – Identification of investment opportunities – Projects screening - Preferability study – Project selection – Project formulation – Stages in project formulation – Project report preparation – Planning Commission's guidelines for project formulation.

**UNIT III**

Project Appraisal: Objectives, essentials of a project methodology – Market appraisal – Technical appraisal – Financial appraisal – Socio-economic appraisal – Management appraisal.

**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**

Project Execution and Administration – Project contracting: Contract pricing , types – Project organisation: Forms of organisation – Project direction – Project communication – Project coordination – Factors influencing effective project management – Project time monitoring and cost monitoring – Project over runs.

Project Control: Control techniques – PERT, CPM – Proper review – Project audit.

**REFERENCE:**

- 1 Prasanna Chandra, Projects Planning, Analysis, Selection, Implementation and Review.
- 2 Gopalakrishnan P & Ramamoorthy V.E, Textbook of Project Managemen.
- 3 Kerzner Harold, Project Management.
- 4 Dennis Hock, Project Management Handbook.
- 5 Choudhry S, Project Management.
- 6 Goel B.B. Project Management: A Development Perspective.



**B: FINANCE**

**ELECTIVE COURSE – V : GLOBAL FINANCIAL MANAGEMENT**

**UNIT – I**

- a. International Economic Environment
- b. International Monetary System.

**UNIT – II**

- 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.
- h. International Working Capital Management
- i. Financial Dimensions of International Trade

**UNIT – V**

- j. Control and Tax aspects of Multinational Companies
- k. Financing a multinational Company.

**References:**

1. International Financial Management by Maurice D.Levi, Mc Graw Hill.
2. Exchange Rate Arithmetic by C.Jeevanandham, Sultan & Chand
3. Study materials of ICFAI.

**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 student harness their finance and marketing skill 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**

Marketing of Financial Services: Introduction – Services classifications and services marketing mix: people – process – physical evidence – product – price – promotion – distribution.

**UNIT II**

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

**UNIT III**

Financial Services quality – services strategies.

**UNIT IV**

Fundamental financial concepts – Risk return characteristic – Basics of Equity concept – Debt concept – Derivatives and options – Currency market basics – Commodities – Portfolio Management Mutual funds – Insurance – Structured products.

**UNIT V**

Financial planning : Steps – tax planning – retirement planning – investor profiling : Asset allocation – process – Asset allocation and private banker.

Wealth Management – Process – Role of wealth Manager. Cases on Wealth Management.

**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.

**Reference Books:**

1. Wendell L.French & Cecil H.Bell, Jr. Organization Development, PHI Fourth edition.
2. French, Bell and Zawacki Organization Development Theory, Practice and Research, Universal Book Stall, Third edition.
3. Rosabeth Moss Kanter: The Change Masters, Simon & Schaster.

**C: HUMAN RESOURCE**

**ELECTIVE COURSE – II : REWARD MANAGEMENT**

**UNIT I INTRODUCTION OF COMPENSATION CONCEPTS**

Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage Concepts and Wage Theories). Employees satisfaction and Motivation issue in compensation design. Establishing Internal, External and individual equally.

**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.

**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 change.

**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 organizational 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.

**References:**

1. Cummings, T.G. & Worley, C.G. (2001). Essentials of Organization Development and Change, South – Western College Publishing. Thomson Learning, Cincinnati. OH.
2. Leon de Caluws and Hans Vermaak, Learning to change. A guide for organization change agents, Sage Publications.

**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**

- 1) Introduction to P.R. – Definition, Nature, History and Development, Role of PR, PR associations.

**UNIT – II**

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

**UNIT – III**

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

**UNIT – IV**

- 5) Media & Tools: Press, Radio, Television, Documentaries, Films.
- 6) Company Literature : Annual reports, manuals Brochures  
Information bulletins, House Journals, News Letters, Direct mailing.

**UNIT – V**

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

**References:**

1. Effective Public Relations – Scoot M.Cutlip / Allen H.Centre / Broom
2. Public Relations – Sam Black.

**C: HUMAN RESOURCE**

**ELECTIVE COURSE – V : MANAGING INTERPERSONAL EFFECTIVENESS**

**UNIT – I : SELF PERCEPTION AND SELF-PRESENTATION**

Defining & perceiving self, gaining self-knowledge, self-effectiveness, self-presentation, self-presentation motives and strategies, impression management, self-monitoring.

**UNIT – II : COMMUNICATION**

Communication & language, Non-verbal communication, proxemics, paralanguage, kinetics, 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 LIFE**

Quality of 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 life.

**References:**

PENROD – Social Psychology.

HANEY W V (1979) – Communication and Organizational Behaviour. Homewood III : IERWIN.

OSKAMP S (1977) – Attitudes & Opinions Englewood Cliffs, N I Prentice Hall.

UDAIJAIN (1989) – Crowd Behaviours.

ALTMANI (1975) - Environmental and Social Behaviour, Privacy: Personal  
Space, Territory and Crowding, Monterey Calif: Brookecole.

STEVEN PENROD (1986) – Social Psychology, Second Edn., Prentice Hall

**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 sensitivity – training in Organizations.

**UNIT – III**

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

Theory and model of interpersonal behaviour of C William Shutz – FIRO-B Test – its application – Achieving group compatibility – Problems in Reaching compatibility.

**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.

**References:**

1. Organization Psychology – Edgar Schein
2. T-Group Development & OD – Dharani P Sinha
3. Interpersonal under world – G William Shutz.



**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**

Marketing through the internet: Advertising & Marketing on the internet – Analysis of markets – Building of electronic market place of buyers & sellers, E-intermediaries, merchantile models – consumers & merchants perspective. E – Commerce & retailing – Case studies of products and services marketed on 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-wallers, micro transactions, payment clearing service providers.

**UNIT V Emerging Trends**

Emerging trends: Cyber communities-new communication paradigm, building infrastructure, gaining access, multi-sensory communications, mass markets / verticals / affinity groups, e governance. Legal & regulatory issues, global learning infrastructure, computer based education & training, digital copyrights.

**Text Books:**

1. Ravi Kalakota & Andrew B. Whinston electronic commerce – A manager's guide, Addison Wesley, USA.

**References:**

1. David Kosiur, Understanding electronic commerce –Microsoft press
2. Soon – Young Choi, Dale O Stahl & Andrew B Whinston., The economics of Electronic commerce, Mac Millan Publishing Company, U.S.A.

**D: SYSTEM**

**ELECTIVE COURSE – II : INTERNET TECHNOLOGIES**

**UNIT I Introduction & Web Design**

Internet Communication Technologies – Networking Architecture – Protocols – Value Added Networks – Virtual Private Networks. Introduction to Web Technologies – Evolving Trends – Content Design – Graphics and Animation using Adobe Photoshop, Dream Weaver, Flash Player, Shockwave – HTML Fundamentals.

**UNIT II Client Application Development**

Java Script: Variables –Literal Arrays – Expressions and Operators – Control Statements – Functions – Event Handling – Working with Layers – Controlling Page Appearance using Style Sheets – Providing Security with object Assigning. VB Script : Variables – Data types – Operators – Control Flow – Error Handling –Event Programming, Procedures – Forms – Controls – Active X objects.

**UNIT III Web Architecture and Web Servers**

Overview of components – Tuning and Load balancing – Network Architecture – Architecture Security, E-commerce architecture models – MS Internet Information Server – Distributed Internet Architecture –Microsoft Transaction Server – Visual Age of Java –Net Objects fusion – Web sphere Web logic – Net Commerce – Netscape Application Server – Cold Fusion – Silver Stream – Vignette Story Server – Broad Vision one – to – one Enterprise.

**UNIT IV Security**

Need for Computer Security – Protecting resources – Types of risks – Security Strategies, Mechanisms for Internet Security - Security Tools, Enterprise Level Security, Encryption, PKI (public key infrastructure), Fire Walls, Digital Certificate (X.509), Digital certificate servers (entrust, netscape, verisign, oracle), Secure Socket Layer, LDAP (light weight directory access protocol).

**UNIT V Advanced Concepts**

Dynamic HTML – Extended Markup Language – Wireless Markup Language – Virtual Reality Modeling Language – Wireless Application Protocol – Voice Over Internet Protocol – Component Object Model – Common Object Request Broker Architecture – Java Beans – Enterprise Java Beans.

**Text Books:**

1. Uyles, D.Black, “Advanced Internet Technologies”, Prentice Hall, New York.
2. Peter Varhol, “Evaluating Server Technologies for Internet & Intranet Applications”.
3. Bob Emmerson, David Greetham, “Computer Telephony & Wireless Technologies: Future directions in Communication.

**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

**Reference:**

Thomas H Davenport and Lawrence Prusak, Working Knowledge: How Organisations what they know. (Harverd Business School Press, 1988 & 2000)

Paul R. Gamble and John Blackwell, Knowledge Management – A state of Art Guide. Amrit Tiwana, The Knowledge Management Toolkit.

**D: SYSTEM****ELECTIVE COURSE – IV : SOFTWARE PROJECT MANAGEMENT****UNIT I                      SYSTEM ANALYSIS & DESIGN**

Overview of system analysis & Design: Introduction to different methodologies & Structured system analysis – Details of SDLC approach – mini cases – E-R diagrams – DFD concepts – Data dictionary concepts. Structure charts – modular programming – I/O & file design consideration – Entity Life histories (ELH).

**UNIT II                      SYSTEM IMPLEMENTATION**

System implementation & maintenance: Implementation Strategies – SW/HW selection & procurement – Control & security – issues of designing & implementing on-line systems – data communication requirements – system conservation approaches & selection issues.

**UNIT III                      PROJECT DEVELOPMENT & DATABASE DESIGN**

Introduction to Database technologies & CASE tools with specific packages – overview of relational model – Database creation – SQL command – Normalization – designing forms & reports – using CASE tools for system analysis & design-case studies – Cost / benefit analysis – project & resource planning – design & development testing & documentation.

**UNIT IV                      SOFTWARE PROJECT MANAGEMENT**

Software project management: challenges & opportunities – changing technologies & approaches – choice development of methodologies & technical platforms, project management techniques – monitoring & measurement of progress.

**UNIT V                      SOFTWARE PROJECT MANAGEMENT**

Software project management – elements, cost estimation, manpower planning, Software & Product Metrics – Quality assurance & control-standards & documentation – testing – implementation – training – technology management – quality standards – certificate – handling multiple projects, issues of share development.

**Text Books:**

1. Senn, J.A. “Analysis & Design of Information Systems”, “McGraw Hill Publications.
2. Beaver, ‘An Introduction to Managing Software Projects’.

**Reference:**

Marco, T.D. “Structured Analysis & System Specification”, Prentice Hall Publications.

**D: SYSTEM**

**ELECTIVE COURSE – V : RELATIONAL DATABASE SYSTEM MANAGEMENT**

Note : The course is aimed at providing skills on developing and implementing applications in RDBMS.

**UNIT I INTRODUCTION TO RDBMS AND ORACLE**

Basic concepts of Relational Data Model – Introduction to SQL – Normalization. Creating tables – data types – data functions – conservation and transformation functions – queries and subqueries.

**UNIT II ADVANCED CONCEPTS OF ORACLE**

Changing data – advanced use of functions and variables – creating, dropping, altering tables and views – SQL plus –accessing remote data – building reports – authority allocation – triggers and procedures. Data dictionary – design and performance issues.

**UNIT III INTRODUCTION TO VISUAL BASIC**

Introduction to basics – variable and values – drawing on the screen – building programs – adding menu bar – using array variable – building clock programs.

**UNIT IV BUILDING LARGER PROGRAMS**

Designing and building larger programs – address – book interfacing – working with multiple records – searching, printing, sorting and deleting – data management and control tool box for controls, forms, drawing fonts, and miscellaneous.

**UNIT V PROJECT DEVELOPMENT**

Selection of a Client / Server based application – design the project and tools – development using Oracle and Visual Basic – demo and review.

**Text Books:**

1. George Koch & Kevin Loney, “ORACLE The complete reference”, TMH, New Delhi.
2. John Socha and Devra, ‘Visual Basic”, Prentice Hall, BPB, New Delhi.

**D: SYSTEM****ELECTIVE COURSE – VI : OBJECT ORIENTED PROGRAMMING & C ++****UNIT I INTRODUCTION**

Traditional Programming approaches – Straight – Run Programming & structured Programming techniques – Limitations of Traditional Approaches – Object Oriented Approach – Objects – Classes – Data encapsulation – Data abstraction – Inheritance – Code Reusability – Polymorphism – Object Oriented Languages.

**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 OO 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.

**Text Books:**

1. Lafore, R, “Object Oriented Programming in C++”, Galgotia Publications.
2. Champeaux, D.D., & Douglas Lea “Object Oriented System Development”, Addison – Waisley.

**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
  - Bench making 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

**Suggested Readings:**

Supply Chain Management – Strategy Planning and Operations – by Sunil Chopra

**E: OPERATIONS**

**ELECTIVE COURSE – II : ADVANCED OPERATION RESEARCH**

**UNIT I**

- ❖ Non – Linear Programming
- ❖ Quadratic Programming and Its Application to Portfolio Management Problems.

**UNIT II**

- ❖ Fractal Geometry and its Application to Capital Marks

**UNIT III**

- ❖ Integer Programming (Branch and bound procedure, modeling)
- ❖ Dynamic Programming

**UNIT IV**

- ❖ Network Models: Graph concepts – Shortest path problem – Spanning tree problem – Travelling salesman problem – Maximal flow problems – Minimum cost problem.

**UNIT V**

- ❖ Reliability theory
- ❖ Replacement theory

**Reference Books:**

1. Budnick – An introduction to Operation Research of Management
2. Gary E. Whitehouse and Ben L. Wechaler – Applied O.R
3. F.S Hillier and G.J. Liberman – Introduction to O.R
4. Mustafi C.K. – Operations Research : Methods & Practice Wiley Eastern Ltd
5. Chaos Theory and Capital Markets by Edgar Peters (John Wiley Publishers)



**E: OPERATIONS**

**ELECTIVE COURSE – III : TOTAL QUALITY MANAGEMENT**

**UNIT – I**

Total quality Management – Definition – Quality Management in retrospect – Total Quality – Value & differential advantage. Evolution of quality approaches.

**UNIT- II**

Strategic thinking and planning, The strating print 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**

Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback.

**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.

**Suggested Readings:**

1. Total quality Management: Text, cases and Readings. JOEL E.ROSS, Kogan Page Publications.
2. Quality control Handbook JURAN, McGraw Hill Publications
3. Quality in Free Philip Crosby McGraw Hill Publication.

**E: OPERATIONS**

**ELECTIVE COURSE – IV : MATERIALS 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 post-purchase systems; Modern material planning and delivery systems like MRP and JIT and Material handling and logistics systems.

Role of Materials Management in Business

Consolidation of Activities – Purchasing, Materials Planning Physical Distribution Management, Logistics Management, Synthesis.

**UNIT I Purchasing**

Quality, GA and Reliability, Standardisation, Value Engineering.

Source of Supply, International Buying, Foreign Exchange Management Contracts and Pricing practices. Negotiation, Purchase Timing Make or Buy, Capital, Principles and Practices.

**UNIT II Material Planning**

Planning Process, Budgeting, Strategic Material Planning, Project Planning, Inventory Management, Principles and Practices.

**UNIT III Related Materials Function**

Stores Management, Transportation and Insurance, Receiving and Stores, Surplus Materials and Disposal.

**UNIT IV Management of Materials Activities**

Policies, Procedures, Organisation, Personnel, Controls, Legal Implications, Computerisation.

**UNIT V Government Purchasing**

Procurement Outsourcing Claims and Insurance.

**E: OPERATIONS****ELECTIVE COURSE – V : LEAN MANUFACTURING****Objectives:**

The number of new initiatives started by Toyota and adopted by other Japanese Manufacturing companies such as TQM, JIT system, KAIZEN 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 III**

From thinking to Action: Lean Leap Tool – Kit

1. TQM Concepts and Tools-QFD, FMEA Robust Design concepts; SPC, QC circles and KAIZEN approaches Six-Sigma philosophy and Methodologies.
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

**Reference:**

1. Operation Management for competitive advantage by Chase, Aquilano and Jacobs (Tata Mcgraw – Hill Ltd)- 10<sup>th</sup> Edition.
2. The Machine that Changed the World by James P. Womack and Daniel T.Jones (Touch stone Books paper Back Edition)
3. Lean Thinking By James P Womack ..... do...
4. Advanced Operation Managements By R.P. Mohanty and S.G. Deshmuch – Pearson Educaion.
5. World Class Manufacturing by R.J. Shonberger – The Free Press.
6. Just – In – Time Manufacturing by Dr.M.G. Korugonkar – McMillan Press.

**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 } Productive Maintenance
- Preventive Maintenance } Productive Maintenance
- Predictive Maintenance } Productive Maintenance
- Condition Monitoring System } Productive Maintenance
- Maintenance Prevention
- Maintainability Improvement
- Reliability Improvement
- Total Employee Involvement and Small Group Activities

# BHARATHIDASAN UNIVERSITY - TIRUCHIRAPPALLI-24

## CENTRE FOR DISTANCE EDUCATION

### MASTER OF BUSINESS ADMINISTRATION (MBA)

(For the Candidates admitted from the academic year 2009 – 2010 onwards)

Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
<b>I</b>	Core – I	Management Concepts	5	5	25	75	100
	Core – II	Managerial Communication	5	5	25	75	100
	Core –III	Mathematics & Statistics	5	5	25	75	100
	Core – IV	Managerial Economics	5	5	25	75	100
	Core – V	Organisational Behaviour	5	5	25	75	100
	Core – VI	Management Accounting	5	5	25	75	100
<b>Total</b>			<b>30</b>	<b>30</b>	<b>150</b>	<b>450</b>	<b>600</b>
<b>II</b>	Core - VII	Operation Research	5	5	25	75	100
	Core – VIII	Production Management	5	5	25	75	100
	Core – IX	Marketing Management	5	5	25	75	100
	Core – X	Financial Management	5	5	25	75	100
	Core – XI	Human Resource Management	5	5	25	75	100
	Core – XII	Research Methodology	5	5	25	75	100
<b>Total</b>			<b>30</b>	<b>30</b>	<b>150</b>	<b>450</b>	<b>600</b>
Project Work	(Dissertation 80+ Viva voce 20). Actual Project during II Sem Summer Holidays and Viva Exam beginning of III Semester.		-	6			100
<b>Total</b>			<b>-</b>	<b>6</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>III</b>	Core – XIII	Strategic Management	5	5	25	75	100
	Core – XIV	Business Law	5	5	25	75	100
	Core – XV	Management Information Systems	5	5	25	75	100
	Elective – I	Course A –I / B-I / C-I / D-I / E-I	5	4	25	75	100
	Elective – II	Course A-II / B-II / C-II / D-II / E-II	5	4	25	75	100
	Elective – III	Course A-III / B-III / C-III / D-III / E-III	5	4	25	75	100
<b>Total</b>			<b>30</b>	<b>27</b>	<b>150</b>	<b>450</b>	<b>600</b>
<b>IV</b>	Core – XVI	International Business Environment	5	5	25	75	100
	Core – XVII	Entrepreneurial Development	5	5	25	75	100
	Core – XVIII	Management Control Systems	5	5	25	75	100
	Elective – IV	Course A-IV / B-IV / C-IV / D-IV / E-IV	5	4	25	75	100
	Elective – V	Course A-V / B-V / C-V / D-V / E-V	5	4	25	75	100
	Elective – VI	Course A-VI / B-VI / C-VI / D-VI / E-VI	5	4	25	75	100
<b>Total</b>			<b>30</b>	<b>27</b>	<b>150</b>	<b>450</b>	<b>600</b>
<b>Grand Total</b>			<b>120</b>	<b>120</b>	<b>625</b>	<b>1875</b>	<b>2500</b>



