



BHARATHIDASAN UNIVERSITY, TIRUCHIRAPPALLI – 620 024

MASTER OF BUSINESS ADMINISTRATION (MBA) Syllabus under CBCS

(Applicable to the candidates admitted from the academic year 2016-2017 onwards)

Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
I	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
Total			30	30	150	450	600
II	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 Methods in Management	5	5	25	75	100
Total			30	30	150	450	600

III	Core - XIII	Strategic Management	5	5	25	75	100
	Core - XIV	Legal aspects of Business	4	4	25	75	100
	Core - XV	Knowledge Management	4	4	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
		Managerial Skills	2	2	25	75	100
Total			30	27	150	450	700
IV	Core - XVI	International Business Environment	5	5	25	75	100
	Core - XVII	Entrepreneurial Development	5	5	25	75	100
	Core – XVIII	Total Quality Management	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
Total			30	27	150	450	600
	Project Work.	(Dissertation 80 + Viva Voce 20). Actual Project during the vacation of III semester and Viva Exam before the IV semester Exam.	-	6	-	-	100
Total			-	6	25	75	100
Grand Total			120	120	650	1950	2600

Electives : Choose any one Group							
Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
III	A : Marketing						
	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
Total			15	12	75	225	300
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
Total			15	12	75	225	300
III	B : Finance						
	E-Course-I	Strategic Financial 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
Total			15	12	75	225	300
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	Merchant Banking	5	4	25	75	100
Total			15	12	75	225	300
III	C : Human Resource						
	E-Course-I	Organisation Development	5	4	25	75	100
	E-Course-II	Compensation Management	5	4	25	75	100
	E-Course-III	Change Management	5	4	25	75	100
Total			15	12	75	225	300
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
Total			15	12	75	225	300

III	D : Systems						
	E-Course-I	E- Business	5	4	25	75	100
	E-Course-II	Internet Technologies	5	4	25	75	100
	E-Course-III	Management Information Systems	5	4	25	75	100
Total			15	12	75	225	300
IV	E-Course-IV	Software Project Management	5	4	25	75	100
	E-Course-V	Relational Database Management System	5	4	25	75	100
	E-Course-VI	Object Oriented Programming & C++	5	4	25	75	100
Total			15	12	75	225	300
III	E : Operations						
	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	Management Control Systems.	5	4	25	75	100
Total			15	12	75	225	300
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
Total			15	12	75	225	300

CORE COURSE I
MANAGEMENT CONCEPTS

Objectives:

This course is designed to expose the students to fundamental concepts of management. To acquaint students with the management process, which includes understanding the theory behind the practical application of management.

Unit I

Management : Definition – Nature – Scope and functions – Evolution of management thought – Relevance of management to different type of organisation like, Insurance, Hospitals, Universities, 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 – 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 – Committees – Informal organization.

Unit IV

Staffing and Directing : General principles, importance and techniques. Delegation of Authority – Process or Elements of delegation – Advantages – Types – Principles how to make delegation effective.

Unit V

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

Recommended Text Books

1. Principles of Management – P.C. Tripathi and PN Reddy – Tata Mcgraw Hill – www.tatamcgrawhill.com
2. Management Principles and Applications, India edition, Ricky W. Griffin. Cengage Learning – www.cengage.in
3. Management – Principles Processes and Practices – Anil Bhat – Aryakumar – Oxford University Press – www.Oup.com
4. Management concept, Theory and Practice S.N Chand – Atlantic publishers – www.atlanticbooks.com
5. Management text and cases – A. Satyaraju and A. Parthasarathy PHI learning private ltd., - www.phindia.com

Suggested Readings

1. Introduction to Management science with spread sheets – william J. Stevenson India Edition – Tata mcgraw hill.
2. Management concepts and strategies J.S. Chandan, Vikas publishing Houst Pvt ltd., www.vikaspublishing.com
3. Modern management concepts and skills – samuel C. CERTO & S. Treviscerio, PHI learning private ltd., - India edition.
4. Principles of Management, India Edition – Charles WL Hill and Steven Mc Shane by Tata mcgraw Hill.

CORE COURSE II
MANAGERIAL COMMUNICATION

Objectives:

The course aims to develop all forms of communication skills of the students to enable them to conduct well in any business process without any communication barrier. To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business 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, Application letters.

Unit III

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.

Listening: Meaning, Importance, Types of listening, Tips for effective listening, Barriers for listening

Unit IV

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

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 :

1. Business communication – PC Bhatia – Ane books Pvt ltd., - www.anebooks.com.
2. Business communication, principles and methods and Techniques – Nirmal singh, Deep and Deep publications Pvt Ltd., - www.ddpbooks.com
3. Business communication – Sathya swaroop Debaish Bhagabandas – PHI learning private ltd.,
4. Business communication – Meenakshi Raman, Prakash singh, Oxford university press
5. Foundations of Business communication, India Edition – Dona. J. Young Tata mcgraw – Hill.

Suggested Readings :

1. Business communication, Building critical skills – Indian Edition – Kitty O Locker & Stephen KYO KACZMAREK, Tata mcgraw Hill.
2. Business communication – making connections in a Digital world – Indian Edition – Raymond V Lesikar and others – Tata Mcgraw Hill
3. Business communication – Asha kaul – PHI learning private ltd.,
4. Professional communication, Aruna Koneru, Tata mcgraw Hill.

CORE COURSE III
MATHEMATICS & 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 – Arithmetical 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

Preliminary concept of sampling - Types of samples - Deliberate, Judgement sampling – Quota sampling - Cluster sampling - Probability sampling - Random sampling- Stratified sampling- Systematic sampling- Multistage 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.

Recommended text books :

1. Business statistics – K. Alagar – Tata Mcgraw Hill.
2. Mathematics for Management – M. Ragavachari Tata Mcgraw Hill.
3. Statistics for Management, TN Srivastava and Shailaja Rego – Tata mcgraw Hill.
4. Business mathematics and statistics BM. Aggarwal, Ane books Pvt Ltd.,
5. Statistics for Managers, Indian Edition – Levine, Stephen, Krehbiel and Berenson – PHI learning private ltd.,

Suggested Readings

1. Complete Business statistics, Indian Edition – Aczel and Soundar Pandian, Tata Mcgraw Hill.
2. Applied Statistics in Business and Economics – David P. Doane and Lori E. Seward – Indian Edition. Tata Mcgraw Hill.
3. Business statistics, Bharat Jhunjhunwala – S.Chand.co.
4. Mathematics for Economics and finance – Martin Anthony and Normanbiggs – Low price Edition – Cambridge University press.

CORE COURSE IV
MANAGERIAL ECONOMICS

Objectives:

The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

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, consumers surplus Behaviour under Uncertainty – Expected utility.

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 – 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, quantity, or price leadership model; collusion.

Unit IV

Macroeconomics; micro foundations, aggregation problem, macro economic problems. Micro foundations of Keynesian Models – Microeconomic foundations of consumption function, investment function and liquidity preferences. Macroeconomic Models for India

Unit V

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

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.,
3. Managerial Economics, An Integrative Approach, Mark Hirschey – India Edition – Cengage Learning.
4. Managerial Economics – Geetika, Piyali Ghosh and Purba Roy Choudhury – Tata Mcgraw hill co.,
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.,
2. Managerial Economics – Indian Edition, Christopher R. Thomas and S. Charles Maurice – Tata mcgraw hill.
3. Managerial Economics, A problem solving approach – India Edition – Luke M. Froeb and Brain T. Mccann, Cengage learning.
4. Managerial Economics – Yogesh Maheswari – PHI learning PVT Ltd.,

CORE COURSE V
ORGANISATIONAL BEHAVIOUR

Objectives:

The objectives of the course is to familiarize the participants with the behavioural patterns of human beings at individual and group levels in the context of an Organization.

Unit I

Organizational Behavior – Definition, Need for studying Organizational Behavior, Disciplines involved in the study of Organizational Behavior, -Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Application of Organizational Behavior in Business.

Unit II

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

Unit III

Group Dynamics – Formal and Informal Group, Group Norms, Group Cohesiveness, Group Behaviour and Group Decision – making.

Unit IV

Motivation and morale, leadership-nature, styles and approaches, development of leadership including laboratory training . Power and Authority – Definition of Power – Types of Power.

Unit V

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

Recommended Text books

1. Organizational Behaviour, India Edition, Nelson & Quick, Cengage learning.
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.,
4. Behaviour in organizations, Indian Edition, Jerald Green Berg and Robert A. Baron – PHI Learning PVT Ltd.,
5. Organisational Behaviour, UMA Sekaran, Tata Mcgraw Hill.

Suggested Readings :

1. Fundamentals Organisational Behaviour, India Edition – Slocum and Hell Riegel by Cengage learning.
2. Culture and organisational Behaviour Jai B.P. Sinha [www. sagepublications. com](http://www.sagepublications.com)
3. Organizational Behaviour, Special Indian Edition – by Steven L Meshane, Mary Ann Von Glinow and Radha R. Sharma, Tata Mcgraw hill co.
4. Management of Organizational Behaviour Indian Edition, By Paul Hersey Kenneth. H. Blanchard and Dewey – PHI learning PVT Ltd.,

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.

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

Unit II

Cost concepts, determination of costs, elements of Cost-cost classification- Preparation of cost sheet, tender.

Unit III

Overheads, Allocation, Apportionment, Absorption, Control over Factory, administration, selling and distribution Overheads, valuation of Inventories.

Unit IV

Marginal costing – Distinction between absorption costing and marginal costing- Cost volume profit (CVP) Analysis- Break Even Analysis- Margin of safety.

Unit V

Budget and budgetary control - Objectives- Advantages and limitations- Production budget - Sales budget- Cash budget and Flexible budget.

Recommended Text books

1. Management Accounting – My Khan & P K Jain. Tata Mcgraw hill.
2. Management Accounting – Paresh shaw – Oxford University Press.
3. Management Accounting – A. Murthy and S. Gurusamy – By Tata Mcgraw Hill.
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
2. Managerial Accounting – Indian Edition Ronald W.Hicton, G. Ramesh and M. Jayadev by Tata Mcgraw Hill.

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, scope, phases- 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. Concept of Goal Programming.

Unit – II

Transportation problem by Vogel's approximation method ; assignment problem , linear Programming complete enumeration method .

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.

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

Queuing 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
Operations Research – R. Panneer selvam – PHI learning.
Email : phi@phindia.com
- 3 Operations Research principles and Applications – G. Srinivasan –PHI learning.
- 4 Introduction to operations Research – Billy E. Gilett – TATA Mcgraw hill.

Suggested Readings :

- 1 Operation Research – India Edition – Cengage learning fourth edition by Wayne.L. Winston.
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.

CORE COURSE VIII
PRODUCTION MANAGEMENT

Objectives:

To acquaint the students with decision making in Planning, Scheduling and control of Production functions in both manufacturing and services.

Unit - I

Production function – an Introduction – Definitions and types of production systems. Strategic Management – corporate strategies, production strategies, World class manufacturing, demand forecasting for Operations.

Unit – II

Product Design – New product development, process planning and design, value analysis, capacity planning .

Unit – III

Plant location – factors influencing plant location, Plant layout- classification of layout with advantages, layout design procedures, Production planning and control – aggregate planning-nature, Strategies, methods, Master production Plan.

Unit – IV

Quality control-Definition, need, Quality control techniques, control charts, acceptance sampling , six sigma , quality circles. TQM-scope, benefits.JIT.

Unit – V

Flexible Manufacturing Systems. Poka yoke-Characteristics, levels, classification, principles, device. Kaizen-Elements, classification, steps in implementing kaizen.

Recommended Text Books

1. Production and Operations Management By R. Panneerselvam – PHI learning. www.phindia.com
2. Production and Operations management with solution manual by Kanishka bedi, Oxford University press, Chennai. www.oup.com
Email : v.anand@oup.com
Production and operations Management by Martin K. Staff – Cengage learning.
www.cengage.co.in
Production & operation & Management By V.K. Khurana – ANE books – Email :
anebooks_tnairtelmail.com
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 – Macmillan publishers India ltd., www.macmillanpublishersindia.com.
2. Production and operations management – SN. chary – Tata mcgrawhill.com
3. Production and operations management Everett.E. Adam, Indian Edition – PHI learning.
4. Production and operations management by N.G. Nair, Tata mcgraw hill Co.

CORE COURSE IX
MARKETING MANAGEMENT

Objectives:

The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Unit - I

Marketing – 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, Packaging, Labeling.

Price : Pricing Objectives – Factors, Methods and Procedure.

Unit – III

Promotion : Promotion Mix – Advertisement –kinds of advertisement- Message – Copy – 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.

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
3. Marketing Management – VS Ramasamy and S. Namakumari, Macmillan publisher India ltd., Chennai. www.macmillanindia.com
4. Market based Management by Roger J. Best, Indian Edition, PHI learning India PVT Ltd., New Delhi.
5. Principles of Marketing by Kurtz / Boone cengage learning – Chennai.
6. Introduction to marketing – Adrian Palmer, Oxford University Press, Chennai.
7. Marketing Management by Joel.R Evans & Barry Berman – India Edition Cengage Learning, 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.,

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

Financial Management- meaning, scope, objectives and functions. Financial Analysis and Control; Overview of Indian Financial System- Legal, Regulatory and tax framework.

Unit II

Time value of Money; Instruments of Long Term Finance, Cost of Different Sources of Raising Capital. Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems

Unit III

Investment and Capital Structure Decisions - Net Income Approach - Net Operating Income Approach - MM Approach; Valuation and Rates of Return; Method of Capital Budgeting.

Unit IV

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

Unit V

Internal Financing and Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM. 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.,
9. Financial Management India Edition, James C.VAN Horne & Joh. M.Wachowfcz, PHI learning Private Ltd.,
10. Financial Management – By P. Periasamy Tata Mcgraw Hill Co.

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.

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 .

Unit IV Sustaining Employee Interest

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

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.
3. Human Resource Management By P. Jothi and D.N. Venkatesh, Oxford University Press, Chennai.
4. Human Resource Management By K. Aswathappa – Tata Mcgraw Hill Co.
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
7. Introduction to Human Resource management by Paul Banfield and Rebecca kay – Oxford University press, Chennai.
8. Managing Human Resource by Fisher, Schoenfeldt and shaw, cengage learning.
9. Managing Human Resources By Wayne.F Cascio, Tata Mcgraw Hill Co.
10. For Unit V: Advanced Human Resource management by SC Gupta, ANE Books, Chennai.
11. Human Resource management in practice, Srinivas R. Kandula PHI learning India PVT Ltd.,
12. Strategic Human Resource Management, By Nayantara – Atlantic publishers (P) Ltd., Chennai. Email : chennai@atlanticbooks.com

CORE COURSE XII
RESEARCH METHODS IN MANAGEMENT

Objectives:

The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision-making.

Unit I: INTRODUCTION

Research – Importance and its types – research approaches – process – problem formulation – development of hypothesis – Research design – determining the sample design – collecting data – analysis of data – identifying research problem.

Unit II: Measurement and its techniques

Measurement in research and its problems – meaning of scaling – tests of sound measurement – types of scaling- Techniques of measurement – Attitude scales – summated rating scale – Equal appearing Interview scale – cumulative scale – Rating scale – Scale constructing Techniques.

Unit III: DATA COLLECTION AND HYPOTHESIS

Classification of data – sources of data – collection of primary and secondary data – Questionnaire method – Guidelines for Questionnaire design – Interview technique – Observation techniques – Processing of data – Editing – Coding – Tabulation – Interpretation of data – Formulation of hypothesis – Test of hypothesis.

Unit IV: Statistical Techniques

Statistical Techniques – Measures of Central Tendency – Arithmetic mean, Median and Mode – Karl Pearson's coefficient of correlation – Regression – Chi-square test – conditions for applying chi-square test – ANOVA – Spearman's Rank Correlation.

Unit V : INTERPRETATION AND REPORT WRITING

Interpretation – Techniques of Interpretation – Significance of Report Writing- Different steps in writing report – layout of research report – types – oral presentation – mechanics of writing a research report – precautions for writing research reports – Role of computers in Research

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

MANAGERIAL SKILLS

Learning Objective

The learning objective of this course is to enable the students to learn the art of getting things done in the modern business world by learning topics like lateral thinking, decision making, balancing work and life, corporate social responsibility, and work ethics.

UNIT -I

THINKING STRATEGIES

Strategic thinking – meaning – questions- things included in Strategic thinking – Process consideration in Strategic thinking – Strategic thinking competencies – importance of Strategic thinking – characteristics of Strategic Thinkers – Points to be kept in mind in Strategic thinking.

Lateral Thinking – meaning – why Lateral Thinking – when to use Lateral Thinking – Benefits of Lateral Thinking – Techniques used in Lateral Thinking – Who needs Lateral Thinking – How to use Lateral Thinking? – Conventional Vs Lateral Leaders – Questions asked by Lateral Leaders – becoming a Lateral leader

UNIT – II

INTERPERSONAL STRATEGIES

Conflict Resolution – meaning – points to be understood before studying conflict resolution – sources of conflict – common reactions to conflict – role of perception in conflict – steps for Conflict Resolution – Conflict handling matrix – Functional and Dysfunctional outcome of conflict.

Negotiation skills – process – styles – outcome – principles involved – negotiation model – being a negotiator – qualities of a negotiator.

UNIT – III

IMPLEMENTATION STRATEGIES

Facing changes – meaning – characteristics –why changes –pace of changes – impact of resistance –Reasons for resistance – types of people in facing changes – introducing change. Facing challenges – meaning – importance – path to facing challenges – benefits of facing challenges.

UNIT – IV

ACTION BASED STRATEGIES

Risk taking - meaning – factors determining Risk Taking – Risk management – users of Risk Management – Steps in Risk Management.

Effective decision making – meaning – approaches – methods – steps – Decision making at the work place.

UNIT – V

BEHAVIOURAL STRATEGIES

Motivation and Staying motivated – meaning – finding reason for being motivated – staying motivated at work place – staying motivated in negative work environment – staying motivated during crisis.

Balancing work and life – meaning – work satisfaction – gender differences – responsibility of the employers and employees – ways of balancing work and life – handling professional and personal demands – organizing your desk.

TEXT BOOK:

Alex K. (2012) Soft Skills – Know Yourself & Know the World, S.Chand & Company LTD, Ram Nagar, New Delhi- 110 055.
Mobile No :94425 14814 (Dr. K. Alex)

REFERENCE BOOKS:

- (i) Meena.K and V.Ayothi (2013) A Book on Development of Soft Skills (Soft Skills : A Road Map to Success), P.R. Publishers & Distributors, No, B-20 & 21, V.M.M. Complex, Chatiram Bus Stand, Tiruchirappalli- 620 002. (Phone :0431-2702824; Mobile : 94433 70597, 98430 74472)
- (ii) Emotional Quotient – Daniel Goleman
- (iii) Power of the Plus factor – Norman Vincent Peale.
- (iv) The Seven Habits of Highly Effective people – Stephen Covey.

CORE COURSE XIII
STRATEGIC MANAGEMENT

Objectives:

To create an awareness of the importance of strategic approach to managerial situations and issues in the context of globalization and liberalization trends.

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 – divestiture 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 pant’s control model and other Quantitative and quantitative tools – steps – M. Porter’s approach for Globalisation – Future of Strategic Management.

Recommended Text books

1. Strategic Management and Business policy by Azar Kazmi, Tata Mcgraw Hill – www.tata-mcgraw-hill.com
2. An integrated approach to strategic Management, Charles WI Hill. Gareth R. Jones, Indian Edition, Cengage learning – www.cengage.co.in
3. Strategic management, Theory and Application by Adriar Haberberg & Alison Rieple – Oxford University Press – www.oup.com
4. Strategic Management concepts and cases Indian Edition. By Fred R. David, PHI learning PVT Ltd., www.phindia.com

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.
4. Understanding Strategic management by Anthony Henry, Oxford University Press.

CORE COURSE XIV
LEGAL ASPECTS OF BUSINESS

Objectives:

To provide a basic understanding of various statutory provisions that confronts business managers while taking decisions.

Unit I

The Indian Contract Act, 1872

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

Unit II

Partnership- essentials of partnership, Rights and duties of partner, types of partners. Dissolution of partnership.

Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller.

Unit III

Contract of Agency- Essentials of Contract of Agency – Creation of Agency – Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor – Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent – Duties and Rights of the Principal – Delegation of authority by an Agent – Sub Agent – Position of Principal and Agent in relation to third Parties – Termination of Agency.

Unit IV

Company – Formation – Memorandum – Articles – Prospective Shares – debentures – Directors – appointment – Powers and duties. Meetings – Proceedings – Management – Accounts – audit – oppression & mismanagement – winding up.

Unit V

The Consumer Protection Act, 1986; Object – Rights of Consumers –Important Terms- Consumer Complaint - Consumer Protection Councils – Redressal Machinery – District Forum – State Commission - National Commission. Cyber Law -Need for Cyber laws – Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime.

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.
3. Business law, Sathish B, Matur Tata Mcgraw Hill.
4. Business law, D. Chandra Bose, PHI learning PVT Ltd.,
5. Legal aspects of Business by Akhileshwar Pathak. Tata Mcgraw Hill.
6. Legal aspects of Business by kubendran.

Suggested Readings

1. Law of Business contracts in India by Sairam Bhat, Sage, [www. sagepublications.com](http://www.sagepublications.com)
2. Company law, Ashok K Bagrial Vikas publishing House.
3. Business Law, chandra Bose, PHI learning India PVT Ltd.

CORE COURSE XV
KNOWLEDGE MANAGEMENT

Objectives:

To make the students realize the importance of capturing knowledge elements and its structures application as a competitive advantage to business.

Unit I

Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, KM Cycle, Industrial Economy to Knowledge Economy

Unit II

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

Unit III

Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & social capital. Knowledge Application – Individual level, Group level & Organization level.

Unit IV

KM Strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card.
KM Tools-Knowledge Capture & creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.

Unit V

KM Team-Roles & Responsibility, Political issues in KM, Ethics in KM
Strategic issues in Knowledge Management, Future of Knowledge Management.

Text Book : Kimiz Dalkir, Knowledge Management in Theory and practice. Elsevier Publication.

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 & Knowledge by D. Kamala Vijayan – Macmillan India Ltd., Chennai.
5. Knowledge Management Systems Edited by Stuart Barnes, India Edition, Cengage learning 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
7. Knowledge Management – an inter disciplinary Perspective by Sajjad M. JASIMUDDIN, Cambridge University Press, International Edition, ISBN : 978-981-4271-22-6. E-mail : cupdel@cambridge.org.
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

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 – Modes of International Business; The External Environment- Economic , Political Environment, technological and Cultural Environment; Its Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends.

Unit II

Foreign Direct Investment-FDI-Types of FDI, Rationale for FDI, Benefits of FDI to Home countries, Benefits of FDI to MNC,s, Threats and Restrictions on MNCs , Adverse effect of FDI on Host countries. Reasons for India seeking FDI, Hurdles for FDI in India.

Unit III

World Financial Environment; Cross-national Co operation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks.

Cross Border Mergers& Acquisition-Reasons for mergers & Acquisition, Why do M & A fail?-Stages involved in M & A-Regulations of M & As.

Unit IV

Foreign Exchange Market Mechanism: Determinants of Exchange Rates; Euro-currency 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.

Recommended Text book

- 1) International Business Text and cases by Francis Cherunilam / PHI learning India PVT Ltd., New Delhi. Email : phi@phindia.com
- 2) For Unit I
International Business – By Rakesh Mohan Joshi, Oxford University Press, Chennai. Email : v.anand@oup.com
International Business management- S.C.Gupta (Ane Books Pvt ltd 2010) – II & III Unit.
- 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.
- 5) International Business – Sumati Varma, ANE books PVT Ltd., Chennai.
- 6) International Business, India Edition, Mike W-Peng, Cengage learning.
- 7) International Business – Charles WL Hill and Arun K. Jain, Tata Mcgraw Hill Co.,
- 8) International Business Strategy By Allain Verbeke, Cambridge University Press, Chennai.
- 9) International Business, Michael R. Czinkota and others cengage learning.
- 10) For Unit V :
The International Business Environment – Janet Morrison By Palgrave macmillan – London – ANE Books chennai.
Email : anebooks_tn@airtelmail.in
- 11) International Business – By Donald A Ball and others, India Edition By TATA Mcgraw Hill Co.

CORE COURSE XVII
ENTREPRENEURIAL DEVELOPMENT

Objectives:

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

Entrepreneur - meaning - importance - Qualities, nature, types, traits, culture. Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial environment.

UNIT II

Evolution of entrepreneurs - entrepreneurial promotion: Training and development. mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisations in promoting entrepreneurs - Forms of business for entrepreneurs.

UNIT III

Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis . Financial analysis - project cost estimate - operating revenue estimate -Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods . Preparation of Project Report and presentation.

UNIT IV

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC,SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for Assistance .

UNIT V

Steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

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.

CORE COURSE XVIII
TOTAL QUALITY MANAGEMENT

Objectives: This course aims to familiarize the TQM concepts and to develop an insight into the uses of Total Quality Management tools.

Unit I :

Total quality Management – Definition – Scope of TQM. Dimensions and ingredients of quality, Dimensions of product quality, Dimensions of service quality. TQM Framework - Contributions of Deming, Juran and Crosby.

Unit II

Steps in implementing TQM. Advantages , Limitations and barriers to TQM Implementation. TQC-Meaning, factors affecting TQC.

Unit III

Strategic tools for TQM – Bench Marking, Business Process Reengineering, Six sigma, JIT, QFD, Tagichi's quality engineering, Failure mode and Effect analysis. Poka yoke.

Unit IV

Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback. TQM Culture. Quality circles. Quality audits.

Unit V

The ISO 9000 SERIES, Need for ISO 9000- ISO 9000-2000 , Process of obtaining ISO Certification, Advantages of ISO certification, New version of ISO standards. Documentation, ISO 14000 – Concepts, Requirements and Benefits.

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.,
4. Total Quality Management, James. R. Evans, India Edition, Cengage learning.
5. Principle of Total Quality, Vincent .K Omachonu Joel E. Ross, CRC Press distributed by Ane books PVT Ltd., www.anebooks.com
6. Production and operations Management – PANEERSELVEM R.

Suggested Readings

1. Total Quality Management, L. Suganthi and Anand, A.Samvel, PHI learning
2. Juran's Quality Planning and Analysis for Enterprise Quality, India Edition by Tata Mcgraw Hill Co.
3. Quality Control and Management By Evans and Lindsay India Edition, Cengage learning.

A : MARKETING

ELECTIVE COURSE I : CONSUMER BEHAVIOUR

Objectives: This course aims at enabling students to understand the process of consumer behavior, the various external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Unit – I CONSUMER BEHAVIOUR – AN INTRODUCTION

Consumer Behaviour – meaning, definition, Significance . Application of consumer behavior principles to strategic marketing. Role of Marketing in Consumer behavior. Market Segmentation and Consumer behavior.

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

Group dynamics 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 Organizations, Societal Marketing Concept, Marketing Ethics, Consumer movement, Consumer protection in India.

Recommended Text books :

1. Consumer Behaviour – Ramanuj Majumdar PHI learning PVT Ltd.,
2. Consumer Behaviour, CL Tyagi and Arun kumar, Atlantic publishers.
3. Consumer behaviour, India Edition, Jay D. Lindqnist and M. Joseph Sirgy, Cengage learning.
4. Consumer behaviour, concepts, Applications and cases – MS Raju, Dominic Xardel, Vikas publishing House PVT Ltd.,
5. Consumer Behaviour, By David L. LOUDON Albert J. Della Bitta – India Edition Tata Mcgraw Hill. Co

Suggested Readings

1. Consumer Behaviour, Blackwell and others, India Edition, Cengage learning.
2. Consumer Behaviour, Indian Edition – Michael R. Solomon, PHI learning PVT Ltd.,
3. Consumer behaviour, Special Indian Edition, Deli Hawkins Roger J Best and others Tata Mcgraw Hill.
4. Consumer Behaviour and Marketing Strategy By J. Paul Peter and Jerry C. Olson, Special Indian Edition – Tata Mcgraw Hill.

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.

Unit I

Basics of Business-to-Business Marketing. – Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing . Industrial Demand & Industrial Customer . 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- B2B Channel Strategies, Advertising and Sales Promotion of Industrial Products.

Unit V

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

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.,

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.

Recommended Text books :

1. Sales and Distribution Management - Krishna K. Havaladar and Vasant M Cavale, Tata mcgraw Hill.
2. A practical Approach to Sales Management by Kujnish Vashisht – Atlantic publishers.
3. Sales Management, India Edition, By Joseph F Hair and others, Cengage learning.
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

1. Sales Management, principles, process and practice, Bill DONALDSON by Palgrave macmillan distributed by Ane book PVT Ltd., www.anebooks.com
2. Sales and Distribution management, An Indian perspective Pingalivenugopal sage, www.sagepublication.com
3. Basics of Distribution Management A logistical approach. By Satish. K Kapoor and Purvakansal, PHI learning PVT Ltd.,

B : FINANCE

ELECTIVE COURSE I :

STRATEGIC FINANCIAL MANAGEMENT

Objectives

- 1.To acquaint the students with concepts of Financial management from strategic perspective
- 2.To familiarize various Techniques and Models of Strategic Financial Management.

UNIT – I

Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Uses and Limitations of Financial Modelling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

UNIT – II

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

UNIT – III

Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

UNIT – IV

Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures.

UNIT – V

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

Recommended Text books

- 1.Rajni Sofat & Preeti Hiro, Strategic Financial Management, Phi, Delhi, 2011
- 2 .Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2001
- 3.Chandra, Prasanna, Financial Management, Tata McGraw Hill, Delhi. 2007
- 4.Financial Markets and Institutions, S Gurusamy, Thomson

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 and also gives some insights into the operations of the Indian Stock Market.

UNIT 1

Evolution of Financial Services –Indian Financial System – Formal Financial System and Informal Financial System – Financial Institutions –Banking Companies and Non Banking Companies – Classification of Non Banking Companies – Classification of Activities of Non Banking Finance Companies- Fund Based Activities – Fee Based Activities – concepts, growth and trends of fee Based and Fund Based activities

Unit II

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

Unit III

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

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

Organisation and functions of stock exchanges - regulation and control of stock exchanges - NSE, BSE, OTCEI, regional exchanges.

Recommended Text books

1. Bhalla V.K. Management of Financial Services, Anmol. New Delhi.
2. Financial Services By Dr. S. Gurusamy Tata Mcgraw Hill Co
3. Financial Services, By Nalini Prava Tripathy, PHI learning PVT Ltd.,
4. Financial markets, Institutions & Services by NK Gupta and Monika Chopra – Ane books Pvt Ltd., www.anebooks.com
5. Financial services M.Y Khan, Tata mcgraw Hill co.,
6. Financial markets and Institutions by Jeff Madura, India Edition, Cengage learning.

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

Calculation of Bond returns. 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.

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., www.schandgroup.com.

C : HUMAN RESOURCE

ELECTIVE COURSE – I : ORGANISATION DEVELOPMENT

Objectives: To enable the students to understand the philosophical, historical, theoretical, political and practical underpinnings of OD as a core area of practice within HRD and to increase awareness of different tools that are used to diagnose organizations as well as interventions used through hands-on experience, enhance skills in facilitation, OD skills, group process, communication, and collaboration.

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

Key considerations & Issues in Organizational Development- 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
2. Management of Change and Organisation Development, SK Bhatia, Deep and
Deep publishers.
3. Organization Development and Transformation, Special Indian Edition by
Wendell .L French and others. Tata Mcgraw Hill. Co.
4. Organisation Development Principles, Process and Performance By Amitab
Mehta , year 2009 - Global India Business Publications, New Delhi.
E-mail: info@globalindiapublications.com

C : HUMAN RESOURCE

ELECTIVE COURSE – II : COMPENSATION MANAGEMENT

Objectives: This course gives an introduction to compensation principles and practices. The goal of the course is to give students an opportunity to comprehend the variety of theories and methods used to recruit, retain and reward employees.

Unit I

INTRODUCTION TO COMPENSATION CONCEPTS

Introduction to Compensation, Goals of Compensation System, Compensation Strategy, Monetary & Non-Monetary Rewards, Intrinsic Rewards, Cafeteria Style Compensation, 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 in a 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. Fringe Benefits and Supplementary Compensation- 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

1. Compensation – By George T. Milovich and C.S. Venkatraman special Indian Edition, Tata Mcgraw Hill.
2. Human Resource Management by C.B. Gupta sultan chand & sons.
3. Compensation Management Rewarding Performance By D.S.Upadhyay Global India Business Publications, New Delhi.
E-mail: info@globalindiapublications.com
4. Compensation: Theory, Evidence and Strategic Implications, Barry Gerhart and other
ISBN : 8178 2992 08 Sage Publications , New Delhi.
E-mail: chennai@sagepub.in
5. Reward Management – A Critical Text Vol:2, By White Geoff
ISBN : 0415431891 (PB) Taylor and Francis, 2008
Marketing By Atlantic Publishers, Chennai.
E.mail: chennai@atlanticbooks.com

C : HUMAN RESOURCE
ELECTIVE COURSE – III : CHANGE MANAGEMENT

Objectives: To study how environmental events affect organizations and drive the need for continuous change · Analyze change at the individual, group, and systemic levels · Contrast planned and unplanned change · Evaluate and apply integrative models for assessing, diagnosing, and implementing the need for change · Identify the role of leaders and managers, change agents and change recipients in various stages of organizational change.

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. Challenges of leading change.

Recommended Text books

1. Change Management By V. Nilakani and S. Ramnaryan By Sage, www.sagepublications.com
2. Organizational change, Tupper cawsly and Gene Deszca by Sage
3. Management of Organizational change K. Harigopal by Sage.
4. Managing Organizational change Indian Edition By Palmer /dunfordlakin, Tata Mcgraw Hill Co.,
5. Change Management, Radha R. Sharma Tata Mcgraw Hill. Co.,
6. The Theory and practice of change Management, By John Hayes, Palgrave Macmillan Co., distributed by Ane books PVT Ltd., www.anebooks.com

D : SYSTEM

ELECTIVE COURSE – I : E-BUSINESS

Objectives: This course encompasses the study of current management issues associated with electronic commerce strategies. It gives an insight into Intra Business applications and electronic payment system. The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

Unit I Introduction

Definitions of Electronic Business, Categories of E-business (b2b, b2c, b2a etc) Introduction to Whiteley's Model (Electronic Markets, EDI, Internet Commerce). 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, mercantile 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.

Recommended Text books :

1. E-commerce, By Dr. M. MAMOUDI Maymand, Deep and Deep publications PVT Ltd., www.ddpbooks.com
2. E-commerce, India Edition, Gary P. Schneider – Cengage Learning.
3. Information Systems today Leonard Jessup / Joseph VALLACICH. PHI learning PVT Ltd.,
4. E-business in the 21st century – Realities and outlook by Junu XV and Mohamed Quaddus, Cambridge University Press India Ltd., ISBN : 978-981-283-674-8 www.cambridgeindia.org

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.,
3. E-Commerce and Web Marketing by Hanson and Kalyanam, India Edition Cengage learning.
4. Internet Marketing, By Mary Lou Roberts, India Edition, Cengage learning.

**D : SYSTEM
ELECTIVE COURSE – II : INTERNET TECHNOLOGIES**

Objectives: The objective of this course is to enable the students to develop an online platform for various business transaction using internet and java programming tools.

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.

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 : MANAGEMENT INFORMATION SYSTEMS

Objectives: The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

Unit I INTRODUCTION TO BUSINESS SYSTEMS IN BUSINESS

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - 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.

Recommended Text books

1. Information Systems Today, By Leonard Jessup and Joseph VALACICH INDIAN Edition, PHI learning PVT Ltd.,
2. Management Information system, By EFF OZ, Indian Edition, Cengage learning.
3. Management of Information systems by S.A. Kelkar, PHI learning PVT Ltd.,
4. Management Information systems Indian Edition, Gordon B. Davis and Margrethe H. Olson, Tata Mcgraw Hill.
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.,
2. Management of Information Systems By Waman S. Jawadekar Tata Mcgraw Hill.
3. Management Information System – The Managers view Indian Edition By ROBERT Schultheis and Mary Summer Tata Mcgraw Hill.
4. Principles of Information Systems By RALPH Stair and George Reynolds, Cengage Learning.

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

Supply Chain Management: Introduction and Development- Nature and Concept - Importance of Supply Chain - Value Chain - Components of Supply Chain - The Need for Supply Chain - Understanding the Supply Chain Management - Participants in Supply Chain – Global Applications.

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 marking 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, Role of a Manager in Supply Chain - Supply Chain Performance Drivers - Key Enablers in Supply Chain Improvement - Values of Supply Chain.

Unit V

Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies .Supply chain cost analysis. Supply chain performance measures. Issues in Global supply chain

Recommended Text books:

1. Supply chain management – John T. Ment Z FR By Response Books, a division of Sage Publications. www.sagepublications.com
2. Supply chain management – Rahul V. Altekar, By PHI learning PVT Ltd.,
3. Supply chain management, India Edition John J. Coyle and others. Cengage learning.
4. Supply chain management By Narayan Rangaraj and others, Tata mcgraw Hill. Co., www.tatamcgrahill.com

Suggested Readings

1. World class supply chain management India Edition, By Burt – Dobler – Starling Tata Mcgraw Hill Co.
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.
4. Supply Chain Management : Concepts Techniques and practices – by Lingli Cambridge university press International Edition. www.cambridgeindia.org.

E : OPERATIONS

ELECTIVE COURSE – II : ADVANCED OPERATION RESEARCH

Objectives: To develop an understanding of Advance concept of Operation Research techniques and their role managerial decision making.

Unit I

- ❖ Non Linear Programming – Non linear programming problems of general nature – one variable unconstrained optimization Multi variable unconstrained optimization – Karush Kuhn Toker (KKT) conditions for constrained optimization – its Applications in Management.
- ❖ Seperable programming and its Applications in Management.
- ❖ Quadratic Programming – convex programming – geometric programming – Fractional programming and its Application in Management.

Unit II

- ❖ Markov chains – Formulation – Kolmogorov Equation – steady state conditions – Markov chain modelling through Graphs – communication networks – weighted diagraphs – classification of states of Markov chain – Long Run properties of Markov chains.
- ❖ Empherical Queuing models – (M/M/1) : (GD / ∞/∞) Model - (M/M/C) : (GD/ ∞/∞) Model – (M / M / 1) : (GD / N / ∞) Model – (M / M / C) : (GD / N / ∞) Model (for $C \leq N$) – (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

- ❖ Network Models – Terminologies – shortest path model – minimum spanning tree problem - Maximal flow problem – Minimum cost flow problem.
- ❖ 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

3. Operations Research (Algorithms and Applications)
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 : MANAGEMENT CONTROL SYSTEMS

Objectives: To enrich the students with the knowledge of Management Control concepts and its implication in organizations. To give an insight into key variables in Management control designs.

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

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.

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, Tata Mcgraw Hill – special Indian Edition.

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.

Recommended Text book :

- 1) Advertising and Promotion By George E. Belch and others. Tata Mcgraw Hill Co.
Email : mark_pani@mcgrawhill.com
- 2) Advertising Management with solution manual by Jaishri Jethwaney and Shruti Jauji Oxford University Press, Chennai.
- 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.
- 7) Advertising Management by O' Guinn and others, cengage learning Chennai – Special India Edition.
- 8) Contemporary Advertising William .F Arens, Tata Mcgraw Hill Co.
- 9) Principles of Advertising and IMC by Tom Duncaw, Indian Edition Tata Mcgraw Hill Co.
- 10) Advertising Management Media approach for Market Research Global India Publications PVT Ltd., New Delhi.
Email : info@globalindiapublications.com
- 11) Branding and Advertising by Seema Gupta – Global India Publications, New Delhi.

A : MARKETING

ELECTIVE COURSE - V : MARKETING OF SERVICES

Objectives: This course aims at providing a perspective on the concepts ,framework and analytical procedures available to service marketers to resolve the varies challenges faced in different situations.

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 – inter functional Conflict between marketing and operation – Evaluation of marketing effort.

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

Marketing of services, India Edition, K. Douglas Hofiman, John.E.G. Bateson, Cengage learning. Chennai. Email : sriram.b@cengage.com

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

2) Services marketing text and cases Steve Baron and others, published by Palgrave Macmillan 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.,

A : MARKETING
ELECTIVE COURSE - VI : RETAIL MANAGEMENT

Objectives : The course will focus on (i) Manufacturers perspective on retailers.

(ii) Retailers understanding of the retail business.

Unit I

Retailing – meaning, definitions, functions performed by retailers, Importance of retailing. Requisites for successful retailer. Forces affecting retail sector in India. The retail life cycle. The strategic Retail Planning process, Retailing mix. Issues in Retailing.

Unit II

Traditional and modern formats of retail business – Marketing Concepts in Retailing – Consumer purchase behaviour – Cultural and Social group influence on Consumer Purchase Behaviour.

Unit III

Retail Location strategies: Issue to be considered in site selection. Decisions on geographic locations of a retail store. Location site and types of Retail development. Types of planned shopping area. Factors involved in the location decision. Catchment area analysis.

Unit IV

Merchandise Planning – Stock turns, Credit Management, Retail Pricing, Return on per. sq. feet of space – Retail Promotions . Traffic flow and analysis – Population and its mobility – Exteriors and layout – Customer traffic flows and pattern – Creative display.

Supply Chain Management – Warehousing – Role of IT in supply chain management.

Unit V

Consumerism and ethics in Retailing, Retail Audits, e-Retailing, Application of IT to Retailing, Retail Equity, Technology in Retailing – Retailing through the Internet.

Recommended Text book

1. Retailing Management – Text and cases by Swapna Pradhan – Tata Mcgraw Hill Co – Chennai. Email : mark_pani@mcgrawhill.com
2. 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. Retail management – Dunne Lusch, cengage learning, Chennai.
Email : sriram.b@cengage.com
4. 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.
- 2) Managing Retailing – Piyush Kumar Suiha and others. Oxford University press. Chennai.
- 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 Publications, New Delhi.
- 8) Retail Management by Sajai Gupta and GVR Preet Randhawa – Atlantic publishers – Chennai.

B : FINANCE

ELECTIVE COURSE - IV : PROJECT MANAGEMENT

Objectives: This course enables the students to get enrich in the concepts of project management and to help the students in project planning and scheduling.

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 co ordination – Factors influencing effective project management – project time monitoring and cost monitoring – Project over runs. Project Control : Control techniques – PERT, CPM - Proper review – Project audit.

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.,

3) Project Management By Bhavesh .M Patel, Vikas Publishing Hous PVT Ltd.,

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

5) Project Management India Edition By CIDO I Clements, Cengage learning.

Suggested Readings

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

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.

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.

B : FINANCE

ELECTIVE COURSE - V : GLOBAL FINANCIAL MANAGEMENT

Objectives: This course enrich the students with the concepts of International Financial markets. It also gives an insight into merits and effects of Foreign Direct Investments.

UNIT-I

Globalisation - Implications of Globalisation – Goals of International Financial Management - scope of International Finance – International Monetary System – Bimetallism – Gold Standard – Bretton Woods System – Floating Exchange Rate Regime – European Monetary System – IMF – WTO – GATT .

UNIT-II

Balance of Payments – The Current Account – The Capital Account – significance - Balance of Payments in the World – Balance of Payments Account of India

UNIT-III

International Financial Markets – Sources of International Funds – Multilateral Development Banks – Governments/ Governmental Agencies – International Banks – Security Markets Instruments of International Financial Markets– International Equities – GDRs – ADRs - International Money Market and Bond Market Instruments – Euro Bonds – Repos – Euro Commercial Paper – Medium Term Notes – Floating Rate Notes – Loan Syndicates – Euro Deposits – Euro Issues in India.

UNIT-IV

Currency Risk and Exposure – Types of Currency Risk – Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction Exposure Management – Translation Exposure – methods – Transaction Exposure Vs. Translation Exposure – Exchange Risk Management – Operating Exposure – measuring and managing Operating Exposure.

UNIT-V

Foreign Direct Investment (FDI) – Forms of FDI – FDI in World – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk.

Recommended Text books

1. Joseph Anbarasu, Global Financial Management, Ane, Delhi, 2010
2. Kevin s, Fundamentals Of International Financial Management, PHI, Delhi, 2010
3. Jeff Madura, International Financial Management, Cengage learning, Delhi, 2008

Suggested Readings

- 1) International Finance – By Thomas J. Obrien, Oxford University Press, Chennai.
- 2) International Financial Management By PG. APTE, Tata Mcgraw Hill Co
- 3) Global Financial Reporting and Analysis, Cengage learning – By Alexander Britton and Jorissen.
- 4) International Financial Management by Ephraim Clark – cengage learning.

B : FINANCE

ELECTIVE COURSE - VI : MERCHANT BANKING

Objectives: To help students to learn the various concepts in merchant banking and its role in appraisal of projects.
To help the students to know about insurance industry.

Unit I

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banking - Legal and Regulatory Frameworks – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges, OTCEI and NSE.

Unit II

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Pricing – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Underwriting Arrangements - Dealing with Bankers to the Issue, Underwriters, Registrars, and Brokers – Offer for Sale – Book – Building – Green Shoe Option – E-IPO Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc.

Unit III

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT-IV

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI’s directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

Recommended Text books

1. J.C.Verma, ‘A Manual of Merchant Banking’, Bharath Publishing House, New Delhi.
2. K.Sriram, ‘Hand Book of Leasing, Hire Purchase & Factoring’, ICFAI, Hyderabad.
3. Economic Dailies, Relevant Publication of AMFS.
4. Bhalla. V.K. – ‘Management of Financial Services’ – Anmol, New Delhi.
5. Khan, M.Y., FINANCIAL SERVICES, Tata McGraw Hill, New Delhi, 2001. Gurusamy, MERCHANT BANKING AND FINANCIAL SERVICES, Tata McGraw Hill, Delhi, 2009.

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

Introduction to P.R. – Definition, Nature, History and Development, Role of PR, PR associations. Objectives Of Public Relations, Emergence Of Public Relation.

Unit II

Public Relations Process, PR Problems, Elements Of Public Relations, The Psychological factors that affect the perception of the public, decision making process.

Unit III

Public Opinion Research, Functions Of Public Relations Department, PR Professional Code. Relations with the Government, Community Relations, Shareholders Relations, Promotion Programmes, Donations, Employee Publications, Guest Relations, Establishment Of Relations With The Public.

Unit IV

Media & Tools : Press, Radio, Television, Documentaries, Films.

Company Literature : Annual reports, manuals Brochures Information bulletins, House Journals, News Letters, Direct mailing.

Unit V

Advertising and Promotional Techniques : Promoting and positioning your organization through Advertising, Exhibitions, open house, Tournaments etc.,

Lobbying, Managing Rumors & 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 – case studies and problems – Indian Edition - PHI learning India PVT Ltd.,
- 4) Public management – maximize efficiency and effectiveness by Sukumar Chatterjee – Global India Publications, New Delhi.
Email :
 - 1) info@globalindiapublications.com
 - 2) pragati@mdppi.com

C : HUMAN RESOURCE

ELECTIVE COURSE - V : MANAGING INTERPERSONAL EFFECTIVENESS

Objectives: To help the students to understand their self. To give an insight into changing attitude and environment influence. It also helps the students to understand the concepts of stress.

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 (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

Organisational Behaviour By John. W. Newstrom – Tata Mcgraw Hill, Special Indian Edition. Email : mark_pani@mcgrawhill.com.

8) For Unit V

Working Woman and the stress organisational behaviour by Steeven L. MC Shane, Tata Mcgraw hill. Chennai.

C : HUMAN RESOURCE

ELECTIVE COURSE - VI : GROUP DYNAMICS

Objectives: To help the students understand the concepts in group dynamics and to learn the process of decisions making in groups. To know the factors affecting the integration in groups and how to overcome it.

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.

Recommended Text book

- 1) Group processes – India Edition by Donel son. R. Forsyth – cengage learning.
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

Objective: To introduce the students to various key stages in the development of software. The focus is on system implementation. To introduce database technologies and 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.

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

D : SYSTEM

ELECTIVE COURSE - V : RELATIONAL DATABASE MANAGEMENT SYSTEM

Objective: 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 sub queries.

Unit II ADVANCED CONCEPTS OF ORACLE

Changing data – advanced use of functions and variables – creating, dropping, altering tables and views – SQL (Structured Query Language) 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.

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.

3) Database Management Systems By Alexis Leon and Mathews Leon – Vikas
Publishing House PVT Ltd.

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

Objective: The objective is to provide the students with basic understanding of programming. It also gives an insight into object oriented Programming and data modeling.

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 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
Programming with ANSI C++ by Bhusha Trivedi with solution manual Oxford University press, Chennai. www.oup.com
- 4) For unit II, III & IV
Object Oriented Programming using C++ by Joyce Farrell, Cengage learning, India edition.

Suggested Readings :

- 1) Programming with C++ by D. Ravichandran – Tata Mcgraw Hill Co.
- 2) C++ programming Today by Barbara Johnson, India Edition PHI learning India Edition.
- 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.

Unit I PURCHASING

Material management-meaning, advantages. Codification. Purchase management-Objectives, Functions, responsibilities and duties of purchase department .8R's of Purchasing. Kardex system. Methods of purchasing. Buying procedure.

Unit II VENDOR DEVELOPMENT

Scope of vendor development, stages in source selection, vendor rating- criteria, methods of rating .

Unit III RELATED MATERIALS FUNCTION

Spare parts management- definition, classification of spares, problems and issues in spares management.

Store keeping – types of stores, benefits, store location, store layout, principles in stores management.

Unit IV MATERIAL HANDLING

Definition, objectives of material handling, Importance, symptoms of poor material handling, principles of material handling. Material handling equipments, symbols, costs.

Unit V

Out sourcing, Make or buy decisions. Value engineering. Stores material accounting-Bin card, stores related ledgers.Recent development in material handling.

Recommended Text books

- 1) Materials Management procedures Text and cases, By A.K. Datta, PHI Learning India, 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 :

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.

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.

E : OPERATIONS

ELECTIVE COURSE - VI : WORLD CLASS MANUFACTURING

Objective: To help the students understand the concepts in Manufacturing management.

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
 - Mainfability Improvement
 - Reliability Improvement
 - Total Employee Involvement and Small Group Activities.
- } Productive Maintenance

Recommended Text book

- 1) Production and operations managements by R. Panneerselvam, PHI learning India Ltd., www.phiindia.com
- 2) For Unit II and V
Operations Management with DVD in the Book by William J. Stevenson, Special Indian Edition, Tata Mcgraw Hill Co. Chennai.
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.
- 2) Operations Management – By James R. Evans. David A. Collier, India Edition Cengage learning, Chennai.
Email : narasimhan.r@cengage.com
- 3) Operations Management by Norman Gaither Greg Frzier, India Edition, cengage learning, Chennai.
- 4) Essentials of operations management by Scott.T. Young, sage South Asia Edition.
www.sagepublications.com
- 5) Progressive manufacturing, India Edition, By Soli.J Engineer, Cengage learning.
