

*Placed at the meeting of  
Academic Council  
held on 26.03.2018*

**APPENDIX - AG**  
**MADURAI KAMARAJ UNIVERSITY**  
*(University with Potential for Excellence)*

**Master of Business Administration (Semester)**

**CHOICE BASED CREDIT SYSTEM**  
**REVISED SYLLABUS**

(This will come into effect from the Academic Year 2018-19)

**1. Introduction of the Programme**

MBA Programme focuses on the development of competency and work skills relevant to the demands of the Private sectors at the domestic and international levels and also Public sectors. The Programme is with a strong focus on personal development and reflective learning throughout the programme helps the learners to realize their career potential.

In the current competitive job scenario, choosing a promising post graduate degree programme is vital to ensure a promising career. The aim of all the students at the time of completion of course is to get employment in one of the best companies in the job market or to become an entrepreneur in the field of one's interest. Nowadays in India the economic conditions are favouring in all dimensions in all the sectors including both manufacturing and service. India is encouraging the foreign companies to start business in India through Direct Investment and Portfolio Investment. Big companies in India also start their business operations in foreign countries. To get a job in any multi-national companies, one needs to develop technical skill in the respective field. There is a huge demand for technically qualified persons to get job opportunities in MNCs. MBA Programme helps the students in getting jobs in these reputed companies. MBA Students learn the fundamental concepts in management, administration and its application in business to solve many complex issues of business and also acquire different techniques and skills. In MBA Programme, specialization in the areas of production, marketing, human resource and systems is provided apart from fundamental concepts including general management, behavioural aspects which will make an MBA Student to become a great manager in a multi-national company developing all qualities required for that. Students can also become entrepreneurs thus giving employment opportunities to many persons. Getting an MBA Degree will increase one's chances of finding a great job with a reputed company thus becoming a great leader in the business world or becoming an entrepreneur which is essential of any nation like India.

**2. Eligibility Conditions**

A candidate who has passed any one of the following degrees of this University or any other University accepted by the syndicate as equivalent thereto subject to such

conditions as may be prescribed therefore, will be eligible for admission to the M.B.A. (Semester) Degree course.

B.Com.,	B.Com., (E Commerce)
B.Com., (CA)	B.Com., (CS)
B.Com., (PA)	B.B.A.,
B.Com., (Banking & Insurance)	B.Com., (Honors)
B.E (Any Branch)	B.Sc (CS)/BCA/B.Sc (IT) B.Sc (Maths)
B.Sc (Phy)/ B.Sc (Chem)	

2.1 Duration of the Programme : 2 Years

2.2. Medium of Instructions : English

### 3. Objectives of the Programme

- 1) To enable the students to become Managers in a reputed multinational company.
- 2) To prepare the students to start a own business thus becoming Entrepreneurs
- 3) To enable the students to take the role of consultant and trainer in leading organisations.
- 4) To help the students to become managers in banking companies
- 5) To tune up the employability skills of the students to the expectations of the corporate

### 4. Outcome of the Programme

- ❖ Developing the students employable in Corporate sectors
- ❖ Making the students eligible for employment in Government sectors including Banks.
- ❖ Creating confidence among the students to appear for competitive examinations, group discussion and interview.

### 5. Core Subject Papers: 22 (15 + 6 + 1)

6.Core Subject: 15

Elective Subjects 6

### 7. Non Subject Elective Paper: 1

### 8. Unitization: 5 Units each subject

### 9. Pattern of Semester Exam: 4 Semesters

### 10. Scheme for Internal Assessment:

Test	: 10 marks (Average of best two tests)
Assignment	: 5 marks
Seminar/ Group Discussion	: 5 marks
Peer-Team- Teaching	: 5 marks

Total : 25 marks

### 11.External Exam : 75 marks

### 12. Question Paper Pattern:

Part A	10*1 = 10 marks
Part B (either or)	5*7 = 35 marks
Part C (Open choice) (3 out of 5)	3*10 = 30 marks
Total	75 marks

13. Scheme for evaluation: Detailed scheme are required with allotment of marks.

14. Passing minimum: External minimum 45% of 75 marks = 34 marks. Aggregate 50 marks.

#### 14.1 Classification

S. No	Range of CCPA	Class
1	50 & above but below 60	II
2	60 & Above	I

15. Model Questions:

16. Teaching Methodology:

- Classroom Teaching
- Role-play by Students
- Case study Teaching
- Seminars / Field survey
- Classroom Exercises
- Group Discussion
- Guest Lectures by Industrialists, Executives from Corporate
- Industrial Visits

#### 17. Text Books

List of all the text books is quoted at the end of the syllabus of each subject.

#### 18. Reference Books

The list of all the reference books is followed by the list of text books. This list contains at least two books for each subject.

#### 19. Retotaling and Revaluation Provision

Candidates may apply for retotaling and revaluation within ten days from the date of the result published in the university website along with the required forms and fees.

#### 20. Transitory provision

The candidates of previous scheme may be permitted to write exams in their own schemes up to the examinations of April 2020 as a transitory provision.

## 21. Subjects and Paper related websites

All the subject details along with syllabus may be downloaded from the university website [www.mkuniversity.org](http://www.mkuniversity.org)

### SCHEME OF EXAMINATION – MBA DEGREE COURSE (SEMESTER)

Semester	Subjects	Contact Hours	Credits	Internal	External	Total
I	<b>FIRST SEMESTER</b>					
	Fundamentals of Management	6	4	25	75	100
	Organizational Behaviour	6	4	25	75	100
	Economics for Management	6	4	25	75	100
	Statistics for Management	6	4	25	75	100
	Financial and Management Accounting	6	4	25	75	100
	<b>Viva-Voce (Internal only)</b>	-	2			
	<b>Total</b>		<b>30</b>	<b>22</b>		

Semester	Subjects	Contact Hours	Credits	Internal	External	Total
II	Production and Operations Management	6	4	25	75	100
	Marketing Management	6	4	25	75	100
	Financial Management	6	4	25	75	100
	Human Resource Management	6	4	25	75	100
	Management Information System	6	4	25	75	100
	<b>Viva-Voce (Internal only)</b>	-	2			
			<b>30</b>	<b>22</b>		

Semester	Subjects	Contact Hours	Credits	Internal	External	Total
III	<b>THIRD SEMESTER</b>					
	Operations Research	5	4	25	75	100
	Business Research Methods	5	4	25	75	100
	<b>Non-major Elective - Entrepreneurship</b>	5	3	25	75	100
	<b>Major Elective: Marketing</b>					
	A. Rural Marketing	5	3	25	75	100
	B. Consumer Behaviour	5	3	25	75	100
	C. Advertising and Sales Promotion	5	3	25	75	100
	<b>Major Elective: Finance</b>					
	A. Indian Capital Market	5	3	25	75	100
	B. Financial Markets and Services	5	3	25	75	100
	C. International Trade, Finance and Documentation	5	3	25	75	100
	D. Working Capital Management	5	3	25	75	100
	<b>Major Elective: Human Resource</b>					
	A. Labour Laws	5	3	25	75	100
	B. Training and Development	5	3	25	75	100
	C. Compensation Management	5	3	25	75	100
	<b>Major Elective: System</b>					
	Management of Software Projects	5	3	25	75	100
	UNIX and MS WINDOWS	5	3	25	75	100
	Operating System	5	3	25	75	100
	Introduction to C and C++		3	25	75	100
	<b>Major Elective: Production</b>					
	Work Study	5	3	25	75	100
	Value Engineering & Waste Control	5	3	25	75	100
	Materials Management	5	3	25	75	100
	Total Quality Management	5	3	25	75	100
	<b>Viva-Voce (Internal only)</b>			2		
<b>Total</b>			22			

Semester	Subjects	Contact Hours	Credits	Internal	External	Total
IV	<b>FOURTH SEMESTER</b>					
	International Business	5	4	25	75	100
	Strategic Management	5	4	25	75	100
	Business Environment and Law	5	4	25	75	100
	<b>Major Elective: Marketing</b>		3			
	A. Product and Brand Management	5	3	25	75	100
	B. Services Marketing	5	3	25	75	100
	C. International Marketing	5	3	25	75	100
	D. Buyer Behavior	5	3	25	75	100
	E. E-Marketing	5	3	25	75	100
	<b>Major Elective: Finance</b>					
	A. Security Analysis and Portfolio Management	5	3	25	75	100
	B. Management of Financial Institutions	5	3	25	75	100
	C. International Financial Management	5	3	25	75	100
	<b>Major Elective: Human Resource</b>					
	A. Organisational Development and Change Management	5	3	25	75	100
	B. Strategic Human Resource Management	5	3	25	75	100
	C. International Human Resource Management	5	3	25	75	100
	<b>Major Elective: System</b>					
	Emerging Trends Information Technology	5	3	25	75	100
	Computer Networks	5	3	25	75	100
	Modeling and Simulation	5	3	25	75	100
	<b>Major Elective: Production</b>					
	Production Planning and Control	5	3	25	75	100
	Project Planning Evaluation and Management	5	3	25	75	100
	Advanced Manufacturing Systems	5	3	25	75	100
	<b>Project</b>			2		
<b>Viva-Voce (Internal only)</b>		-	1			
			24			

## **REGULATIONS**

### **I. Eligibility for the Course**

Candidate for admission to the Master of Business Administration course, for fulltime, should possess a Bachelor's Degree of this University or an examination accepted as equivalent thereto, with a minimum pass.

### **II. Application for Admission**

Application for admission to the course must be made in the prescribed form obtainable at the office of the institution offering of the course, not later than the date noticed each year. The admission will be subject to Test, Group Discussion and Interview to enable the respective admission committee to decide about the suitability of the candidate. The decision of the committee shall be the final in all cases of admissions.

### **III. Eligibility for the Degree**

i. Candidate for the degree shall, besides undergoing the prescribed courses of study, do practical work by way of case study, project report, prescribed factory visit, etc., under the guidance of staff members and to the satisfaction of the Department or the Institute.

ii. No candidates shall be eligible for the degree unless he/she has completed the prescribed course of study in an institution and has passed the prescribed examinations.

iii. No candidate shall be admitted to the examination unless he/she has attended not less than 80% of the total lectures and class sessions and has produced a certificate from the Head of the institution where he/she has studied certifying that his/her progress and conduct have been satisfactory.

### **IV. Duration and Schedule of the Course**

Full time MBA degree course shall be divided into four semesters of two years duration (I year two semesters and II year two semesters) A semester is a period of 90 working days as per the schedule given below.

### **V. Methods of Study**

Lectures shall be supplemented for participative methods of learning, assignments and factory visits, etc., in accordance with the nature of subject with a view to enable the candidates to analyze and solve many divergent current problems in business and industrial management.

### **VI. Restriction to Complete the Course**

There is no time restriction to complete the course.

### **VII. Evaluation**

Evaluation of candidates shall be through both internal and external assessment with 25 is to 75 marks for theory papers, i.e. Foundational and Elective course. For seminar course, viva- voce and workshops the assessment is entirely internal. The passing minimum

is 50% and 34% is the minimum external. For projects 80% for internal and 20% for viva-voce.

The break-up for internal assessment for theory paper shall be as follow:

1.	Test(s)	-15marks
2.	Assignments, Terms Papers, etc.,	- 5marks
3.	Class Participation**	- 5 marks
		-----
		25 marks
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Tests may be in form of written tests at the discretion of the faculty.

\*\* Class Participation means the skills of a student to raise meaningful questions during the classes, answering to the questions posed by the faculty and students, quality of the participation during case discussions etc.,

The external assessment shall be through examination to be conducted for each theory course at the end of each semester.

### **VIII. Evaluation of the Internship Training**

The internship programme for a period of 30 days at the end of the second semester has been made compulsory and prone to be evaluated.

A viva voce will be conducted at the completion of the internship training by a panel of internal examiners as recommended by the director.

**75% of the marks are allotted for internship evaluation and 25% for viva voce.** The minimum mark for pass in the internship training report evaluation is 50.

### **IX. Evaluation of Project work**

The project work during the fourth semester has been made evaluatory. The Evaluation of the performance of the candidate and the project report will be done through the viva voce conducted at the completion of the project by a panel of internal / external examiners as recommended by the concerned Heads of the department.

**75% of marks are allotted for project evaluation and 25% for viva voce.** The minimum mark for pass in the project evaluation is 50.

### **X. Classification of Candidates**

A candidate who obtains not less than 50% marks in each paper in the external examination separately and 50% marks in the aggregate of both external examination and the internal evaluation shall be declared to have passed. There is no separate minimum for internal evaluation.



A candidate who secures not less than 50% of the aggregated marks in all parts of the final examination is placed in second class.

A candidate who secures not less than 60% of the aggregate marks in all parts of the final examination shall be declared to have passed the examination and placed in first class.

A candidate who passed in first class and who obtains not less than 75% of the marks in any paper (Provided it is cleared in the first attempt) shall be declared to have passed with distinction in that paper.

**MBA – PG Degree Course  
Total Credits**

Semester	Credits
<b>I Semester</b>	<b>22</b>
<b>II Semester</b>	<b>22</b>
<b>III Semester</b>	<b>22</b>
<b>IV Semester</b>	<b>24</b>
<b>Total Credits</b>	<b>90</b>

**SEMESTER I**

**Subject: Fundamentals of Management**

**Subject Code:**

**Hrs/Wk: 6 hrs**

**Course Objective**

The objective of this paper is to familiarize the students with basic management concepts and human in various managerial processes in the organisation.

**Unit I**

Management – Definition – Concept – Nature – Process – Importance - Functions and Skills, Evolution and Development of Management Thought and the Patterns of Management Analysis, Planning – Nature – Scope - Objectives and Significance of Planning - Types of Plans – Planning Process - Strategy – Policies - Techniques of Decision Making

**Unit II**

Organising – Nature and Purpose of Organization - Organisational Structures - Basis of Departmentation - Concept of Authority - Functional Authority - Delegation of Authority - Centralisation and Decentralisation of Authority

**Unit III**

Staffing – Recruitment – Selection – Training and Development, Performance Appraisal - Carrer Strategy

#### **Unit IV**

Motivation – Concept of Motivation and Performance - Theories Of Motivation, Approaches for Improving Motivation - Pay and Job Performance - Quality of Work Life - Morale Building - Concept and Functions - Leadership Style - Process and Models of Leadership Development – Transformational - Transactional, Charismatic - Visionary Leadership – Communication – Process – Importance – Channels - Barriers to Communication - Role of Communication in Managerial Effectiveness.

#### **Unit V**

Controlling – Concept - Types of Control - Methods: Pre-control - Concurrent Control - Post control - An Integrated Control System - The Quality Concept - Factors affecting Quality - Developing a Quality Control System - Total Quality Control - Pre-control of Inputs – Concurrent control of Operations - Post Control of Outputs - Global aspects in Planning – Organizing – Staffing – Leading – Controlling - Japanese Management and Z-culture of American Companies.

#### **Reference Books**

1. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)
2. Principles of Management, L.M. Prasad, Sultan Chand & Sons, New Delhi
3. Principles of Management, C.B.Gupta, Sultan Chand & Sons, New Delhi.

### **SEMESTER I**

**Subject: Organisational Behaviour**

**Subject Code:**

**Hrs/Wk: 6 hrs**

#### **Course Objective**

This paper aims at providing in-depth knowledge in organisational behaviour to enhance the problem solving skills with a focus on human relations aspects.

#### **Unit I**

Organisational Behaviour - Meaning – Definition - Evolution - Nature – Contributing disciplines to OB - Importance – Models and Approaches to Organisational Behaviour - Challenges and opportunities of OB

#### **Unit II**

Individual behaviour – Foundations of Individual and Human Behaviour – Personality, Learning and Perception – Factors influencing - Theories – Process and Models  
Attitude – Features – Sources – Functions – Theories – Measurement of Attitude – Value – Theories of Value – Sources of Value

### **Unit III**

Nature of Groups – Types – Why do people join groups – Group Development – Determination of Group behaviour – Group Cohesiveness – Group Norms – Teams – Teams Vs Groups – Team Building Techniques – Implementing Teams in organisations

### **Unit IV**

Organisational Culture – Characteristics – Types – Functions – How to keep the culture alive – Organisational Conflict – Features – Stages – Sources – Conflict Management – Organisational Effectiveness – Factors in Organisational Effectiveness - Approaches to Organisational Effectiveness – Model of Organisational Effectiveness

### **Unit V**

Organisational Stress – Sources – Consequences – Management of Stress – Organisational Change – Forces – Types – Resistance to Change – Management of Change – Organisational Development – Characteristics – Phases – Benefits – Organisational Development Techniques

### **Reference Books**

1. Organisaitonal Behaviour, Stephen P. Robbins Timothy A. Judge, PHI Learning Private Limited, New Delhi
2. Organisaitonal Behaviour, Fred Luthans, McGraw-Hill
3. Organisaitonal Behaviour, Text, Cases & Games, K. Aswathappa, Himalaya Publishing House
4. Organisaitonal Behaviour, N.K.Jain, Atlantic Publishers & Distributors, New Delhi
5. Organizational Behavior A South – Asian Perspective, Nelson/Quick/Khandelwal, Cengage Learning, 4LTR Press, ORGB 2e
6. Elements of Organisational Behaviour, Dr K Sundar and Dr. J. Srinivasan, Vijay Nicole Imprints Private Limited, Chennai

## **SEMESTER I**

**Subject: Economics for Management**

**Subject Code:**

**Hrs/ Wk: 6 hrs**

### **Course Objective**

The objective of this course is to familiarise the students with various economic concepts and to make the students understand the economics of business, influencing the decision making.

### **Unit I**

Meaning and Definition of Managerial Economics – Nature and Scope – Role and Responsibilities of a Business Economist - Inter disciplinary approach to Managerial Economics – Circular Flow of Economic Activity – Goals of business firm

### **Unit II**

Meaning of Demand – Law of Demand – Exceptions – Types of Demand – Determinants – Demand Distinctions – Elasticity of Demand – Types – Factors determining Elasticity of Demand – Methods – Uses – Indifference Curve and Map – Importance of Demand Forecasting – Techniques

### **Unit III**

Production Function – Production with one variable input, Two variable input – Returns to scale – Economies of Scale – Isoquant Curve – Cost concepts – Cost Output relationship in the short run and long run

### **Unit IV**

Objectives of Pricing policy – Perfect competition – Features – Price output determination – Monopoly – Features – Price output determination – Price discrimination – Monopolistic Competition – Features – Price output determination – Features of Oligopoly – Pricing Methods

### **Unit V**

National Income – Concepts – Methods of estimating National Income – Importance – Problems – Business Cycle – Features and Important phases – Adjusting Business Plans to the cyclical situations – Inflation – Types – Causes – Measures to control inflation

### **Reference Books**

1. Managerial Economics, Maurice Thomas, Tata McGraw Hill
2. Managerial Economics, Joel Deans, PHI, New Delhi
3. Managerial Economics, R.L.Varshney and K.L.Maheshari, Sultan Chand & Sons
4. Managerial Economics, Dr.E.NarayanaNadar and Vijayan, PHI, New Delhi

## **SEMESTER I**

**Subject: Statistics for Management**

**Subject Code:**

**Hrs/Wk: 6 hrs**

### **Course Objective**

The objective of this paper is to enrich the students with various statistical tools and techniques used to business decision making and to practice the students in the application of statistical tools in business research.

### **Unit I**

Statistics – Meaning – Definition - Frequency Distribution- Measures of Central Tendencies- Mean, Median, Mode, Harmonic Mean, Geometric Mean- Measures of Dispersion-Range, Mean Deviation, Standard Deviation

### **Unit II**

Correlation Analysis – Types of Correlation - Karl Pearson's Coefficient of Correlation – Regression - Regression Line and Equation - Regression Coefficients - Method of Least Square - Time Series Analysis – Components - Trend Analysis - Index Numbers - Types-Fisher's Ideal Index

### **Unit III**

Probability - Basic Definition and Rules for Probability - Addition & Multiplication Theorem - Conditional Theorem- Baye's Theorem - Random Variable - Probability Distribution: Binomial, Poisson, Normal Distribution

### **Unit IV**

Sampling and its types - Introduction to Sampling Distribution, Standard Error- Point Estimates, Interval Estimates, Confidence Intervals- Testing Hypothesis- Proportions- Large Samples- Small Samples-Test of Significance - Chi-square as a test of Goodness and Independence of attributes - Analysis of Variance (ANOVA)-one and two way

### **Unit V**

Non –Parametric Test-Sign test for paired data, Rank, Mann Whitney, U Test, Run Test, Kruskal Walli's Test-Decision Theory-Decision Tree Analysis

### **Text Book:**

- Dr.S.P.Gupta, M.P.Gupta, 2010, Business Statistics, Sultan chand & sons, New Delhi.

### **Reference Books**

- Statistical Methods, Dr.S.P.Gupta, 2014, 43<sup>rd</sup> Edition, Sultan chand & sons, New Delhi.
- Statistics for Management, Richard I Levin, David S.Rubin, 7 th Edition, PHI Learning Pvt, Ltd. New Delhi.
- Business Statistics, G.C.BERI,3 rd Edition, Tata Mcgraw Hill Education Pvt. Ltd. New Delhi.
- Business Statistics, S.C.Gupta & Indra Gupta, Himalaya Publishing House, Mumbai.

## **SEMESTER I**

**Subject: Financial and Management Accounting**

**Subject Code:**

**Hrs/Wk: 6 hrs**

### **Course Objective**

The objective is to introduce the fundamentals of accounting and how these could be used for management decision making.

### **Unit I: Fundamentals of Accounting**

Development of Accounting – Definition – Accounting as an Information System - Functions – Classifications of Accounting – Accounting Principles – Double Entry Book Keeping – Reviewing of Accounting Cycle – Recording, Posting, Preparation of Trial Balance - Trading Account – Profit and Loss Account – Balance Sheet.

### **Unit II: Concepts of Cost and Management Accounting**

Cost - Meaning – Cost Centre – Cost Unit – Classifications of Cost - Costing – Methods of Costing – Techniques of Costing - Cost Accounting – Meaning – Objectives and Functions – Installation of a Costing System

Management Accounting – Meaning – Functions - Scope – Tools – Installation of Management Accounting System – Utilities and Limitations – Management Accountant – Functions – The Controller – Duties – The Treasurer – Principles of Management Accounting – Management Accounting and Financial Accounting – Similarities – Differences

### **Unit III Budgeting and Budgetary Control**

Meaning of Budget – Budgetary Control – Installation of Budgetary Control System –Classification of Budgets and its preparation – Performance Budgeting - Zero Base Budgeting – Responsibility Accounting

### **Unit IV Standard Costing and Variance Analysis**

Meaning – Preliminaries in establishing Standard Costing – Standard Costing Vs Estimated Cost – Standard Costing Vs Budgetary Control

Variance Analysis – Material Variance – Labour Variance – Overhead Variance – Sales Variance - Reporting of Variance

### **Unit V Marginal Costing and Cost Volume Profit Analysis**

Meaning of Marginal Cost – Characteristics – Distinction between Absorption Costing and Marginal Costing – Marginal Cost Statement – Advantages and Limitations of Marginal Costing - Break Even Analysis – Break Even Chart – Angle of Incidence – Limiting or Key factor – Uses and Limitations of Break Even Analysis – Application of Cost Volume Profit Analysis in the areas of Managerial Decision Making. Management Reporting System - Meaning – Modes of Reporting – Requisites of a good Report – Steps for effective drafting – Kinds of Reports – Specimen forms of Management Reports

### **Reference Books**

1. Advanced Accountancy, R.L.Gupta, M.Radhaswamy, Sultan Chand & Sons, New Delhi
2. A text book of Cost and Management Accounting, M.N.Arora, Vikas Publishing House Private Limited
3. Principles of Management Accounting, Dr.S.N.Maheswari, Sultan Chand & Son, New Delhi

## SEMESTER II

**Subject: Production and Operations Management**

**Subject Code:**

**Hrs/Wk : 6 hrs**

### **Course Objective**

To expose the students to the scope of operations management in achieving overall business objective and also to give a general exposure to the practices of manufacturing and service industries

### **Unit I**

Production and Operations Management – Introduction - Nature and Scope of Production – Objectives of Operations Management – Functions – Historical Development of Operations Management – Manufacturing Systems: Job shop, Mass, Batch and Project – Characteristics – Advantages – Limitations. Plant Location – Factors determining Plant Location and Techniques.

### **Unit II**

Plant Layout – Principles of layout designing - Types (Product, Process, Fixed Position, Cellular, Service Facility) – Characteristics – Materials Handling – Objectives – Principles of material handling – Types of Material handling equipments – Work Study - Method Study - Time Study Concepts.

### **Unit III**

Inventory Management – Meaning - Objectives of Inventories – Inventory Cost – Factors influencing Inventory Management and Control – Benefits of Inventory Management and Control – P order and Q order system of Inventory - Inventory Control Techniques – ABC analysis – VED analysis – Material Requirement Planning.

### **Unit IV**

Production planning and control - Objectives of PPC - Factors determining Production Planning – PPC in Job shop, Mass and Project production systems - Aggregate Production Planning – Loading, Sequencing and Scheduling – Assembly line balancing – Line of Balance technique - Production Control – Elements - Benefits – Factors determining Production Control – Bases in Production Planning and Control.

### **Unit V**

Quality Management – Acceptance Sampling – SQC charts (Average, Range, Percent defective and Defects charts) – TQM – JIT – Quality Circles - ISO standards - Maintenance Management – Importance – Objectives – Types.

### **Text Book:**

- S.A. Chunawalla, D.R. Patel, 2008, Production and Operations Management–Seventh Revised Edition Himalaya Publishing House pvt. Ltd., Mumbai - 400 004.

**Reference Books:**

- B S Goel, 2011, Production Operations Management, - Third edition - Pragati Prakashan - **ISBN-10:** 9350061856/**ISBN-13:** 978-9350061855
- R.Panneerselvam,2012, Production and Operations Management – 3<sup>rd</sup> Edition - Prentice Hall India Learning Private Limited - **ISBN-10:** 812034555X / **ISBN-13:** 978-8120345553
- K.Aswathappa and K.Shridhara Bhat, 2016, Production and Operations Management-Second Revised Edition, Himalaya Publishing House, Mumbai - **ISBN:** 935051432X **ISBN-13:** 9789350514320

**SEMESTER II****Subject: Marketing Management****Subject Code:****Hrs/Wk: 6 hrs****Course Objective**

To introduce the fundamental concepts and theories in the area of marketing and assist the students to take marketing decisions.

**Unit I**

Marketing concepts and Tasks, Defining and delivering customer value and satisfaction- Value chain-Delivery network, Marketing environment, Adapting marketing to new liberalized economy- Digitalization, Customization, Changing marketing practices, e-business- setting up websites; Marketing Information System.

**Unit II**

Marketing Strategy – Strategic marketing planning and organization-Marketing Management Process and Marketing Mix – Branding and Packaging, labeling-Marketing Research.

**Unit III**

Buyer Behaviour - Analyzing Competitors - Demand estimation and Sales Forecasting - Market Segmentation - Target Markets – Positioning

**Unit IV**

Managing Existing Products - Product Life Cycle - New Product Planning and Development - Pricing Strategies and Programmes - Distribution Channels - Selection and Management - Retailing and Wholesaling - Physical Distribution - Promotional Mix- Advertising - Personal Selling - Publicity and Sales promotion- Tele marketing.

**Unit V**

- Meaning – Motives – Benefits and Opportunities and Challenges of International Marketing and Rural Marketing - Recent trends in Marketing- Consumerism in India.



## Reference Books

1. Marketing Management, Philip Kotler, PHI
2. Marketing Management, S.A.Sherlekar, Himalaya Publishing House
3. Marketing Management, C.B.Gupta, Sultan Chand, New Delhi
4. Marketing Research A South – Asian Perspective, Brown/Suter/Adhikari, Cengage Learning, 4LTR Press, MR
5. Marketing, Paul Baines, Chris Fill and Kelly Page, Oxford Higher Education, Oxford University Press, Asian Edition
6. Marketing Management Text and Cases, K S Chandrasekar, Vijay Nicole Imprints Private Limited, Chennai

## SEMESTER II

**Subject: Financial Management**

**Subject Code:**

**Hrs/Wk: 6 hrs**

### Course Objective

To provide a thorough understanding of the concepts and theories and develop the skills to understand, analyse and interpret the financial data to make better financial decisions.

#### Unit I

Conceptual Frame work - Nature and Scope of Financial Management – Finance function – Financial Manager’s Role – Objectives – Profit maximization and Wealth maximization – Agency Problems – Organisation of the Finance Functions - Managerial uses of financial data - Tools for Financial Analysis and Control – Ratio Analysis – Common Size Statements – Trend Analysis – Comparative Statements – Fund Flow Analysis – Cash Flow Analysis

#### Unit II

Investment Decision - Time value of Money - Principles of Capital Investment – Evaluation – Discounting and Non-discounting Techniques – Net Present Value Vs Internal Rate of Return – Capital Rationing – Risks in Capital Budgeting

#### Unit III

Financing Decision - Capital Structure – Theory - Net Income Approach - Net Operating Income Approach – Traditional Approach – Modigliani and Miller Theory – Designing Capital Structure – Operating Leverage – Financial Leverage - EBIT & EPS Analysis – ROI – ROE Analysis - Cost of Capital – Equity, Preference, Debt and Retained Earnings – Affecting Factors

#### Unit IV

Dividend Decision - Dividend – Procedural aspects of paying Dividends - Issues in Dividend Policy – Relevance of Dividend – Walter’s Model – Gordon’s Model – Irrelevance of Dividend – MM Theory – Factors affecting Dividend policy Forms of Dividend - Stock splits

## **Unit V**

Liquidity Decision - Liquidity and its role - Working Capital Management – Inventory Management - Receivables Management and Cash Management (Recommendations of Committees) - Lease Financing – Types of Leasing – Factoring Services – Hire Purchases and Installments – Venture Capital – Securitisation - Term Financing – Short Term Financing – Intermediate Term Financing – Long Term Financing – International Source of Financing

## **Reference Books**

1. Financial Management, Text, Problems and Cases, M.Y. Khan, P.K.Jain
2. Financial Management – Principles and Practices, G. Sudarsana Reddy, Himalaya Publishing House, second edition
3. Financial Management Policy, James C. Van Horne, PHI
4. Financial Management, I.M.Pandey, Vikas Publishing House Private Limited
5. Financial Management, Rajiv Srivastava and Anil Misra, Oxford University Press, New Delhi

## **SEMESTER II**

**Subject: Human Resource Management & Industrial Relations Subject Code:**

**Hrs/Wk: 6 hrs**

## **Course Objective**

To provide an in-depth understanding on the subject covering all the recent developments like entry of MNC's, strategic orientation and to highlight the changing role of human resource management.

## **Unit I**

Human Resources Management (HRM): Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives - Role of HR Managers - Current and Future Challenges to HRM - Human Resources Planning – Definition – Purposes - Processes and Limiting Factors - Models for HRP - Job Analysis – Job Description, Job Specification.

## **Unit II**

Recruitment Policy - Recruitment Procedures - Sources of Recruitment - Recruitment Methods and Evaluation - Selection Procedure - Design of Application Form - Selection Methods - Offer of Employment and Evaluation Process.

## **Unit III**

Training and Development – Purpose - Methods and Issues of Training – Executive Development Programmes - Performance Appraisal – Definition - Purpose of Appraisal - Procedures and Techniques of Performance Appraisal - Job Evaluation. Compensation Administration: Nature and Objectives of Compensation - Components of pay structure in India - Wage Policy in India – Minimum Wage - Fair Wage and Living Wage – Incentive payments

#### **Unit IV**

Discipline and Grievance Procedures – Definition - Disciplinary Procedure - Grievance Handling Procedure – Promotion - Transfer and Separation - Lay-off, Resignation, Discharge, Dismissal, Retrenchment, Voluntary Retirement Scheme.

#### **Unit V**

Industrial Relations – Definitions and Characteristics of Industrial Relations - Parties to Industrial relations - Collective Bargaining- Pre-requisite of Collective Bargaining - Agreement at different levels - Causes of Industrial Disputes - Legislations Concerning Settlement of Industrial Disputes - Industrial Tribunals - Workers Participation in Management – Concepts, Benefits - Objectives for Successful Participation - Forms and Schemes of Participation

#### **Reference Books**

1. Human Resource Management - Dr. C.B. Gupta - Sultan and Sons.
2. Personnel & Human Resource Management - P. Subba Rao - Himalaya Publishing House.
3. Human Resource and Personnel Management - K. Aswathappa - Tata Mc Graw Hill Publishing Co. Ltd.
4. Dynamics of Industrial Relations - Dr. C.B. Memoria, Dr. Satish Memoria & S.V. Gankar - Himalaya Publishing House.
5. Human Resource Management A South – Asian Perspective, Denisi/Griffin/Sarkar, Cengage Learning, 4LTR Press, HR

### **SEMESTER II**

**Subject: Management Information System**  
**Hrs/Wk : 6 hrs**

**Subject Code:**

#### **Course Objective**

This paper aims to help the students to recognise, specify and communicate effectively to data processing personnel about information system. It also helps the students to interpret new developments in information technology and fit into an overall information system framework.

#### **Unit I**

Management Information System – Introduction, definition, importance, Components, role of MIS in Business, Decision Making Process ,Types of information System – ESS, DSS,TPS-Database concepts

#### **Unit II**

System analysis and design – Overview, SDLC, Designing MIS, MIS for Functional Areas-Marketing, Finance, HR, Implementation and evaluation of MIS

### **Unit III**

Information Technology – Hardware- Input, Output, CPU and Storage Devices,- Software-System Software, Application Software, Computer Languages-Computer Network – Definition, Types-LAN,WAN, Topologies, Internet Services & its applications – WWW, E-Mail, Blog,

### **Unit IV**

Office Suite software – MS-Office – Word, Excel, Powerpoint, Access or OpenOffice – Write, Calc, Impress, Base ( Lab Sessions only)

### **Unit V**

Information Management for Business – ERP, E-Business, SCM,CRM, Cloud computing, AI- Machine Learning, Expert systems

### **Reference Books**

- 1) Management Information Systems, Conceptual Foundations, Structure and Development - Gordon B. Davis, Margrethe H. Olson
- 2) Management Information Systems, P. Mohan, Himalaya Publishing House
- 3) Management Information Systems, Text & Applications, C.S.V.Murthy
- 4) MIS A South-Asian Perspective- Hossein Bidgoli, Nilanjan Chattopadhyay, CENGAGE Learning
- 5) Information Systems for Modern Management- Robert G. Murdick et al., (1975), Prentice Hall of India Pvt. Ltd, New Delhi.

## **SEMESTER III**

**Subject: Operations Research**  
**Hrs/Wk: 5 hrs**

**Subject Code:**

### **Course Objective**

To acquaint the students with OR techniques used in managerial decision making.

### **Unit I**

Introduction to OR and its Applications – Resource allocation Models: Linear Programming Problem - Formulations of LPP – Solution of LPP – Graphical and Simplex method - Dual Simplex methods - Duality and its economic interpretation.

### **Unit II**

Transportation Models - Assignment Models - Travelling Salesman Problems

### **Unit III**

Integer Programming – Enumeration Method - Gomory's Cutting Plane Method - Branch and Bound Algorithms and Zero-one programming.

**Unit IV**

Game Theory – Pure and Mixed Strategies - Dominance Principle and Applications to Business

**Unit V**

Queuing Models – Single Channel and Multi-channel – Simulations - Markov Process and its Application to Business

**Text Book:**

- V.K.Kapoor, 2011, Operations Research – Techniques for Management, Sultan Chand & Sons, New Delhi.

**Reference Books:**

- Kanti Swarup, P.K.Gupta, Manmohan,2010, Operations Research, Sultan Chand & Sons, New Delhi.
- B.J.Ranganath, Srikantappa A.S.,2015, Operations Research – A Decision-Making Tool for Engineers and Managers, Yes Dee Publishing Pvt. Ltd., Chennai.
- J.K.Sharma, 2009, Operations Research – Theory and Applications, Macmillan India Ltd., New Delhi.
- P.K.Gupta, D.S.Hira, 2014, Operations Research, S.Chand and Co., Pvt. Ltd., New Delhi.
- R.Paneerselvam, 2006, Operations Research, PHI Learning Pvt. Ltd., New Delhi
- Operations Research, T Veerarajan, University Press (India) Private Limited

**SEMESTER III****Subject: Business Research Methods****Subject Code:****Hrs/Wk: 5 hrs****Course Objective**

To provide the students a strong base of research knowledge that will be of great utility in pursuing the summer training/project work.

**Unit I**

Research - Meaning – Objectives – Motivation in Research - Nature of Research – Types of Research - Research Process – Formulating a Research Problem – Reviewing the Literature – Formulating a Research Problem – Identifying variables – Constructing Hypotheses – Research Design - Research Problems in Management

**Unit II**

Selecting a Method of Data Collection – Primary Data – Observation Method – Personal Interview – Telephone Interview – Mail Survey – Other methods - Tools for

collection of Data - Questionnaire and Schedule -- Secondary Data – Internal Sources and External Sources of Secondary Data – Collecting data using Attitudinal Scales – Establishing the Validity and Reliability of a Research Instrument

### **Unit III**

Sampling – Sampling Terminology – Principles of Sampling – Steps in Sampling - Factors affecting the inferences drawn from a sample – Types of Sampling – Random Sampling Designs – Non-random Sampling Designs – The Mixed Sampling Design – The Calculation of Sample Size – Sampling Error – Non-Sampling Error

### **Unit IV**

Attitude Measurement and Scales – Types of Scale – Principles in construction of Scales - Scaling Techniques – Measures of Reliability and Validity of Scales - Processing of Data – Editing – Coding – Tabulations – Displaying data – Tables – Graphs – Charts – Analysis and Interpretation of Data - Technique of Interpretation

### **Unit V**

Research Report – Significance of Report Writing – Steps in Writing Report – Layout of the Research Report –Types of Report – Mechanics of writing a Research Report

### **Reference Books**

1. Research Methodology Methods and techniques, C.R.Kothari, New Age International Publishers
2. Research Methodology, R. Pannerselvam, PHI Learning Private Limited
3. Research Methodology, N. Thanulinga Nadar, Himalaya Publishing House
4. Research Methodology, A step-by-step guide for beginners, Ranjit Kumar, Pearson
5. Research Methodology Logic, Methods and Cases, Sameer Phanse, Oxford University Press
6. Research Methodology, Ratan Khasnabis and Suvasis Saha, Universities Press (India) Private Limited

## **SEMESTER III**

**Subject: Entrepreneurship**

**Hrs/Wk: 5 hrs**

**Course Objective**

To impart entrepreneurial skills and paving the way to initiate the business.

**Non-major Elective**

**Subject Code:**

### **Unit I**

Entrepreneur – Evolution of the concept of entrepreneur – Characteristics of an entrepreneur – Distinction between an entrepreneur and a manager – Functions of an entrepreneur – Types – Qualities - Growth of Entrepreneurship in India – Concept of women entrepreneurship – Problems and Prospects - Theories of entrepreneurship

## **Unit II**

Creativity and Business Idea –Sources of new ideas – Methods of generating ideas – Focus group – Brainstorming – Reverse Brainstorming – Big dream analysis – Problem inventory analysis – Opportunity recognition – Product planning and development

## **Unit III**

Business Plan – Meaning – Contents of a Business plan – Writing a business plan – Scope and value of the business plan – Presenting the business plan

## **Unit IV**

The Institutional Finance to Entrepreneurs – Commercial Banks – IDBI – IFCI – ICICI – IRBI – LIC – UTI – SFC – SIDC – SIDBI – EXIM Bank

## **Unit V**

Special Aspects in Entrepreneurship – Intrapreneurship – International Entrepreneurship – Problems and Opportunities – Rural Entrepreneurs – Legal aspects – Patent – Trade mark – Copy Right – Licensing

## **Reference Books**

1. Entrepreneurial Development – Dr.S.S.Khanka, S. Chand
2. Entrepreneurial Development – C.B.Gupta and NP. Srinivasan, Sultan Chand & Sons
3. Entrepreneurship – Robert D. Hisrich, Michael P.Peters, Dean A. Shepherd, The McGraw Hill Companies, Sixth Edition
4. Entrepreneurship in the New Millennium – Donald F. Kuratko, Richard M. Hodgetts, CENGAGE Learning
5. Entrepreneurship Theory and Practice, Raj Shankar, Vijay Nicole Imprints Private Limited, Chennai

## **SEMESTER III**

**Subject: Rural Marketing**

**Hrs/Wk: 5 hrs**

**Marketing Elective**

**Subject Code:**

## **Course Objective**

To learn the significance of marketing strategies adopted for rural markets

## **UNIT I**

Rural Marketing – Evolution – Model – Rural Marketing Vs Urban Marketing – Nature and Characteristics of Rural Market – Scope - Rural Marketing environment – Corporate interest in Rural Market - Challenges and Opportunities of Rural Marketing – Rural Marketing strategies for India.

## **UNIT II**

Rural Marketing Research – Process – Data Collection – Research tools – limitations. Rural Consumer behaviour – fundamentals – roles – factors influencing rural consumers during purchase of a product – Rural consumer Profile – Life style – Rural shopping habits – brand loyalty. Segmentation – Bases – Approaches – Tools

## **UNIT III**

Rural Marketing Mix – Product strategy – Product mix – New product development for Rural Market – Product life cycle in Rural Market – Principles of innovation for Rural Market – Pricing in Rural Market – Objectives – Policies – Strategies.

## **UNIT IV**

Physical Distribution for Rural Market – Old setup – New players – New Approaches – Rural retailing. Promotional mix – Communication process – Media – Integrated Marketing Communication Strategy – Rural advertising.

## **UNIT V**

Marketing of Agricultural inputs - Marketing of Agricultural Produce - Marketing of Consumer goods and durables - Marketing of Services.

### **Reference Books**

1. Rural Marketing – Text and Cases – Krishnamacharyulu C.S.G. and Lalitha Ramakrishnan, Second edition, Pearson Education.
2. Rural Market- Concepts and Practices – Balram Dogra and Karmindar Ghuman, Tata Mc Graw Hill
3. Rural Marketing – R.V. Badi & N.V. Badi – First edition , Himalaya Publishing House
4. Rural Marketing – Awadesh Kumar Singh and Satyaprakash pandey – New age International Publishers
5. Cases in Rural Marketing - – Krishnamacharyulu C.S.G. and Lalitha Ramakrishnan, Pearson Education.

## **SEMESTER III**

## **Marketing Elective**

**Subject: Consumer Behaviour**

**Hrs/Wk: 5 hrs**

**Subject Code:**

### **Course Objective**

To develop an understanding about the consumer decision making process and its application in marketing function of firms.



## **UNIT I**

Introduction to Consumer Behaviour - Concepts – Significance – Scope – Dimensions of Consumer Behavior – Consumer behavior models -Application of knowledge of Consumer Behaviour in marketing decisions.

## **UNIT II**

Psychological Influences on consumer behavior – Motivation – Perception – Personality – Learning- Attitude and Intention - Self Image – Beliefs - Consumer expectation and satisfaction

## **UNIT III**

Cultural - Sub-culture - Cross Culture - Social class- Life style - Reference group – Family - Economic and demographic influence on consumption

## **UNIT IV**

Communication and Consumer behavior – Opinion Leadership and process- Diffusion of Innovation - Adoption process - Diffusion process

## **UNIT V**

Consumer Decision making Process- Problem recognition, Information Search Process and Evaluation, Purchasing process, Post purchase behaviour

### **Reference Books**

1. Consumer Behaviour - Loudon, David L and Bitta, A.J. Della – 4<sup>th</sup> edition, Tata McGraw Hill
2. Consumer Behaviour - Schiffman L.G and Kanuk L.L – 11<sup>th</sup> edition, Pearson Education
3. Consumer Behaviour insights from Indian Market – Ramanuj majumdar – Prentice Hall of India
4. Consumer Behaviour - Batra & Kazmi - Excel Books, New Delhi

## **SEMESTER III**

## **Marketing Elective**

**Subject: Advertising and Sales Promotion**

**Subject Code:**

**Hrs/Wk: 5 hrs**

### **Course Objective**

To acquaint the students with approaches and methods to develop, execute and evaluate advertising campaigns and sales promotion tools and techniques.

## **UNIT I**

Advertising – Importance – Functions – Types – Advertising & Marketing mix – Advertising as a Communication process – Communication models – AIDA Model, Laivdge – Stenier model - Challenges and Opportunities – Ethics in advertising.

## **UNIT II**

Advertising Agency – Role and Functions – Types of agencies – Structure of Advertising Agencies – Agency Compensation – Client-agency relationship – Selection of an Advertising agency.

## **UNIT III**

Creativity and Advertising – Appeals in Advertising – Layout of advertising – Components of a Print ad – Layout Stages – Layout types – Copywriting for Radio, TV and Outdoor media.

## **UNIT IV**

Advertisement Media planning – Media objectives – Media strategy – Media decision – Print – Radio – Television – Web advertising and Other supportive media – Advertising regulation.

## **UNIT V**

Sales promotion – Features – Importance – Types – Tools and Techniques of Sales promotion – Organising Sales promotion Campaigns – Evaluation of Sales promotion

### **Reference Books**

1. Advertising Management – Aaker D, Rajeev Batra & John G Myers – 5<sup>th</sup> Edition – Prentice Hall of India
2. Advertising, sales and promotion Management – S.A.Chunnawala – 4<sup>th</sup> Edition – Himalaya Publishing House
3. Advertising planning & Implementation – Sangeetha Sharma & Raghuvir Singh – 1<sup>st</sup> Edition – Eastern Economy Edition - Prentice Hall of India
4. Advertising Management – Concept and Cases – Manendramohan – Tata McGraw Hill

### **SEMESTER III**

### **Finance Elective**

**Subject: Indian Capital Market**

**Subject Code:**

**Hrs/Wk: 5 hrs**

#### **Course Objective**

To provide the students latest and relevant knowledge in the field of capital market and in investment decisions and also to impart knowledge about stock exchange proceedings.

#### **Unit I**

Capital Market - An Overview – Meaning – Money Market – Characteristics – Functions – Indian Capital Market – Evolution and Growth – New Financial Instruments – Recent initiatives in the Indian Capital Market – Major Issues

## **Unit II**

Primary Markets - Public Issues Management – New Issue Market and Secondary Markets – Interface – Services of NIM – NIM Vs Secondary Market – Methods of Marketing securities - Intermediaries- Role and Functions of Merchant Bankers, Stock Brokers, Registrars to an issue, Underwriters, Bankers to issue, Portfolio Managers

## **Unit III**

Secondary Markets: Historical Development of stock exchanges in India- Organisation and Management-Functions and Significance of stock exchanges - Listing of securities, Listing agreement- Prospectus, Disclosure requirements - Regulatory framework; Operations and Trading Mechanism of Stock Exchanges; Settlement of securities, Demutualisation of Stock Exchanges - Share Quotation - Screen based trading, - Insider trading

## **Unit IV**

Capital Market Instruments and Rating - Capital market instruments - Equity, Debentures, Preference shares, Sweat Equity, Non-voting shares; Warrants, Convertible Securities, Exchangeable Debt.-Credit Rating and Grading of Instruments; Concept, Scope and Significance; Regulatory framework; Rating Agencies in India, Rating Mechanism

## **Unit V**

Introduction to Derivatives – Meaning – Growth of Derivative Market – Factors – Functions – Categories of Derivatives - Importance - Forward Contracts, Option Contracts, Futures – Benefits of Derivatives

## **Reference Books**

1. Financial Markets and Institutions, Dr.S.Gurusamy, Tata McGraw Hill, 3<sup>rd</sup> Edition
2. Bharati V. Pathak- Indian Financial System, Pearson Education, 2009
3. Donald E. Fischar, Ronald J. Jordan – Security Analysis and Portfolio Management, Prentice Hall of India
4. Gordon & Natarajan – Financial Markets and Services, Himalaya Publishing House, 2009
5. Capital Market, Dr.S.Gurusamy, Tata McGraw Hill
6. N. Gopalsamy – Capital Market, Macmillan.
7. Financial Markets and Institutions, Dr S Gurusamy, Vijay Nicole Imprints Private Limited, fourth edition

## **SEMESTER III**

**Subject: Financial Markets and Services**

**Hrs/Wk: 5 hrs**

**Course Objective**

To create awareness on financial system and money market to become financial advisor

**Finance Elective  
Subject Code:**

### **Unit 1**

Financial System- Meaning, structure, components and services- its importance in the development of economy. Structure of Financial Market in India.

### **Unit II**

Money Market – Call money market – Treasury bills market – Discount market – Government securities market – Market for commercial paper and certificate of deposits – Structure of Indian Money Market- Features of Indian Money Market

### **Unit III**

New Issue Market - Methods of floating New Issues – General guidelines for New Issue - Share Market – Stock exchange – Organisation and Management, Listing of securities – Method of trading in stock exchanges –Settlement Procedures - On-line trading of shares and its advantages.

### **Unit IV**

Merchant Banking – meaning, functions and services of merchant banks – Guidelines of RBI and SEBI, Mutual Funds – meaning, importance and types – guidelines – mutual funds in India – Venture Capital – features and importance – guidelines – Indian scenario

### **Unit V**

Factoring and Forfeiting – meaning and importance – factoring vs discounting – factoring in India – Factoring vs forfeiting – advantages and limitation – securitization of debt –meaning, workings and benefits – securitization vs factoring – securitization in India, Depository system – meaning, functions and advantages – Depository system in India

### **Reference Books**

1. Bholey, L.M.- Financial Markets and Institutions, 2006
2. Gordon.E & Natarajan.K – Financial Markets and Institutions, 2009
3. M.Y.Khan, Financial Services – Tata McGraw –Hill, 3 rd Edition, 2005.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi, 2001.
5. Bhalla. V.K, Management of Financial Services – Mnmol, New Delhi 2001.
6. Bhalla V.K.and Dilbag, Singh, International Financial Centers, New Delhi, Anmol,1997.
7. Marketing Management Text and Cases, K S Chandrasekar, Vijay Nicole Imprints Private Limited, Chennai

## SEMESTER III

## Finance Elective

**Subject: International Trade, Finance and Documentation**

**Subject Code:**

**Hrs/Wk: 5 hrs**

### **Course Objective**

The course aims at providing an understanding of Foreign Exchange, Export Financing Control Procedures and the various operations involved in processing and executing export-import orders. The main emphasis is laid on developing systematic approach to handling foreign trade transactions and the paper work incidental thereto.

### **Unit I**

Foreign trade and foreign trade transaction - Gains from international trade - Balance of trade - Balance of payment. Contract terms. Inco terms – Export procedures - Methods of Payment in Foreign Trade.

### **Unit II**

Shipping documents in foreign trade: Various types of Invoices - Marine insurance policy, Bill of lading, Certificate of Origin, Analysis Certificate, Packing list, Weight list etc.,

### **Unit III**

Financing Foreign Trade - Types of imports and exports, Letter of Credits, Foreign Bills of Exchange, Pre-shipment credit, Packing credit, Post-shipment credit, credits extended by EXIM Bank and others, Advance against export incentives,

### **Unit IV**

Foreign Exchange - Theories of foreign exchange mechanism. Various exchange rates. Spot and forward rates - Exchange control – methods - Authorized dealers and their function, Foreign Exchange Dealers Association of India (FEDAI), Foreign Exchange Regulations Act (FERA) - Exchange Rate System under IMF - SDR.

### **Unit V**

International Financial Institutions: EXIM bank, International Monetary Fund (IMF), Asian Development Bank (ADB), Export Credit Guarantee Corporation (ECGC), World Bank, International development association, Bank for International Settlement, Multilateral Investment Guarantee Agency, International Investment Bank.

### **Reference Books**

1. Finance of Foreign Trade - V.V.Keshkamat (Vivek)
2. Foreign Exchange and Control Practice, Concepts, G.Jeevanandam, Sultan Chand

## SEMESTER III

Finance Elective

**Subject: Working Capital Management**

**Subject Code:**

**Hrs/Wk: 5 hrs**

### **Course Objective**

To make the students to familiarize with the working capital principles and practices

### **UNIT I:**

Working Capital Management: An overview – Introduction – Principles of Modern Finance: Time value of Money –Return and Risk – Identifying relevant risk – Relationship of Risk and Return and Market price – Levels of Working capital Investment – Optimal level of working capital investment – Working capital strategies

### **UNIT II:**

Introduction – Motives for holding cash and marketable securities – Factors determining the cash balance – The cash system – Managing the cash flow – Types of collection systems – Mailed Payments collection system – Other collection system - Cash contribution strategies – Financial flexibility – Determining the optimum levels of cash balance – The Baumol Model, The Beranek Model, The Miller-Orr Model, The Stone Model - Receivables Management – Introduction – Determining the appropriate Receivable policy – Evaluating the credit applicant – Credit analysis and decision

### **UNIT III:**

Introduction – Why inventory exist, Cost of handling inventories – Inventory control models; Inventory control responsibility; Other control devices. Inventory management and valuation – Inventory management and cash flow timeline: Problems

### **UNIT IV:**

Introduction – Dehejia Study group – Tandon Study group – Chore Committee; Marathe Committee, Kannan Committee Report – Present banking policy to working capital

### **UNIT V:**

Introduction – Objectives and constraints – International cash management – Basic principles of international cash management, Collection – International Transfer Pricing mechanism – Disbursement – International Receivables management – International Inventory Management – Problems

### **Text Book**

1. Working capital management – Text and Cases – V.K.Bhalla, Anmol Publications Private Limited

### **Reference Book**

1. Financial Management - Sudarsana Reddy

## SEMESTER III

**Subject: Labour Laws**  
**Hrs/Wk: 5 hrs**

**HR Elective**  
**Subject Code:**

### **Course Objective**

To make the students to understand the essential elements of the enactments related to the labour legislations and to apply them in practice

### **Unit I**

Factories Act 1948 – Factory – Meaning – Definitions - Inspecting Staff – Health – Safety – Welfare – Working hours of adults – Employment of Young persons – Annual leave with wages

### **Unit II**

Employees State Insurance Act 1948, Meaning – Definitions – Registration of Factories and Establishments – Contributions – Employer and Employee – Benefits

### **Unit III**

Employees Provident Fund and Miscellaneous Provisions Act 1952 – Definitions - Administration of the Schemes – Employees Pension Schemes – Employees Deposit Linked Insurance Schemes - Powers of Inspectors – Special provisions relating to existing Provident Funds

### **Unit IV**

The Workmen's Compensation Act, 1923 – Definitions - Defences available to employers before passing of the Act – Scope and coverage of the Act – Rules regarding workmen's compensation – Amount – Distribution – Notice and Claim – Enforcement of the Act – Rules

### **Unit V**

The Payment of Gratuity Act, 1972 – Definitions - Payment of Gratuity – Forfeiture – Nominations – Determination of Gratuity – Industrial Disputes Act 1947 – Definition – Conciliation Machinery – Works committee – Conciliation Officers – Board of Conciliation – Courts of Inquiry – Adjudication Machinery – Labour Courts – Industrial Tribunals – National Tribunals – Strikes – Lockout – Layoff and Retrenchment

### **Reference Books**

1. Elements of Industrial Law – N.D.Kapoor, Sultan Chand & Sons, 10<sup>th</sup> Edition
2. Labour and Industrial Laws – P.K.Padhi, PHI Learning Private Limited, 5<sup>th</sup> Edition
3. Industrial Relations and Labour Laws – S.C.Srivastavam, Vikas Publishing House, Fifth Edition

## SEMESTER III

## HR Elective

**Subject: Training and Development**  
**Hrs/Wk: 5 hrs**

**Subject Code:**

### **Course Objective**

This course aims the students in understanding the training needs, training design, implementation of training and evaluation of training programmes in an organisation.

### **Unit I**

Training - Introduction – Definition – Scope – Objectives – Benefits of Training – Designing of effective Training – Opportunities and Challenges for Training – Learning, Training, Development, Education - Meaning – Concepts – Differences.

### **Unit II**

Need assessment – Reasons for analyzing the training needs – Identification of training needs – Steps to conduct a need assessment – TNA Model – Organisational Analysis, Operational Analysis, Person Analysis – Gathering data for TNA

### **Unit III**

Training Design – Introduction – Perspective for designing Training – Building a training design - learning objectives – Components and Methods -Training Process – Key factors in designing – General features of good demonstration – Training of Trainers Programmes – Skills of an effective trainer

### **Unit IV**

Methods of Training – On-the Job - Off-the Job - Management Games, Case study method, Role play method, In-basket exercises, Laboratory training, Experiential Learning techniques, Brain Storming, Syndicate method, Discussion method, Outward Bound Learning, Sensitivity Training in Organisation – A practical Tool – The Fish Bowl Exercise – E-Learning and use of technology in training

### **Unit V**

Training Evaluation – Introduction – Reasons for evaluating training – Outcomes used in the evaluation of the training programmes – Factors determining the outcomes – Evaluation techniques and instruments – Resistance to training evaluation – Future of Training and Development.

### **Reference Books**

1. Employee Training and Development, Raymond A. Noe, The McGraw Hill Companies, fourth edition
2. Effective Human Resource Training and Development Strategy, Dr.B.Rathan Reddy, Himalaya Publishing House



3. Effective Training – Systems, Strategies, and Practices, P. Nick Blanchard, James W. Thacker, Pearson Education, third edition

### **SEMESTER III**

**HR Elective**

**Subject: Compensation Management**

**Subject Code:**

**Hrs/Wk: 5 hrs**

#### **Course Objective**

This paper aims at training the students in the use of necessary tools and techniques of wages and salary administration which plays a major role in building employee morale, motivation and productivity.

#### **Unit I**

Wages – Multi-Dimensional Approach – Earnings and motivation – Wages Issues – Wage Problems – Wage Administration – Wage criteria – Wage factor in Labour market – Wage Rate Analysis – Wage Survey – Methods of Remunerating labour - Wage concepts- Minimum wages – Fair wages – Living wages – Money and Real wages – Wage Theories – Wage Payments – Time rate system – Piece rate system – Payment by results – Job evaluation system

#### **Unit II**

Wage and Salary Administration – Job Evaluation – Salary structure – Pay determination – Pay problems of the business – Management’s approach to pay problems – Responsibility of Wage and Salary administration – Salary administration of top executives

#### **Unit III**

Wage incentives – Classification of incentives – Recommendations of the National Commission on Labour – Wage Incentive Systems – Linking wages with productivity – Wage differentials – Wage structure – Wage fixation

#### **Unit IV**

Wage Policy – Objectives – Need – Formulation of wage policy – National Wage policy – Employee compensation – Executive compensation – Approaches – Compensation trends

#### **Unit V**

Wage Legislation – Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976.

#### **Reference Book**

1. Understanding wage system – A.M. Sarma, Himalaya Publishing House, Ninth Edition

### SEMESTER III

Systems Elective

**Subject: Management of Software Projects**

**Subject Code:**

**Hrs/Wk: 5 hrs**

#### **Objective**

To enable the students to gain knowledge to manage the software projects by applying the management principles

#### **UNIT I**

Project – Traditional Project Management – Scoping the Project – Identifying Project Activities.

#### **UNIT II**

Estimating Duration, Resource Requirements and Cost – Constructing and Analyzing the Project Network Diagram – Finalizing the Schedule and Cost Based on Resource Availability – Organizing and Conducting the Joint Project Planning.

#### **UNIT III**

Recruiting Organizing and Managing the Project Team – Monitoring and Controlling Progress – Closing out the Projects – Critical Chain Project Management

#### **UNIT IV**

Introduction to the Adaptive Project Framework – Version Scope – Cycle Plan – Cycle Build – Client Checkpoint – Post – Version Review – Variations to APF.

#### **UNIT V**

Organizational Considerations – Project Portfolio Management – Project Support Office.

#### **Text Books:**

Robert K.Wyzocki, Rudd McGary, Effective Project Management , WILEY- Dreamtech India Pvt. Ltd., 2003.

#### **Reference Book**

1. Roger S Pressman, “Software Engineering A Practitioner’s approach”, Fourth Edition, McGraw Hill International, 2000.
2. Lan Somerville, “Software Engineering”, Fifth Edition, Addison Wesley Publications, 1996.
3. Bob Hughes, Mike Cotterell, Software and Project Management, Tata McGraw-Hill Publishing Company Limited, Third Edition, 2004. ISBN:0-07, 709834-X
4. Walker Royce, Software Project Management , Addison-Wesley, 1998. ISBN:0-20-1309580.

### SEMESTER III

### Systems Elective

**Subject: Unix and MS Windows**

**Subject Code:**

**Hrs/Wk: 5 hrs**

#### **Objective**

To help the students to gain the basic knowledge of Unix and MS Windows

#### **Syllabus :**

**Unit I: UNIX OPERATING SYSTEM:** Unix Overview – The Kernel – The Shell – Files and directories – Peripheral devices in Unix – Special files.

**Unit II:** Using Unix commands – Using single commands – Commands – Building a command library.

**Unit III:** Unix tools – Group, sed, trand and shell scripts – shell variables and metacharacters – shell commands and environment – for loop – case statement, while and until, if, test, trap,expr.

MS-WINDOW 3.1:

**Unit IV:** Installing and starting Windows 3.` - using the mouse and the keyboard – window commands – windows setup

**Unit V:** Program manager – file manager – control panel – standard programs that run on windows. Calendar – notepad.

#### **References:**

1. Introducing Unix system V. Rachsl Morgan, Henry Mcgilton Illustrated Windows 3.1. – Robert E.Whitsitt, K.Bryan.

### SEMESTER III

### Systems Elective

**Subject: Operating System**

**Subject Code:**

**Hrs/Wk: 5 hrs**

#### **Objective**

To make the students to understand the basic operating system and its applications in management.

#### **Syllabus :**

**Unit I: Introduction:** Early operating systems – Buffering and spooling – multi programming – time sharing Operating system structure.

**Unit II: Process Management :** Process Concept – Hierarchy of processes critical section problem Semaphores – Processes critical section problems Interprocess communication.

CPU Scheduling : Scheduling concepts – Scheduling algorithms – algorithm evaluation – multiple processor scheduling.

**Unit III: Dead Lock:** Dead Lock Problem – characterization prevention – avoidance – detection – recovery – combined approach to deadlock handling.

**Unit IV: Memory Management :** Introduction – Multiple partitions, paging –segmentation - paged segmentation- paged – virtual memory concept – overlays – demand paging and performance – page replacement – algorithms – allocation algorithms – thrashing.  
Secondary storage management : Physical characteristics – disk scheduling – disk scheduling – disk scheduling algorithm – sector queuing.

**Unit V: File Systems :** File operations – Access methods – Allocation methods – Directory system File protection – Implementation issues.

**Text :**

1. Operating system concepts – James L. Peterson, Abraham Silberschaz, Addison Wesley 1985.
2. Case study form operating systems by H.M. Deitel :9.

**Reference:**

1. An introduction to Operating systems Harvey M. Deitel, Addison Wesley 1984.
2. Operating systems – Design and Implementation – Andrew S. Tannenbaum, Prentice Hall 1187.
3. Operating system – Madnick and Donovan, McGraw Hill International Edition, 1978.

**SEMESTER III**

**Systems Elective**

**Subject: Introduction to C and C++**

**Subject Code:**

**Hrs/Wk: 5 hrs**

**Objective**

To provide the fundamental knowledge of C and C++ Programming

**Syllabus :**

**UNIT – I**

C Programming concepts – literal – identifiers – Operators – statements – I/O, assignment - Control Statement and Structures arrays.

**UNIT – II**

Function – union –structure – pointers – files – dynamics memory allocation and standard system function.

**UNIT- III**

General concepts of C++ - Application of C++:  
Principles of object – oriented programming paradigm – benefit of OOP – Object Oriented Languages – Application of OOPs.

#### **UNIT- IV**

Structure of C++ program – token – keywords – data types – user – defined data types – derived data types – symbolic constants – compatibility – Declaration of variables – operators in C++ - Memory management operators – type cast operators – control – control structures – functions in C++.

#### **UNIT – V**

Classes, objects, inheritance – single –multilevel – multiple inheritance constructors, destructors pointers – virtual functions polymorphism – I/O operations.

#### **TEXT:**

1. The spirit of C by Henry Mullish
2. Object oriented programming with C++ by E.Balagurusamy.

### **SEMESTER III**

### **Production Elective**

**Subject: Work Study**

**Subject Code:**

**Hrs/Wk: 5 hrs**

#### **Objectives:**

The purpose of this subject is to give the student an understanding of the principles and student an understanding of the principles and techniques involved in the investigation, analysis, measurement and synthesis of working methods. The subject will be studied with particular reference to factory work though attention would also be given to the application of the techniques in the office. A great deal of teaching would be by methods other than lectures.

#### **SYLLABUS:**

**Unit I Work Study:** Its significance and scope, Evaluation of work study – modern idea based on scientific approach of Taylor, Gilberth and others, its usefulness in a various types of work situation – sub-division of work study into (a) method study and (b) work measurement – independence of the work study as a specialist function.

**Unit II Method Study:** For finding better ways of doing things, of ascertaining and analyzing true facts, examining them critically and developing best solution under the circumstances. Use of tact and gaining confidence and cooperation of people involved and affected. Procedures and steps in making studies and investigations, records of studies and diagrams. Two and three dimensional models – questionnaire. Use of motion picture films in motion analysis developing the new methods.

**Unit III Methods of Improvement :** Layout and working procedure working environment , reporting on proposed methods and gaining support – human relations consideration, Installation of new methods – need for advanced preparation and choices of appropriate timing – feeling of particle in all concerned. Work study officer as coordinator for a cooperative effort planning and installation of changeover – initial supervision and modifications maintaining the new methods.

**Unit IV Work Measurement :** Definition and aims – Scope for applicability, Plant and equipment, operation of financial incentive scheme, operation of financial incentive scheme, comparison between different methods. Obtaining acceptance, the unit of evaluation – general consideration of allowance for rating the techniques of measurement terminology and tools, stop watches and their use-timing by cine cameras produces in.

**Unit V Making A Study:** Breaking the operation up onto elements selection of operators practical problems of rating and leveling attainable average – consistence of observer's check on accuracy of recording and rating forms and methods. Analyzing and working up the study, need for thereby – averaging and conversion to standard allowance – machine controlled elements. The technique of synthesis; its application to non-repetitive elements evaluated by the study; pre-determined motion time standards variation times with weight, size, shape and accuracy; tables basic times analytical estimating Activity sampling. Work study in factories of varying types of size of choosing the techniques suitable for a given situation (to be studied with special reference to factories in the district of Madurai) problems of small enterprises, combining work study with other responsibilities. Selection and training of work study staff qualities and abilities necessary. Need and role of productivity studies, organizing and executing productivity studies, comparison of productivity between shops, factories and industries, (advanced techniques to be avoided) Wage Incentive: Wage incentive plans, their purpose formulation and administration. PMTS – Pre-determined Motion and Time Standard. MTM – Motion and time Measurements SAM Rating film – To Train the Engineer Principles of motion Economy.

**Suggested Readings:**

Motion Economy and works Management by Robert Lec Morrow (Ronald Press and Co.)  
Motion and Time study by Mundel (Prentice Hall).  
Work study by Curtle, R.M.Pitman.  
Motion and Time Study by Nadler (McGraw Hill)  
Work, Workers and Work Measurement by Abruzzi (Columbia University Press)  
Work Methods Manual by R.M.Barnas Wiley.  
Work study in Administration by N.K.Panda (Allied)  
Office Management and Control by C.r.Terry (Irwin)  
Office Management by J.C.Denyer (M.Donald and Evans, London)  
The Practice of O&M by H.M.S.O.London.

**SEMESTER III**

**Production Elective**

**Subject: Value Engineering and Waste Control**  
**Hrs/Wk: 5 hrs**

**Subject Code:**

**Objective**

To make the students to know the background, significance and techniques of value engineering and waste control.

**Unit I:** Back ground and signification of value engineering, effects of changing technological, commercial and government factors – VE as a new discipline – general operation and costs – relation of VE to other operations. The principle of value engineering problem recognition and definition; the role of creativity – the criteria for comparison – the element of choice. The meaning and analysis of function – the general concept – meaning of use esteem and exchange values – the anatomy of functions – basic Vs. secondary Vs. unnecessary functions – using and evaluation functions.

**Unit: II** The Role of management in value engineering an integral part of the VE programme – responsibilities – organization of management – budget auditing merit recognition. Value engineering techniques – selecting products and operations for VE action, how to time the VE programme – determining and weighting the function(S) assigning money equivalents – developing alternatives in decision making measuring – benefits – reporting results – follow-up.

**Unit: III** Value and decision – decision process – theory of the decision – matrix (Linear Programming) – concepts of utility make or buy. Scheduling of value engineering activity man's system – Gantt charts – PERT chart and techniques – net work logic critical path method (CPM) use of control charts.

**Unit: IV** Organization and staffing for value engineering General organization concept – relation of organization to expected VE actions – centralization Vs. Decentralization – level of VE in the Organization – small plant VE activity – size and skills of VE staff. Training for value engineering – objectives – initial programme – management orientation agenda – detail training of value engineers – introduction of peripheral personnel – who should conduct training – programme costs.

**Unit: V** Value engineering at work: Variety Reduction - case studies with costs of VE efforts improving function quality performance, reliability and market values, and in decreasing direct and indirect labour costs – material cost – capital cost.

1. Value Analysis – Implication on cost and quality.

### **Reference:**

1. Value Analysis in Design - C.Flower- Van Nostrand Reinhold Inc.
2. Re-engineering Industrial Production - Camarinha – matos
3. Manufacturing Excellence in Global Markets -W.Evershein
4. Productivity Management - John Heap – Casell

## **SEMESTER III**

## **Production Elective**

**Subject: Materials Management**

**Subject Code:**

**Hrs/Wk: 5 hrs**

Objective

To make familiar the basic concepts of materials management and its techniques

**Syllabus:**

**Unit I:** Introduction to Integrated Materials Management – Organization for Materials Management, Material Planning, Budgeting, Application of forecasting techniques, exponential smoothing, Time series analysis in materials management – purchase policies, Purchase procedures, Development of source, Import substitution, Vendor rating.

**Unit II:** Price trends-make or buy decisions, Capital equipment purchases, International buying and import procedure, Legal aspects of purchase. DGC & d organization, policies and procedure, Purchase ethics, Value analysis Codification and standardization.

**Unit III:** Introduction to Inventory Control, Inventory Costs, Selective Control (ABC analysis, VED analysis, etc.) Inventory models – ECQ Model –Modification of EOQ under different conditions. (Price discounts, working capital restrictions, space restrictions, no. of orders restrictions). Dynamic inventory models, Q-system, P-systems, 2 bin system. Concept of safety stock, Determination of safety stock for variation in consumption during lead time, variation in lead time. Determination of service level based on cost optimization.

**Unit IV:** Application of simulation in inventory control. Spare planning and control. Storage and preservation, stores accounting Verification, valuation, disposal of surplus and scrap material. Unit V: Performance evaluation of materials management. Material Sourcing – Vendor Development, Latest Techniques like MRP I & MRP II, JIT concepts, KANBAN.

**Unit V:** Purchase Management – Introduction – Importance of purchasing – Objectives of Purchasing – Functions of Purchasing Department – Purchase organization – Purchasing Cycle – Purchasing Policies – Make or Buy – Role of Purchasing Manager – Speculative buying – Vendor rating – Rating techniques – Value Analysis.

**Reference;**

1. Materials Management : An Integrated Approach, Gopalakrishnan and Sunderasan.
2. Stores Management and Logistics, Gopalakrishnan and M.S.Sandilya
3. Integrated Material Management , Gather
4. Scientific Inventory Management, Buchan and Kolnigsbarg
5. Purchasing and Material Management : Tex and Cases
6. Purchasing Management Handbook, George W Aijian, McGraw Hill
7. Inventory Management Text and Case, Gopalakrishnan and M.S.Sndilya
8. Total Material Management Achieving – E.L.Magad – Chapman & Hall Maximum Profits through Materials / Logistics Operations : J.M.Amos.
9. Re-engineering the Ware house – M.Wellington – Chapman & Hall Management Approach – A.Strategic.



## SEMESTER III

## Production Elective

**Subject: Total Quality Management**

**Subject Code:**

**Hrs/Wk: 5 hrs**

### **Objective:**

To introduce the concept of quality in production including total quality in business Management .

### **UNIT – I**

Total quality management – concepts – quality management in retrospect – evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality. Total Quality : Value & Differential advantage.

### **UNIT – II**

Pillars of Total quality management – Strategic thinking and planning, the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches – Leadership for TQM. Attitude & involvement of top management. Organizational implications.

### **UNIT – III**

Total quality models – Enables for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management.

### **UNIT – IV**

Quality education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback – Internal customer conflict – customer retention and problems.

### **UNIT – V**

Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for Quality – TQM and ISO 9000 – Auditing for TQM – TQM in services – TQM in education – The leverage of productivity and Quality – Pitfalls in operational sing Total Quality.

### **Reference:**

1. Total quality – Bharat Wakhlu
2. Total quality Management – Sundararaju
3. Five Pillars of TQM – Bill Creech
4. Total quality management – Joseph and Berk
5. TQM Strategies and Techniques – Stephen George
6. TQM in service sector – R.P.Mohanty and R.R.Lakhe

## SEMESTER IV

**Subject: International Business**

**Subject Code:**

**Hrs/Wk: 5 hrs**

### **Course Objective**

To impart the knowledge of foreign trade and make them to understand the influence of financial institutions on international business.

### **Unit I**

Meaning and Importance of International Business – Domestic Business Vs International Business – Evolution and Development – Factors influencing the growth of International Business

### **Unit II**

Modes of entry to International Business – Theories of International Trade – Advantages and Limitations of Foreign Trade - Absolute cost advantage – Comparative cost advantage

### **Unit III**

Instruments of External Payments – Foreign Exchange Market and Functions – Rate of Exchange – Determinations of Rate of Exchange – Mint Parity Theory – Purchasing Power Parity (PPP) Theory – Causes of fluctuations in Exchange Rate – Fixed and Flexible Exchange Rate

### **Unit IV**

Structure of Balance of Payment – Causes of Disequilibrium in BOP – Measures for correcting disequilibrium – Free Trade Policy – Protection – Advantages of Protectionism – Role of Protection in under developed countries

### **Unit V**

International Financial Institution - International Monetary Fund – The World Bank – International Finance Corporation – International Development Association – WTO – Objectives and Functions

### **Reference Books**

1. International Trade and Export Management, Francis Cherunilam, Himalaya Publishing House
2. Money, Banking, International Trade and Public Finance, Dr.D.M.Mithani, Himalaya Publishing House
3. International Business, Concept, Environment and Strategy, Vyuptakesh Sharan, Pearson
4. International Business, K. Aswathappa, McGraw Hill Companies
5. Foreign Exchange, Practice, Concepts and Control, C. Jeevanandam, Sultan Chand & Sons
6. Export Management, N. Kumar & R. Mittal, Anmol Publications Private Limited

## SEMESTER IV

**Subject: Strategic Management**  
**Hrs/Wk: 5 hrs**

**Subject Code:**

### **Course Objective s**

Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

### **Unit I**

Introduction – Strategy – Meaning – Importance – Strategic Management – Process – Model of Strategic Management Process – Environmental Appraisal

### **Unit II**

Corporate strategic planning -Mission and Goals – Mission formulation – Characteristics of Mission Statement – Objectives and Goals – Characteristics of Objectives – Formulation of Objectives – Vision

### **Unit III**

Corporate Level Strategic alternatives – Strategy formulation – Stability strategies – Growth strategies – Retrenchment strategies – Strategic alliances – Combination of Strategies - Business Unit Level strategy – Generic strategies – Offensive strategies – Defensive strategies - Functional level strategies – Production/Operation strategies – Marketing strategies – Finance strategies – HR strategies

### **Unit IV**

Strategic Analysis and Choice – Tools and Techniques of Strategic Analysis – Corporate Portfolio Analysis – SWOT Analysis – Life Cycle Analysis – Industry Analysis – Competitor Analysis

### **Unit V**

Strategic Implementation and control – Structural implementation – Behavioural implementation – Functional implementation – Strategic evaluation and control – Strategic management in Non-profit organisations – Small business management – Public sector companies – Multinational companies

### **Reference Books**

1. Business Policy and Strategic Management – P.Subba Rao, HPH, New Delhi, 2<sup>nd</sup> Edition
2. Strategic Management – Dr.M.Jeyarathnam, HPH, New Delhi, 4<sup>th</sup> Edition
3. Strategic Management and Business Policy – Azhar Kazmi, Tata Mcgraw Hill, 3<sup>rd</sup> Edition

## SEMESTER IV

**Subject: Business Environment and Law**

**Subject Code:**

**Hrs/Wk: 5 hrs**

### **Course Objective**

This paper aims at providing the fundamental knowledge on the internal, external environments and also corporate laws affecting the business.

### **Unit I**

Business – Meaning – Characteristics – Objectives – Division of Business – Classification of Industry - Characteristics of modern business – Historical background of Indian business – Professionalism and Family management – Social Responsibility of Business

### **Unit II**

Economic Environment – Nature of economy – Structure of economy – New Economic Policies – Liberalisation – Privatisation – Globalisation - Economic conditions – New Industrial Policy -

### **Unit III**

Political and Government Environment – Functions of State – Economic roles of Government – Government and Legal Environment – Economic roles of Government in India – The constitutional Environment

### **Unit IV**

Natural and Technological Environment – Innovation – Technological leadership and Followership – Technology and Competitive advantage – Sources of technological dynamics – Time lags in technology introduction – Absorption – Appropriate technology and technology adoption – Impact of technology on globalization - Transfer of technology – Total Quality Management – Benchmarking

### **Unit V**

Legal Environment – Contract Act – Companies Act – Consumer Protection Act – Environmental Protection Act – Labour Laws – Factories Act – Provident Fund Act – ESI Act

### **Reference Books**

1. Business Environment – A. C. Fernando, Pearson
2. Business Environment – Text and Cases – Francis Cherunilam – Himalaya Publishing House, New Delhi, 19<sup>th</sup> Edition
3. Mercantile Law – S.S.Gulshan, Excel Books, 3<sup>rd</sup> Edition
4. Elements of Industrial Law – N.D. Kapoor, Sultan Chand & Sons, 10<sup>th</sup> Edition.

## SEMESTER IV

**Subject: Product and Brand Management**  
**Hrs/Wk: 5 hrs**

**Marketing Elective**  
**Subject Code:**

### **Course Objective**

To enable the students gather systematic knowledge base on product management, new product development process and brand management

### **UNIT I**

Product – Concept – Product mix Strategies – Classification of products – Product Marketing Planning Process – Background analysis – Business Assessment – Market Analysis – Competitive Analysis – Market Potential and Sales Forecasting

### **UNIT II**

New Product management – Product Planning and Development process – Explorations – Search for new product ideas – Business analysis and Product development – Product testing – Market testing – Commercialization – Follow-up requirements – Effective management of new product planning and development

### **UNIT III**

Product Lifecycle – PLC and Corresponding strategies – Product Evaluation – Product Strategy – Product policy, Differentiating & Positioning, Pricing, Physical distribution, Promotion.

### **UNIT IV**

Brand – Creating brand – Brand and Consumers – Brand image, image dimensions, Brand associations and image- Brand equity.

### **UNIT V**

Brand–Product relationship – Brand extensions – Brand Personality – Brand positioning- Brand Valuation.

### **Reference Books**

1. Product Management – Donald R.Lehmann 3<sup>rd</sup> edition – Tata McGraw- Hill Edition
2. Product Manager's Hand book – Linda Gorchels – 2nd edition – NTC Business books-
8. Viva Books Private limited
3. Product Management Text and Cases – K.S.Chandrasekar
4. NewProduct strategy and Management– Dr.S.Shajahan –Himalaya Publishing House
5. Product Management in India- Ramanuj Majumdar 2<sup>nd</sup> edition-Prentice Hall of India

6. Keller, Parameswaran, Jacob, “strategic Brand Management Building, Measuring and Managing Brand Equity.” 4e, Pearson Education India,2015.

## **SEMESTER IV**

**Subject: Services Marketing**  
**Hrs/Wk: 5 hrs**

**Marketing Elective**  
**Subject Code:**

### **Course Objective**

To understand the unique features of services, their marketing implications and the tasks involved in service marketing.

### **UNIT I**

Introduction – Characteristics, Classification of services – Managing demand and supply in services, Socio-economic and Political-economic factors for growth of services- Globalisation of services.

### **UNIT II**

Service product - Pricing of services - Service place - Service promotion - Service process - People in services – Physical evidence

### **UNIT III**

Role of Positioning in services – Developing a market positioning strategy – Positioning maps to plot competitive strategy

Dimensions in service quality – the GAP model – Measuring and improving service quality – Defining and measuring productivity – Improving service productivity

### **UNIT IV**

Understanding the customer/firm relationship – Targeting the right customer – Analyzing and managing the customer base – Building customer loyalty

Customer Relationship Management – Objectives – CRM model – CRM vision – CRM strategy – Relationship lifecycle – barriers to effective CRM

### **UNIT V**

Personal care marketing – Entertainment marketing – Education marketing – Bank marketing – Hotel marketing – Hospital marketing.

### **Reference Books**

1. Services Marketing – People, Technology, Strategy – A South Asian perspective – Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – 5<sup>th</sup> edition – Pearson Education

2. Text book of marketing of Services- The Indian Experience – Nimit Chowdhary, Monica Chowdhary – Macmillan Publishers India Limited
3. The Essence of Services Marketing – Adrian (Buckley) Payne – Prentice Hall of India
4. Services Marketing – Vasanthi Venugopal, Raghu V.N. – Himalaya Publishing House

## **SEMESTER IV**

**Subject: International Marketing**  
**Hrs/Wk: 5 hrs**

**Marketing Elective**  
**Subject Code:**

### **Course Objective**

To identify and understand the planning and strategic problems confronting companies that market across cultural boundaries.

### **UNIT I**

International Marketing – Motives of International Marketing - Management Orientation – Transitional stages in International Marketing – Benefits of International Marketing - Identifying foreign markets and opportunities – Requirements of Successful Global marketing Plan - Future of International Marketing

### **UNIT II**

Global Marketing Information System and Research – Sources of market information – International Marketing Research – Current issues.

International market entry and expansion strategies – Direct exports – FDI – Joint Ventures – Licensing and Franchising – Contracts – Counter trade – Strategic Alliances - Mergers and Acquisitions

### **UNIT III**

Product decisions – Product Positioning – Product design considerations – Geographic expansion (Strategic Alternatives) – New products in Global marketing

Pricing decisions – Environmental influences on pricing decisions – International pricing Objectives and Strategies – Transfer pricing – Global pricing alternatives.

### **UNIT IV**

International Marketing Channel - Objectives and Constraints – Channel Terminology and Structure – Physical distribution and Logistics.

Global Advertising and Branding – Global Advertising content – Advertising appeals and Product Characteristics – creating Advertising. Global promotion – Public relations, Personal selling, Sales Promotion, Direct Marketing, Trade Shows and Exhibitions.

## **UNIT V**

Choosing export markets — Export financing/methods of payment. Balance of payment (Indian Perspective)– Export Promotion & incentives – Government and Institutional support – Exchange control & Export credit – Export Houses – trade houses / FIZS / SIC'S / Export procedure & Documentation.

### **Reference Books**

1. Global Marketing Management – Warren J Keegen – 7<sup>th</sup> edition – Prentice Hall of India
2. International Marketing – Francis Cherunilam – 10<sup>th</sup> edition - Himalaya Publishing House
3. International Marketing – Text and Cases - Justin Paul & Ramneek Kapoor – Tata McGraw Hill
4. International Marketing – Philip R cateora, John L Graham, Prashant Salwan – 13<sup>th</sup> edition, Tata McGraw Hill

## **SEMESTER IV**

**Subject: Buyer Behavior**

**Hrs/Wk: 5 hrs**

**Marketing Elective**

**Subject Code:**

### **Course Objective**

To develop an understanding about the consumer decision making process and its application in marketing function of firms.

### **UNIT – I**

Introduction to Consumer Behaviour - Concepts – Significance – Scope – Dimensions of Consumer Behavior – Consumer behavior models -Application of knowledge of Consumer Behaviour in marketing decisions.

### **UNIT – II**

Psychological Influences on consumer behavior – motivation – perception – personality – Learning- Attitude and Intention - Self Image – Beliefs - Consumer expectation and satisfaction

### **UNIT - III**

Cultural - Sub-culture - Cross Culture - Social class- Life style - Reference group – Family - Economic and demographic influence on consumption

### **UNIT - IV**

Communication and Consumer behavior - Diffusion of Innovation - Adoption process - Diffusion process



## **UNIT - V**

Consumer Decision making Process- Problem recognition, Information Search Process and Evaluation, Purchasing process, Post purchase behaviour

### **Reference Books:**

1. Consumer Behaviour - Loudon, David L and Bitta, A.J. Della – 4th edition, Tata McGraw Hill
2. Consumer Behaviour - Schiffman L.G and Kanuk L.L – 10th edition, Pearson Education
3. Consumer Behaviour insights from Indian Market – Ramanuj majumdar – Prentice Hall of India
4. Consumer Behaviour - Batra & Kazmi - Excel Books, New Delhi

## **SEMESTER IV**

**Subject: E- Marketing**

**Hrs/Wk: 5 hrs**

**Marketing Elective**

**Subject Code:**

### **Course Objective**

To enable the students to learn the basic electronic marketing skills and employ them in the modern and dynamic competitive marketing environment.

#### **Unit I**

e- Marketing challenges and opportunities; e-business model; customers in the 21<sup>st</sup> century; Market Segmentation; Consumer Navigation Behaviour.

#### **Unit II**

e- Marketing Plan; Environmental Scan; market opportunity analysis; design marketing mix; database marketing.

#### **Unit III**

e-marketing information system; marketing knowledge; marketing data collection(intelligence); internet based research approaches; marketing database and data ware houses; data analysis.

#### **Unit IV**

Product adoption and product life cycle; customer value online; branding, labeling, online benefits; new product strategies; new product trends; pricing; intermediaries; distribution channels; direct selling.

#### **Unit V**

Integrated marketing communication; communication strategies; net as a medium; building customer relationship; CRM.

**References:**

1. Judy stratus, Raymond frost, E-Marketing, T&F/Routledge; Latest Edition (2016)
2. Rafi Mohamaed, Robert J. Fisher, Bernad J, Jacowiski, Internet Marketing, Tata McGraw Hill, New Delhi.
3. Ravi Lalakota, Andrew B.EWhitson, Electronic commerce, Pearson Publication.
4. Schinderand Perry, Electroni commerce, Tghomson learning.
5. Albert Napier, Creating and Willing E-business, Vikas publication.

**SEMESTER IV****Subject: Security Analysis and Portfolio Management****Hrs/Wk: 5 hrs****Finance Elective****Subject Code:****Course Objective**

This paper helps the students to get fundamental knowledge about investment and portfolio optimization, evaluation and revision.

**Unit I**

Investment – Meaning – Characteristics of Investment – Objectives of Investment – Investment Vs Speculation – Investment Vs Gambling – Types of Investors – Investment Avenues – Risks of Investment – Risk and Return – Factors influencing Risk-Return Relationship – Risk – Return Trade off – Measurement of Risk and Return – Managing Risk and Return

**Unit II**

Fundamental Security Analysis – Determining the current state of the economy – Economy Analysis – Forecasting – Forecasting Techniques - Industry Analysis – The Industry Growth Cycle – Company Analysis – Technical Analysis – Technical Vs Fundamental Analysis – Definition and Assumptions – Price chart – Dow Theory – Efficient Market Theory – Hypotheses - Forms of Efficient Market – Weak form and the Random walk – Semi-strong form – Strong form - Elliot Wave Theory – Trends - Patterns – Moving Averages – Oscillators – Other tools

**Unit III**

Portfolio Management – Phases of Portfolio Management – Evolution of Management – Role of Portfolio Management – Portfolio Analysis - Markowitz Portfolio Selection Model – Sharpe: The Single Index Model - Modern Portfolio Theory – Capital Asset Pricing Model – Arbitrage Pricing Theory

**Unit IV**

Portfolio Evaluation – Treynor Portfolio Performance Measure - Sharpe Portfolio Performance Measure – Jensen Portfolio Performance Measure

## **Unit V**

Portfolio Revision – Formula Plans – Rules – Constant Rupee Value Plan – Constant Ratio Plan – Variable Ratio Plan – Modification of Formula Plans – Rupee Cost Average

## **Reference Books**

1. Investment Management Security Analysis and Portfolio Management, V.K.Bhalla, S. Chand, ninth edition
2. Investment Management, Yogesh Maheshwari, PHI Learning Private Limited, New Delhi
3. Investment Management – Preeti Singh, Himalaya Publishing House, 17<sup>th</sup> Edition

## **SEMESTER IV**

**Subject: Management of Financial Institutions**

**Hrs/Wk: 5 hrs**

**Finance Elective**

**Subject Code:**

## **Course Objective**

This paper aims to provide the students with a clear understanding of financial system, financial institutions and their various services.

## **Unit I**

Economic growth and Financial information – Meaning – Capital formation – Process of capital formation – Saving, Investment and Finance - Problems of capital formulation - Role of Financial institutions – Role as a Financial intermediary, Catalytic agent – Creator of money – Promoter – Counsellor

## **Unit II**

Relationship Banking – Introduction – Features of Relationship Banking – Utility – Fundamentals – Process of developing relationship with customers – Formulating relationship banking strategy

## **Unit III**

Banking institutions – RBI – Commercial banks – Foreign banks – Private Sector banks – Cooperative banks – Structure and functions – Non-Banking Financial Institutions – Role – Functions – Regulatory aspects – Chit funds – Nidhi – Benefit funds

## **Unit IV**

Developing Financing Institutions – IDBI, ICICI, IFCI, IRBI, RCF, TIIC, TIDCO, SIPCOT, ITCOT, SIDCO, SIDBI – Objectives – Operational Policies

## **Unit V**

Insurance sector – LIC – GIC – Functions – Organisations and various services – Role – Mutual fund – UTI & Other Private Mutual funds – Regulatory aspects – Functions – Types of funds – Calculations of NAV – Present scenario in India

## **Reference Books**

1. Management of Indian Financial Institutions, R.M.Srivastava, Divyanigam, Himalaya Publishing House
2. Financial Institutions and Markets, L.M.Bhole, The McGraw-Hill Companies, fourth edition

## **SEMESTER IV**

**Subject: International Financial Management**

**Hrs/Wk: 5 hrs**

**Finance Elective**

**Subject Code:**

## **Course Objective**

To acquaint students with fundamental concepts of international finance and exchange rate system and also develop skills to make decisions related with international finance.

## **Unit I**

The world of International Finance – Unique dimensions of international finance – Benefits of studying international finance – Importance of international finance – Introduction to Foreign Exchange – Foreign Exchange Market

## **Unit II**

Factors influencing Exchange Rates – The Balance of Payments – The Current Account – The Capital Account - The Fundamental international parity conditions - The Purchasing Power Parity Theory – The Fisher Effect Theory – The International Fisher Effect Theory – The Interest Rate Parity Theory

## **Unit III**

Managing Foreign Exchange Risk and Exposure – Definition - Nature – Types - Accounting Exposure – Operating Exposure – Translation Exposure – Management of Foreign Exchange Exposure and Risk - Hedging Risk and Exposure – Techniques – Strategies

## **Unit IV**

International Investment and Financing – Cash Management – Portfolio Investment – Capital budgeting for foreign investments – Growth and concerns about multinationals – International dimensions of long term financing

## **Unit V**

Institutional structure of International Trade and Finance – Multinational Banking – Instruments and Institutions of International Trade – IMF – The World Bank – The Asian Development Bank

## **Reference Books**

1. International Finance, Maurice D. Levi, Routledge, Taylor & Francis Group, London and New York, Fourth Edition
2. Fundamentals of International Financial Management, S. Kevin, PHI Learning Private Limited, New Delhi
3. International Financial Management, P.G.Apte, The McGraw-Hill Companies, Fifth Edition

## **SEMESTER IV**

**Subject: Organisational Development and Change Management**

**HR Elective  
Subject Code:**

**Hrs/Wk: 5 hrs**

## **Course Objective**

This course develops the analytical and operational approach to plan system wise organisational changes and to prepare the students to adopt to the changes happening in the organisation through planned change management i.e organisational development.

## **Unit I**

Organisational Change – Introduction – Meaning – Nature – Reasons for change – Types of change – Models of change – Resistance to change – Overcoming resistance to change

## **Unit II**

Organisational Development – Introduction – Definition – Characteristics – Evolution – Assumptions – Model of Organisational Development – Action Research – Process of Organisational Development

## **Unit III**

Organisational Development Intervention – Definition – Selection of Organisational Development Intervention – Classification – Personal and Inter-personal Organisational Development Intervention – Laboratory Training – Career Planning Intervention – Managerial Grid – Process consultation – Johari Window – Transactional Analysis

## **Unit IV**

Team Development Intervention – Team Building – Role Negotiation Technique – Role Analysis Technique – Grid Organisational Development Programme – (Phase II) Self managed work teams

## **Unit V**

Structural Intervention – Job design – Quality of work life – Quality Circles – MBO and Appraisals – Socio technical systems – Physical settings and OD – Future directions in OD – Trends with the organisational development – Trends in the context of organisational development

## **Reference Books**

1. Organisation Change and Development, Kavita Singh, Excel Books, 2<sup>nd</sup> edition
2. Theory of Organisation Development and Change, Cummings/ Worley, Cengage
3. Organisational Change, Harsh Pathak, Pearson
4. Organisation Development and Transformation – Managing Effective Change, Wendell L. French, Cecil H. Bell, Jr, Robert A. Zawacki, The McGraw-Hill Companies, 6<sup>th</sup> edition.

## **SEMESTER IV**

## **HR Elective**

**Subject: Strategic Human Resource Management**

**Subject Code:**

**Hrs/Wk: 5 hrs**

## **Course Objective**

To relate the strategic affairs of the corporate with the human resource department of the organisation and to support the organisation in implementing the strategy.

## **Unit I**

Strategic Human Resource Management – Introduction – Process of Strategic Management – Value Chain Analysis – Challenges for HRM – HR's emerging role in the formulation and implementation of strategy – Role of Strategic Human Resource Management – Models integrating Strategy and HR – HR and Corporate Strategy – HR and Business Strategy – Human Resource Strategy Framework

## **Unit II**

Redesigning Work Systems – Designing work systems – Stages in redesigning work systems – Organisational design processes – Factors affecting design process – Organisational Structure – Types – Emerging issues in Organisational design

## **Unit III**

Performance Management and Evaluation – Strategic dimension of Performance Appraisal – Organisational Appraisal – Balanced Scorecard – Importance of Balanced Scorecard – Perspectives of Balanced Scorecard

## **Unit IV**

Strategic issues in Employee Safety, Health and Labour relations – Introduction – Implementing safety and health controls – Changing nature of industrial relations – Changing trends in labour management relations – Strategies to improve industrial relations

– Career Management – Importance of career – Major career transitions – Types of corporate career management – Employee Separation and Downsizing – Meaning and types of separation - Process of Downsizing

#### **Unit V**

Strategic challenges for leadership – Strategic challenges for the HR manager – Understanding cultural differences – Managing workforce diversity – Leadership in family owned and professionally owned business – Ethical issues in strategic human resource management – Core concepts in ethics

#### **Reference Book**

1. Strategic Human Resource Management, Rajeesh Viswanathan, Himalaya Publishing House, first edition

### **SEMESTER IV**

#### **HR Elective**

**Subject: International Human Resource Management**

**Subject Code:**

**Hrs/Wk: 5 hrs**

#### **Course Objective**

To acquaint students with fundamental concepts of international human resource and also develop skills to work in an international environment.

#### **Unit I**

Introduction – Growth of International Business and Globalisation – Operational objectives and means of globalization – An HR perspective – Understanding culture – Its coverage – Determinants – Difference between Domestic and International Manager

#### **Unit II**

HR Challenges and Opportunities – Domestic and MNC perspective – Linkages among countries – Stakeholders – Their concerns and actions – Governance of operations – Individual and Company concerns – Ethical and Socially Responsible behaviour – Careers in International business

#### **Unit III**

International Labour market – Sources – Recruitment and Selection – Training – Types of Cross Cultural Training

#### **Unit IV**

Multinational Performance Management – Developing International Staff and Multinational team

#### **Unit V**

International Compensation System – Objectives – Approaches and Practice – Expatriation and Repatriation Process – Managing people in International Firms

### Reference Books

1. International Human Resource Management, S.C.Gupta, McMillan
2. International Perspective on Organisational Behaviour and Human Resources Management, Punnett, PHI
3. International Human Resource Management, Peter J. Dowling and Denice E. Welch, Fourth Edition

### SEMESTER IV

**Subject: Emerging Trends in Information Technoogy**  
**Hrs/Wk: 5 hrs**

**Systems Elective**  
**Subject Code:**

#### Objective

To make the students to understand the emerging trends in information technology

#### Syllabus

**Unit:I:** Open system concepts including Client/Server PC & work stations Multimedia concepts, Applications, Multimedia PC & Work stations

**Unit II:** CAD and workstations – Concepts and trends. Latest trends in Micros-PC and Macs-global and Indian scenario.

**Unit III:** Latest trends in networking and communications. Object orientation – concepts and models. Graphical user interfaces – Ms windows, X Windows Motif. Case tools – Latest trends.

**Unit: IV** Relational databases – latest trends: object oriented databases, Oracle 7.0 Sybase, Ingress, Desk top publishing- Concepts & latest trends glimpses of Pagemaker, Ventura .

**Unit: V** Artificial Intelligence & Expert systems. Peripherals – disk drives, CD, DAT, terminals, etc.

#### Study Materials:

Articles from computers Today, Data Quest, PC Quest & In house magazines of HCL, HP, DEIL, ICIM.

### SEMESTER IV

**Subject: Computer Networks**  
**Hrs/Wk: 5 hrs**

**Systems Elective**  
**Subject Code:**

#### Objective

To teach the students the functioning of computer networks

#### Syllabus:

##### Unit I

Introduction goals and application of Network structure and architecture – OSI – reference model – various layers – services – Network, standardization – ARPANET, MAP and TOP USENET, CSNET, BINET, SNA and public networks.



## **Unit II**

The physical layer – Fourier analysis – bandwidth – Limited signals – maximum data rate of a channel – Transmission media – magnetic media – twisted pair-Baseband-and board and cable – fibre optics – Line of sight transmission – telephone systems – modem Rs.232-C and Rs.419. Medium access sublayer – local and metropolitan networks – ADHA protocols – LAN protocols – IEEE standard 802 dor LAN – fibre optic networks.

## **Unit III**

Data link layer – design issues – Error detection and correction – data link protocol network layer – layer design issues – routing algorithms – internetworking – examples.

## **Unit IV**

Transport layer – design issues – connection management – simple transport protocol on top of X 25 - samples session layer – design issue – remote procedure call.

## **Unit V**

Presentation layer – design issues – Application layer – Design issues Presentation layer – design issues – Application layer – Design issues.

**Text:** Computer Networks – A.S.Tanenmaum, Second edition, PHI Pvt Ltd., New Delhi 1990.

### **Ref:**

1. Computer Communication and Network John freer, Fitman Computer System Series, 1980.
2. Computer Network & Simulation III, Scemaker, Elacvier, Science Publications, 1986.

## **SEMESTER IV**

**Systems Elective**

**Subject: Modelling and Simulation**

**Subject Code:**

**Hrs/Wk: 5 hrs**

### **Objective**

To teach the students the working of modeling and simulation

### **Syllabus:**

#### **Unit: I Introduction**

Contents of systems – Systems – System Environment – starchiest activities – continuous and Discrete system – modeling and types – principles in Modeling.

#### **Unit: II System Studies**

Subsystems – Types of systems study – system analysis system design – system postulation.

#### **Unit: III System simulation**

Techniques: Monte carlo method – comparison simulation and analytical methods – Experimental nature simulation types of simulation – lag models – cobweb models progress of a simulation study.

#### **Unit: IV Continuous systems simulation**

Continuous system model – Differential equations Analog methods – Analog and hybrid computes – Digital analog simulators – CSSLS – Feedback systems – Interactive

systems – Real time simulation. System Dynamics - Exponential models system Dynamics Diagrams won model.

### **Unit: V Discrete System Simulation**

Discrete events – Time representation gathering Statistics – discrete simulation languages model of telephone system study of GPSS, SIMSCRIPT languages. Model of multi-used and multitasking computer system. Review of probability concepts – Arrival pattern and service times. Analysis of Simulation output.

**Text:** System simulation GEFFFEY GORDON.PHI 2<sup>nd</sup>., 1987.

#### **Ref:**

1. System Simulation with Digital computer \_ Narsingh dep Phi, 1987.
2. GPSS simulation made simple – T.M.O. Donovan, John Willey Sons, 1979.

## **SEMESTER IV**

### **Subject: Production Planning and Control**

**Hrs/Wk: 5 hrs**

**Production Elective  
Subject Code:**

#### **Objectives:**

The production planning and control function aims at generating more customer satisfaction and to keep the customer inconvenience at the minimum by effectively planning the delivery schedule and also to reduce the operating cost per unit by effectively planning to the operation schedule. This course gives an idea to the students as how to approach such situations.

#### **Syllabus:**

**Unit: I** Objective of the PPC Meeting customer's needs maintaining high levels of internal operational efficiency – forecasts of customer orders for goods and services – assessment of productive capacity.

**Unit: II** Production planning – production facilities, capacity to meet delivery schedules – maximize the utilization of scarce productive resources. Capacity determination of production resources.

**Unit: III** Routing – Scheduling – Despatching – Expediting of production order – scheduling for continuous production schedules – materials – schedules to support the output schedules – length of production runs change – overschedules sequence of production runs – Differences between scheduling intermittent productive systems and continuous productions systems – coordination.

**Unit: IV** Computer aided production planning control systems.

**Unit: V** Line balancing, Johnson Algorithms, GANTT chart.

#### **Suggested Readings:**

1. J.J.Verizili, Production & Planning and Information Systems.
2. Philip E.Hicks, Introduction to Industrial Engineering and Management Science.
3. Riggs, Production Systems – Planning Analysis and Control.
4. Willsmore, Modern Production Control.

## SEMESTER IV

**Production Elective**  
**Subject Code:**

**Subject: Project Planning Evaluation and Management**

**Hrs/Wk: 5 hrs**

### **Objective:**

This course aims at appraising the students with the concepts and techniques used in the process or project conception, feasibility study, evaluation, implementation and there by develop necessary skills for project planning and management .

### **Syllabus:**

**Unit: I** Overview of the process for Project Feasibility analysis generation and screening of venture ideas – Market Analysis – Social Cost Benefit Analysis (SCBA) –

**Unit: II** Project Management and Introduction – Project Planning and Evaluation : Bar Charts : **Unit: III** The Network technique : Finding Critical Path – The PERT model – The CPM Model – PERT / Cost and Crashing – Scheduling under resource constraints – PERT in practice. Modification of PERT such GERT simulation and its application in project management –

**Unit: IV** Project organization – matrix organization – Project costing – Contract Lock Administration.

### **Unit: V**

Project Audit – Introduction – Common project Failures – Reasons for Audit – Phases of project Audit – Project check list.

### **References:**

- Project Feasibility Analysis - D.S.Clifton & D.E.Fytte  
Project Appraisal & Planning in Development Economics - I.M.D.Little & A.Mirless  
Guidelines for Project Evaluation - P.Dasgupta, A.K.Seu & S.Margin  
Management Guide to PERT & CPM - Wiest & Levy  
Project Management - Lock  
System Analysis & Project Management - Cleland & Kind  
Project Management – R. Panneerselvam and P. Senthil Kumar

### **Major Elective I (Third Semester)**

#### **Marketing**

1. Rural Marketing
2. Consumer Behaviour
3. Advertising and Sales Promotion

#### **Finance**

1. Indian Capital Market
2. Financial Markets and Services
3. International Trade, Finance and Documentation
4. Working Capital Management

#### **Human Resource**

1. Labour Laws
2. Training and Development
3. Compensation Management

**System**

1. Management of Software Projects
2. UNIX and MS WINDOWS
3. Operating System
4. Introduction to C and C++

**Production**

1. Work Study
2. Value Engineering & Waste Control
3. Materials Management
4. Total Quality Management

**Major Elective II (Fourth Semester)****Marketing**

1. Product and Brand Management
2. Services Marketing
3. International Marketing
4. Buyer Behavior

**Finance**

1. Security Analysis and Portfolio Management
2. Management of Banking and Insurance
3. International Financial Management

**Human Resource**

1. Organisational Development and Change Management
2. Strategic Human Resource Management
3. International Human Resource Management

**System**

1. Emerging Trends Information Technology
2. Computer Networks
3. Modeling and Simulation

**Production**

1. Production Planning and Control
2. Project Planning Evaluation and Management
3. Advanced Manufacturing Systems

**SEMESTER IV****Subject: Advanced Manufacturing System****Hrs/Wk: 5 hrs****Objective:**

This course aims at enable the learners to do computer aided designing and to use computer aided manufacturing system and Computer integrated manufacturing system.

**Production Elective  
Subject Code:**

**Syllabus:****Unit: I**

Computer aided designing – computer aided Manufacturing computer integrated Manufacturing.

Automatic Transfer lines – few line and assembly systems, dynamic job shops.

**Unit: II**

Flexible Manufacturing system and Robotics.

System design issues – Material handling system – Networking techniques – drawing networking – critical path resource scheduling float networking simulation.

**Unit: III**

Project completion probability – Project budgeting.

Requirement of an integrated approval and the role of production Manager in the Total Organization.

**Unit: IV**

Capacity utilization and its effect on Manufacturing cost. The need for cost reduction – Value Engineering war on waste.

**Unit: V**

Inventory Management – Meaning – Definition – Importance – Material requirement Planning – Process – MRP I & MRP II

**Reference:**

CAD CAM CIM – P. Radhakrishnan & S. Subramanian

Advanced Manufacturing Process - Nirali Prakashan

Advanced Modeling and Optimization of Manufacturing Processes - R. Venkata Rao