

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

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

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

	Core - XVIII	Management Control Systems	5	5	25	75	100
	Elective - IV	Course A-IV / B-IV / C-IV / D-IV / E-IV	5	4	25	75	100
	Elective - V	Course A-V / B-V / C-V / D-V / E-V	5	4	25	75	100
	Elective - VI	Course A-VI / B-VI / C-VI / D-VI / E-VI	5	4	25	75	100
<b>Total</b>			<b>30</b>	<b>27</b>	<b>150</b>	<b>450</b>	<b>600</b>
<b>Grand Total</b>			<b>120</b>	<b>120</b>	<b>625</b>	<b>1875</b>	<b>2500</b>

**Electives : Choose any one Group**

Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
III		<b>A : Marketing</b>					
	E-Course-I	Consumer Behaviour	5	4	25	75	100
	E-Course-II	Business to Business Marketing	5	4	25	75	100
	E-Course-III	Sales and Distribution Management	5	4	25	75	100
<b>Total</b>			<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>	<b>300</b>
IV	E-Course-IV	Advertising and Sales Promotion	5	4	25	75	100
	E-Course-V	Marketing of Services	5	4	25	75	100
	E-Course-VI	Retail Management	5	4	25	75	100
<b>Total</b>			<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>	<b>300</b>
III		<b>B : Finance</b>					
	E-Course-I	Strategic Cost Management	5	4	25	75	100
	E-Course-II	Financial Services	5	4	25	75	100
	E-Course-III	Security Analysis & Portfolio Management	5	4	25	75	100
<b>Total</b>			<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>	<b>300</b>
IV	E-Course-IV	Project Management	5	4	25	75	100
	E-Course-V	Global Financial Management	5	4	25	75	100
	E-Course-VI	Wealth Management	5	4	25	75	100
<b>Total</b>			<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>	<b>300</b>
III		<b>C : Human Resource</b>					
	E-Course-I	Organisation Development	5	4	25	75	100
	E-Course-II	Reward Management	5	4	25	75	100
	E-Course-III	Leadership and Change Management	5	4	25	75	100
<b>Total</b>			<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>	<b>300</b>
IV	E-Course-IV	Public Relations Management	5	4	25	75	100
	E-Course-	Managing Interpersonal Effectiveness	5	4	25	75	100

	V						
	E-Course-VI	Group Dynamics	5	4	25	75	100
<b>Total</b>			<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>	<b>300</b>
<b>III</b>		<b>D : Systems</b>					
	E-Course-I	E- Business	5	4	25	75	100
	E-Course-II	Internet Technologies	5	4	25	75	100
	E-Course-III	Knowledge Management	5	4	25	75	100
<b>Total</b>			<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>	<b>300</b>
<b>IV</b>	E-Course-IV	Software Project Management	5	4	25	75	100
	E-Course-V	Relational Database System Management	5	4	25	75	100
	E-Course-VI	Object Oriented Programming & C++	5	4	25	75	100
<b>Total</b>			<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>	<b>300</b>
<b>III</b>		<b>E : Operations</b>					
	E-Course-I	Supply Chain Management	5	4	25	75	100
	E-Course-II	Advanced Operation Research	5	4	25	75	100
	E-Course-III	Total Quality Management	5	4	25	75	100
<b>Total</b>			<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>	<b>300</b>
<b>IV</b>	E-Course-IV	Material Management	5	4	25	75	100
	E-Course-V	Lean Manufacturing	5	4	25	75	100
	E-Course-VI	World Class Manufacturing	5	4	25	75	100
<b>Total</b>			<b>15</b>	<b>12</b>	<b>75</b>	<b>225</b>	<b>300</b>

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

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Semester – I

5 Hours / 5 Credit

**CORE COURSE - I : MANAGEMENT CONCEPTS**

Unit I

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

Unit II

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

Unit III

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

Unit IV

Staffing and Directing : General principles, importance and techniques.

Unit V

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

## Recommended Text Books

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

## Suggested Readings

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

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Semester – I

5 Hours / 5 Credit

**CORE COURSE - II : MANAGERIAL COMMUNICATION**

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

## Unit V

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

### Recommended Text books :

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

### Suggested Readings :

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

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Semester – I

5 Hours / 5 Credit

**CORE COURSE - III : MATHEMATICS AND STATISTICS**

Objectives :

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

Unit I

Mathematical basis of managerial decisions : Functions – Application of functions – maxima & Minima – Matrix Algebra – Arithmetical Operations – Properties, Solutions of equations by inverse method, Gauss – Jordan method and Cramer's rule:

Unit II

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

Unit III

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

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



#### Unit IV

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

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

#### Unit V

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

#### Recommended text books :

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

#### Suggested Readings

1. Complete Business statistics, Indian Edition – Aczel and Soundar Pandian, Tata Mcgraw Hill.
2. Applied Statistics in Business and Economics – David P. Doane and Lori E. Seward – Indian Edition. Tata Mcgraw Hill.
3. Business statistics, Bharat Jhunjunwala – S.Chand.co.  
[www. schandgroup.com](http://www.schandgroup.com),
4. Mathematics for Economics and finance – Martin Anthony and Normanbiggs – Low price Edition – cambridge University press.

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Semester – I

5 Hours / 5 Credit

**CORE COURSE - IV : MANAGERIAL ECONOMICS**

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

## Unit V

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

### Recommended Text books

1. Managerial Economics By Joel dean Indian Edition, PHI learning India PVT Ltd.,
2. Managerial Economics, MA. Beg and Manoj kumar Dash – Ane books PVT Ltd.,
3. Managerial Economics, An Integrative Approach, Mark Hirschey – India Edition – Cengage Learning.
4. Managerial Economics – Geetika, Piyali Ghosh and Purba Roy Choudhury – Tata Mcgraw hill co.,
5. Managerial Economics, DN Dwivedi Vikas publishing house PVT Ltd.,

### Suggested Readings:

1. Managerial Economics, E Narayana Nadar and S. Vijayan, PHI learning Private Ltd.,
2. Managerial Economics – Indian Edition, Christopher R. Thomas and S. Charles Maurice – Tata mcgraw hill.
3. Managerial Economics, A problem solving approach – India Edition – Luke M. Froeb and Brain T. Mccann, Cengage learning.
4. Managerial Economics – Yogesh Maheswari – PHI learning PVT Ltd.,

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Semester – I

5 Hours / 5 Credit

**CORE COURSE - V : ORGANISATIONAL BEHAVIOUR**

Objectives : The objectives of the course are :

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

## Unit V

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

### Recommended Text books

1. Organizational Behaviour, India Edition, Nelson & Quick, Cengage learning.
2. Organisational Behaviour, S. Fayyaz Ahamed and others, Atlantic publisher.
3. Organisation Behaviour, A modern approach – Arun Kumar & N. Meenakshi  
Vikas publishing House PVT Ltd.,
4. Behaviour in organizations, Indian Edition, Jerald Green Berg and Robert A.  
Baron – PHI Learning PVT Ltd.,
5. Organisational Behaviour, UMA Sekaran, Tata Mcgraw Hill.

### Suggested Readings :

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

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Semester – I

5 Hours / 5 Credit

**CORE COURSE - VI : MANAGEMENT ACCOUNTING**

Objectives :

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

Unit I

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

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

Unit II

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

Unit III

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

**COST ACCOUNTING:**

Cost concepts, determination of costs, elements of Cost-cost classification.

## Unit IV

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

## Unit V

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

## Recommended Text books

1. Management Accounting – My Khan & P K Jain. Tata Mcgraw hill.
2. Management Accounting – Paresh shaw – Oxford University Press.
3. Management Accounting – A. Murthy and S. Gurusamy – By Tata Mcgraw Hill.
4. Management Accounting – NM Singhvi and Ruzbeh J. Bodhanwala PHI learning PVT Ltd.,
5. Management Accounting, Principles and Applications – HUGH Coombs, David Hobbs and Ellis Jenkuis – By Sage [www.sagepublications.com](http://www.sagepublications.com)

## Suggested Readings

1. Advanced Management Accounting Jawaharlal, S. Chand & Co
2. Managerial Accounting – Indian Edition Ronald W.Hicton, G. Ramesh and M. Jayadev by Tata Mcgraw Hill.

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Semester – II

5 Hours / 5 Credit

**CORE COURSE - VII : OPERATION RESEARCH**

Objectives

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

Unit – I

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

Unit – II

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

Unit – III

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

Unit – IV

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

Unit – V

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



## Recommended Text books

1) For Unit I, IV and V

Operations Research concepts and cases – Fredrick S. Hiller and Gerald J. Lie Berman – TATA Mcgraw Hill company. Email : [mark\\_pani@mcgrawhill.com](mailto:mark_pani@mcgrawhill.com)

2) For Unit II and III

Operations Research – R. Panneer selvam – PHI learning.  
Email : [phi@phindia.com](mailto:phi@phindia.com)

3) Operations Research principles and Applications – G. Srinivasan –PHI learning.

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

## Suggested Readings :

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

Email : [narasimhan.r@cengage.com](mailto:narasimhan.r@cengage.com). [www.cengage.co.in](http://www.cengage.co.in)

2) Operation Research with C programs by S. Kalavathy Vikas publishing.

Email : [p.thanigaimalai@vikaspublishing.com](mailto:p.thanigaimalai@vikaspublishing.com)

3) Operation Research – by Rathindra P. Sen, PHI learning India.

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Semester – II

5 Hours / 5 Credit

**CORE COURSE - VIII : PRODUCTION MANAGEMENT**

Unit - I

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

Unit – II

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

Unit – III

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

Unit – IV

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

Unit – V

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

## Recommended Text Books

- 1) Production and Operations Management By R. Panneerselvam – PHI learning.  
www.phindia.com
- 2) Production and Operations management with solution manual by Kanishka bedi, Oxford University press, Chennai. [www.oup.com](http://www.oup.com)  
Email : v.anand@oup.com
- 3) For Unit III  
Production and operations Management by Martin K. Staff – Cengage learning. [www.cengage.co.in](http://www.cengage.co.in)
- 4) For Unit IV & V  
Production & operation & Management By V.K. Khurana – ANE books –  
Email : anebooks\_tnairtelmail.com
- 5) Production and operations management by R.B. Khanna, PHI learning private ltd., [www.phindia.com](http://www.phindia.com)

## Suggested Readings :

- 1) World – class manufacturing – A strategic perspective – B.S. Sahay and others – Macmillan publishers India ltd., [www.macmillanpublishersindia.com](http://www.macmillanpublishersindia.com).
- 2) Production and operations management – SN. chary – Tata mcgrawhill.com
- 3) Production and operations management Everett.E. Adam, Indian Edition – PHI learning.
- 4) Production and operations management by N.G. Nair, Tata mcgraw hill Co.

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Semester – II

5 Hours / 5 Credit

**CORE COURSE - IX : MARKETING MANAGEMENT**

Unit - I

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

Unit – II

Product : Meaning – Product Planning – Policies – Positioning – New Product Development – Product Life Cycle – Branding, Packing, Labeling.  
Price : Pricing Objectives – Factors, Methods and Procedure.

Unit – III

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

Unit – IV

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

Unit – V

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

## Recommended Text book

- 1) Marketing Management by Czinkota Kotabe, India Edition cengage learning, Chennai. E-mail : [sriram.b@cengage.com](mailto:sriram.b@cengage.com)
- 2) Strategic marketing Management Text and cases by S.L. Gupta – Atlantic publishers (P) Ltd., Chennai. Email : [chennai@atlanticbooks.com](mailto:chennai@atlanticbooks.com)
- 3) Marketing Management – VS Ramasamy and S. Namakumari, Macmillan publisher India ltd., Chennai. [www.macmillanindia.com](http://www.macmillanindia.com)
- 4) Market based Management by Roger J. Best, Indian Edition, PHI learning India PVT Ltd., New Delhi.
- 5) Principles of Marketing by Kurtz / Boone cengage learning – Chennai.
- 6) Introduction to marketing – Adrian Palmer, Oxford University Press, Chennai.
- 7) Marketing Management by Joel.R Evans & Barry Berman – India Edition Cengage Learning, Chennai.
- 8) Strategic marketing management text and cases, by UCP mathur – Macmillan India Ltd., Chennai.
- 9) Strategic marketing, India Edition Ferrell & Hartline, by cengage learning chennai.
- 10)Marketing management, M. Govindarajan, PHI learning India PVT Ltd.,

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Semester – II

5 Hours / 5 Credit

**CORE COURSE - X : FINANCIAL MANAGEMENT**

Objectives

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

Internal Financing and Dividend Policy; Financial Modeling.

## Recommended Text Book :

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

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Semester – II

5 Hours / 5 Credit

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

Objectives

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

Unit I            Perspectives in Human Resource Management

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

Unit II            The concept of Best-fit Employee

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

Unit III           Training and executive Development

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

Unit IV           Sustainign Employee Interest

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

Unit V            Performance Evaluation and Control Process

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



Recommended Text book :

- 1) Human Resource Management By MIRZA – S – Saiyadain Tata Mcgraw Hill Co. Email : [mark\\_pani@mcgrawhill.com](mailto:mark_pani@mcgrawhill.com)
- 2) Human Resource Management by Chitra Atmavam Naik, ANE books PVT Ltd., Chennai.
- 3) Human Resource Management By P. Jothi and D.N. Venkatesh, Oxford University Press, Chennai.
- 4) Human Resource Management By K. Aswathappa – Tata Mcgraw Hill Co.
- 5) Human Resource Management By Biswajeet Pattanayak, PHI learning India PVT Ltd.,
- 6) Human Resource Management By SK. Sharma Global India Publications PVT Ltd., New Delhi. Email : [info@globalindiapublications.com](mailto:info@globalindiapublications.com)
- 7) Introduction to Human Resource management by Paul Banfield and Rebecca kay – Oxford University press, Chennai.
- 8) Managing Human Resource by Fisher, Schoenfeldt and shaw, cengage learning.
- 9) Managing Human Resources By Wayne.F Cascio, Tata Mcgraw Hill Co.
- 10) For Unit V: Advanced Human Resource management by SC Gupta, ANE Books, Chennai.
- 11) Human Resource management in practice, Srinivas R. Kandula PHI learning India PVT Ltd.,
- 12) Strategic Human Resource Management, By Nayantara – Atlantic publishers (P) Ltd., Chennai. Email : [chennai@atlanticbooks.com](mailto:chennai@atlanticbooks.com)

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Semester – II

5 Hours / 5 Credit

**CORE COURSE - XII : RESEARCH METHODOLOGY**

Unit I

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

Unit II

Measurement: Nature, Scales, Sources and Characteristics of Sound measurement tool.  
Scaling : Nature, methods and Scale construction techniques.  
Sampling : Nature, Simple, Probability and complex probability; Non-probability samples.

Unit III

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

Unit IV

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

Unit V

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

Recommended Text book :

- 1) Business Research methods By Dr. T.N. Srivastava and Mrs. Shailaja Rego – Tata Mcgraw Hill. Co Chennai – Email : [mark\\_pani@mcgraw.hill.com](mailto:mark_pani@mcgraw.hill.com)
- 2) Business Research methods, Alan Bryman and Emmabell – Oxford University press. chennai. Email : [v.anand@oup](mailto:v.anand@oup)
- 3) Research methodology, By R. Panneer Selvam, phi learning India PVT Ltd., New Delhi. Email : [phi@phindia.com](mailto:phi@phindia.com)
- 4) Academic writing, A guide for management students and Researchers, By Mathukutty M. Monippally and Badrinarayanan Shankar Pawar – [www.sagepublications.com](http://www.sagepublications.com)
- 5) Research methods Indian Edition By Donald H. Mcburney and Theresa – Cengage learning. Email : [sriram.b@cengage.com](mailto:sriram.b@cengage.com)

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Semester – III

5 Hours / 5 Credit

**CORE COURSE - XIII : STRATEGIC MANAGEMENT**

Unit I

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

Unit II

Environment Analysis & Internal Analysis of Firm :

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

Unit III

Strategy Formulation:

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

Unit IV

**Concepts and tools of Strategy evaluation :**

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

Unit V

**Strategy Implementation & Control :**

Various approaches to implementation of strategy – Commander approach – Org – change approach, collaborative approach, Cultural approach, creative approach – Matching organization structure with strategy – 76 model – Strategic control process – Du Pont's control model and other Quantitative and qualitative tools – steps – M. Porter's approach for Globalisation – Future of Strategic Management.

### Recommended Text books

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

### Sugested Readings:

1. Strategic business management Dr. KNS. Kang, Deep and Deep publishers. [www.ddpbooks.com](http://www.ddpbooks.com)
2. Strategic management, India edition by Ireland, Hoskisson and Hitt, Cengage learning.
3. Strategic management text and cases by Degs, lump kin and Eisner, Indian Edition Tata Mcgraw Hill.
4. Understanding Strategic management by Anthony Henry, Oxford University Press.

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Semester – III

5 Hours / 5 Credit

**CORE COURSE - XIV : BUSINESS LAW**

Unit I

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

Unit II

Partnership – Sale of Goods – Law of Insurance.

Unit III

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

Unit IV

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

Unit V

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

### Recommended Text books

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

### Suggested Readings

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

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Semester – III

5 Hours / 5 Credit

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

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

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

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

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

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

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

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

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

**Unit V MANAGING INFORMATION SYSTEMS :**

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



### Recommended Text books

1. Information Systems Today, By Leonard Jessup and Joseph VALACICH INDIAN Edition, PHI learning PVT Ltd.,
2. Management Information system, By EFF OZ, Indian Edition, Cengage learning.
3. Management of Information systems by S.A. Kelkar, PHI learning PVT Ltd.,
4. Management Information systems Indian Edition, Gordon B. Davis and Margrethe H. Olson, Tata Mcgraw Hill.
5. Introduction to Information Systems by Alexis Leon and Mathews Leon Tata Mcgrawhill Co.

### Suggested Readings

1. Management Information Systems S. Sadagopan, PHI learning PVT Ltd.,
2. Management of Information Systems By Waman S. Jawadekar Tata Mcgraw Hill.
3. Management Information System – The Managers view Indian Edition By ROBERT Schultheis and Mary Summer Tata Mcgraw Hill.
4. Principles of Information Systems By RALPH Stair and George Reynolds, Cengage Learning.

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Semester – III

5 Hours / 4 Credit

**A : MARKETING**

**ELECTIVE COURSE – I : CONSUMER BEHAVIOUR**

Unit – I      CONSUMER BEHAVIOUR – AN INTRODUCTION

What is C B Why to study CB., Application of Consumer behaviour principles to strategic marketing. Role of Marketing in Consumer behaviour, Market Segmentation and Consumer behaviour.

Unit – II      CONSUMER AS AN INDIVIDUAL

Consumer needs and motivation, Personality and Consumer Behaviour, Psychographics Consumer Perception, attitudes, attitude formation and change, Learning.

Unit – III      CONSUMER IN A SOCIAL & CULTURAL SETTING

Groupdynamics and consumer reference groups, Family, Social class and Consumer behaviour, The influence of Culture on Consumer behaviour. Sub – Cultural and Cross Cultural Consumer Analysis.

Unit – IV      CONSUMER DECISION MAKING PROCESS:

Personal influence and the opinion leadership. Diffusion of innovation process, Consumer Decision making process, Comprehensive models of consumer decision making. New Product purchase and repeat purchase.

## Unit – V CONSUMER BEHAVIOUR APPLICATIONS

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

### Recommended Text books :

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

### Suggested Readings

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

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Semester – III

5 Hours / 4 Credit

**A : MARKETING**

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

Objectives :

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

Unit I

Introduction to Industrial marketing – Industrial Marketing Operations.

Unit II

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

Unit III

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

Unit IV

Pricing, Distribution, Advertising and Sales Promotion of Industrial Products.

## Unit V

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

### Recommended Text books :

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

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Semester – III

5 Hours / 4 Credit

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

Objectives :

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

Unit I

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

Unit II

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

Unit III

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

## Unit IV

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

## Unit V

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

### Recommended Text books :

1. Sales and Distribution Management - Krishna K. Havaldar and Vasant M Cavale, Tata mcgraw Hill.
2. A practical Approach to Sales Management by Kujnish Vashisht – Atlantic publishers.
3. Sales Management, India Edition, By Joseph F Hair and others, Cengage learning.
4. Sales Management, Analysis and Decision making India Edition by Ingram and others, Cengage learning
5. Sales Management By CL Tyagi and Arunkumar, Atlantic publishers.

### Suggested Readings

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

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Semester – III

5 Hours / 4 Credit

**B : FINANCE**

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

Course Objectives :

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

Unit –I

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

Unit – II

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

Unit – III

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

Unit – IV

Cost of Quality – Understanding, Analysis and measurement of COQ.



## Unit – V

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

### Recommended Text books :

1. Cost Management – Guan, Hansen and Mowen, India Edition. Cengage learning . [www.cengage.co.in](http://www.cengage.co.in).
2. Total Quality Management By SK Mandal, Vikas publishing House PVT Ltd.,
3. Advanced cost Accounting (Cost Management) By Jain SP and Narang KL., Kalyani publishers, New Delhi.
4. Cost Management : A Strategic Emphasis, 4<sup>th</sup> Edition, Indian Edition By Edward Blocher, NC David Stoot and off Gary lokins Tata Mcgraw Hill.Co.,
5. Cost Management – Measuring and Motivating Performance By K.P. GUPTA ISBN 9789380228020 year 2009 – Global India Business Publications, New Delhi.

E-mail: [info@globalindiapublications.com](mailto:info@globalindiapublications.com)

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Semester – III

5 Hours / 4 Credit

**B : FINANCE**

**ELECTIVE COURSE – II : FINANCIAL SERVICES**

Course Objectives :

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

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

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

Unit I

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

Unit II

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

Unit III

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

## Unit IV

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

## Unit V

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

### Recommended Text books

1. Financial Services By Dr. S. Gurusamy Tata Mcgraw Hill Co
2. Financial Services, By Nalini PRAVA TRIPATHY, PHI learning PVT ltd.,
3. Financial markets, Institutions & Services by NK Gupta and Monika Chopra – Ane books Pvt Ltd., [www.anebooks.com](http://www.anebooks.com)
4. Financial services M.Y Khan, Tata mcgraw Hill co.,
5. Financial markets and Institutions by Jeff Madura, India Edition, Cengage learning.

### Suggested Readings :

1. Financial services and system By K. Sasidharan and Alex K. Mathews, Tata Mcgraw Hill Co.,
2. Financial Services S. Mohan and R. Elangovan, By Deep and Deep publication [www.ddpbooks.com](http://www.ddpbooks.com)

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Semester – III

5 Hours / 4 Credit

**B : FINANCE**

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

Objective :

This course provides (a) an understanding of the conceptual framework underlying Security Analysis & Portfolio Management and (b) an appreciation of the regulatory and tax framework circumscribing investment in securities; and (c) some insights into the operations of the Indian Stock Market.

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

## Unit V

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

### Recommended Text books :

1. For Unit I and II  
Security Analysis and Portfolio management By Punithavathy Pandian, Vikas publishing House PVT Ltd.,
2. For Unit III, IV and V  
Security Analysis and Portfolio Management with CAPM – By Dr. Sankara Narayanan – ANE Books Chennai – Email : anebooks\_tn@airtelmail.com
3. Security Analysis and Portfolio Management by RITTU Ahuja, Atlantic publishing Co.,
4. Portfolio Management By Samir K. BARUA and others, Tata Mcgraw Hill.
5. Security Analysis and Portfolio Management, By S. Kevin, PHI learning PVT Ltd.,
6. Investment Analysis and Portfolio Management By Prasanna Chandra, Tata Mcgraw Hill Co.,

### Suggested Readings :

1. Investments, Special Indian Edition by ZVI Bodie and others Tata Mcgraw Hill.
2. Fundamentals of Investment Management Indian Edition, By HIRT and Block Tata Mcgraw Hill Co.,
3. Investment Management, By Vk. Bhalla S.Chand & Co.,  
[www.schandgroup.com](http://www.schandgroup.com).

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Semester – III

5 Hours / 4 Credit

**C : HUMAN RESOURCE**  
**ELECTIVE COURSE – I : ORGANISATION DEVELOPMENT**

- Unit I      Introduction to Organization Development :  
                 Concept, Nature and Scope of O.D.  
                 Historical Perspective of O.D.  
                 Underlying Assumptions & Values.  
                 Theory and Practice on change and changing.  
                 The Nature of Planned Change.  
                 The Nature of Client Systems : Group Dynamics, Intergroup  
                 Dynamics and Organizations as Systems.
- Unit II      Operational Components of O.D.  
                 Diagnostic, Action and Process – Maintenance Components  
                 Action Research and O.D.
- Unit III     O.D. Interventions :  
                 Team Interventions  
                 Inter – group Interventions  
                 Personal, Interpersonal and group process interventions  
                 Comprehensive Interventions  
                 Structural Interventions

Unit IV      Implementation and Assessment of O.D  
Implementation – conditions for failure and success in O.D. efforts.  
Assessment of O.D. and change in Organizational performance  
The impact of O.D.

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

Recommended Text books :

1. Organization Development and Change – By Cummings and Worely  
Cengage learning . [www.cengage.co.in](http://www.cengage.co.in)
2. Management of Change and Organisation Development, SK Bhatia, Deep  
and Deep publishers.
3. Organization Development and Transformation, Special Indian Edition by  
Wendell .L French and others. Tata Mcgraw Hill. Co.
4. Organisation Development Principles, Process and Performance By Amitab  
Mehta , year 2009 - Global India Business Publications, New Delhi.  
E-mail: [info@globalindiapublications.com](mailto:info@globalindiapublications.com)

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Semester – III

5 Hours / 4 Credit

**C : HUMAN RESOURCE**

**ELECTIVE COURSE – II : REWARD MANAGEMENT**

Unit I

**INTRODUCTION OF COMPENSATION CONCEPTS**

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

Unit II

**ESTABLISHING PAY VARIABLES AND WAGE BOARDS**

Strategic importance of variable day-Determination of Inter and Intra industry compensation differentials. Individual and Group Incentives.

Unit III

**ISSUE RELATED TO COMPENSATION**

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

Unit IV

**EXECUTIVE COMPENSATION**

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

Unit V

**COLLECTIVE BARGAINING AND EMERGING TRENDS**

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



## Recommended Text books

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

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Semester – III

5 Hours / 4 Credit

**C : HUMAN RESOURCE**  
**ELECTIVE COURSE – III : LEADERSHIP AND CHANGE**  
**MANAGEMENT**

Unit I

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

Unit II

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

Unit III

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

## Unit IV

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

## Unit V

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

Challengers of leading change.

## Recommended Text books

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

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Semester – III

5 Hours / 4 Credit

**D : SYSTEM**

**ELECTIVE COURSE – I : E-BUSINESS**

**Unit I        Digital Economy**

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

**Unit II        Intra Business Applications**

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

**Unit III        Marketing through the Internet**

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

**Unit IV        Electronic Payment Systems**

Electronic payment systems & electronic cash E-Commerce & banking. Internet monetary payment & security requirements – confidentiality of payment information, payment information integrity, account holder & merchant authentication payment & purchase order process, account holder registration, merchant registration, account holder

ordering, payment authorization, online e-cash anonymity, double spending, interoperability, electronic payment schemes – digital cash, credit cards, internet cheque, debit card, smart cards, financial EDI, E-wallets, micro transactions, payment clearing service providers.

## Unit V      **Emerging Trends**

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

### Recommended Text books :

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

### Suggested Readings :

1. Essentials of E-commerce Technology By V. Rajaraman – PHI learning PVT Ltd.,
2. Introduction to Information Systems by Alexis Leon and Mathens Leon Tata Mcgraw hill Co.,
3. E-Commerce and Web Marketing by Hanson and Kalyanam, India Edition Cengage learning.
4. Internet Marketing, By Mary Lou Roberts, India Edition, Cengage learning.

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Semester – III

5 Hours / 4 Credit

**D : SYSTEM**

**ELECTIVE COURSE – II : INTERNET TECHNOLOGIES**

**Unit I            Introduction & Web Design**

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

**Unit II            Client Application Development**

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

**Unit III            Web Architecture and Web Servers**

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

#### Unit IV      **Security**

Need for Computer Security – Protecting resources – Types of risks – Security Strategies, Mechanisms for Internet Security – Security Tools, Enterprise Level Security, Encryption, PKI (Public Key Infrastructure), Fire Walls, Digital Certificate (X.509), Digital Certificate servers (entrust, netscape, verisign, oracle), Secure Socket Layer, LDAP (Light Weight Directory Access Protocol).

#### Unit V      **Advanced Concepts**

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

Recommended Text books :

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

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Semester – III

5 Hours / 4 Credit

**D : SYSTEM**

**ELECTIVE COURSE – III : KNOWLEDGE MANAGEMENT**

Unit I

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

Unit II

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

Unit III

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

Unit IV

Aligning Knowledge Management and Business Strategy  
Design and Development of Knowledge Management System  
Deployment of Knowledge Management System



## Unit V

Measurement and Evaluation of Knowledge Management System

Strategic issues in Knowledge Management

Future of Knowledge Management.

### Recommended Text books :

1. Knowledge Management By WAMAN JAWADEKAR, Tata Mcgraw Hill Co Chennai. Email : [mark\\_pani@mcgrawhill.com](mailto:mark_pani@mcgrawhill.com).
2. Knowledge management – An Evolutionary view – BECERRA – Fernandez & Leidner, By PHI learning PVT Ltd.,
3. Knowledge Management – Sudhir Warier by Vikas Publishing House PVT Ltd,
4. Information & Knowledge by D. Kamala Vijayan – Macmillan India Ltd., Chennai.
5. Knowledge Management Systems Edited by Stuart Barnes, India Edition, Cengage learning [www.cengage.co.in](http://www.cengage.co.in)
6. Ten steps to maturity in knowledge management, J.K. Suresh and Kavi Mahes Chandos publishing distributed by Ane books – e-mail – [anebooks@vsnl.com](mailto:anebooks@vsnl.com)
7. Knowledge Management – an inter disciplinary Perspective by Sajjad M. JASIMUDDIN, Cambridge University Press, International Edition, ISBN : 978-981-4271-22-6. E-mail : [cupdel@cambridge.org](mailto:cupdel@cambridge.org).
8. Knowledge Management - Complexity, Learning and Sustainable Innovation By Dr.J.K.MISHRA, year 2009- GLOBAL INDIA BUSINESS Publications, New Delhi. E-mail: [info@globalindiapublications.com](mailto:info@globalindiapublications.com)
9. Information and Knowledge Management Extra Series – By Ane Books Private Ltd, Chennai. E-mail: [anebooks\\_tn@airtelmail.in](mailto:anebooks_tn@airtelmail.in)

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Semester – III

5 Hours / 4 Credit

**E : OPERATIONS**  
**ELECTIVE COURSE – I : SUPPLY CHAIN MANAGEMENT**

Objectives :

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

Unit I

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

Unit II

- Flow Management and its importance
  - ✓ Management of material flow in the supply chain
  - ✓ Management of information flow
  - ✓ Management of cash flow and value flows
- Customer Service strategy
  - ✓ Bench marking best practices

Unit III

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

Unit IV

- Management of in-bound logistics

- E-supply chain cases

#### Unit V

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

#### Recommended Text books:

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

#### Suggested Readings

1. World class supply chain management India Edition, By Burt – Dobler – Starling Tata Mcgraw Hill Co.
2. Introduction to supply chain management Robert B. and others India Edition, PHI learning PVT Ltd.,
3. Designing and Managing The Supply chain, concepts, strategies and case studies by David Simchilevi, Ravi shankar and others Special Indian Edition, Tata Mcgraw Hill Co.
4. Supply Chain Management : Concepts Techniques and practices – by Lingli Cambridge university press International Edition. [www.cambridgeindia.org](http://www.cambridgeindia.org).

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Semester – III

5 Hours / 4 Credit

**E : OPERATIONS**

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

Unit I

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

Unit II

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

Unit III

- ❖ Integer Programming – Formulation – Branch and Bound Technique and its applications to Binary Integer Programming and Mixed Integer Programming – Branch and Cut Approach to solve Binary Integer Programming (BIP).
- ❖ Applications of BIP in the Areas of Investment Analysis, site selection, Designing a production and Distribution network, Dispatching shipments, scheduling and its interrelated activities and Airlines Industry.

#### Unit IV

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

#### Unit V

- ❖ Network Models – Terminologies – shortest path model – minimum spanning tree problem - Maximal flow problem – Minimum cost flow problem.
- ❖ Replacement and maintenance Analysis – Types of Maintenance – Types of Replacement problem and decisions – Determination and problems of Economic life of an Asset.

#### Recommended Text books

For Unit – I, Unit – II, Unit – III

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

For Unit II, Unit IV, Unit V

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

For Unit II

3. Operations Research (Algorithms and Applications)  
By Rathindra P. Sen  
PHI Learning Private Ltd., New Delhi.

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

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Semester – III

5 Hours / 4 Credit

**E : OPERATIONS**

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

Unit I :

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

Unit II

Strategic thinking and planning, The starting point for Total Quality Total quality policy.

Unit III

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

Unit IV

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

Unit V

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

### Recommended Text books :

1. Total Quality Management, PN. Mukherjee. PHI learning PVT Ltd.,
2. Total Quality Management, Text and cases by B. Janakiraman and RK. Gopal, PHI learning PVT Ltd.,
3. Total Quality Management, SK. Mandal Vikas Publish House PVT Ltd.,
4. Total Quality Mangement, James. R. Evans, India Edition, Cengage learning.
5. Principle of Total Quality, Vincent .K Omachonu Joel E. Ross, CRC Press distributed by Ane books PVT Ltd., [www.anebooks.com](http://www.anebooks.com)

### Suggested Readings

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

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Semester – IV

5 Hours / 5 Credit

**CORE COURSE - XVI : INTERNATIONAL BUSINESS ENVIRONMENT**

Objectives

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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



## Recommended Text book

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

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Semester – IV

5 Hours / 5 Credit

**CORE COURSE - XVII : ENTREPRENEURIAL DEVELOPMENT**

Objectives of the course:

1. To provide a basic frame-work to start a small / medium scale business / Industrial Unit.
2. Preparation of Project profile / Report on a line of manufacture / business / service unit of actual interest to the participant – bankable project report taking into account technical feasibility, financial viability, requirements of financial institutions / commercial banks etc.,

Unit I

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

Unit II

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

Unit III

Parameters for Financial viability of a Project Proposal.

Unit IV

Incentives & Opportunities provided by Government and its Agencies.

Unit V

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

## Recommended Text book

- 1) For Unit I and III  
Entrepreneurship By Rajee Roy Oxford University press – Chennai.  
Email : v.anand@oup.com
- 2) For Unit II, IV, V  
Entrepreneurship Text and cases By P. Narayana Reddy – cengage learning.  
Email : sriram.b@cengage.com
- 3) For preparation of Project Report and Filling in Unit V  
Management and Entrepreneurship By Kanishka Bedi Oxford University press.
- 4) For Better Projects Through SWOT Analysis in Unit V  
Entrepreneurial Management Edited volume by Shivaganesh Bhargava – contributed by N. Mani Mekalai and A. Mohamed Abdullah, Bharathidasan University Trichy. Book published by Sage publications Chennai. Email : [chennai@sagepub.insagepublications.com](mailto:chennai@sagepub.insagepublications.com)
- 5) Entrepreneurial Development By Jayshree Suresh, Margam publications, Chennai.

## Suggested Readings

- 1) Entrepreneurship in The New Millenium By Kuralko and Hodgetts – Cengage learning.
- 2) Entrepreneurship – Robert D Hisrich and others, Tata Mcgraw Hill Co.

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Semester – IV

5 Hours / 5 Credit

**CORE COURSE - XVIII : MANAGEMENT CONTROL SYSTEMS**

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

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

Recommended Text book :

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

Suggested Readings

- 1) Management control system by Robert N. Anthony and Vijay Govindarajan,  
Tata Mcgraw Hill – special Indian Edition.

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Semester – IV

5 Hours / 4 Credit

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

Objectives

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

Recommended Text book :

- 1) Advertising and Promotion By George E. Belch and others. Tata Mcgraw Hill Co. Email : [mark\\_pani@mcgrawhill.com](mailto:mark_pani@mcgrawhill.com)
- 2) Advertising Management with solution manual by Jaishri Jethwaney and Shruti Jauji Oxford University Press, Chennai.
- 3) Advertising and promotion by Shimp Cengage learning, Chennai.  
Email : [sriram.b@cengage.com](mailto:sriram.b@cengage.com)
- 4) Strategic advertising management by Lorry percy and Richard Elliott oxford University press, chennai.
- 5) Advertising planning and implementation by Sangeeta Sharma and Raguvirsingh PHI learning India PVT Ltd.,
- 6) Advertising & promotions are (IMC) Integrated Marketing Communication approach by Kruti Shah and Alan D'souza, Tata Mcgraw Hill Co.
- 7) Advertising Management by O' Guinn and others, cengage learning Chennai – Special India Edition.
- 8) Contemporary Advertising William .F Arens, Tata Mcgraw Hill Co.
- 9) Principles of Advertising and IMC by Tom Duncau, Indian Edition Tata Mcgraw Hill Co.
- 10) Advertising Management Media approach for Market Research Global India Publications PVT Ltd., New Delhi.  
Email : [info@globalindiapublications.com](mailto:info@globalindiapublications.com)
- 11) Branding and Advertising by Seema Gupta – Global India Publications, New Delhi.

**BHARATHIDASAN UNIVERSITY – TRICHY 24.**  
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Semester – IV

5 Hours / 4 Credit

**A : MARKETING**  
**ELECTIVE COURSE - V : MARKETING OF SERVICES**

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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



## Recommended Text book

1) For Unit I, II, III

Services Marketing – operations and Management, By Vinnie Jauhari & Kirtidutta, Oxford University Press, Chennai. Email : [v.anand@oup.com](mailto:v.anand@oup.com)

2) For unit IV & V

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

3) Services marketing by Kapoor, Paul & Halder – TATA Mcgraw Hill Co – Chennai.

4) Services marketing Govind Apte, Oxford University Press, Chennai.

5) Services marketing, The Indian Context, R. Srinivasan, PHI learning.

## Suggested Reading

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

2) Services marketing text and cases Steve Baron and others, published by Palgrave Macmillan London, Distributed by ANE book PVT Ltd., Chennai. Email : [anebooks\\_tn@airtelmail.in](mailto:anebooks_tn@airtelmail.in)

3) Text book of marketing of services by Nimit chowdhary – Macmillan India Ltd.,

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Semester – IV

5 Hours / 4 Credit

**A : MARKETING**  
**ELECTIVE COURSE - VI : RETAIL MANAGEMENT**

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

BROAD CONTENTS :

Unit I

An introduction to the Retailing System. Retailing mix – Social forces – Economic forces – Technological forces – Competitive forces.

Unit II

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

Unit III

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

Unit IV

Merchandise Planning – Stock turns, Credit Management, Retail Pricing, Return on per. sq. feet of space – Retail Promotions – Staying ahead of competition.

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

Unit V

Franchising, Direct Marketing / Direct Selling – Exclusive shops Destination stores – Chain Stores – Discount Stores and other current and emerging formats – Issues and options.

Retail Equity, Technology in Retailing – Retailing through the Internet.

## Recommended Text book

1) For Unit I and II

Retailing Management – Text and cases by Swapna Pradhan – Tata Mcgraw Hill Co – Chennai. Email : mark\_pani@mcgrawhill.com

2) For Unit III and IV

Principles of retail management by Rosemary Varley and Mohamed Raffiq – Palgrave macmillan – London – distributed by ANE books PVT Ltd.,  
Email : anebooks\_tn@airtelmail.com

3) For Unit V

Retail management – Dunne Lusch, cengage learning, Chennai.  
Email : sriram.b@cengage.com

4) For supply chain management in Unit IV

Retail supply chain management by James B. Ayers and Mary Odegaard special Indian Edition – ANE books PVT Ltd., Chennai.  
Email: anebooks\_tn@airtelmail.com

## Suggested Readings

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

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Semester – IV

5 Hours / 4 Credit

**B : FINANCE**

**ELECTIVE COURSE - IV : PROJECT MANAGEMENT**

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

Project Execution and Administration – Project contracting: Contract pricing, types – Project organisation: Forms of organisation – Project direction – Project communication – Project co ordination – Factors influencing effective project management – project time monitoring and cost monitoring – Project over runs.  
Project Control : Control techniques – PERT, CPM - Proper reiew – Project audit.

## Recommended Text book

1) For Unit II and IV

Total project Management The Indian context by PK. Joy – Mac millan India Ltd.,

2) For Unit I and V

Project Management – by R. Panneerselvam and P. Senthil kumar PHI learning India PVT Ltd.,

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

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

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

## Suggested Readings

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

2) Project Management – Management extra series – ANE books

E-mail : [anebooks\\_tn@airtelmail.in](mailto:anebooks_tn@airtelmail.in)

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

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

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Semester – IV

5 Hours / 4 Credit

**B : FINANCE**

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

Unit I

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

Unit II

- c. Foreign Exchange Market
- d. Exchange Rate Determination

Unit III

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

Unit IV

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

Unit V

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

## Recommended Text book

1) For Unit I & III

Global Financial Management By Dr. Joseph Anbarasu – ANE books PVT Ltd., Chennai.

Email : anebooks\_tn@airtelmail.in

2) For Unit II and III

International Financial Management By Cheol. S. Evn & Bruce . G. Resnick  
Tata Mcgraw Hill Co.

Email : mark\_pani@mcgraw hill.com

3) For Unit IV & V

International Financial Management By JEFF Madura, cengage learning.

Email : sriram.b@cengage.com

4) In Unit IV for International working capital Management

International Financial Management, By Vyuptakeshshavan-PHI learning.

5) Fundamentals of International

Financial Management By S. Kevin, PHI learning India PVT Ltd.,

## Suggested Readings

1) International Finance – By Thomas J. Obrien, Oxford University Press,  
Chennai.

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

3) Global Financial Reporting and Analysis, Cengage learning – By Alexander  
Britton and Jorissen.

4) International Financial Management by Ephraim Clark – cengage learning.

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Semester – IV

5 Hours / 4 Credit

**B : FINANCE**

**ELECTIVE COURSE - VI : WEALTH MANAGEMENT**

About the course

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

Objectives of the Course

- To create Successful Wealth Managers
- To harness the Finance and Marketing Skills of the Students

Unit I

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

Unit II

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

Unit III

Financial Services quality – services strategies.

Unit IV

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

Unit V

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

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



## Recommended Text books

1) For Unit I

Financial services and system by K.Sasidharan and Alex mathews – Tata Mcgraw Hill Co. Chennai. Email : [mark\\_pani@mcgraw hill.com](mailto:mark_pani@mcgrawhill.com)

2) For Unit II

Services marketing by Govind APTE Oxford University Press – Chennai.  
E.mail : [v.anand@oup.com](mailto:v.anand@oup.com)

3) For Unit III

Financial services by S. Mohan and R. Elangovan – Deep and Deep publications PVT Ltd., Email : [ddbbooks@yahoo.co.in](mailto:ddbbooks@yahoo.co.in)

4) For Unit IV

Financial Management By Rajiv Srivastava and Anil Misra – Oxford University Press, Chennai.

5) For Unit IV

Portfolio Management – By Samir K. Barua, JR Varma and V. Raghunathan – Tata Mcgrawhill

6) For Unit V

Wealth Management By S.Timothy . Kochis, 2007 Edition ISBN – 13: 978-0-8080-8949-0 By CCH, a Wolters Kluwer Business, 4025 W. Peterson AVE, Chicago - USA, IL 60646-6085 [http : //cchgroup.com](http://cchgroup.com)

7) For Unit V

Wealth Management, The new Business model. By major suresh Goel (Rtd) Global India Publication PVT Ltd., New Delhi 110 002.  
Email : [info@globalindiapublications.com](mailto:info@globalindiapublications.com)

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Semester – IV

5 Hours / 4 Credit

**C : HUMAN RESOURCE**

**ELECTIVE COURSE - IV : PUBLIC RELATIONS MANAGEMENT**

Objectives

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

## Recommended Text books

- 1) Effective public relations and media strategy by C.,V. Narasimha Reddy – PHI learning India PVT Ltd.,  
Email : [phi@phindia.com](mailto:phi@phindia.com)
- 2) For Unit V  
Public Relations principles and practices with solution manual by Iqbal S. Sach deva Oxford University Press, Chennai. Email : [v.anand@oup.com](mailto:v.anand@oup.com)
- 3) Public relations practices by Allen H. Center and patrick Jackson – cage studies and problems – Indian Edition - PHI learning India PVT Ltd.,
- 4) Public management – maximize efficiency and effectiveness by Sukumar chatterjee – Global India Publications, New Delhi.  
Email :
  - 1) [info@globalindiapublications.com](mailto:info@globalindiapublications.com)
  - 2) [pragati@mdppi.com](mailto:pragati@mdppi.com)

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Semester – IV

5 Hours / 4 Credit

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

Unit I : SELF PERCEPTION AND SELF-PRESENTATION

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

Unit II : COMMUNICATION

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

Unit III : ATTITUDE AND ATTITUDE CHANGE

The nature of attitude, changing attitudes – theoretical perspectives, changing attitudes through persuasion, Avoiding measurement pitfalls, conditions promoting and reducing consistency.

Unit IV : ENVIRONMENTAL INFLUENCE

Territoriality, crowding, environmental quality and social behaviour, the impact of our surroundings.

Unit V : QUALITY OF WORK LIFE (QWL)

Quality of Work Life : Working and well being, The working woman and the stress on working women, Advertising and consumer Behaviour, public health, aging and life quality, using social psychology to improve quality of work life.

## Recommended Text Books

1) For Unit I and II

Behaviour in Organisations By Jerald Greenberg and Robert. A. Baron – PHI learning India PVT Chennai. E-mail : [phi@phindia.com](mailto:phi@phindia.com)

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

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

4) For unit II

Fundamentals of Organizational behaviour by Slocum and Hellriegel, India Edition by cengage learning chennail. Email : [sriram.b@cengage.com](mailto:sriram.b@cengage.com)

5) For Unit III

Organisational Behaviour by Steven L MC Shane and others, Tata MCgrawhill Co. Chennai. Email : [mark\\_pani@mcgrawhill.com](mailto:mark_pani@mcgrawhill.com)

6) For Unit Iv

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

7) For Unit V Quality of work life

Organisational Behaviour By John. W. Newstrom – Tata Mcgraw Hill, Special Indian Edition. Email : [mark\\_pani@mcgrawhill.com](mailto:mark_pani@mcgrawhill.com).

8) For Unit V

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

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Semester – IV

5 Hours / 4 Credit

**C : HUMAN RESOURCE**

**ELECTIVE COURSE - VI : GROUP DYNAMICS**

Unit I

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

Unit II

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

Unit III

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

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

Unit IV

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

Unit V

Organization Development through better management of group dynamic – Team work development.

## Recommended Text book

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

Email : [sriram.b@cengage.com](mailto:sriram.b@cengage.com)

Mobile : 99401 11491

[www.cengage.co.in](http://www.cengage.co.in)

- 2) Organisational Behaviour By S. Fayyaz Ahamed and others, Atlantic publishers & Distributors (p) Ltd., Chennai.

Email : [chennai@atlanticbooks.com](mailto:chennai@atlanticbooks.com)

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Semester – IV

5 Hours / 4 Credit

**D : SYSTEM**  
**ELECTIVE COURSE - IV : SOFTWARE PROJECT MANAGEMENT**

Unit I : SYSTEM ANALYSIS & DESIGN

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

Unit II           SYSTEM IMPLEMENTATION

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

Unit III           PROJECT DEVELOPMENT & DATABASE DESIGN

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

Unit IV           SOFTWARE PROJECT MANAGEMENT

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

Unit V           SOFTWARE PROJECT MANAGEMENT

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



Recommended Text books :

- 1) Software Engineering Principles and practice by Waman S.Jawadekar Tata Mcgraw Hill Co. – Chennai. Email : [mark\\_pani@mcgrawhill.com](mailto:mark_pani@mcgrawhill.com)
- 2) For Unit I  
Database Management systems Alexis Leon & Mathews Leon, Vikas Publishing House PVT Ltd.,
- 3) Software Project Management by S.A. Kelkar, PHI learning India PVT Ltd.,  
Email : [phi@phindia.com](mailto:phi@phindia.com)
- 4) Software project management (2 volumes set) by Prof. SN. Singh and SL. Gupta – Global India publications PVT Ltd., New Delhi.  
Email : [info@globalindiapublications.com](mailto:info@globalindiapublications.com)

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Semester – IV

5 Hours / 4 Credit

**D : SYSTEM**  
**ELECTIVE COURSE - V : RELATIONAL DATABASE SYSTEM**  
**MANAGEMENT**

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

Unit I           INTRODUCTION TO RDBMS AND ORACLE

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

Unit II           ADVANCED CONCEPTS OF ORACLE

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

Unit III          INTRODUCTION TO VISUAL BASIC

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

Unit IV          BUILDING LARGER PROGRAMS

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

Unit V           PROJECT DEVELOPMENT

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

Recommended Text books :

1) For Unit I and II

Oracle Database 11g By Satish Asnani – PHI learning India PVT Ltd.,

Email : [phi@phindia.com](mailto:phi@phindia.com)

2) For Unit III and IV

Programming with visual basic 6.0 by Mohamed Azam – Vikas publishing house PVT Ltd., Chennai – [www.vikaspublishing.com](http://www.vikaspublishing.com)

3) For Unit V

Database Management System Oracle SQL and PL / SQL by Pranabkumar Dasguptal PHI learning India PVT Ltd.,

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

Suggested Readings :

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

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

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

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Semester – IV

5 Hours / 4 Credit

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

Unit I : INTRODUCTION

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

Unit II OBJECT ORIENTED ANALYSIS AND DATA MODELING

Object Oriented Analysis & Data Modeling – Object Oriented Concepts, Object Oriented Analysis Modeling – Object Oriented design concepts, object oriented design methods, class & object definition, refining operations, program components & interfaces.

Unit III DESIGNING OF OOD SYSTEMS

Notation for OOD, Implementation detailed design, An Alternative Object Oriented Design strategy, integrating OOD with SA/SD.

Unit IV C++ BASICS

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

Unit V ADVANCED CONCEPTS

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

## Recommended Text book

1) For Unit I

C++ and object oriented programming paradigm by ebasish Jawa, PHI learning India PVT Ltd.,

2) For Unit II, III and IV

Object Oriented Programming with C++ by Balagurusamy – Tata Mcgraw Hill Co.,

3) For Unit V and case studies

Programming with ANSI C++ by Bhusha Trivedi with solution manual Oxford University press, Chennai. [www.oup.com](http://www.oup.com)

4) For unit II, III & IV

Object Oriented Programming using C++ by Joyce Farrell, Cengage learning, India edition.

## Suggested Readings :

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

2) C++ programming Today by Barbara Johnson, India Edition PHI learning India Edition.

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

4) Object Oriented Programming with C++ by Rohit Khurana Vikas publishing house PVT Ltd.,

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Semester – IV

5 Hours / 4 Credit

**E : OPERATIONS**  
**ELECTIVE COURSE - IV : MATERIAL MANAGEMENT**

Objectives :

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

Role of Materials Management in Business

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

Unit I PURCHASING

Quality, GA and Reliability, Standardisation, Value Engineering.

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

Unit II MATERIAL PLANNING

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

Unit III RELATED MATERIALS FUNCTION

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

Unit IV MANAGEMENT OF MATERIAL ACTIVITIES

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

Unit V GOVERNMENT PURCHASING

Procurement Outsourcing Claims and Insurance.

## Recommended Text books

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

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

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Semester – IV

5 Hours / 4 Credit

**E : OPERATIONS**  
**ELECTIVE COURSE - V : LEAN MANUFACTURING**

Objectives :

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

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

Unit I

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

Unit II

Lean Principles :

- The value
- Value stream mapping
- Flow
- Pull
- Perfection

Unit II

From thinking to action : Lean Leap Tool – Kit

1. TQM Concepts and Tools – QFD, FMEA Robust Design concepts; SPC, QC circles and KAIZEN approaches Six – Sigma philosophy and Methodologies.
2. 5S and TPM
3. JIT system and KANBAN concepts
4. Cellular Layouts

Unit IV

Creating Lean Enterprise – Organization and Implementation steps.

- Cases from Manufacturing Industries.
- Cases from service Industries, Including Software Industry.

Unit V

The Future – Lean Network.



## Recommended Text book

- 1) Lean materials planning and execution India Edition – Cengage learning by Donald H. Sheldon.
- 2) Lean manufacturing implementation by Dennis P. Hobba. Cengage learning.
- 3) For Unit III  
Total Quality Management by SK. Mandal Vikas publishing.
- 4) Simplified Lean manufacture – By N. Gopala krishnan – PHI learning Private Ltd.

**BHARATHIDASAN UNIVERSITY – TRICHY 24.**  
**REVISED TEXT BOOKS AND REFERENCE BOOKS FOR THE**  
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Semester – IV

5 Hours / 4 Credit

**E : OPERATIONS**  
**ELECTIVE COURSE - VI : WORLD CLASS MANUFACTURING**

- Unit I : Strategic decisions in Manufacturing Management
- Choice of Technology, Capacity
  - Layout / Automation in Material handling systems
  - Emerging trends
- Unit II : Aggregate planning and Master Production Scheduling
- Materials Requirement Planning (MRP)
  - Manufacturing Resources Planning (MRP – II)
  - Implementation Problems / Indian experience
- Unit III : Review of Operations Scheduling Process
- Job Shop Scheduling
  - Batch Production Scheduling
  - Flow Production Line Balancing
- Unit IV Just-in-Time System
- Pull System – Use of Kanban
  - JIT Purchase – Source Development, Buyer – seller relations
  - Indian Experience
- Unit V Total Productive Maintenance
- Objective of TPM – Total System effectiveness
  - Break-down maintenance
  - Preventive Maintenance
  - Predictive Maintenance
  - Condition Monitoring System
  - Maintenance Prevention
  - Mainfability Improvement
  - Reliability Improvement
  - Total Employee Involvement and Small Group Activities.
- } Productive Maintenance

## Recommended Text book

- 1) Production and operations managements by R. Panneerselvam, PHI learning India Ltd., [www.phiindia.com](http://www.phiindia.com)
- 2) For Unit II and V  
Operations Management with DVD in the Book by William J. Stevenson, Special Indian Edition, Tata Mcgraw Hill Co. Chennai.  
Email : [mark\\_pani@mcgrawhill.com](mailto:mark_pani@mcgrawhill.com)
- 3) World Class Manufacturing by B.S. Sahay and others Macmillan publishers India Ltd., Chennai. Phone : 044 – 22384231.

## Suggested Readings

- 1) Industrial Engineering and Management by OP. Khanna, Dhanpatrai publications PVT Ltd., New Delhi.
- 2) Operations Management – By James R. Evans. David A. Collier, India Edition Cengage learning, Chennai.  
Email : [narasimhan.r@cengage.com](mailto:narasimhan.r@cengage.com)
- 3) Operations Management by Norman Gaither Greg Frzier, India Edition, cengage learning, Chennai.
- 4) Essentials of operations management by Scott.T. Young, sage South Asia Edition. [www.sagepublications.com](http://www.sagepublications.com)
- 5) Progressive manufacturing, India Edition, By Soli.J Engineer, Cengage learning.