

# **THANTHAI HANS ROEVER COLLEGE**

**(Autonomous)**

*Accredited by NAAC*

*UGC Recognized 2(f) and 12(B) Institution*

*Affiliated to Bharathidasan University, Tiruchirapalli*

**Perambalur-621 220, Tamil Nadu, India**



**BBA/MBA/M.Phil/ and add- on Courses in Management Studies**

**CHOICE BASED CREDIT SYSTEM SYLLABUS**

**SEMESTER PATTERN**

**PG & RESEARCH DEPARTMENT OF  
MANAGEMENT STUDIES**

**(2018-2019 ONWARDS)**

## **2019/AC/2.2.4 Minutes of the meeting of the Board of Studies in MANAGEMENT STUDIES**

### **BOS 2<sup>nd</sup> Meeting held on 18 August 2018**

**The following resolutions were made in the meeting**

It is resolved that there is no revision/change required in the syllabus for the academic year 2017-2018 and decided to follow the same syllabus as approved in the first meeting of the Board of Studies held on 9<sup>th</sup> July 2016.

After a brief introduction, the following items were taken up for discussion and the resolutions were passed:

#### **1. Revised Syllabus of Management Studies**

- Resolved to approve the revised syllabus, choice based credit system, Course pattern for BBA & MBA from the academic year 2018-2019 onwards.
- Resolved to approve the revised syllabus, choice based credit system, Course pattern for M.Phil from the academic year 2018-2019 onwards.

#### **2. Question paper Pattern**

- Resolved to adopt the question paper pattern of Bharathidasan University for all the academic programmes offered by the department.

#### **3. Panel of Examiners**

- Resolved to approve the Suggested Panel for appointment of Examiners

#### **4. Power to Chairperson**

- The Chairperson was authorized to make minor changes if required

#### **5. Other matters**

- Resolved to approve the changes of the subject code suitable to course structure of the parent university.



**M.Phil Management Studies (FT/PT) Programme**

(For the candidates admitted from the academic year 2018-2019 onwards)

Semester	Course	Course Code	Title of the Course	Ins. Hours/	Credit	Exam Hours	CIA (Max)	ESE (Max)	Total (Max)
				Weeks					
I	Core Course – I	18MPMS1CC1	Advanced Research Methodology	6	4	3	25	75	100
	Core Course – II	18MPMS1CC2H:1 18MPMS1CC2H:2 18MPMS1CC2H:3 18MPMS1CC2H:4	Advanced Elective Paper	6	4	3	25	75	100
			Human Resource Management 1.Latest Trends and issues in HRM& HRD. 2.Corporate Governance 3.Strategic Human Resource Management 4`International Human Resources Management						
			Marketing Management 1.Advanced Marketing Management 2.Digital Marketing 3.Rural Marketing 4.Contemporary issues in Marketing						
			Financial Management 1.Financial Markets & Institutions, Derivatives and Risk management 2.Analysis of Financial Statement 3.International Financial Management 4.Contemporary issues in Financial Management						
18MPMS1CC2M:1 18MPMS1CC2M:2 18MPMS1CC2M:3 18MPMS1CC2M:4									
		18MPMS1CC2S:1 18MPMS1CC2S:2 18MPMS1CC2S:3 18MPMS1CC2S:4	Systems Management 1.Business Intelligence Tools 2.Data Communications & Networking 3. Database Management system 4.Software Technology Quality Assurance Management						

		18MPMS1CC2O:1 18MPMS1CC2O:2 18MPMS1CC2O:3 18MPMS1CC2O:4	Operations Management 1.Advanced Operations & Supply Chain Management 2.Quality Management 3.Manufacturing planning and control 4.Purchasing & Procurement Management						
	Core Course – III	18MPMS1CC3	Teaching and Learning Skills	6	4	3	25	75	100
	Core Course – IV	18MPMS1CC4	Paper on Topic of Research (The syllabus will be prepared by the Guide and the examination will be conducted by the COE)	6	4	3	25	75	100
			Total	<b>24</b>	<b>16</b>		<b>100</b>	<b>300</b>	<b>400</b>
II	----	18MPMS2PW	Dissertation and Viva- Voce Viva Voce 50 marks Dissertation 150 marks	-	8		50	150	200
			Total	-	8		50	150	200
			Grand Total	<b>24</b>	<b>24</b>		<b>150</b>	<b>450</b>	<b>600</b>

## SEMESTER – I

### COURSE – I: ADVANCED RESEARCH METHODOLOGY

Course Code: 18MPMS1CC1

Total Marks : 100

Hours: 6

External Marks: 75

Credit: 4

Internal Marks: 25

**OBJECTIVES :** After the completion of this course the research scholars will be able

- To develop a research orientation and to acquaint with advanced research methods.
- To define the basic concepts of research methodology including hypothesis and research design.
- To classify and categorize the various data analysis tools, hypothesis testing.
- To prepare research report and conduct analysis using software package.

#### UNIT I

(Credit – 0.5)

**RESEARCH** – Definition, Objectives, Scope and Process. Research in Social Sciences – Classification. Need for Research – identification of an issue, formulation of a problem. Hypothesis – Characteristics. Research Design - Review of Literature - Measurement – Function, Characteristic, Construction of Measurement Tool, Research Plan.

#### UNIT II

(Credit – 1)

**SAMPLING** – Definition, Objectives, Characteristics. Sample design - Universe, Sample Unit, Sample Size, errors, Sampling Techniques, Tools for Data Collection - Choice on Methods of data collection - Nature of Fieldwork, Sampling Frame and Sample Selection. Schedule & Questionnaire – Construction, types of questions, Measurement Scale and Indices, Pilot Study and Pre-test.

#### UNIT III

(Credit – 1)

**DATA STATISTICS** – measures of central tendency, measures of dispersion, Uni-variate, Bi-variate, Multivariate, Contingent Table, Measure of Association / Relationship, Hypothesis – Formulation, Testing, Data Analysis– Percentage, Weighted Average, correlation and regression, T- test, Z – Test, Run Test, F – Test, One Way ANOVA, Two Way ANOVA, Chi Square Test, etc.

#### UNIT IV

(Credit – 1)

**MULTIVARIATE ANALYSIS** - Multi Dimensional Scaling, Factor Analysis, Conjoint Analysis, Manova, Cluster analysis, Discriminate analysis. Data Processing - Editing, coding, transcription, Classification and Tabulation of data. Data analysis – meaning, methods, quantitative and qualitative analysis, introduction to parametric and non-parametric tests, graphic presentation.

#### UNIT V

(Credit – 0.5)

**REPORT WRITING** – Types, Different stages in research Report. Layout of the research report. Precautions for writing Research Reports. Problems of Inference in Non-experimental Sciences. Uses of footnotes, References and Bibliography. Software Packages for Statistical Tools.

## **PRACTICUM**

1. Using the process of Research methodology, conduct a research on teaching staffs Job satisfaction in an educational institution.
2. Create a research report for Manpower planning in an educational institution.

## **TEXT BOOKS**

1. Kothari. C.R, “Research Methodology, methods and Techniques”, India, New Age International Publishers.
2. William J. Goode & Paul K Hatt, “Methods in Social Research”, US, McGraw-Hill Inc.

## **REFERENCE BOOKS**

1. Paneerselvam. R, “Research Methodology”, New Delhi, PHI Learning Private Limited.
2. Krishnaswami. O.R, “Methodology of Research in social Sciences”, New Delhi Himalaya Pub. House.
3. Richard I. Levin & David S. Rubin, “Statistics for Management”, India, Dorling Kindersley Pvt Ltd; 7th edition.

**COURSE II - ADVANCED ELECTIVE PAPER**  
**HUMAN RESOURCE MANAGEMENT**  
**ELECTIVE – I: LATEST TRENDS AND ISSUES IN HRM & HRD**

**Course Code: 18MPMS1CC2H:1**

**Hours: 6**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To have a better understanding about the current trends & issues in the Human Resource Management.
- To discriminate the basic concepts of HRM and HRD in various industries.
- To find out the current trends and developments in HRM and a sort out the various issues pertaining to HRM field.
- To describe learning and development of knowledge approaches and strategies.

**UNIT I Human Resource Development**

**(Credit – 0.5)**

HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGO's.

**UNIT II Performance Management**

**(Credit – 1)**

Traditional and modern techniques, Open Appraisal– Identification of Key Performance Areas and Key Result Areas –Managerial appraisal– Ethical issues in performance appraisal. Potential appraisal, Feed back mechanisms, Performance management and career development. Bi directional performance management.

**UNIT III Current trends in HRM**

**(Credit – 1)**

Recruitment – lateral and online, Interview techniques – Payment of wages and salary in consolidated form – Importance of Job description and allotment of duties attached to each job - Development of professional approach - Retention - Training and development – absence of innovative practices - VRS policies - Role of call centers, BPOs, KPOs and study of their industrial culture. Balanced score card Rights of Intellectual properties.

**UNIT IV Learning and development in knowledge setting**

**(Credit – 1)**

Learning in a knowledge environment, creating a holistic developmental approach, developing social capital, developing knowledge leadership capabilities, project- based learning, working with technology, building a comprehensive knowledge development strategy, planning for individual development.

**UNIT V Issues in HRM**

**(Credit – 0.5)**

Diversity in the workplace: age diversity, gender diversity, cultural diversity. Workplace violence, Human Resource Information Systems: Costs & Benefits to employees. – Pros & Cons of Alternative work Arrangements.

## **PRACTICUM**

1. Being a HR Manager of an MNC, how do you measure the performance of an employee and give appraisal?
2. As a HR Manager of a company, how do you develop the knowledge of the employees, both career wise and personal development?

## **TEXT BOOKS**

1. Khanka. S.S, “Human Resource Management”, New Delhi, S. Chand Publishing.
2. Alan Price, “Human Resource Management”, New Delhi, Cengage Learning EMEA.

## **REFERENCE BOOKS**

1. Mamoria C.B. & Mamoria S “Personnel Management”, New Delhi, Himalaya Publishing House.
2. Wayne Cascio, “Managing Human Resources”, New Delhi, McGraw-Hill Education.
3. P.C. Tripathi, “Personnel Management and Industrial Relations”, New Delhi Sultan Chand & Sons - Tb.



**COURSE II - ADVANCED ELECTIVE PAPER  
HUMAN RESOURCE MANAGEMENT  
ELECTIVE – II: CORPORATE GOVERNANCE**

**Course Code: 18MPMS1CC2H:2**  
**Hours: 6**  
**Credit: 4**

**Total Marks: 100**  
**External Marks: 75**  
**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To understand concepts of Corporate Governance and enable them to think analytically and critically on issues concerning & corporate Governance.
- To have an in-depth study of the concepts, overview and evolution of Corporate Governance.
- To identify and describe the management structure for corporate governance.
- To elucidate the principles of corporate governance and compare it with business ethics.

**UNIT I**

**(Credit – 0.5)**

Corporate Governance – Definition, Concept and Basic ingredients. Over view of Corporate Governance, Norms prescribed by SEBI, Role of RBI, FERA, FEMA, Transparency and Disclosure.

**UNIT II**

**(Credit – 0.5)**

Corporate Governance Practices, Evolution of Corporate Governance – Ancient and Modern Concept - Concept of Corporate Governance, Generation of Value from Performance

**UNIT III**

**(Credit – 1)**

Management Structure for Corporate Governance: Board structure, building responsive boards – issues and challenges, effectiveness of Board, Board committees and their functioning, Legal compliance committee & stakeholders relationship committee.

**UNIT IV**

**(Credit – 1)**

Principles of Corporate Governance→ Beneficiaries of Corporate Governance; Shareholder Activism and changing role of Institutional Investors→ Business Ethics vis-à-vis Corporate Governance — Ethics and Government – International Business Ethics.

**UNIT V**

**(Credit – 1)**

Corporate Social Responsibilities and good corporate citizenship - Information and violating privacy rights - Impact of Information Technology and Non-stop Media Coverage giving unbridled access to company

**PRACTICUM**

1. How do you face the challenges in building a Management Structure for Corporate Governance?
2. Using the modern concept of Corporate Governance how do you insist the corporate sector to be socially responsible?

## **TEXT BOOKS**

1. Robert A.G. Monks & Nell Minow, “Corporate Governance”, New Jersey, John Wiley & Sons Inc.
2. Mallin, Christine A, “Corporate Governance”, US, Oxford University Press

## **REFERENCE BOOKS**

1. Baxi, C.V. And Prasad Ajit, “Corporate social Responsibility”, New Delhi, Excel Books.
2. Machiraju H R, “Corporate governance”, New Delhi, Himalaya Publishing House.
3. Sharma, J.P, “Corporate Governance, Business Ethics, and CS”R, Mumbai, Ane Books Pvt. Ltd.

**COURSE II - ADVANCED ELECTIVE PAPER  
HUMAN RESOURCE MANAGEMENT**

**ELECTIVE – III : STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Course Code: 18MPMS1CC2H:3**

**Hours: 6 Hrs.**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**InternalMarks:25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To think strategically and integrate the activities of HR with the organizations goals.
- To develop a conceptual framework and strategies for HRM and competitive advantage.
- To list out and evaluate the components of strategic human resource management.
- To describe strategic knowledge management and strategic approach to industrial relations.

**UNIT I**

**(Credit – 1)**

Conceptual Framework of strategic HRM, models of strategic HRM, development & delivery of HR strategies, challenges in strategic human resource management, impact of strategic HRM, SHRM for competitive advantage.

**UNIT II**

**(Credit – 0.5)**

Components of strategic HRM – Organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM - HR analytics.

**UNIT III**

**(Credit – 0.5)**

Implementation of strategic HRM: Staffing, training & development, performance management & feedback, compensation, employee separation.

**UNIT IV**

**(Credit – 1)**

Strategic Knowledge Management-building knowledge management into strategy framework, knowledge sharing as a core competency, HR dimension to knowledge management. Strategic approach to industrial relations, outsourcing & its HR implications, Human Side of Mergers and Acquisitions three- stage model of M&A.

**UNIT V**

**(Credit – 1)**

Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation. Building a multicultural organization multinational organization, strategic choice, leadership & strategic issues in international assignment.

**TEXT BOOKS**

1. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House.
2. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

## **REFERENCE BOOKS**

1. Regis, Richard. (2008). Strategic Human Resource Management & Development (1st ed.). New Delhi: Excel Books.
2. Agarwala, T. (2007). Strategic Human Resource Management. New Delhi: Oxford University Press.
3. Dhar, Rajib Lochan. (2008). Strategic Human Resource Management (1st ed.). New Delhi: Excel Books.

**COURSE II - ADVANCED ELECTIVE PAPER  
HUMAN RESOURCE MANAGEMENT**

**ELECTIVE – IV: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (IHRM)**

**Course Code: 18MPMS1CC2H:4**  
**Hours: 6**  
**Credit: 4**

**Total Marks : 100**  
**External Marks: 75**  
**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To know the strengths and challenges in International Human Resource Management.
- To list out concepts, evolution and characteristics of International HRM and differentiate between the domestic and International HRM.
- To find out recruitment, selection and compensation objectives, techniques and issues.
- To describe the performance management and employee development in IHRM.

**UNIT I**

**(Credit – 1)**

Understanding International Business Operations– Stages of Internationalization and Global Business– Importance of People Management Issues– Evolution, Concept and Characteristics of International Human Resource Management (HRM) – Variables that moderate differences between Domestic & International HRM– Economic Development and the management of human resources–Organization of work in International context

**UNIT II**

**(Credit – 1)**

International Recruitment, Selection and Compensation: Executive nationality staffing policies– Global pressures on domestic recruitment–Issues in staff selection–Expatriate Selection– Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs— Objectives of International Compensation–Key Components of a Potential Compensation program– Approaches to International Compensation.

**UNIT III**

**(Credit – 0.5)**

Performance Management and Employee Development in IHRM–Criterion used for performance appraisal of International employees–appraisal of HCNs – The International HRM perspectives in Training and Development – expatriate training: Important Issues and Concerns.

**UNIT IV**

**(Credit – 1)**

Global Employment Relations and Employment Laws– Cross-border Communications and Employment Relations– Comparative patterns of employee relations structures–Best practice in employee relations in cross-country perspective– Labor Union and International Employment Relations—Response of labor unions to multinationals – ILO.

**UNIT V**

**(Credit – 0.5)**

Issues and Challenges in HRM: Multinational as a global citizen–International Accord and Corporate Codes of Conduct–Implication for the HR function of the multinational firm– Contemporary issues in managing people in an international context– flexibility–IHRM issues in different strategic options of Organizations-Case studies on International Human Resource Management.

## **PRACTICUM**

1. What steps an MNC has to take to create a good employee relation where the employees are of varied cultures & belongs to different countries?
2. Case studies on International Human Resource Management.

## **TEXT BOOKS**

1. Chris Brewster, Paul Sparrow and Guy Vernon, "International Human Resource Management" Hyderabad, Universities Press (India) Limited.
2. A.V.Phatak, "International Dimensions of Management", Ireland, Dame Publishing.

## **REFERENCE BOOKS**

1. Peter J. Dowling, Marion Festing, Allen D. Engle, "International Human Resource Management", UK, Cengage Learning EMEA.
2. Eileen Crawley, Stephen Swailes, David Walsh (Author), "International Human Resource Management", UK, Oxford University Press.
3. Dennis R. Briscoe, "International Human Resource Management", UK, Routledge.

**COURSE II - ADVANCED ELECTIVE PAPER  
MARKETING MANAGEMENT  
ELECTIVE – I : ADVANCED MARKETING MANGEMENT**

**Course Code: 18MPMS1CC2M:1**  
**Hours: 6**  
**Credit: 4**

**Total Marks : 100**  
**External Marks: 75**  
**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To understand the recent markets, concepts and issues pertaining inside thus helping them to frame appropriate strategies to conquer the market.
- To define the basic and core concepts of marketing management.
- To identify and develop non personal communication channels and manage promotional aspects.
- To sort out and manage current issues in marketing and CRM.

**UNIT I INTRODUCTION TO MARKETING MANAGEMENT (Credit – 1)**

Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations. Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.

**UNIT II CONSUMER BUYING BEHAVIOR (Credit – 0.5)**

Introduction, Characteristics, Types of Buying Decision Behaviour: Henry Assael Model, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models

**UNIT III BUSINESS BUYER BEHAVIOUR (Credit – 0.5)**

Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process.

**UNIT IV PROMOTION MANAGEMENT - MANAGING NON-PERSONAL COMMUNICATION CHANNELS**

**(Credit – 1)**

Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity.

**UNIT V CRM AND OTHER CONTEMPORARY ISSUES (Credit – 1)**

Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, Digital Marketing.

## **PRACTICUM**

1. Assess the buying behaviour of consumers in a Super Market & prepare a report.
2. Conduct a survey on the benefits of E-Marketing services in your home town.

## **TEXT BOOKS**

1. Philip Kotler & Kevin Lane, "Marketing Management", USA, Prentice-Hall.
2. John Mullins & Orville Walker, "Marketing Management: A Strategic Decision-Making Approach", New Delhi, McGraw-Hill Education

## **REFERENCE BOOKS**

1. Micheal R.Czinkota & Masaaki Kotabe, "Marketing Management", US, Wiley-Blackwell.
2. Duglas, J.Darymple, "Marketing Management", US, John Wiley & Sons.
3. Nag, "Marketing successfully- A Professional Perspective", New Delhi, Mac Millan Publishing.



**COURSE II - ADVANCED ELECTIVE PAPER  
MARKETING MANAGEMENT  
ELECTIVE – II : DIGITAL MARKETING**

**Course Code: 18MPMS1CC2M:2**  
**Hours: 6**  
**Credit: 4**

**Total Marks : 100**  
**External Marks: 75**  
**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To comprehend and keeping up to date the emerging digital technologies in marketing.
- To identify the basic concepts of digital marketing and Search Engine Optimization
- To find out how to master Google and social media and use it in the field of marketing.
- To develop creative ideas and convincing arguments about how innovations will extend current marketing practices and enable entirely new ways of creating value.

**UNIT I INTRODUCTION TO DIGITAL MARKETING (Credit – 1)**

Digital Marketing - Introduction to Digital marketing - Overview of Digital Marketing strategy and target markets - Benefits – Platform and Strategies – digital marketing - Comparing digital with traditional marketing – Marketing goals – Basics of websites and media.

**UNIT II SEARCH ENGINE OPTIMISATION (Credit – 0.5)**

Introduction to Search Engines – Keyword research and Competition – On page and off page optimization – SEO reporting

**UNIT III MASTERING GOOGLE (Credit – 1)**

Google Ad Words Advertising, Analytics & Applications – Paid Marketing – Display Advertising Google shopping ads – Introduction to Bing Ads - Mobile Marketing – Video marketing – Google Ad Words advertising Certification

**UNIT IV SOCIAL MEDIA MARKETING (Credit – 1)**

Introduction to social media marketing – benefits – social media statistics – Tele marketing - Facebook marketing - twitter marketing – You tube– LinkedIn – Instagram – Email marketing – Online reputation management.

**UNIT V TRENDS IN DIGITAL MARKETING (Credit – 0.5)**

Online Payments - Disability Web Access - Surveys & Forms - Micro Blogging – Social media analytics – Audience reports - factors impacting on digital activity and plans – Recent Trends in Digital Marketing.

**PRACTICUM**

1. Conduct a research study on “How far the Social Media Marketing has influenced the rural areas?”
2. Suggest some methods for the Small-Scale Industries to market their products Digitally.

## **TEXT BOOKS**

1. Charlesworth, Alan, “Digital Marketing – A practical approach”, UK, Taylor & Francis Ltd
2. Render, Angela, “Digital Age Marketing for Small Businesses”, New Delhi, Thunderpaw Publishers.

## **REFERENCE BOOKS**

1. Godfrey Parkin, “Digital Marketing: Strategies for Online Success”, UK, New Holland Publishers.
2. Dave Chaffey, “Digital Marketing”, Canada, Pearson.
3. David J. Bradley, “Getting Digital Marketing Right: A Simplified Process for Business Growth, Goal Attainment, and Powerful Marketing, US Create Space Independent Publishing Platform

**COURSE II - ADVANCED ELECTIVE PAPER  
MARKETING MANAGEMENT  
ELECTIVE – III : RURAL MARKETING**

**Course Code: 18MPMS1CC2M:3**

**Hours:**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To have conceptual understanding on the rural markets and develop skills required for planning of Rural Products.
- To explain the basic concepts, evolution, challenges and opportunities in rural marketing.
- To compare urban with rural marketing and enable rural marketing research for decision making.
- To identify and elucidate the recent trends in rural marketing.

**UNIT I OVERVIEW OF RURAL MARKETING**

**(Credit – 0.5)**

Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing- A comparative Analysis of Rural Vs Urban Marketing- Size & Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

**UNIT II RURAL MARKETS & DECISION**

**(Credit – 1)**

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium- Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting- Position- Rural Marketing Strategies

**UNIT III PRODUCT & DISTRIBUTION**

**(Credit – 1)**

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing- Brand Management in Rural Marketing - Rural Distribution in channel management- Managing Physical distribution in Rural Marketing

**UNIT IV RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH(Credit – 1)**

Consumer Buyer Behavior Model in Rural Marketing- Rural Marketing Research-Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing-Advertisement & Media Role in Rural Marketing Promotion Methods.

**UNIT V TRENDS IN RURAL MARKETING**

**(Credit – 0.5)**

e- Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing-Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Role of Central, State Government and other Institutions

**PRACTICUM**

1. Find out the challenges faced by a company in Rural marketing and suggest appropriate methods to overcome those challenges.
2. Suggest some Steps to create a demand for a new product in a rural area.

### **TEXT BOOKS**

1. Badi & Badi, "Rural Marketing", New Delhi, Himalaya Publishing House.
2. Amoria, C.B. & Badri Vishal, "Agriculture problems in India", Allahabad, Kitab Mahal Distributors.

### **REFERENCE BOOKS**

1. Pradeep Kashyap, "Rural Marketing", US, Pearson Education.
2. Krishnamacharyulu, C.S.G, "Rural Marketing", US, Pearson Education
3. Gopaldaswamy, T.P, "Rural Marketing", New Delhi, Vikas Publishing House.

**COURSE II - ADVANCED ELECTIVE PAPER**  
**MARKETING MANAGEMENT**  
**ELECTIVE – IV: CONTEMPORARY ISSUES IN MARKETING**

**Course Code: 18MPMS1CC2M:4**  
**Hours: 6**  
**Credit: 4**

**Total Marks : 100**  
**External Marks: 75**  
**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To define recent concepts in marketing and conducting research in the field of marketing.
- To develop contemporary market analysis and strategies to deal with competition.
- To classify the integrated marketing communication, socially responsible marketing and applications of information economy.
- To identify the new trends and issues in marketing.

**UNIT I** **(Credit – 0.5)**

Defining Marketing for the New Age - Marketing Theory: need, sources and status Gathering Information and Scanning the Environment - Conducting Marketing Research and Forecasting Demand - Analysing and Selecting Markets.

**UNIT II** **(Credit – 1)**

Value Concept and Transaction of Value Products in Contemporary Marketing Market Analysis The Marketing Mix Developing Marketing Strategies and Plans, Dealing with Competition Global Markets and Marketing: EPRG, influence of environment, entry method.

**UNIT III** **(Credit – 1)**

The Role of Brands - Branding Concepts - Developing Brand Equity - Nostalgic Brands - Brand Equity- understanding, building, measuring and managing - Marketing Implementation, Evaluation and Control.

**UNIT IV** **(Credit – 1)**

Integrated Marketing Communications - Managing a Holistic Marketing Organization - Socially Responsible Marketing - Marketing and the Information Economy Applications of Marketing: service sector, retail and rural sector

**UNIT V** **(Credit – 0.5)**

New Trends in Marketing- Guerilla Marketing, Buzz Marketing, Experiential Marketing - Formulating a Marketing Campaign for IEU - Global Marketing: Some Insights for Going International, Marketing as an Academic Career Path, Marketing as a Professional Career Path

**PRACTICUM**

1. Compare and contrast any five similar well known branded products.
2. Which of the new marketing trends would you suggest for developing a new product in the market?

## **TEXT BOOKS**

1. Baker, Michael J, “Marketing: Theory and Practice”, UK, Palgrave Macmillan.
2. Philip Kotler & Kevin Lane, “Marketing Management”, USA, Prentice-Hall.

## **REFERENCE BOOKS**

1. Etzel, Michael J., Bruce J Walker, William J Stanton & Ajay Pandit, “Marketing Concept and Cases”, New Delhi, Tata McGraw - Hill Education.
2. Lancaster, Geoff And Lasteer Massingham, “Essentials of Marketing”, New Delhi, Tata McGraw - Hill Education.
3. William M And O C Ferral, “Marketing Pride”, USA Cengage Learning.

**COURSE II - ADVANCED ELECTIVE PAPER**  
**FINANCIAL MANAGEMENT**  
**ELECTIVE – I : FINANCIAL MARKET & INSTITUTIONS, DERIVATIVES AND RISK**  
**MANAGEMENT**

**Course Code: 18MPMS1CC2F:1**

**Total Marks : 100**

**Hours: 6**

**External Marks: 75**

**Credit: 4**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To know the importance of risk culture, various kinds of risks, various approaches for managing and features of a best practices enterprise risk management system.
- To list out the various financial markets and financial instruments.
- To sort out the importance of risk culture in investment and describe its types.
- To define the features enterprise risk management system and evaluate the process.

**UNIT I** **(Credit – 0.5)**

Financial Markets Primary and Secondary Market OTC and Exchange markets Financial Securities Market Operations Financial market activities - Speculation, Hedging and Arbitrage

**UNIT II** **(Credit – 1)**

Financial Institutions Stock and Other Exchanges Clearing House Mechanisms and Clearing Corporations Commercial Banks and Investment Banks Broking Houses PMS, Hedge Funds Mutual Funds and Insurance Firms Other types of Financial Institutions

**UNIT III** **(Credit – 1)**

Financial Instruments Equity Debt Derivatives - Forwards, Futures and Options Equity and Equity Index derivatives Fixed-Income and Interest Rate Derivatives Currency Derivatives Commodity Derivatives Swaps and Swap options Mortgages and MBS

**UNIT IV** **(Credit – 1)**

Importance of risk culture in an investment firm, identify and describe the various kinds of risks, including market, credit, operational, etc. Identify and describe various approaches for managing risks including risk budgeting, position limits

**UNIT V** **(Credit– 0.5)**

Features of a best practices enterprise risk management system, Evaluate a company's risk management process, Examine examples of risk management failure

**TEXT BOOKS**

1. Anthony Saunders, "Financial Markets and Institutions", New Delhi, McGraw Hill Education.
2. Bihari S.C, "Indian Financial System", Mumbai, International Book House.
3. Paul Sweeting Financial Enterprise Risk Management, UK, Cambridge University Press.

**REFERENCE BOOKS**

1. Meir Kohn, "Financial Institutions & Markets", New Delhi, Oxford University Press.
2. Fredric S Mishkin, Stanley G, "Financial Markets & Institutions", US, Benjamin-Cummings Publishing Company.
3. Maginn & Tuttle, "Managing Investment Portfolios", US, John Wiley & Sons Inc.

**COURSE II - ADVANCED ELECTIVE PAPER**  
**FINANCIAL MANAGEMENT**  
**ELECTIVE – II : ANALYSIS OF FINANCIAL STATEMENT**

**Course Code: 18MPMS1CC2F:2**

**Hours: 6**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To analyze the nature and scope of financial statement analysis and gain knowledge in the preparation of financial statement analysis.
- To categorize the various financial statements.
- To assess the performance of business using various analysis
- To explain free cash flows, adjustments in capitalization and corporate investments.

**Unit I**

**(Credit – 0.5)**

Financial statement analysis – nature – scope - Revision of Balance Sheet and P&L statement fundamentals. Indian Accounting Standards.

**Unit II**

**(Credit – 0.5)**

Common size statement - comparative statement - Trend analysis - Capitalization ratios- Debt Equity, Debt to Assets. Du-pont Analysis -Coverage ratios and credit analysis and ratings.

**Unit III**

**(Credit – 1)**

Cash Flow Analysis Measuring operating / financing and investing Cash flows. Cash flows and life cycle state of a company Cash flows and financial flexibility Fund Flow Statement – Uses of Fund Flow Analysis – Construction of Fund Flow Statement.

**Unit IV**

**(Credit – 1)**

Assessing Business Performance - Operational efficiency ratios (Gross profit, net profit margins and various turnover ratios), Liquidity ratios – Current Ratio / Acid test -Profitability ratios, Valuation Ratios : EPS/ ROE/ ROCE/ Total Shareholder returns, Linkages between ROE & ROCE & optimal capital structure and determinants of PE multiple, Price to book value, EV/EBDITA .

**Unit V**

**(Credit – 1)**

Free Cash flows to Equity / Firm: From earnings to free cash flows - Adjustment from standard accounting to correctly measure free cash flow- Capitalization leasing expense and R&D expenditure, correct treatment for amortization -expense and deferred taxes -Measuring correct ROE & ROC after adjusting for inter- corporate investments. - Implication of the above mentioned adjustments on fundamental valuations / company and PE or Price / Book Value or EBDITA.

**TEXT BOOKS**

1. Prasanna Chandra, “Financial Management”, New Delhi, Tata McGraw - Hill Education.
2. Brealey Myers, “Corporate Finance”, New Delhi Tata McGraw - Hill Education.

**REFERENCE BOOKS**

1. Maheswari S.N., “Management Accounting”, New Delhi, Sultan Chand & Sons.
2. Pillai R.S.N. & Bhagavathi, “Management Accounting”, New Delhi, Sultan Chand & Sons.
3. Manmohan & S.N. Goyal, “Principles of Management Accounting”, Agra, Sahitya Bhavan.



**COURSE II - ADVANCED ELECTIVE PAPER**  
**FINANCIAL MANAGEMENT**  
**ELECTIVE – III : INTERNATIONAL FINANCIAL MANAGEMENT**

**Course Code: 18MPMS1CC2F:3**  
**Hours: 6**  
**Credit: 4**

**Total Marks : 100**  
**External Marks: 75**  
**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To know about the managing International Finance.
- To state the overview concepts and evolution of multinational financial management.
- To manage short term assets and liabilities and gain knowledge in foreign investment decision making.
- To design multinational capital budgeting, cost of capital structure and taxation for multinational firm.

**UNIT I** **(Credit – 1)**

Multinational Financial Management – An overview; Evolution of the International Monetary and Financial System- IMF – IBRD – FOREX – Determinants – EXIM policy.

**UNIT II** **(Credit – 1)**

Managing Short-term assets and liabilities; Long-run Investment Decisions – The Foreign Investment Decision. International/ Foreign Investment theories – Turnkey project – FDI – Venture capital

**UNIT III** **(Credit – 0.5)**

Political Risk Management; Multinational Capital Budgeting- Evaluation of Project, Cash flow determination – Application and Interpretation.

**UNIT IV** **(Credit – 1)**

Cost of Capital – General Principles, Determination of Cost of Capital –  $K_e$ ,  $K_d$ ,  $K_p$  and  $K_r$  - Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm.

**UNIT V** **(Credit – 0.5)**

Project financing – concept, different types of project financing, risk associated with international projects- Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

**TEXT BOOKS**

1. Apte, “International Financial Management”, New Delhi, Tata Mc Graw Hill Edition.
2. Bhalla V.K., International Financial Management, New Delhi Anmol Books.

**REFERENCE BOOKS**

1. Machiraju H.R., “International Financial Management”, New Delhi, Himalaya Publication House.
2. Avadhani V.A., “International Financial Management”, New Delhi, Himalaya Publication House.
3. Cheol, Evn, “International Financial Management”, New Delhi, Tata McGraw Hill.

**COURSE II - ADVANCED ELECTIVE PAPER  
FINANCIAL MANAGEMENT**

**ELECTIVE – IV: CONTEMPORARY ISSUES IN FINANCIAL MANAGEMENT**

**Code: 18MPMS1CC2F:4**

**Hours: 6 Hrs.**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To understand various issues involved in financial management of a firm and equip them with advanced analytical tools and techniques used for making sound financial decisions and policies
- To define the basic concepts of financial management.
- To explain working capital management in recent trend.
- To evaluate and elucidate the various aspects involved making investment, financing and dividend decisions.

**UNIT I INTRODUCTION**

**(Credit – 0.5)**

Introduction, Meaning, scope and development of financial management; finance function; Indian financial System, Risk and Return, Valuation of securities, legal, regulatory and tax framework related to financial management; Time value of money and its relevance.

**UNIT II WORKING CAPITAL MANAGEMENT**

**(Credit – 0.5)**

Working Capital Management, overall considerations in WCM; determinants and determination of W.C. requirements; management of cash; management of receivables; management of inventories.

**UNIT III INVESTMENT DECISIONS**

**(Credit – 1)**

Management Long-term Capital, Tax considerations in investment appraisal; methods of project appraisal; payback period method; average rate of return method; accounting rate of return method; net present value method; internal rate of return method; capital rationing.

**UNIT IV FINANCING DECISIONS**

**(Credit – 1)**

Cost of Capital and Capital Structure, Cost of debt and preferred stock; cost of equity, retained earning and overall cost of capital; financial and optimum capital structure; theories of capital structure; M.M hypothesis on capital structure.

**UNIT V DIVIDEND DECISIONS**

**(Credit – 1)**

Issues in Financial Management, Overview of dividend policy; dividend policy and share valuation; practical considerations and legal requirements on dividend; lease financing in India, contemporary issues in financial management. Recent changes in GST (VAT)

**TEXT BOOKS**

1. Van Horne, James C., “Financial Management and Policy”, New Delhi, Prentice Hall of India
2. Pandey, I. M., “Financial Management”, New Delhi, Vikas Publishing.
3. Ross S.A., R.W. Westerfield & J. Jaffe, “Corporate Finance”, New Delhi, McGraw Hill.

**REFERENCE BOOKS**

1. Damodaran, A., “Corporate Finance: Theory and Practice”, USA, John Wiley & Sons.
2. Chandra, P. “Financial Management”, New Delhi, Tata McGraw Hill.
3. Khan, M.Y & Jain, P.K, “Financial Management: Text, Problems and Cases”, New Delhi, Tata McGraw Hill

**COURSE II - ADVANCED ELECTIVE PAPER**  
**SYSTEMS MANAGEMENT**  
**ELECTIVE – I : BUSINESS INTELLIGENCE TOOLS**

**Course Code: 18MPMS1CC2S:1**

**Hours: 6**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To achieve a profound understanding of Business Intelligence (BI) systems in terms of its tools, current practices and impacts.
- To identify the business intelligence essentials and the types of BI.
- To develop the skill of architecting data and data mining and financial instruments.
- To identify various issues and challenges existing in the Business Intelligence.

**UNIT I**

**(Credit – 0.5)**

Business Intelligence an Introduction: Introduction, Definition, History and Evolution, Business Intelligence Development Stages and Steps, Difference between Information and Intelligence, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications, Business Intelligence Life Cycle

**UNIT II**

**(Credit – 1)**

Business Intelligence Essentials: Creating Business Intelligence Environment, Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI

**UNIT III**

**(Credit – 1)**

Architecting the Data: Introduction, Types of Data, Data Reporting and Query Tools, Data Partitioning, Metadata, Total Data Quality Management (TDQM), Data Mining: Introduction, Definition of Data Mining, Data mining Techniques, Data Warehousing: Introduction, Data Warehousing, Advantages and Disadvantages of Data Warehousing, Online Analytical Processing

**UNIT IV**

**(Credit – 1)**

Knowledge Management: Introduction, Characteristics of Knowledge Management, Knowledge assets, Generic Knowledge Management Process, Knowledge Management Technologies, Essentials of Knowledge Management Process

**UNIT V**

**(Credit – 0.5)**

Enterprise Performance Life Cycle (EPLC) Transformation Roadmap, Building a transformation roadmap, Business Intelligence Issues and Challenges: Introduction, Critical Challenges for Business Intelligence success

**TEXT BOOKS**

1. Philipp K. Janert, "Data Analysis with Open Source Tools", USA, O'Reilley.
2. Michael Minelli, Michelle Chambers & Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", USA, Wiley.

**REFERENCE BOOKS**

1. Mike Biere, "Business intelligence for the enterprise", UK, Pearson.
2. Larissa Terpeluk Moss, Shaku Atre, "Business intelligence roadmap", UK, Random House.
3. Cindi Howson, "Successful Business Intelligence: Secrets to making Killer BI Applications", New Delhi, Tata McGraw Hill.

**COURSE II - ADVANCED ELECTIVE PAPER  
SYSTEMS MANAGEMENT**

**ELECTIVE – II : DATA COMMUNICATION AND NETWORKING**

**Course Code: 18MPMS1CC2S:2**  
**Hours: 6**  
**Credit: 4**

**Total Marks : 100**  
**External Marks: 75**  
**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To comprehend the details regarding data communication, networks and its functions
- To define the basics of networks and its categories and error detection and correction.
- To explain concepts of switching information and its devices
- To elucidate the different layers of TCP/IP.

**UNIT I**

**(Credit – 1)**

Introduction: Networks – Protocols and standards – Standards organizations – Line configurations – Topology – Transmission mode – Categories of networks – Inter networks. Conversion - Digital-to-digital, Analog-to-digital, Digital-to-analog, Analog-to-analog.

**UNIT II**

**(Credit – 1)**

Error detection and correction: Types of errors – Detection – Vertical Redundancy Check (VRC) – Longitudinal Redundancy Check (LRC) – Cyclic Redundancy Check (CRC) – Check sum – Error correction Asynchronous protocols – Synchronous protocols – Character oriented protocols – BIT oriented protocols – Link access procedures.

**UNIT III**

**(Credit – 0.5)**

Project 802 – Ethernet – Token bus – Token ring – FDDI - IEEE 802.6 (DQDB) – SMDS - Circuit switching – Packet switching – Message switching

**UNIT IV**

**(Credit – 0.5)**

Frame relay: Introduction – Frame relay operation – Frame relay layers – Congestion control – Leaky bucket algorithm – Traffic control ATM: Design goals – ATM architecture, layers and applications - Synchronous transport signals – Physical configuration – SONET layers and Applications.

**UNIT V**

**(Credit – 1)**

Networking and internetworking devices: Repeaters – Bridges – Gateways – TCP / IP protocol suite: Application layer: Domain Name System (DNS) – Telnet – File Transfer Protocol (FTP) – Trivial File Transfer Protocol (TFTP) – Simple Mail Transfer Protocol (SMTP) – Simple Network Management Protocol (SNMP).

**TEXT BOOKS**

1. Behrouz A.Forouzan, “Data Communication and Networking”, New Delhi Tata McGraw Hill.
2. William Stallings, “Data and Computer Communication”, UK, Pearson Education, PHI.
3. Eric Maiwald, “ Network Security A beginner’s Guide”, New Delhi, Tata Mc Graw-Hill

**REFERENCE BOOKS**

1. W.Tomasi, “Introduction to Data communications and Networking”, UK, Pearson education.
2. Hura G.S And Singhal M. “Data and Computer Communications”, USA, CRC Press, Taylor and Francis Group.
3. Andrew Tannenbaum.S. “Computer Networks”, UK, Pearson Education, PHI.

**COURSE II - ADVANCED ELECTIVE PAPER  
SYSTEMS MANAGEMENT**

**ELECTIVE – III: DATABASE MANAGEMENT SYSTEM**

**Course Code: 18MPMS1CC2S:3**

**Hours: 6**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To understand database management system for an organization.
- To define the basic concepts of databases and transactions.
- To elucidate the data models and its importance
- To develop knowledge in database design, its features, constraints and SQL concepts.

**UNIT I**

**(Credit – 0.5)**

Introduction to Databases and Transactions What is database system, purpose of database system, view of data, relational databases, database architecture, transaction management

**UNIT II**

**(Credit – 0.5)**

Data Models, The importance of data models, Basic building blocks, Business rules, The evolution of data models, Degrees of data abstraction.

**UNIT III**

**(Credit – 1)**

Database Design, ER-Diagram and Unified Modeling Language Database design and ER Model: overview, ER-Model, Constraints, ER-Diagrams, ERD Issues, weak entity sets, Codd's rules, Relational Schemas, Introduction to UML Relational database model: Logical view of data, keys, integrity rules. Relational Database design: features of good relational database design, atom 1c domain and Normalization (1NF, 2NF, 3NF, BCNF).

**UNIT IV**

**(Credit – 1)**

Constraints, Views and SQL, what is constraints, types of constrains, Integrity constraints, Views: Introduction to views, data independence, security, updates on views, comparison between tables and views SQL: data definition, aggregate function, Null Values, nested sub queries, Joined relations. Triggers.

**UNIT V**

**(Credit – 1)**

Transaction management and Concurrency Control Transaction management: ACID properties, serializability and concurrency control, Lock based concurrency control (2PL, Deadlocks), Time stamping methods, optimistic methods, database recovery management.

**TEXT BOOKS**

1. Alexis Leon & Mathews Leon, "Essentials of Data Base Management System", Chennai, Vikas Publishing Limited.
2. Ramon A.Mato-Toledo, Pauline K.Cushman Schaums, "Database Management Systems", New Delhi, Tata Mc Graw Hill.
3. R.Pannerselvam, "Database Management Systems", New Delhi, PHI Learning Pvt Ltd

**REFERENCE BOOKS**

1. A Silberschatz, H Korth, S Sudarshan, "Database System and Concepts", New Delhi, McGraw Hill.
2. Raghu Ramakrishnan, "Database Management Systems", New Delhi, Tata Mc Graw Hill.
3. Ivan Bayross, "Mastering Database Technologies", New Delhi, BPB Publications.

**COURSE II - ADVANCED ELECTIVE PAPER  
SYSTEMS MANAGEMENT  
ELECTIVE– IV: SOFTWARE TECHNOLOGY QUALITY ASSURANCE  
MANAGEMENT**

**Code: 18MPMS1CC2S:4**

**Hours: 6**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To understand quality management processes in software technology.
- To develop knowledge in defect prevention and managing the software quality.
- To distinguish between the various metrics of software quality assurance.
- To elucidate the importance of standards in the quality management process and also their impact on the final product

**UNIT I FUNDAMENTALS OF SOFTWARE QUALITY ASSURANCE (Credit – 0.5)**

SQA- Meaning, concept, objective, importance - The Role of SQA – SQA Plan – SQA considerations – SQA people – Quality Management – Software

**UNIT II MANAGING SOFTWARE QUALITY (Credit – 0.5)**

Managing Software Organizations – Purpose- Managing Software Quality – Defect Prevention – Software.

**UNIT III SOFTWARE QUALITY ASSURANCE METRICS (Credit – 1)**

Software Quality – Total Quality Management (TQM) – Quality Metrics – Software Quality Metrics.

**UNIT IV SOFTWARE QUALITY PROGRAM (Credit – 1)**

Software Quality Program Concepts – Establishment of a Software Quality Program – Software Quality Assurance Planning – An Overview – Purpose & Scope.

**UNIT V SOFTWARE QUALITY ASSURANCE STANDARDIZATION (Credit – 1)**

Software Standards–ISO 9000 Quality System Standards - Capability Maturity Model and the Role of SQA in Software Development Maturity – SEI CMM Level 5 – Comparison of ISO 9000 Model – ISO 14000 Model.

**TEXT BOOKS**

- 1 Mordechai Ben Menachem & Garry S Marliss, “Software Quality”, Chennai, Vikas Publishing House, Pvt
2. Watts S Humphrey, “Managing the Software Process”, UK, Pearson Education Inc

**REFERENCE BOOKS**

1. Gordon G Schulmeyer , “Handbook of Software Quality Assurance”, USA, Artech House Publishers
2. Boriz Beizer, & Quot “Software Testing Techniques & quot”, New Delhi, DreamTech.
3. Aditya P. Mathur, & Quot, “Foundations of Software Testing & quote”, UK, Pearson Education Inc.

**COURSE II - ADVANCED ELECTIVE PAPER  
OPERATIONS MANAGEMENT**

**ELECTIVE – I : ADVANCED OPERATIONS AND SUPPLY CHAIN MANAGEMENT**

**Course Code: 18MPMS1CC20:1**

**Hours: 6**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To apply the concepts of operations research and supply chain management, its importance and its application in major decisions for gaining competitive advantage.
- To acquaint the student with the basic concepts of operations and LPP.
- To solve transportation, transshipment, assignment and travelling salesman problems.
- To solve integer programming and game theory problems.

**UNIT I - INTRODUCTION TO LINEAR PROGRAMMING (LP) (Credit – 0.5)**

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.

**UNIT II - LINEAR PROGRAMMING EXTENSIONS (Credit – 0.5)**

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

**UNIT III - INTEGER PROGRAMMING AND GAME THEORY (Credit – 1)**

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

**UNIT IV – INTRODUCTION TO SUPPLY CHAIN MANAGEMENT (Credit – 1)**

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

**UNIT V STRATEGIC SOURCING & OUTSOURCING (Credit – 1)**

Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum - Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

**TEXT BOOKS**

1. Paneerselvam R., Operations Research, New Delhi, Prentice Hall of India
2. Janat Shah, Supply Chain Management – Text and Cases, New Delhi, Pearson Education.

**REFERENCE BOOKS**

1. N. D Vohra, "Quantitative Techniques in Management", New Delhi, Tata Mcgraw Hill.
2. Pradeep Prabakar Pai, "Operations Research - Principles and Practice", New Delhi, Oxford Higher Education.
3. Sunil Chopra And Peter Meindl, Supply Chain Management-Strategy Planning and Operation, UK, New Delhi, PHI Learning.

**COURSE II - ADVANCED ELECTIVE PAPER  
OPERATIONS MANAGEMENT  
ELECTIVE – II: QUALITY MANAGEMENT**

**Course Code: 18MPMS1CC2O:2**  
**Hours: 6**  
**Credit: 4**

**Total Marks : 100**  
**External Marks: 75**  
**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To understand the concepts and importance of quality management
- To define quality, its evolution and the quality management concepts
- To develop strategic thinking and planning for managing quality.
- To enable quality education and the role of auditing in quality management.

**UNIT I** **(Credit – 0.5)**

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

**UNIT II** **(Credit – 0.5)**

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

**UNIT III** **(Credit – 1)**

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

**UNIT IV** **(Credit – 1)**

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

**UNIT V** **(Credit – 1)**

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.

**TEXT BOOKS**

1. Pn. Mukherjee, “Total Quality Management”, New Delhi, PHI learning PVT Ltd.
2. B. Janakiraman & Rk. Gopal “Total Quality Management”, Text and cases, New Delhi, PHI learning PVT Ltd.

**REFERENCE BOOKS**

1. L. Suganthi & Anand, A. Samvel, “Total Quality Management”, New Delhi, PHI learning PVT Ltd.
2. Frank M Gryna Juran’s “Quality Planning and Analysis for Enterprise Quality”, New Delhi, Tata Mcgraw Hill Co.
3. Evans & Lindsay, “Quality Control and Management”, New Delhi, Cengage learning.



**COURSE II - ADVANCED ELECTIVE PAPER  
OPERATIONS MANAGEMENT  
ELECTIVE – III : MANUFACTURING PLANNING AND CONTROL**

**Code: 18MPMS1CC2O:3**

**Hours: 6**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able.

- To understanding the various components and functions of production planning and control
- To evaluate the work study for manufacturing planning and control.
- To discriminate the product planning and process planning.
- To identify and describe the production scheduling, inventory control and recent trends in PPC.

**UNIT I INTRODUCTION**

**(Credit – 1)**

Objectives and benefits of planning and control-Functions of production control-Types of production-job- batch and continuous-Product development and design-Marketing aspect - Functional aspects-Operational aspect-Durability and dependability aspect- aesthetic aspect.

**UNIT II WORK STUDY**

**(Credit – 0.5)**

Method study, basic procedure-Selection-Recording of process - Critical analysis, Development - Implementation - Micro motion and memo motion study - work measurement - Techniques of work measurement - Time study - Production study .

**UNIT III PRODUCT PLANNING AND PROCESS PLANNING**

**(Credit – 1)**

Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production.

**UNIT IV PRODUCTION SCHEDULING**

**(Credit – 1)**

Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems - Line of balance - Flow production scheduling-Batch production scheduling-Product sequencing - Production Control systems.

**UNIT V INVENTORY CONTROL AND RECENT TRENDS IN PPC**

**(Credit – 0.5)**

Inventory control-Purpose of holding stock-Effect of demand on Inventories Ordering procedures. Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size-ABC analysis.

**TEXT BOOKS**

1. Mart & Telsang, “Industrial Engineering and Production Management”, Mumbai, S. Chand and Company.
2. James.B.Dilworth, “Operations management – Design, Planning and Control for manufacturing and services” New Delhi, Tata Mcgraw Hill.

**REFERENCE BOOKS**

1. Samson Eilon, “Elements of production planning and control”, Mumbai, Universal Book Corpn.
2. Elwood S.Buffa, & Rakesh K.Sarin, “Modern Production / Operations Management”, USA, John Wiley and Sons.
3. Kanishka Bedi, “ Production and Operations management”, New Delhi, Oxford university press.

**COURSE II - ADVANCED ELECTIVE PAPER  
OPERATIONS MANAGEMENT**

**ELECTIVE – IV : PURCHASING AND PROCUREMENT MANAGEMENT**

**Course Code: 18MPMS1CC2O:4**

**Hours: 6**

**Credit: 4**

**Total Marks : 100**

**External Marks: 75**

**Internal Marks: 25**

**OBJECTIVES:** After the completion of this course the research scholars will be able

- To understand about the changing world of purchasing and its relationship to supply chains.
- To determine purchasing operations and structures in the supply chain and challenges and opportunities in purchasing.
- To explain the strategic sourcing processes and the critical supply chain elements of managing supply chain inventory.
- To develop knowledge regarding contract negotiation, contract administration and cost/price analysis.

**UNIT I PURCHASING IN SUPPLY CHAIN MANAGEMENT (Credit – 1)**

Steps of the procurement process within the supply chain -strategic role of purchasing in the organization. - Identify customers and their expectations regarding procurement -Assess the impact of an organizations expectations on procurement.

**UNIT II DOMESTIC AND GLOBAL SOURCING/SUPPLIER SELECTION (Credit – 0.5)**

Examining the steps of the sourcing process -Determining motives for insourcing and outsourcing - Pros and cons of global sourcing.

**UNIT III CONTRACT NEGOTIATIONS AND COST/PRICE ANALYSIS (Credit – 1)**

Analyze the elements of negotiations -Assessing the impact of cost and price on procurement - Examining the impact of cultural and ethic differences on negotiations -Compare and contrast negotiation strategies.

**UNIT IV CONTRACT ADMINISTRATION AND SUPPLIER MANAGEMENT (Credit – 1)**

Analyze the elements of contract administration -Use performance criteria for measuring supplier management -Comparing factors used to determine appropriate transportation methods - Summarize the strategic requirements of global logistics.

**UNIT V E-BUSINESS FUTURE OPPORTUNITIES & CHALLENGES IN PURCHASING (Credit – 0.5)**

Analyze the benefits and risks of e-business - future trends, opportunities, and challenges in purchasing- Logistics.

**TEXT BOOKS**

1. David Simchi Levi, Philip Kamiusky, “Designing & Managing the supply chain”, New Delhi, Tata Mc Graw Hill.
2. Mohanty R.P. & Deshmukh S.G. “Essentials of Supply Chain management”, Mumbai, Jaico Publishing House.

**REFERENCE BOOKS**

1. Adam & Ebert, “Production & Operations Management”, New Delhi, PHI Learning.
2. Jhamb L.C., “Manufacturing & Operations Management”, Pune, Everest Publishing House.
3. Lee K Rajewski, “Operations Management”, USA, Pearson Education.



**UNIT V Teaching Skills****(Credit – 0.5)**

Teaching Skill: Definition, Meaning and Nature: Types of Teaching skills: Skill of Set induction, Skill of Stimulus Variation, Skill of Explaining, Skill of Probing Questions, Skill of Black Board Writing and Skill of Closure –Integration of Teaching Skills –Evaluation of Teaching Skills.

**TEXT BOOKS**

- 1.Pandey S.K-Teaching Communication,Common wealth Publishers,New Delhi.
- 2.Kumar K.L,Educational Technology,New Age International Publishers,New Delhi.

**REFERENCE BOOKS**

- 1.Jonathan Anderson & Tomvanweart ,Information and Communication Technology in Education: A curriculam for Schools and Programme of teacher development.
- 2.Belarani Sharma, Curriculam Reforms and Teaching methods,Sarup & Sons,New Delhi.
- 3.Donskinner,Teacher Training,Edinburgh University Press Limited,Edinburgh.

**SEMESTER – I**

**CORE COURSE IV – GUIDE PAPER**

**Course Code: 18MPMS1CC4**  
**Hours: 6**  
**Credit: 3**

**Total Marks : 100**  
**External Marks: 75**  
**Internal Marks: 25**

**Name of the Supervisor:**

**Name of the Scholar:**

**Title of the Course:**

**Register Number:**

**UNIT I:**

**UNIT II:**

**UNIT III:**

**UNIT IV:**

**UNIT V:**

**Text Books:**

**Reference Books:**

**Total Marks : 100**  
**External Marks: 75**  
**Internal Marks: 25**