

# **GURU NANAK COLLEGE (AUTONOMOUS)**

**VELACHERY ROAD, CHENNAI – 600042**

**(Re-Accredited at ‘A-Grade’ by NAAC)**

**Affiliated to University of Madras**



## **MASTER OF BUSINESS ADMINISTRATION**

**(SEMESTER PATTERN WITH CHOICE BASED CREDIT SYSTEM)**

## **SYLLABUS**

**(For the candidates admitted for the Academic year 2016-17 and onwards)**

## **Vision**

To provide potential management professionals to the corporate world who can outperform and provide value addition to the organisation and also to bring out entrepreneurial competences in management candidates.

## **Mission**

- To use different andragogy of training to impart various skills needed for successful conduct of a business entity.
- To impart critical thinking using methodologies like Case analysis, cue cards, Advertisement analysis, book and article reviews etc.
- To furnish hands on experience to management students through internships and project work.

## **Programme Outcomes**

PO 1: Enrichment of students in creative approaches to business issues.

PO 2: Enhancement of critical thinking for effective decision-making.

PO 3: Application of the knowledge gained effectively in various business environment.

PO 4: Improvement of problem solving and analytical skills for better business solutions.

PO 5: Effective Communication with cross-functional personnel.

## **Programme Specific Outcomes**

PSO 1: Improvement of cross-cultural understanding for better global exposure

PSO 2: Providing exposure in dynamic behavioural zones like persuasion skills, interpersonal skills and overall personality development

**COURSE STRUCTURE**  
**MASTER OF BUSINESS ADMINISTRATION**  
**2016-17 Batch Onwards**

Semester	Part	Course	Title	Subject Code	Hours	Credits	Marks		Total
							Internal	External	
I	III	Core Paper- I	Management principles	16PMBA C01	5	4	50	50	100
	III	Core Paper- II	Statistics and Quantitative methods for Business	16PMBA C02	5	4	50	50	100
	III	Core Paper- III	Organizational behavior	16PMBA C03	5	4	50	50	100
	III	Core Paper- IV	Management Accounting	16PMBA C04	5	4	50	50	100
	III	Core Paper- V	Managerial Economics	16PMBA C05	5	4	50	50	100
	III	ED I –Extra Disciplinary I	Innovation and Entrepreneurship	16PMBA E01	3	3	50	50	100
	IV	Soft Skills -I	Essentials of language and communication skills	16PGSL S01	2	2	-	100	100
<b>Total Credits: 25 / Total Hours per week: 30</b>									
II	III	Core Paper- VI	Legal systems in business	16PMBA C06	5	4	50	50	100
	III	Core Paper- VII	Applied operations Research	16PMBA C07	4	4	50	50	100
	III	Core Paper- VIII	Human Resources Management	16PMBA C08	4	4	50	50	100
	III	Core Paper- IX	Marketing management	16PMBA C09	4	4	50	50	100
	III	Core Paper- X	Operations Management	16PMBA C10	4	4	50	50	100
	III	Core Paper- XI	Financial Management	16PMBA C11	4	4	50	50	100
	III	ED II –Extra Disciplinary II	Business Research Methods	16PMBA E02	3	3	50	50	100
	IV	Soft Skills –II	Spoken and Presentation Skills	16PGSL S02	2	2	-	100	100
<b>Total Credits: 29 / Total Hours per week: 30</b>									
III	III	Core Paper- XII	Strategic Management	16PMBA C12	6	4	50	50	100
	III	Core Paper- XIII	Management information system	16PMBA C13	6	4	50	50	100
	III	Elective- I	Left to the choice of students		4	3	50	50	100
	III	Elective- II			4	3	50	50	100

	III	Elective- III			4	3	50	50	100
	III	Elective- IV			4	3	50	50	100
	IV	Soft Skills -III	Contemporary Awareness	16PGSL S05	2	2	-	100	100
		Internship *		16PINT4 01	-	2	-	100	100
<b>Total Credits: 24 / Total Hours per week: 30</b>									
IV	III	Elective- V	Left to the choice of students		12	3	50	50	100
	III	Elective- VI			12	3	50	50	100
	III	Core Paper-XIV	Project work and viva voce **	16PMBA C14	-	8		200	200
	IV	Soft Skills -IV	Managerial Skills	16PGSL S04	6	2	-	100	100
<b>Total Credits: 16 / Total Hours per week: 30</b>									
						94			

#### HR Electives:

III / IV	III	Elective- I	Industrial Relations and Labour Welfare	16PMBA E05	4	3	50	50	100
	III	Elective- II	Compensation Management	16PMBA EH4	4	3	50	50	100
	III	Elective- III	Strategic Human Resource Management	16PMBA E04	4	3	50	50	100
	III	Elective- IV	Human Resources Development	16PMBA EH5	4	3	50	50	100
	III	Elective- V	Managerial Behavior and Effectiveness	16PMBA EH1	4	3	50	50	100
	III	Elective- VI	Stress Management	16PMBA EH6	4	3	50	50	100

#### Finance Electives:

III / IV	III	Elective- I	Corporate Finance	16PMBA EF2	4	3	50	50	100
	III	Elective- II	Banking Financial Services Management	16PMBA EF4	4	3	50	50	100
	III	Elective- III	Corporate Restructuring	16PMBA EF5	4	3	50	50	100
	III	Elective- IV	Security Analysis and Portfolio Management	16PMBA EF1	4	3	50	50	100

	III	Elective- V	Merchant Banking and Financial Services	16PMBA EF3	4	3	50	50	100
	III	Elective- VI	Tax Management	16PMBA EF6	4	3	50	50	100

**Marketing Electives:**

III / IV	III	Elective- I	Retail Marketing	16PMBA EM2	4	3	50	50	100
	III	Elective- II	Brand Management	16PMBA EM4	4	3	50	50	100
	III	Elective- III	Services Marketing	16PMBA EM3	4	3	50	50	100
	III	Elective- IV	Consumer Behaviour	16PMBA EM5	4	3	50	50	100
	III	Elective- V	Sales and Distribution Management	16PMBA EM6	4	3	50	50	100
	III	Elective- VI	Advertising Management and Sales Promotion	16PMBA EM1	4	3	50	50	100

**\*Internship:**

Students have to work in any business organization for a period of 30 days and to submit a written report of their performance in the organization

Students should choose Six Subjects from the list of electives in consultation with the Head of the Institution.

\*\* The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted by Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits).

**CORE PAPER-I**  
**PAPER TITLE: MANAGEMENT PRINCIPLES**

<b>SUBJECT CODE : 16PMBAC01</b>	<b>THEORY</b>	<b>MARKS : 100</b>
<b>SEMESTER: I</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

**COURSE OBJECTIVES:**

- To familiarise the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

**UNIT – I**

**15 Hours**

Introduction: Nature of Management – The Evolution of Management Thought – Tasks of a Professional Manager – Manager and Environment – Systems Approach to Management – Levels in Management

**UNIT – II**

**15 Hours**

Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Decision Making Process and Techniques.

**UNIT – III**

**15 Hours**

Nature of Organizing: Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span.

**UNIT – IV**

**15 Hours**

Co-ordination: Need for Co-ordination – Techniques of Securing Co-ordination. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organisation – Management by Exception (MBE)

**UNIT – V**

**15 Hours**

Business Ethics: Importance of Business Ethics – Corporate Social Responsibility – Ethical Issues and Dilemmas in Business – Ethical Decision Making and Ethical Leadership – Ethics Audit – Environmental Ethics – Sustainable Business Practices.

**Total: 75 Hours**

**PRESCRIBED BOOKS:**

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
4. Charles W.L Hill and Steven L McShane, 'Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.

## REFERENCE BOOKS:

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency based approach, Thompson South Western, 11th edition, 2008.
2. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.

## WEBSITES:

1. <http://www.mindtools.com/pages/article/henri-fayol.htm>
2. [http://faculty.mercer.edu/jackson\\_r/Ownership/chap02.pdf](http://faculty.mercer.edu/jackson_r/Ownership/chap02.pdf)
3. <http://global.kyocera.com/inamori/management/twelve.html>

## Question Paper Pattern:

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

## Distribution of Questions:

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

## CORE PAPER-II

### PAPER TITLE: STATISTICS AND QUANTITATIVE METHODS FOR BUSINESS

<b>SUBJECT CODE : 16PMBAC02</b>	<b>THEORY</b>	<b>MARKS : 100</b>
<b>SEMESTER: I</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

#### **COURSE OBJECTIVES:**

- To learn the applications of statistics and various quantitative methods in business decision making

#### **UNIT – I**

**15 Hours**

Introduction: Statistics – concept, scope and limitations – measures of central tendency and dispersion – mean, median, mode, range, mean deviation, standard deviation – coefficient of variation – skewness, kurtosis.

#### **UNIT – II**

**15 Hours**

Probability: Basic definition and rules of probability – conditional probability independence of events – Baye’s theorem and its application – Probability distribution: Binomial, Poisson and Normal distribution.

#### **UNIT – III**

**15 Hours**

Sampling and Hypothesis testing: Introduction to sampling distribution – sampling techniques – determining the sample size.

Hypothesis testing: one tailed and two tailed tests for mean and proportions of large samples (Z-test), one tailed and two tailed tests for means of small sample (t-test)- F-test – one way and twoway analysis of variance (ANOVA) – chi-square test for simple sample standard deviation, independence of attributes and goodness of fit. Non-parametric Methods: rank sum test, Mann-Whitney U test and Kruskal Wallis test – rank correlation.

#### **UNIT IV**

**15 Hours**

Correlation, Regression and Time series analysis: Correlation analysis, estimation of regression line, Time series analysis: variation in time series, trend analysis, cyclical variations, seasonal variations and irregular variations.

#### **UNIT V**

**15 Hours**

Decision theory: Risk and uncertainty in decision-making – minimax, maximin and regret Criterion – Hurwitz and Laplace criteria in decision making – decision tree analysis.

**Total: 75 Hours**

#### **PRESCRIBED BOOKS :**

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2012.

#### **REFERENCE BOOKS :**

- 1.. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012



**WEBSITES:**

1. [http://www.fhnw.ch/business/msc-bis/course-1/curriculum-and-modules\\_2011/electives/quantitative-methods-for-business](http://www.fhnw.ch/business/msc-bis/course-1/curriculum-and-modules_2011/electives/quantitative-methods-for-business)
2. <http://www.unimib.it/go/46517/Home/English/Departments-and-Schools/Statistics-and-Quantitative-Methods>
3. <http://2learn.utoronto.ca/uoft/search/publicCourseSearchDetails.do?method=load&courseId=106753>

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Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions:**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	1	1
	Unit – 3	1	1
	Unit – 4	1	1
	Unit – 5	1	
<b>Section C</b>	Unit – 1		1
	Unit – 2		1
	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

**CORE PAPER-III**  
**PAPER TITLE: ORGANIZATIONAL BEHAVIOUR**

<b>SUBJECT CODE : 16PMBAC03</b>	<b>THEORY</b>	<b>MARKS : 100</b>
<b>SEMESTER: I</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

**COURSE OBJECTIVES:**

- To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

**UNIT I FOCUS AND PURPOSE**

**15 Hours**

Definition, need and importance of organizational behaviour – Nature and scope – Frame work –Organizational behaviour models.

**UNIT II INDIVIDUAL BEHAVIOUR**

**15 Hours**

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour –Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement-Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- ImpressionManagement. Motivation – Importance – Types – Effects on work behavior.

**UNIT III GROUP BEHAVIOUR**

**15 Hours**

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Teambuilding - Interpersonal relations – Communication – Control.

**UNIT IV LEADERSHIP AND POWER**

**15 Hours**

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power –Power centers – Power and Politics.

**UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR**

**15 Hours**

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives – Organizational effectiveness. Developing Gender sensitive workplace

**Total: 75 Hours**

**PRESCRIBED BOOKS :**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.

**REFERENCE BOOKS :**

1. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
2. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012
3. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, TataMcGraw Hill, 2008.
4. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher

Education,2011.

5. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

**WEBSITES:**

1. <https://www.boundless.com/management/textbooks/boundless-management-textbook/organizational-theory-3/why-study-organizational-theory-28/what-is-organizational-behavior-162-3925/>
2. <http://www.investopedia.com/terms/o/organizational-behavior.asp>
3. [http://www.nobelprize.org/nobel\\_prizes/medicine/laureates/1904/pavlov-bio.html](http://www.nobelprize.org/nobel_prizes/medicine/laureates/1904/pavlov-bio.html)

**Question Paper Pattern:**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

**CORE PAPER-IV**  
**PAPER TITLE: MANAGEMENT ACCOUNTING**

<b>SUBJECT CODE : 16PMBAC04</b>	<b>THEORY</b>	<b>MARKS : 100</b>
<b>SEMESTER: I</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

**COURSE OBJECTIVES:**

- Acquire a reasonable knowledge in accounts
- Analysis and evaluate financial statements

**UNIT I FINANCIAL ACCOUNTING**

**15 Hours**

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

**UNIT II COMPANY ACCOUNTS**

**15 Hours**

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buy back of securities.

**UNIT III ANALYSIS OF FINANCIAL STATEMENTS**

**15 Hours**

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard) and funds flow statement analysis.

**UNIT IV COST ACCOUNTING**

**15 Hours**

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing.

**UNIT V**

**15 Hours**

Marginal costing including decision making- Budgetary Control & Variance Analysis – Standard cost system.

**Total: 75 Hours**

**PRESCRIBED BOOKS :**

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, NewDelhi, 2011

**REFERENCE BOOKS :**

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning, 2010.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009

**WEBSITES :**

1. <http://www.businessdictionary.com/definition/management-accounting.html>
2. <https://www.cengagebrain.co.nz/content/9781408049044.pdf>
3. <http://ebooks.narotama.ac.id/files/Accounting%20for%20Managers/Chapter%2012%20%20>

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	1	1
	Unit – 3	1	1
	Unit – 4	2	
	Unit – 5		1
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4		1
	Unit – 5	1	

**CORE PAPER-V**  
**PAPER TITLE: MANAGERIAL ECONOMICS**

<b>SUBJECT CODE : 16PMBAC05</b>	<b>THEORY</b>	<b>MARKS : 100</b>
<b>SEMESTER: I</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

**COURSE OBJECTIVES:**

- To introduce the concepts of scarcity and efficiency;
- To explain principles of micro economics relevant to managing an organization;
- To describe principles of macro economics to have the understanding of economic environment of business.

**UNIT I INTRODUCTION**

**15 Hours**

Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – Objectives of the firm.

**UNIT II CONSUMER AND PRODUCER BEHAVIOUR**

**15 Hours**

Utility Analysis – Demand Analysis- Elasticity of demand- Demand Forecasting- Supply Analysis- Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

**UNIT III MARKET STRUCTURE**

**15 Hours**

Market Structure- Types of Market- Perfect Competition- Imperfect Competition- Monopoly- Monopolistic-Oligopoly-Duopoly. Pricing method- Pricing Strategies

**UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**

**15 Hours**

National Income – Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment – Business Cycles and Contracyclical Policies – Role of Fiscal Policy – Indian Fiscal Policy.

**UNIT V MACRO ECONOMIC ENVIRONMENT**

**15 Hours**

Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Role of Economic Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact.

**Total: 75 Hours**

**PRESCRIBED BOOKS :**

1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2. Dean, J., Managerial Economics, PHI Learning Pvt. Ltd., 2009.
3. Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011

**REFERENCE BOOKS :**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. Fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.

**WEBSITES :**

1. <http://www.viauc.com/horsens/Documents/summerschool/courses/Managerial-Economics.pdf>
2. <http://catalog.flatworldknowledge.com/bookhub/reader/5572>
3. <http://www.managementstudyguide.com/managerial-economics.htm>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
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	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

**EXTRA DISCIPLINARY-I**  
**PAPER TITLE: INNOVATION AND ENTREPRENEURSHIP**

<b>SUBJECT CODE : 16PMBAE01</b>	<b>THEORY</b>	<b>MARKS : 100</b>
<b>SEMESTER: I</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To develop and strengthen entrepreneurial quality and motivation in students.
- To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

**UNIT I ENTREPRENEURIAL COMPETENCE 9 Hours**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

**UNIT II ENTREPRENEURIAL ENVIRONMENT 9 Hours**

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

**UNIT III INNOVATION AND CREATIVITY 9 Hours**

Concept of innovation and creativity, differences, managing complex innovation, Divergent thinking and critical thinking.

**UNIT IV BUSINESS PLAN PREPARATION 9 Hours**

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

**UNIT V LAUNCHING AND MANAGING OF SMALL BUSINESS 9 Hours**

Finance and Human Resource Mobilization Operations Planning – Market and Channel Selection – Growth Strategies – Product Launching – Incubation, Venture capital, IT startups. Monitoring and Evaluation of Business – Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

**Total : 45 Hours**

**PRESCRIBED BOOKS :**

1. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

**REFERENCE BOOKS :**

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition, 2005
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997.
4. Arya Kumar. Entrepreneurship. Pearson. 2012
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012

**WEBSITES :**

1. <http://druckersociety.at/repository/scientific/Pearl.pdf>
2. <https://www.coursera.org/course/innovative>



**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

**SOFTSKILLS - I**  
**PAPER TITLE: ESSENTIALS OF LANGUAGE AND COMMUNICATION**  
**SKILLS**

<b>SUBJECT CODE : 16PGSLS01</b>	<b>PRACTICAL</b>	<b>MARKS : 100</b>
<b>SEMESTER: I</b>	<b>CREDITS: 2</b>	<b>Total No. of Hours: 30</b>

**COURSE OBJECTIVES:**

- To train them on day to day communication skills like listening, reading and speaking skills

<b>Unit I:</b> Twinning functions of listening and speaking	<b>6 Hours</b>
<b>Unit II:</b> Twinning functions of Reading and writing	<b>6 Hours</b>
<b>Unit III:</b> Individual communication	<b>6 Hours</b>
<b>Unit IV:</b> Intermediary communication	<b>6 Hours</b>
<b>Unit V:</b> Social communication	<b>6 Hours</b>
<b>Total: 30 Hours</b>	

**PRESCRIBED BOOKS :**

1. Windshuttle, Keith & Elizabeth Elliot, 1999. *Writing, Researching and communicating: Communication skills for the Information age*. 3<sup>rd</sup> Reprint. Tata McGrawHill, Australia

**REFERENCE BOOKS :**

1. Dignen, Flinders and Sweeney. *English 365*. Cambridge University Press.
2. Goleman, Daniel. 1998 *Working with Emotional Intelligence*. Bantam Books. New York Jones. Leo and Richard Alexander. 2003. *New International Business English*. Cambridge University Press

**WEBSITES :**

1. <http://www.skillsyouneed.com/ips/listening-skills.html>
2. <http://www.skillsyouneed.com/ips/social-skills.html>
3. <http://www.wikihow.com/Improve-Social-Skills>

**CORE PAPER-VI**  
**PAPER TITLE: LEGAL SYSTEMS IN BUSINESS**

<b>SUBJECT CODE : 16PMBAC06</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: II</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

**COURSE OBJECTIVES:**

- To create the knowledge of Legal perspective and its practices to improvise the business.

**UNIT I COMMERCIAL LAW 15 Hours**

**THE INDIAN CONTRACT ACT 1872**

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

**UNIT II THE SALE OF GOODS ACT 1930 15 Hours**

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

**UNIT III COMPANY LAW 15 Hours**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

**UNIT IV INDUSTRIAL LAW 15 Hours**

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act. Workmen compensation Act 1923

**UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS 15 Hours**

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums- Competition Act 2002 – Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

**Total: 75 Hours**

**PRESCRIBED BOOKS :**

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2006.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009

**REFERENCE BOOKS :**

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, CengageLearning, 2008.

**WEBSITES :**

1. [http://business.gov.in/legal\\_aspects/index.php](http://business.gov.in/legal_aspects/index.php)
2. <http://www.thedailymba.com/2010/03/31/topic-22-legal-aspects-of-business/>

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	

## CORE PAPER-VII

### PAPER TITLE: APPLIED OPERATIONS RESEARCH

<b>SUBJECT CODE : 16PMBAC07</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: II</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

#### COURSE OBJECTIVES:

- To learn the concepts of operations research applied in business decision making.

#### UNIT – I

**15 Hours**

Introduction: Origin and Development of Operations Research (OR) – Applications of OR – Concept, Methodology and Scope of Operations Research Linear Programming: Formulation of a Linear Programming Problem – Graphical Method – Simplex Method – Big M Method – Duality – Application in Management.

#### UNIT – II

**15 Hours**

Transportation Problem: North West Corner Solution – Least Cost Method – Vogel's Approximation Method (VAM) – MODI Method for Optimal Solution.  
Assignment Problem: Hungarian Method of Optimal Assignment

#### UNIT – III

**15 Hours**

PERT / CPM: Network Scheduling by PERT / CPM – Network and Basic Components – Rules of Network Construction – CPM Analysis – PERT – Distinction between PERT and CPM.

#### UNIT – IV

**15 Hours**

Queuing Theory: Techniques - Single Server Models Sequencing: Sequencing of 'n' jobs and 2 machines – 'n' jobs and 3 machines

#### UNIT – V

**15 Hours**

Game Theory: Games and Strategies – Pure and Mixed Game – Principle of Dominance Replacement Theory: Replacement of items that deteriorate gradually – replacement of items that fails suddenly – Individual Replacement vs. Group Replacement.

**Total: 75 Hours**

#### PRESCRIBED BOOKS :

- Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2012.
- Panneerselvam, Operations Research, 2nd Edition, PHI Learning Pvt. Ltd., 2009.

#### REFERENCE BOOKS :

- Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 13th Edition, South Western, 2012.
- Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 9<sup>th</sup> Edition, TataMcGraw-Hill Publishing Co. Ltd., 2011.
- Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 2<sup>nd</sup> Edition, PHI Learning Pvt. Ltd., 2012.
- Sharma, J. K., Operations Research: Problems and Solutions, MacMillan India Ltd., 4th Edition, 2009.
- Taha, H.A., Operations Research: An Introduction, 8th Edition, Pearson, 2011.
- Vohra, N.D., Quantitative Techniques in Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd., 2010..

#### WEBSITES :

- <http://www.en.m-tech.aau.dk/Research+Groups/Applied+Operations+Research+%26+Operations+Management/>

2. <http://www.appliedor.com/>

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2		2
	Unit – 3		2
	Unit – 4		2
	Unit – 5		1
<b>Section C</b>	Unit – 1		1
	Unit – 2		1
	Unit – 3		1
	Unit – 4	1	
	Unit – 5		1

**CORE PAPER-VIII**  
**PAPER TITLE: HUMAN RESOURCES MANAGEMENT**

<b>SUBJECT CODE : 16PMBAC08</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: II</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

**COURSE OBJECTIVES:**

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

**UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT** **15 Hours**

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

**UNIT II THE CONCEPT OF BEST FIT EMPLOYEE** **15 Hours**

Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

**UNIT III TRAINING AND EXECUTIVE DEVELOPMENT** **15 Hours**

Types of training methods – purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

**UNIT IV SUSTAINING EMPLOYEE INTEREST** **15 Hours**

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

**UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS** **15 Hours**

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

**Total: 75 Hours**

**PRESCRIBED BOOKS :**

- Dessler Human Resource Management, Pearson Education Limited, 2007
- Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.

**REFERENCE BOOKS :**

- Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHILearning. 2012
- Bernadin, Human Resource Management, Tata McGraw Hill, 8th edition 2012.
- Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
- Ivancevich, Human Resource Management, McGraw Hill 2012.
- Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

**WEBSITES :**

- <https://go.oracle.com/LP=4262?elqCampaignId=6294&src1=ad:pas:go:dg:tal&src2=wwmk14054343mpp008&SC=sckw=WWMK14054343MPP008>
- [http://humanresources.about.com/od/glossaryh/f/hr\\_management.htm](http://humanresources.about.com/od/glossaryh/f/hr_management.htm)

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit – 5	1	



**CORE PAPER-IX**  
**PAPER TITLE: MARKETING MANAGEMENT**

<b>SUBJECT CODE : 16PMBAC09</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: II</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

**COURSE OBJECTIVES:**

- To understand the changing business environment
- To identify the indicators of management thoughts and practices
- To understand fundamental premise underlying market driven strategies

**UNIT I INTRODUCTION**

**15 Hours**

Marketing – Definitions - Conceptual frame work — Marketing Process and Functions of Marketing Management-Trends in Marketing: E-marketing, Digital Marketing.

**UNIT II MARKETING STRATEGY**

**15 Hours**

Strategic Marketing Planning- Marketing environment : Internal and External -Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting – Techniques

**UNIT III PRODUCT AND PRICING DECISIONS**

**15 Hours**

Product planning and development – Product life cycle – New product Development and Management —Pricing Objectives, Policies and methods.

**UNIT IV PROMOTION AND CHANNEL DECISIONS**

**15 Hours**

Physical Distribution – Importance and role of distribution in marketing – Introduction to the various channels of distribution –Promotion Tools – Sales Promotion, Advertising, Personal Selling, Direct Marketing and Online Marketing as promotion tools

**UNIT V BUYER BEHAVIOUR**

**15 Hours**

Buyer behaviour: Factors Influencing Consumer Behaviour – Buying Situation – Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning - Competitive Marketing Strategies.

**Total: 75 Hours**

**PRESCRIBED BOOKS :**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole,First edition,2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011.
4. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning — 2012

**REFERENCE BOOKS :**

1. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning,2000.
2. Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002.
- 5 Paul Baines, Chriss Fill Kelly Pagb, Marketing, II edition, Asian edition.

**WEBSITES :**

1. <http://www.salesandmarketing.com/>
2. [http://www.tandfonline.com/toc/rjmm20/current#.VNH7ziyz\\_4Y](http://www.tandfonline.com/toc/rjmm20/current#.VNH7ziyz_4Y)

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
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	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**CORE PAPER-X**  
**PAPER TITLE: OPERATIONS MANAGEMENT**

<b>SUBJECT CODE : 16PMBAC10</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: II</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

**COURSE OBJECTIVES:**

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

**UNIT – I** **15 Hours**

Introduction: Nature and Scope of Operations Management Production design & Process planning: Plant Capacity - Capacity Planning – Make or Buy Decisions – Use of Crossover Chart for Selection Processes. Plant location: Factors to be considered in Plant Location – Choice of General Region, Particular Community and Site – Multiple Plant Location Decision – Plant Location Trends.

**UNIT – II** **15 Hours**

Layout of Manufacturing facilities: Principles of a Good Layout – Layout Factors – Basic Types of Layout – Service Facilities – Principles of Materials Handling – Materials Handling Equipment. Human Factors in Job-Design: Consideration of Man and Machine in Job-Design, Adaptation of Machine to Man – Ergonomics – Working Environment – Worker Safety.

**UNIT – III** **15 Hours**

Production and Inventory Control: Basic types of production, Intermittent, Batch, Continuous – Routing, Scheduling, Activating and Monitoring – Basic Inventory Models – Economic Order Quantity, Economic Batch Quantity – Reorder point – Safety stock – Classification and Codification of stock - ABC classification – Procedure for Stock Control, Materials Requirement Planning (MRP). JIT. Maintenance: Preventive vs. Breakdown Maintenance – Breakdown Time Distribution – Maintenance of Cost Balance – Procedure for Maintenance.

**UNIT – IV** **15 Hours**

Methods Analysis and Work Measurement: Methods Study Procedures – The Purpose of Time Study – Performance Rating – Allowance Factors – Standard Time – Work Sampling Technique. Quality Control: Purposes of Inspection and Quality Control – Acceptance Sampling by Variables and Attributes – Control Charts for Variables, Fraction Defectives and Defects. Dynamic Purchasing: Purchasing Function – Selection of Materials and Vendors – Purchasing Organisation – Concept of Value Analysis.

**UNIT – V** **15 Hours**

Value Analysis- Advantages- differences between value analysis and value engineering. Purchase management: Basic elements of Purchasing- Objectives of scientific purchasing- duties of purchase department- Methods of Purchasing- Hand-to-mouth purchase- scheduled purchasing- Market purchasing- Contract purchasing- Blanket orders- Tender purchasing- JIT purchasing- Centralised vs Decentralised buying- Selection of suppliers.

**Total: 75 Hours**

**PRESCRIBED BOOKS :**

- Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
- Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008. 5. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.

**REFERENCE BOOKS :**

1. Arnold, Chapman, S.N. and Clive, L.M., Introduction to Materials Management, 6<sup>th</sup> Edition, Pearson, 2009.
2. Buffa, E.S. and Sarin, R., Modern Productions / Operations Management, 8<sup>th</sup> Edition, Wiley, 2007.

**WEBSITES :**

1. <http://mitsloan.mit.edu/omg/om-definition.php>
2. <http://www.inderscience.com/jhome.php?jcode=ijaom>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
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<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions:**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	1	1
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4		1
	Unit - 5	1	

**CORE PAPER-XI**  
**PAPER TITLE: FINANCIAL MANAGEMENT**

<b>SUBJECT CODE : 16PMBAC11</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: II</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

**COURSE OBJECTIVES:**

- To facilitate student to understand the operational nuances of a Finance Manager and comprehend the technique of making decisions related to finance function

**UNIT I FOUNDATIONS OF FINANCE: 15 Hours**

Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

**UNIT II FINANCING AND DIVIDEND DECISION: 15 Hours**

Financial and operating leverage - capital structure - Cost of capital and valuation – designing capital structure. Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

**UNIT III INVESTMENT DECISIONS: 15 Hours**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital

**UNIT IV LONG TERM SOURCES OF FINANCE: 15 Hours**

Indian capital and stock market, New issues market Long term finance: Shares, debentures and termloans, lease, hire purchase, venture capital financing, Private Equity.

**UNIT V WORKING CAPITAL MANAGEMENT: 15 Hours**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital – Accounts Receivables Management and factoring – Inventory management – Cash management – Working capital finance : Trade credit, Bank finance and Commercial paper.

**Total: 75 Hours**

**PRESCRIBED BOOKS :**

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases TataMcGraw Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.

**REFERENCE BOOKS :**

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition.

**WEBSITES :**

1. [http://financial.thomsonreuters.com/en/markets-industries/wealth-management-solutions.html?gclid=CMTQ9\\_XE1MMCFYeVvQodKJoAww](http://financial.thomsonreuters.com/en/markets-industries/wealth-management-solutions.html?gclid=CMTQ9_XE1MMCFYeVvQodKJoAww)
2. <http://managementhelp.org/businessfinance/>

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	1	1
	Unit – 3	1	1
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3		1
	Unit – 4	1	
	Unit - 5	1	

**EXTRA DISCIPLINARY II**  
**PAPER TITLE: BUSINESS RESEARCH METHODS**

<b>SUBJECT CODE : 16PMBAE02</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: II</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications

**UNIT – I** **9 Hours**

Introduction: Research – meaning, objective and significance – types of research – defining the research problem – research process – criteria for a good research – problems encountered by researchers.

**UNIT – II** **9 Hours**

Research design and measurement: Research design – concept, need and features of good design – types of research design – variables in research.

Measurement and Scaling: measurement in research – sources of errors in measurement – scaling – meaning and classification – scale construction technique.

**UNIT – III** **9 Hours**

Methods of data collection: Data – definition and types – methods of primary data collection – construction of questionnaire – sampling plan – determination of sample size – sampling techniques – central limit theorem – probability vs non-probability sampling.

**UNIT – IV** **9 Hours**

Data processing and analysis: Data preparation – editing and coding of data – data analysis – univariate, bivariate and multivariate statistical techniques – factor analysis, discriminant analysis, cluster analysis, multiple regression and correlation – application of statistical software for data analysis.

**UNIT – V** **9 Hours**

Report writing: Research report – different types of reports – contents of reports – need of executive summary – chapterisation – contents – report writing – report format – ethics in research – role of computers in research

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Kothari.C.R, *Research methodology: methods and techniques*, 2<sup>nd</sup> edition, New Age International, 2004.
2. Bryman.A and Bell.E, *Business research methodology*, Oxford university press, 3<sup>rd</sup> edition, 2011.
3. Pannerselvam, *Research methodology*, Prentice Hall of India, edition 2008.
4. Krishnaswamy.O.R, *Methodology of research in social sciences*, Himalaya Publishing house

**REFERENCE BOOKS :**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, *Business Research methods*, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, *Business Research methods*, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, *Research methods for Business*, 5th Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, *Business Research methods, A South Asian Perspective*, 8th Edition, Cengage Learning, New Delhi,

2012.

**WEBSITES :**

1. <http://www.cscjournals.org/journals/IJBRM/description.php>
2. <http://www.gbmr.ioksp.com/>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	



**SOFTSKILLS-II**  
**PAPER TITLE: SPOKEN AND PRESENTATION SKILLS**

<b>SUBJECT CODE : 16PGSLS02</b>	<b>PRACTICAL</b>	<b>100 MARKS</b>
<b>SEMESTER: II</b>	<b>CREDITS: 2</b>	<b>Total No. of Hours: 30</b>

**COURSE OBJECTIVES:**

- To familiarize learners with the mechanics of presentation.
- To enable learners to develop their social skills practically and professionally

<b>Unit I:</b> General Language Knowledge and Presentation	<b>6 Hours</b>
<b>Unit II:</b> Special Language Knowledge and Presentation	<b>6 Hours</b>
<b>Unit III:</b> General communication Skills for Presentation	<b>6 Hours</b>
<b>Unit IV:</b> Professional communication Skills for Presentation	<b>6 Hours</b>
<b>Unit V:</b> Social communication Skills for Presentation	<b>6 Hours</b>
<b>Total : 30 Hours</b>	

**PRESCRIBED BOOKS :**

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic Business Communication. 11th ed. Tata McGraw-Hill, New Delhi.

**REFERENCE BOOKS :**

1. Goleman, Daniel. 1998 *Working with Emotional Intelligence*. Bantam Books. New York
2. Cathcart, Robert.S. & Larry. A. Samovar. 1970. *Small Group communication: A Reader*. 5<sup>th</sup> Edition. W.M.C. Brown Publishers. IOWA.

**WEBSITES :**

1. <http://www.skillsyouneed.com/presentation-skills.html>
2. <http://www.presentationkills.ca/>

**CORE PAPER-XII**  
**PAPER TITLE: STRATEGIC MANAGEMENT**

<b>SUBJECT CODE : 16PMBAC12</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

**COURSE OBJECTIVES:**

- To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

**UNIT I STRATEGY AND PROCESS**

**15 Hours**

Introduction- Strategy, its importance-Developing a strategic vision- mission- Strategic Management process- Crafting a strategy- strategy and Tactics- The 7"s Framework – Strategic Intent

**UNIT II CORPORATE POLICY**

**15 Hours**

Corporate Policy: Importance- Characteristics- Objectives-Types of Business policies-formulation and Implementation of Business policies. Business and society: CSR- Social Responsibilities of Business- Corporate Governance-Ethical Responsibilities.

**UNIT III ENVIRONMENTAL ANALYSIS**

**15 Hours**

Environmental Analysis: Environmental Scanning – Industry analysis- Porter"s Five Forces analysis- Internal Scanning- External factors of analysis – SWOT analysis- Value Chain Analysis Stakeholders Expectations- Scenario Planning

**UNIT IV STRATEGY FORMULATION AND ANALYSIS**

**15 Hours**

Strategy Formulation- Factors of Strategy Formulation and their analytic tools- Business strategy- Corporate strategy and Functional Strategy - Strategic Choice- Generic, Competitive Strategy.

**UNIT V STRATEGIC IMPLEMENTATION, EVALUATION AND CONTROL**

**15 Hours**

Strategic Implementation- Managing the change process- Matching organization Structure to strategy- Strategic Leadership. Strategic control- Strategic control process- Balanced Score card- Importance of Strategic Evaluation- Process & Characteristics of Effective evaluation and control system- Future of strategic management.

**Total: 75 Hours**

**PRESCRIBED BOOKS :**

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill,2008

**REFERENCE BOOKS :**

1. Adria H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012

**WEBSITES :**

1. <http://balancedscorecard.org/Resources/Strategic-Planning-Basics>
2. <http://strategicmanagement.net/>

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	1	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	2	
	Unit – 4	1	
	Unit - 5	1	

### CORE PAPER-XIII

#### PAPER TITLE: MANAGEMENT INFORMATION SYSTEM

<b>SUBJECT CODE : 16PMBAC13</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III</b>	<b>CREDITS: 4</b>	<b>Total No. of Hours: 75</b>

#### COURSE OBJECTIVES:

- To understand the components of DSS and IS
- To know the appropriate model to be used for a problem

#### UNIT I INTRODUCTION

**15 Hours**

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

#### UNIT II SYSTEM ANALYSIS AND DESIGN

**15 Hours**

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD)

#### UNIT III DATABASE MANAGEMENT SYSTEMS

**15 Hours**

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing

#### UNIT IV SECURITY, CONTROL AND REPORTING

**15 Hours**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

#### UNIT V NEW IT INITIATIVES

**15 Hours**

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

**Total: 75 Hours**

#### PRESCRIBED BOOKS :

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

#### REFERENCE BOOKS :

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
4. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.
5. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
6. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004.

#### WEBSITES :

1. <http://www.webopedia.com/TERM/M/MIS.html>
2. <http://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=11&cad=rja&uact=8&sqi=2&ved=0CFQQQFjAK&url=http%3A%2F%2Fwww.informationbuilders.com%2Fdecision-support-systems-dss&ei=H33YVO3YDIHpmAWZ2IL4Bw&usq=AFQjCNEB9N9uKWhEa2cIIEdktQW6w>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVES**  
**HUMAN RESOURCE MANAGEMENT ELECTIVE**  
**ELECTIVE-I**  
**PAPER TITLE: INDUSTRIAL RELATIONS AND LABOUR WELFARE**

<b>SUBJECT CODE : 16PMBAE05</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

**UNIT I INDUSTRIAL RELATIONS**

**9 Hours**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct- Collective bargaining

**UNIT II INDUSTRIAL CONFLICTS**

**9 Hours**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

**UNIT III LABOUR WELFARE**

**9 Hours**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT IV INDUSTRIAL SAFETY**

**9 Hours**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR**

**9 Hours**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour – Social Assistance – Social Security – Implications. SHE concept (Safety Health and Environment)

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012

**REFERENCE BOOKS :**

1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
- 3.
4. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
5. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
6. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004

**WEBSITES :**

1. <http://onlinelibrary.wiley.com/journal/10.1111/%28ISSN%291468-2338>
2. <http://jir.sagepub.com/>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE-II**  
**PAPER TITLE: COMPENSATION MANAGEMENT**

<b>SUBJECT CODE : 16PMBAEH4</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To help the students to know the structure and management of compensation.

**UNIT 1 WAGE AND SALARY ADMINISTRATION**

**9 Hours**

Definition, concept, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wages.

**UNIT 2 INCENTIVE PLANS**

**9 Hours**

Variable pay, Individual and Group Incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC). ESOP

**UNIT 3 EMPLOYEE BENEFITS**

**9 Hours**

Supplemented Pay benefits (pay for time not worked), Insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.

**UNIT 4 GOVERNING LAWS**

**9 Hours**

Provident Fund Act 1952, Minimum wages Act 1948, Payment of wages Act 1948, Payment of Bonus Act, 1965. ESI Act, Maternity Act

**UNIT 5. CURRENT TRENDS** in Compensation and Reward Management.

**9 Hours**

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Garry Dessler, "Personnel / Human Resource Management", London, Prentice Hall, 1994.
2. William B. Werther Jr. and Keith Davis "Human Resource Management". New Jersey: McGraw Hill. (1993)

**REFERENCE BOOKS :**

1. Human Resource Management, Eugence Mckenna and Nic Beach, Pearson Education Limited, 2002.
2. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 1997.

**WEBSITES :**

1. [www.sachajournals.com/user/image/idemobi002sjpss.pdf](http://www.sachajournals.com/user/image/idemobi002sjpss.pdf)
2. <http://www.sagepub.in/journals/Journal200811>



**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

### ELECTIVE-III

#### PAPER TITLE: STRATEGIC HUMAN RESOURCES MANAGEMENT

<b>SUBJECT CODE : 16PMBAE04</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

#### COURSE OBJECTIVES:

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

#### UNIT I Introduction

**9 Hours**

Approaches to Strategic HRM, SHRM & Business Strategy, SHRM Strategy, Structure, Culture and Policy, Organizational Culture and HRM, HRM Structures and Policy, The Formulation of HR Strategies, The Strategic Fit, Strategic HRM Models, SIX BOX model, 7 S Framework, Force Field Analysis.

#### UNIT II OD Interventions

**9 Hours**

Introduction the term “interventions”. Types of Interventions-Terms, Third Party, Structural and Comprehensive

#### UNIT III Team Interventions

**9 Hours**

What are Teams and Effective Teams. Stages of Team Development. Role Analysis Technique, Interdependency Exercise, Role Negotiation, Visioning

#### UNIT IV Structural Interventions

**9 Hours**

Socio-Technical System as an intervention, Work Redesign, Quality of Work Life, TQM, Reengineering

#### UNIT V OD Consultant

**9 Hours**

Role of the OD Consultant, Competencies of the OD Consultant, Future Terms and Applications of OD.

**Total: 45 Hours**

#### PRESCRIBED BOOKS :

1. Jeffrey A Mello, „Strategic Human Resource Management“, Thomson, Singapore, Southwestern 2003.
2. Randy L. Desimone, Jon M. Werner – David M. Marris, „Human Resource Development“, Thomson Southwestern, Singapore, 2002.

#### REFERENCE BOOKS :

1. Robert L. Mathis and John H. Jackson, „Human Resource Management“, Thomson Southwestern, Singapore, 2003.
2. Rosemary Harrison, „Employee Development“ – University Press, India Ltd, New Delhi, 2003.
3. Srinivas Kandula, „Human Resource Management in Practice“, Prentice Hall of India, 2005, New Delhi, 2004.

#### WEBSITES :

1. <http://www.manuscript.publishingindia.com/index.php/JSHRM>

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE-IV**  
**PAPER TITLE: HUMAN RESOURCES DEVELOPMENT**

<b>SUBJECT CODE : 16PMBAEH5</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

**UNIT I HUMAN RESOURCE DEVELOPMENT**

**9 Hours**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability, Benchmarking and HRD Audit.

**UNIT II E-HRM**

**9 Hours**

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e – training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

**UNIT III CROSS CULTURAL HRM**

**9 Hours**

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.

**UNIT IV CAREER & COMPETENCY DEVELOPMENT**

**9 Hours**

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

**UNIT V EMPLOYEE COACHING & COUNSELING**

**9 Hours**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling – Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources – Consequences – Stress Management Techniques.- Eastern and Western Practices – Self Management and Emotional Intelligence.

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011

**REFERENCE BOOKS :**

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.

3. Monir Tayeb. International Human Resource Management. Oxford. 2007

**WEBSITES :**

1. <http://hrd.sagepub.com/>
2. [http://www.tandfonline.com/toc/rhrd20/current#.VNh\\_GCyz\\_4Y](http://www.tandfonline.com/toc/rhrd20/current#.VNh_GCyz_4Y)

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE-V**  
**PAPER TITLE: MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

<b>SUBJECT CODE : 16PMBAEH1</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

**UNIT I DEFINING THE MANAGERIAL JOB**

**9 Hours**

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional level differences in Managerial Job behaviour.

**UNIT II DESIGNING THE MANAGERIAL JOB**

**9 Hours**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balance Scorecard - Feedback – Career planning and Management.

**UNIT III PRACTICAL APPROACH TO MANAGERIAL EFFECTIVENESS**

**9 Hours**

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

**UNIT IV ENVIRONMENTAL ISSUES**

**9 Hours**

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

**UNIT V DEVELOPING THE WINNING EDGE**

**9 Hours**

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Peter Drucker, Management, Harper Row, 2005.
2. T.V.Rao, Appraising and Developing Managerial Performance, Excel Books, 2000.

**REFERENCE BOOKS :**

1. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
2. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
3. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
4. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
5. R.M.Omkar, Personality Development and Career Management, S.Chand 1st edition,2008.
6. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

**WEBSITES :**

1. <http://www.emeraldinsight.com/doi/abs/10.1108/03090591211204733>
2. <http://www.emeraldinsight.com/doi/abs/10.1108/03090591111095718>
3. <http://eric.ed.gov/?id=EJ978766>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE-VI**  
**PAPER TITLE: STRESS MANAGEMENT**

<b>SUBJECT CODE : 16PMBAEH6</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

**UNIT I UNDERSTANDING STRESS**

**9 Hours**

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

**UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUNG**

**9 Hours**

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say “No”.

**UNIT III CRISIS MANAGEMENT**

**9 Hours**

Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

**UNIT IV WORK PLACE HUMOUR**

**9 Hours**

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

**UNIT V SELF DEVELOPMENT**

**9 Hours**

Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yogafor Life.

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Cooper, Managing Stress, Sage, 2011
2. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.

**REFERENCE BOOKS :**

1. Waltschafer, Stress Management ,Cengage Learning, 4th Edition 2009.
2. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
3. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012
4. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2012

**WEBSITES :**

1. <http://www.apa.org/pubs/journals/str/>
2. <http://link.springer.com/journal/10771>



**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

## FINANCE ELECTIVES

### ELECTIVE-I PAPER TITLE: CORPORATE FINANCE

<b>SUBJECT CODE : 16PMBAEF2</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

#### **COURSE OBJECTIVES:**

- Student will acquire nuances involved in short term corporate financing & Good ethical practices

#### **UNIT I INDUSTRIAL FINANCE**

**9 Hours**

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

#### **UNIT II FINANCING DECISION**

**9 Hours**

Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

#### **UNIT III SHORT TERM-WORKING CAPITAL FINANCE**

**9 Hours**

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

#### **UNIT IV ADVANCED FINANCIAL MANAGEMENT**

**9 Hours**

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

#### **UNIT V CORPORATE GOVERNANCE**

**9 Hours**

Corporate Governance – SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

**Total: 45 Hours**

#### **PRESCRIBED BOOKS :**

1. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
2. I.M. Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.

#### **REFERENCE BOOKS :**

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
3. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.

#### **WEBSITES :**

1. <http://www.journals.elsevier.com/journal-of-corporate-finance/>

2. <http://www.sciencedirect.com/science/journal/09291199>

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	1	1
	Unit – 4	1	1
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4		1
	Unit - 5	1	

**ELECTIVE-II**  
**PAPER TITLE: BANKING FINANCIAL SERVICES MANAGEMENT**

<b>SUBJECT CODE : 16PMBAEF4</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To help students grasp how banks raise their sources and how they deploy it and manage the associated risks
- To make students Understand e-banking and the threats that go with it.

**UNIT I OVERVIEW OF INDIAN BANKING SYSTEM 9 Hours**

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

**UNIT II SOURCES AND APPLICATION OF BANK FUNDS 9 Hours**

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

**UNIT III CREDIT MONITORING AND RISK MANAGEMENT 9 Hours**

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

**UNIT IV DIVERSIFICATION AND PERFORMANCE EVALUATION 9 Hours**

Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

**UNIT V HIGH TECH E-BANKING 9 Hours**

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.

**REFERENCE BOOKS :**

1. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.

**WEBSITES :**

1. <http://www.springer.com/business+%26+management/finance/journal/10693>
2. <http://www.emeraldgroupublishing.com/products/journals/journals.htm?id=ijbms>

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE-III**  
**PAPER TITLE: CORPORATE RESTRUCTURING**

<b>SUBJECT CODE : 16PMBAEF5</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To enable student to understand
- Regulatory framework for mergers and acquisitions
- Process involved in mergers and acquisitions and the available takeover defenses

**UNIT I INTRODUCTION**

**9 Hours**

Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring – meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.

**UNIT II REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION**

**9 Hours**

Compliance with Indian Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.

**UNIT III MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK**

**9 Hours**

Due Diligence – types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition – concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation – Financing Mergers and Acquisitions – equity, debt and venture capital funds – Negotiation, Deal structuring and Methods of payments in mergers and acquisitions – Accounting for Mergers and Acquisitions.

**UNIT IV POST-MERGER INTEGRATION**

**9 Hours**

Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, Approaches to integration, Challenges in integration, Steps for successful integration, Cultural integration, Redesigning post merger cultural process.

**UNIT V CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES**

**9 Hours**

Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses.

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Rajesh Kumar B., Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2012.
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Biztantra, New Delhi, 2012.

**REFERENCE BOOKS :**

1. Kamal Ghosh Ray, PHI Learning Private Limited, New Delhi, 2010.
2. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Second Edition, Wiley India, 2010.
3. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley India, 2011.

**WEBSITES :**

1. <http://www.ccsenet.org/journal/index.php/ijbm/article/view/585>
2. <http://www.worldscientific.com/worldscinet/jrf>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE -IV**  
**PAPER TITLE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

<b>SUBJECT CODE : 16PMBAEF1</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

Enables student to

- Understand the nuances of stock market operations
- Understand the techniques involved in deciding upon purchase or sale of securities

**UNIT I INVESTMENT SETTING**

**9 Hours**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

**UNIT II SECURITIES ANALYSIS**

**9 Hours**

Valuation and return- evaluation of fixed income securities- evaluation of ordinary shares.

**UNIT III FUNDAMENTAL ANALYSIS**

**9 Hours**

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

**UNIT IV TECHNICAL ANALYSIS**

**9 Hours**

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

**UNIT V PORTFOLIO MANAGEMENT**

**9 Hours**

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

**REFERENCE BOOKS :**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012.

**WEBSITES :**

1. <http://www.ijournals.com/doi/abs/10.3905/jpm.1990.409271>
2. <http://www.inderscience.com/jhome.php?jcode=ijpam>



**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	1	1
	Unit – 4	2	
	Unit – 5		1
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3		1
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE-V**  
**PAPER TITLE: MERCHANT BANKING AND FINANCIAL SERVICES**

<b>SUBJECT CODE : 16PMBAEF3</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

To enable student

- Understand the modes of issuing securities
- Acquire financial evaluation technique of leasing and hire purchase

**UNIT I MERCHANT BANKING**

**9 Hours**

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

**UNIT II ISSUE MANAGEMENT**

**9 Hours**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer forSale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs,MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing –Post Issue Activities.

**UNIT III OTHER FEE BASED SERVICES**

**9 Hours**

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

**UNIT IV FUND BASED FINANCIAL SERVICES**

**9 Hours**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT V OTHER FUND BASED FINANCIAL SERVICES**

**9 Hours**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfaiting – Venture Capital.

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

**REFERENCE BOOKS :**

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.

**WEBSITES :**

1. [http://www.ccmf-uwi.org/files/publications/journal/2007\\_1\\_2/174\\_204.pdf](http://www.ccmf-uwi.org/files/publications/journal/2007_1_2/174_204.pdf)
2. <http://link.springer.com/article/10.1007%2F978-1-4077-1407-7#page-1>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE-VI**  
**PAPER TITLE: TAX MANAGEMENT**

<b>SUBJECT CODE : 16PMBAEF6</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To make the students to understand the nuances of tax management.

**UNIT I**

**9 Hours**

Introduction: Income Tax Law – Scheme of Taxation – important concepts – method of Accounting – scope of Total income & Residential status – Tax free incomes.

**UNIT II**

**9 Hours**

Heads of Income – Salaries, Income from house property, profits and gains of Business of profession, capital gains and Income from other sources.

**UNIT III**

**9 Hours**

Deductions to be made in computing total income –Reliefs of Income tax – Taxation of Non-Residents.

**UNIT IV**

**9 Hours**

Set off and carry forward of losses – clubbing provisions and their implications.

**UNIT V**

**9 Hours**

Assessment of Individuals, Assessment of HUF, Assessment of Firm and Assessment of companies – Tax Planning, Tax Avoidance and Evasion.

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Ahuja, G. K., & Gupta, R. Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Lal, B.B., Direct Taxes Practice and Planning Konark Publishers Private Ltd, Delhi, Latest Edition.

**REFERENCE BOOKS :**

1. Iyengar, A C., Sampat Law of Income Tax. Allahabad, Bharat Law House.
2. Kanga, J. B. and Palkhivala, N.A., Income Tax. Bombay, Vol.1-3, N.M. Tripathi.
3. Prasad, B., Income Tax Law and Practice ViswaPrakashan, New Delhi, Latest Edition.
4. Ranina, H. P. Corporate Taxation: A Handbook. New Delhi, Oriental Law House.

**WEBSITES :**

1. <https://www.kpmg.com/Global/en/services/Tax/dispute-resolution-controversy/Documents/bna-international-tax-2012-05-14.pdf>
2. <http://www.journals.elsevier.com/journal-of-international-accounting-auditing-and-taxation/>

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	1	1
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5		1

**SOFTSKILLS - III**  
**PAPER TITLE: CONTEMPORARY AWARENESS**

<b>SUBJECT CODE : 16PGSLS05</b>	<b>PRACTICAL</b>	<b>100 MARKS</b>
<b>SEMESTER: III</b>	<b>CREDITS: 2</b>	<b>Total No. of Hours: 30</b>

**COURSE OBJECTIVES:**

- To enhance the knowledge of the students on current environmental issues and to keep them updated on the day to day happenings.

**Unit I:** **6 Hours**

Recent Developments in science and Technology including development in Space, Telecommunication and computers.

**Unit II:** **6 Hours**

Environmental issues, Human resources and related issues Etc., Role of national Institutions.

**Unit III:** **6 Hours**

International Affairs and Institutions/Organisations related to it.

**Unit IV:** **6 Hours**

Indian Politics and Economy

**Unit V:** **6 Hours**

Geographical facts about India and the world

**Total: 30 Hours**

**REFERENCE BOOKS :**

1. The Pearson Objective – General Knowledge, Pearson Publication
2. Current Affairs , Jagran Josh, Josh Publications, 2014

**WEBSITES :**

1. <http://top7business.com/?Top-7-Tips-to-Improve-Your-Telecommunication-Skills&id=207>
2. <http://www.epw.in/>

## **INTERNSHIP**

<b>SUBJECT CODE : 16PINT401</b>	<b>PRACTICAL</b>	<b>100 MARKS</b>
<b>SEMESTER: III</b>	<b>CREDITS: 2</b>	

Students to work in any business organization for a period of 30 days and to submit a written report of their performance in the organization.

## MARKETING ELECTIVES

### ELECTIVE-I

#### PAPER TITLE: RETAIL MARKETING

<b>SUBJECT CODE : 16PMBAEM2</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

#### COURSE OBJECTIVES:

- To understand the concepts of effective retailing

#### UNIT I INTRODUCTION

**9 Hours**

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio Economic and technological Influences on retail management – Government of India policy Implications on retails.

#### UNIT II RETAIL FORMATS

**9 Hours**

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

#### UNIT III RETAILING DECISIONS

**9 Hours**

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Mercandising and category management – buying.

#### UNIT IV RETAIL SHOP MANAGEMENT AND VISUAL MERCHANDISING

**9 Hours**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail store brands – Retail advertising and promotions – Mannequins - Retail Management Information Systems - Online retail – Emerging trends.

#### UNIT V RETAIL SHOPPER BEHAVIOUR

**9 Hours**

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process- Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

**Total: 45 Hours**

#### PRESCRIBED BOOKS :

1. Michael Levy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.

#### REFERENCE BOOKS :

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
5. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008
6. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.



**WEBSITES :**

1. [http://www.ehow.com/about\\_6401557\\_definition-retail-marketing.html](http://www.ehow.com/about_6401557_definition-retail-marketing.html)
2. <http://www.ibef.org/industry/retail-india.aspx>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE-II**  
**PAPER TITLE: BRAND MANAGEMENT**

<b>SUBJECT CODE : 16PMBAEM4</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- To understand the methods of managing brands and strategies for brand management.

**UNIT I INTRODUCTION**

**9 Hours**

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

**UNIT II BRAND STRATEGIES**

**9 Hours**

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

**UNIT III BRAND COMMUNICATIONS**

**9 Hours**

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

**UNIT IV BRAND EXTENSION**

**9 Hours**

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

**UNIT V BRAND PERFORMANCE**

**9 Hours**

Measuring Brand Performance – Brand Equity Management – Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Leverage –Role of Brand Managers– Branding challenges & opportunities.

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3<sup>rd</sup> Edition, 2007.
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

**REFERENCE BOOKS :**

1. Lan Batey, Asian Branding – A Great way to fly, PHI, Singapore, 2002.
2. Paul Tmepoal, Branding in Asia, John Willy, 2000.
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005
5. Mahim Sagar, Deepali Singh, D.P. Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).

**WEBSITES :**

1. <http://www.businessdictionary.com/definition/brand-management.html>
2. [http://www.alternatives.ie/marketing\\_hub/article/brand\\_management\\_process\\_and\\_responsibilities](http://www.alternatives.ie/marketing_hub/article/brand_management_process_and_responsibilities)

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

## ELECTIVE-III

### PAPER TITLE: SERVICES MARKETING

<b>SUBJECT CODE : 16PMBAEM3</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

#### **COURSE OBJECTIVES:**

- To understand the meaning of services and the significance of marketing the services.

#### **UNIT I INTRODUCTION**

**9 Hours**

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

#### **UNIT II SERVICE MARKETING OPPORTUNITIES**

**9 Hours**

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

#### **UNIT III SERVICE DESIGN AND DEVELOPMENT**

**9 Hours**

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

#### **UNIT IV SERVICE DELIVERY AND PROMOTION**

**9 Hours**

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

#### **UNIT V SERVICE STRATEGIES**

**9 Hours**

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services

**Total: 45 Hours**

#### **PRESCRIBED BOOKS :**

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

#### **REFERENCE BOOKS :**

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2003.

#### **WEBSITES :**

1. <http://www.emeraldinsight.com/journal/jsm>
2. <http://www.learnmarketing.net/servicemarketing.htm>

**Question Paper Pattern :**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

<b>Sections</b>	<b>Units</b>	<b>No. of Questions</b>	
		<b>Theory</b>	<b>Problems</b>
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

## ELECTIVE-IV

### PAPER TITLE: CONSUMER BEHAVIOUR

<b>SUBJECT CODE : 16PMBAEM5</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

#### COURSE OBJECTIVES:

- To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

#### UNIT I INTRODUCTION

**9 Hours**

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

#### UNIT II CONSUMER BEHAVIOR MODELS

**9 Hours**

Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webster and Wind Consumer Behaviour Models – Implications of the models on marketing decisions.

#### UNIT III INTERNAL INFLUENCES

**9 Hours**

Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

#### UNIT IV EXTERNAL INFLUENCES

**9 Hours**

Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior

#### UNIT V PURCHASE DECISION PROCESS

**9 Hours**

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues

**Total: 45 Hours**

#### PRESCRIBED BOOKS :

1. Leon G. Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

#### REFERENCE BOOKS :

1. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition.
2. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
3. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.
4. Abbael, Consumer behavior: A strategic approach (Indian edition 2005) Wiley 2012.
5. Hed, Hoyer. Consumer behavior, 2008 edition Wiley 2012.
6. Das Gupta. Consumer behavior, 2008 edition, Wiley 2012.
7. Shri Prakash. Theory of Consumer behavior, I edition, Vikas 2012.
8. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.

**WEBSITES :**

1. <http://www.consumerpsychologist.com/>
2. <http://onlinelibrary.wiley.com/journal/10.1002/%28ISSN%291479-1838>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE-V**  
**PAPER TITLE: SALES AND DISTRIBUTION MANAGEMENT**

<b>SUBJECT CODE : 16PMBAEM6</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- The objective of this course is to study the scope of Sales and distribution management mainly for lead generation and retention activities in both business to business and business to consumer environments, learn the basics of Sales and distribution management.

**UNIT I**

**9 Hours**

Organisation Framework of The Field Sales Force: Types of Field Sales Organisations – Career in Field Sales Management. Field Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force.

**UNIT II**

**9 Hours**

Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards – Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Check On Training and Staffing Programmes.

**UNIT III**

**9 Hours**

Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.

**UNIT IV**

**9 Hours**

Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behaviour. Sales Audit and Analysis – Control of Sales Efforts and Costs.

**UNIT V**

**9 Hours**

Distribution: Role of Distribution in the Marketing Mix Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport – Organisation, Machines, Procedures and Documentation. Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution. Dealer Functions at Wholesale and Retail Level – Strategic Plan of Network – Location, Selection – Appointment and Termination of Dealers – Morale and Motivation.

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill Education, 2011.
2. Kapoor, S. and Kansal, P., Basics of Distribution Management: A Logical Approach, PHI Learning, 2009.



**REFERENCE BOOKS :**

1. Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10th Edition, Wiley India Pvt. Ltd., 2011.
2. Ingram, T., Sales Management: Analysis and Decision Making, 6th Edition, South-Western, 2007.
3. Mallik, P.K., Sales Management, Oxford University Press, 2011.

**WEBSITES :**

1. <http://www.emeraldinsight.com/doi/abs/10.1108/09590551111183317>
2. <http://www.uk.sagepub.com/books/Book233271>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**ELECTIVE-VI**  
**PAPER TITLE: ADVERTISING MANAGEMENT AND SALES PROMOTION**

<b>SUBJECT CODE : 16PMBAEM1</b>	<b>THEORY</b>	<b>100 MARKS</b>
<b>SEMESTER: III/IV</b>	<b>CREDITS: 3</b>	<b>Total No. of Hours: 45</b>

**COURSE OBJECTIVES:**

- This course introduces students to the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.

**UNIT I** **9 Hours**

Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.

**UNIT II** **9 Hours**

Media: Mass Media - Selection, Planning and Scheduling – Web Advertising – Integrated programme and budget planning.

**UNIT III** **9 Hours**

Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.

**UNIT IV** **9 Hours**

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.

**UNIT V** **9 Hours**

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.

**Total: 45 Hours**

**PRESCRIBED BOOKS :**

1. Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7th Edition, Tata McGraw-Hill Education, 2009.
2. Bhatia, T.K., Advertising and Marketing in Rural India, 2nd Edition, Macmillan India Ltd., 2007.

**REFERENCE BOOKS :**

1. Hackley, C., Advertising and Promotion: An integrated communications approach, 2nd Edition, Sage Publications, 2010.
2. Jefkins, F., Advertising, 4th Edition, Pearson, 2002.
3. Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.
4. Mullins, R., Sales Promotions: How to create, implement and integrate campaigns that really work, 5th Edition, Kogan Page, 2011.
5. Ogilvy, D., Ogilvy on Advertising, Research Press, 2007.
6. Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4th Edition, Oxford University Press, 2012.
7. Pricken, M., Creative Advertising: Ideas and Techniques from the World's Best Campaigns, 2nd Edition, Thomas and Hudson, 2008.
8. Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8th Edition,

Cengage Learning India, 2012.

**WEBSITES :**

1. [www.tandfonline.com/toc/rina20/current#.VNH-VCyz\\_4Y](http://www.tandfonline.com/toc/rina20/current#.VNH-VCyz_4Y)
2. <http://www.warc.com/Pages/Store/ProductInfo.aspx?ProductID=36>

**Question Paper Pattern :**

Section	Question Component	Numbers	Marks	Total
<b>Section A</b>	<b>Definition/Principle</b> Answer any 10 Questions (Each in 50 words)	1-12	2	<b>20</b>
<b>Section B</b>	<b>Short Answer</b> Answer any 5 out of 8 questions (each in 300 words)	13-20	8	<b>40</b>
<b>Section C</b>	<b>Essay</b> Question no. 21 is compulsory Answer any 1 out of 3 questions from Q.no 22 to 24 (each in 1200 words)	21-24	20	<b>40</b>

**Distribution of Questions :**

Sections	Units	No. of Questions	
		Theory	Problems
<b>Section A</b>	Unit – 1	2	
	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
<b>Section B</b>	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
<b>Section C</b>	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

**Softskills - IV**  
**PAPER TITLE: Managerial Skills**

<b>SUBJECT CODE : 16PGSLS04</b>	<b>PRACTICAL</b>	<b>100 MARKS</b>
<b>SEMESTER: IV</b>	<b>CREDITS: 2</b>	<b>Total No. of Hours: 30</b>

**COURSE OBJECTIVES:**

- To Provide the students with the basic knowledge in Business Management skills

**Unit I:** Negotiation skills. **6 Hours**

**Unit II:** Interpersonal and persuading skills **6 Hours**

**Unit III:** Kinesics **6 Hours**

**Unit IV:** Business Etiquettes **6 Hours**

**Unit V:** Personal Grooming and Interview Skills **6 Hours**

**Total: 30 Hours**

**PRESCRIBED BOOKS :**

1. Goleman, Daniel. 1998 *Working with Emotional Intelligence*. Bantam Books. New York
2. Business Communication. 11th ed. Tata McGraw-Hill, New Delhi

**REFERENCE BOOKS :**

1. Jones. Leo and Richard Alexander. 2003. *New International Business English*. Cambridge University Press

**WEBSITES :**

1. <http://www.presentationsskills.ca/>
2. <http://www.skillsyouneed.com/ips/social-skills.html>
3. <https://www.youtube.com/watch?v=VtvNanYXUBI>

**Core Paper-XIV**  
**The Project Work**

<b>SUBJECT CODE : 16PMBAC14</b>	<b>PRACTICAL</b>	<b>200 MARKS</b>
<b>SEMESTER: IV</b>	<b>CREDITS: 8</b>	

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted by Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits)