



GURU NANAK COLLEGE
(AUTONOMOUS)

Velachery, Chennai – 600042
Reaccredited at “A” Grade by NAAC
A Unit of Guru Nanak Educational Society ®

DEPARTMENT OF MBA
(MASTER OF BUSINESS ADMINISTRATION)

SYLLABUS FOR THE BATCH OF STUDENTS
ADMITTED DURING THE ACADEMIC YEAR 2017-18

GURU NANAK COLLEGE (Autonomous)

VELACHERY ROAD, CHENNAI –600042

(Re-Accredited 'A' grade by NAAC)



MASTER OF BUSINESS ADMINISTRATION

DEPARTMENT OF MBA

(SEMESTER SYSTEM WITH CREDITS)

Regulations & Syllabus

MASTERS DEGREE PROGRAMME IN BUSINESS ADMINISTRATION (MBA)

SEMESTER SYSTEM WITH CREDITS (Effective from the Academic year 2017--18)

RULES AND REGULATIONS

1. CHOICE BASED CREDIT SYSTEM (CBCS) WITH GRADING

The College follows the CBCS with grades under the semester pattern. Every course paper is provided with a credit point based on the quantum of subject matter, complexity of the content and the hours of teaching allotment. This is done after a thorough analysis of the content of each subject paper by the members of the Board of studies and with the approval of the Academic Council. Students are also offered with a choice of a variety of Job-oriented courses, Elective courses and courses involving Soft-skills. Students are permitted to choose any course of their interest during the study period and earn extra credits and certificates in addition to the regular hardcore (compulsory) subjects.

The evaluation method under CBCS involves a more acceptable grading system that reflects the personality of the student. This is represented as Cumulative Grade Point Average (CGPA) and Grade Point Average (GPA) which are indicators of Academic Performance of the student. It provides students scope for horizontal mobility as well as empowers them with the flexibility of learning at their convenience.

2. ELIGIBILITY FOR ADMISSION

Candidates for admission to the first year of the UG programme shall be required to have passed the higher secondary examinations (Academic or Vocational Stream) conducted by the Government of Tamil Nadu or an examination accepted as equivalent thereof by the Syndicate of the University of Madras. Students applying for the PG programme should have taken any UG degree from a recognized university.

3. DURATION OF THE COURSE

The UG course is of three year duration with six semesters and the PG course is of two year duration with four semesters. The odd semester include the period from June to November and the even semester from December to April. There shall not be less than 90 working days for each semester.

4. COURSE OF STUDY

The main subject of study for Master's Degree shall consist of the following:

CORE COURSES

PART – III consisting of (a) Main subjects, (b) Elective subjects related to the main subject

of study, Internship and project work.

PART-IV

1. Soft Skills. (I, II, III & IV Semesters)

All the students shall enroll for **NSS / NCC / NSO (Sports & Games) Rotract / Youth red cross or any other service organization** in the college and shall have to put in compulsory minimum attendance of 40 hours which shall be duly certified by the Principal of the college before **31st March in a year**. If a student **LACKS 40 HOURS ATTENDANCE** in the first year, he / she shall have to compensate the same during the subsequent years. Literacy and population, educational field work shall be compulsory components in the above extension service activities.

5.Course Structure:

Sem	Part	Course component	Subject Name	Credits	Hours	CIA	ESE	Total
I	III	Core Paper-1	Management principles	4	5	50	50	100
	III	Core Paper-2	Statistics and Quantitative methods for Business	4	5	50	50	100
	III	Core Paper-3	Organizational behavior	4	5	50	50	100
	III	Core Paper-4	Accounting for Managers	4	5	50	50	100
	III	Core Paper-5	Managerial Economics	4	5	50	50	100
	III	Elective - Interdisciplinary	Innovation and Entrepreneurship	3	3	50	50	100
	IV	Soft skills -I	Language and communication skills	2	2	40	60	100
II	III	Core Paper-1	Legal aspects of business	4	5	50	50	100
	III	Core Paper-2	Applied operations Research	4	4	50	50	100
	III	Core Paper-3	Human Resource Management	4	4	50	50	100
	III	Core Paper-4	Marketing management	4	4	50	50	100
	III	Core Paper-5	Operations Management	4	4	50	50	100
	III	Core Paper-6	Financial Management	4	4	50	50	100
	III	Elective - Interdisciplinary	Business Research Methods	3	3	50	50	100
	IV	Soft skills -II	Spoken and Presentation Skills	2	2	40	60	100
III	III	Core Paper-1	Strategic Management	4	4	50	50	100
	III	Core Paper-2	Management information system	4	4	50	50	100
	III	Elective-1		3	3	50	50	100
	III	Elective-2		3	3	50	50	100
	III	Elective-3		3	3	50	50	100
	III	Elective-4		3	3	50	50	100
	IV	Soft skills -III	Contemporary Awareness	2	2	40	60	100
		Internship *		2			100	100
IV	III	Elective-5		3	3	50	50	100

	III	Elective-6		3	3	50	50	100
	III	Core Paper-1	Project work and viva voce **	8		50	150	200
	IV	Soft skills -IV	Managerial Skills	2	2	40	60	100

1. EXAMINATIONS

Continuous Internal Assessment (CIA) and End Semester Examination (ESE), each carrying 50% marks, will form the basis for grading student performance in each paper.

CONTINUOUS INTERNALASSESSMENT

Continuous assessment will be made by teachers responsible for the course they teach on dates centrally fixed by the college. Every semester has two centralized CIA examinations and one model examination for each paper. The Continuous Assessment Tests (CAT) of one and a half hour duration would be held on completion of 30 and 60 working days each semester. Students who fail to write one or more CATs will have to register for a re-test after obtaining clearance from the HOD and Dean Academics. Re-test is generally not allowed except in the case of students who miss CA tests because they were away on those days representing college in sports or cultural activities or for any justifiable reason acceptable to the Principal/Dean. Principal/Dean may grant special permission to such candidates for taking just one additional paper of three hour duration covering the entire syllabus of that paper. This test should be taken before the commencement of the End of Semester Examination of that semester. A Model exam of three hours duration will be held at the end of each semester. The schedule for these tests is as follows:

C.I.A. Test	Schedule	Syllabus Coverage
I	After 30 working days from the commencement of the semester	40%
II	After 60 working days of the semester	80%
III(model)	After 80 working days of the semester	95%

The components for the CIA are as follows:

Internal Components			
Assessment Type	Nature	Maximum marks	% of Weightage
CIA	Written test I	50	5
	Written test II	50	5
	Model examination	100	10
	Assignment		10
	Class activities		15
	Attendance		5
	Total		50

The class activity relates to a programme of accepted innovative techniques such as seminars, quiz, port folio creation, MCQ, power point presentation, objective tests, role play etc. This class activity for evaluation will be fixed before the commencement of the semester with the approval of the HOD.

A student should attend at least one test in order to declare him/her as pass in the internal assessment tests even though he/she has got pass marks in the overall internal components. Candidates who fail in a paper for want of sufficient marks in CIA will have to seek improvement by coming back to the semester for CA exams or repeating it after the completion of the course at the time of regular CIA.

A record of all such assessment procedures will be maintained by the department and is open for clarification by the students. Students will have the right to appeal to the Principal in case of glaring disparities in marking.

CIA marks for practical subjects will be awarded by the respective faculty based on the performance of the student in the model practical examination, observation notebook, submission of record books, regularity and attendance to the practical classes. The attendance particulars for practical classes will be maintained by the concerned faculty.

Marks for attendance will be awarded as per the following:

Percentage of General Attendance	Marks awarded
90-100	5
75-89	4
60-75	3
<60	0

END OF SEMESTER EXAMINATIONS (ESE)

Examinations will be conducted during each semester after the completion of a minimum of 90 working days. Examinations will be held for all papers of the course in Nov/Dec and April/May for all UG and PG courses. Practical examinations will be conducted only during the end of the even semester either before the commencement of the theory exam or after the theory exams. The schedule for ESE Practical will be notified by the Controller of Examinations in consultation with the Dean of Sciences.

A candidate will be permitted to appear for the End of Semester examinations for any semester if:

- ❖ He / She secure not less than 75% of attendance in the working days during the semester.
- ❖ His / Her conduct has been satisfactory
- ❖ He / She should have applied for the examination
- ❖ He / She should have paid the requisite examination fee

The attendance requirements to appear for the ESE is as follows:

Students must have **75%** of attendance in each part of the course of study to appear for the examination.

Students who have **65% to 74.9%** of attendance shall apply for condonation in the prescribed form along with the prescribed fee after obtaining permission from the Dean. Students cannot claim condonation as a matter of right. Submission of medical certificate is normally not accepted to condone shortage of attendance.

Students who have **50% to 64.9%** of attendance will fall under the—Withheld category. Such students cannot take the ESE exams. They should apply to the Principal for permission to write the next supplementary examination and pay the requisite fee for this purpose.

Students who have less than **50%** of attendance fall under the—detained category and **are not** permitted to appear for the examination. **They shall redo the semesters after completion of the course and appear for the examination after securing the required percentage of attendance.** The decision of **Principal** remains final and binding in all respects.

Students who do not get the minimum marks to pass in the ESE shall compulsorily re-appear for the paper in the subsequent semester after paying the required fee.

Candidates who fail in any of the papers in the UG and PG End of Semester examinations shall complete the paper concerned within 5 years from the date of admission to the particular course. If they fail to do so, they shall re-register their names and take the examination in the revised regulations/syllabus of the paper in force at the time of their reappearance. In the event of removal of that paper consequent to change of regulation and/or curriculum after 5-year period, the candidate shall have to take up an equivalent paper in the revised syllabus as suggested by the Chairman, Board of Studies concerned.

Instant Examinations (Special Supplementary Examination)

In order to provide an opportunity to the final UG and PG students to obtain the degree in the same year itself and to facilitate vertical mobility, special supplementary End of Semester examinations will be conducted in about 20 days from the date of publication of results every year for the final semester theory papers and also for the candidates who fail in only one theory paper of the previous semesters. Students, who wish to apply for special supplementary End of Semester examinations, can do so within 7 days from the date of publication of results.

Malpractice cases, if any, will not be permitted to appear for Supplementary Examination

The details of the ESE are as follows:

External Component			
Assessment type	Comprehensive	Maximum mark	% of Weightage
External Exam	3 hours examination	100	50
	Grand total(CIA+ESE)		100

2. CONDUCT OF EXAMINATION

Chief Superintendent of exams will be the Principal or a person appointed by him. The conduct of end of semester examination lies with the team headed by the Chief

Superintendent.

Time-table for examinations will be finalized the office of the Controller of Examinations and will be displayed well in advance i.e., 20 days prior to the commencement of examination.

The Hall tickets for eligible students will be issued **5** days prior to the commencement of examination.

For Subjects like Environmental Studies, Value Education etc. End Semester Examinations may be conducted on-line or along with the regular ESE.

3. VALUATION

Valuation of the answer scripts are undertaken at the central valuation camp lead by the Controller of Examination or the Camp Officer appointed by the Controller of Examinations. Single valuation of answer scripts by external examiners is adopted for both UG and PG

courses.

4. PUBLICATION OF RESULTS

The Examination results will be published on the web during the second/third week of May for the II, IV and VI semester examinations and during the second / third week of December for the I, III and V semester examinations

PROVISION FOR OBTAINING PHOTOCOPY AND REVALUATION OF VALUED ANSWER SCRIPTS

- ❖ A student can request the Principal for a photocopy of the answer book within seven days from the announcement of the results. Such requests should be endorsed by the HOD and submitted along with the prescribed fees for forward transcription to the COE.
- ❖ Students intending to go for revaluation after obtaining the photocopy of the answer script, shall apply to the COE in the prescribed format along with fees duly endorsed by the HOD and Principal. The application should reach the COE within 7 days from receipt of the photocopy of the answer script.
- ❖ Revaluation /obtaining photocopy of answer scripts is permissible only for the current semester papers and not for any arrear paper.
- ❖ For re-valuation, the answer papers will be valued by two external examiners separately and the average mark of the valuations will be taken into account.
- ❖ The revaluation results will be forwarded to the Principal within 15 working days.
- ❖ Revised mark statement will be issued after withdrawing the previous one, if the marks obtained in revaluation are higher than the marks obtained earlier. In other cases, the original marks obtained earlier will be retained and the matter will be intimated to the student concerned as 'No change'.

5. CLASSIFICATION OF PERFORMANCE – GRADING SYSTEM FOR THE SEMESTER

A candidate shall be declared to have qualified for the award of the Degree provided the candidate has successfully completed the Programme requirements and has passed all

the prescribed subjects of study in all the semesters.

Conversion of Marks to Grade Points and Letter Grade (Performance in a paper/course)

Range of Marks		Grade Points		Letter Grade		Description	
PG &UG		PG &UG		PG &UG		PG &UG	
90-100		9.0-10.0		O		Outstanding	
80-89		8.0-8.9		D+		Excellent	
75-79		7.5-7.9		D		Distinction	
70-74		7.0-7.4		A+		Very Good	
60-69		6.0-6.9		A		Good	
50-59		5.0-5.9		B		Average	
PG	UG	PG	UG	PG	UG	PG	UG
00-49	40-49	0.0	4.0-4.9	U	C	Re-appear	Satisfactory
	00-39		0.0		U		Re-appear
ABSENT		0.0		AAA		ABSENT	
B.Com(Hons)		B.Com(Hons)		B.Com(Hons)		B.Com(Hons)	
00-59		0.0		U		Reappear	

Classification of Grades

CGPA		GRADE		CLASSIFICATION OF FINAL RESULT	
PG&UG		PG&UG		PG&UG	
9.5-10.0		O+		First Class –Exemplary*	
9.0andabovebutbelow9.5		O		First class-outstanding*	
8.5andabovebutbelow9.0		D++		First Class with Distinction*	
8.0andabovebutbelow8.5		D+			
7.5andabovebutbelow8.0		D			
7.0andabovebutbelow7.5		A++		First Class	
6.5andabovebutbelow7.0		A+			
6.0andabovebutbelow6.5		A			
5.5andabovebutbelow6.0		B+		Second Class	
5.0andabovebutbelow5.5		B			
PG	UG	PG	UG	PG	UG
0.0andabovebutbelow5.0	4.5andabovebutbelow5.0	U	C+	Re –appear	Third Class
	4.0andabovebutbelow4.5		C		
	0.0andabovebutbelow4.0		U		Re-appear

* The candidates who have passed in the first appearance and within the prescribed semester of the UG/PG Programme (Core, Allied, Elective, Project and Internship courses) alone are eligible.

Grading For a Semester/Year:

$$\text{GRADE POINT AVERAGE [GP]} = \sum_i C_i G_i / \sum_i C_i$$

$$\text{GPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses (passed) in a semester/year}}$$

For the entire programme:

$$\text{CUMULATIVE GRADE POINT AVERAGE [CGPA]} = \frac{\sum_n \sum_i C_{ni} G_i}{\sum_n \sum_i C_{ni}}$$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses of the entire programme}}$$

(CGPA is calculated only if the candidate has passed in all the courses in the entire programme)

C_i = Credits earned for course i in any semester /year.

G_i = Grade Point obtained for course i in any semester /year.

n refers to the semester/year in which such courses were credited.

C_i = Credits earned for course i in any semester.

G_n = Grade Points obtained for course i in any semester.

n refers to the semester in which such courses were credited.

Passing Minimum

For all U.G.Programme except B.Com(Hons) passing minimum of each subject is 40% in CIA, 40% in E.S.E and 40% in aggregate i.e., CIA +ESE

■ For B.Com(Hons)

a) No passing minimum for internal b) For ESE, passing minimum is 50% for languages, NME, value education, EVS and 60% for core subjects/internship/project and viva voce c) In aggregate the passing minimum (Ext + Int) is 50% for languages, NME, value education, EVS and 60% for core subjects/internship/project and viva-voce.

Passing minimum of each subject/course under PG Programme is 50% in CIA, 50% in ESE and 50% in aggregate i.e., CIA +ESE

Passing minimum of each subject under Career Oriented Programmes, Certificate Courses and Diploma courses is 40% in CIA and ESE and 40% in aggregate i.e., CIA + ESE. Both UG and PG students are at liberty to study these courses jointly

Passing minimum for each PG Diploma course offered by a PG Department as a part of the curriculum to its students is 50% in ESE and 50% in aggregate i.e., CIA + ESE, since graduates alone are admitted to these Courses

6. REQUIREMENT FOR PROCEEDING TO SUBSEQUENT SEMESTER

- (a) Candidates shall register their names for the first semester examination after admission in the UG courses.
- (b) Candidates shall be permitted to proceed from the first semester up to final semester irrespective of their failure in any of the semester examinations subject to the condition that the candidate should register for all the arrear subjects of earlier semesters along with current (subsequent) semester subjects

12. ISSUE OF CERTIFICATES

1. Mark sheet

Mark sheets will be issued every semester to all students who have taken the examination.

2. Consolidated Mark Sheet

Consolidated mark sheets will be given to final year students along with total credits earned only to those who have passed all the papers prescribed for the respective degree.

3. Transcript

Students who are desirous to obtain any other certificates like Transcript certificates for joining courses of study in other Universities in India or abroad or for obtaining scholarships, can obtain these certificates from the office of the Controller of Examinations. A requisition letter duly signed by the Student and forwarded by the Principal along with fee challan is to be submitted to the office of the Controller of Examinations. The certificates will be provided within 15 working days.

4. Provisional Certificate

A copy of the results of the successful final year students will be sent to the University of Madras in the prescribed format in July/August and the University will issue a Provisional Certificate through the College. This may take around 2months.

5. Corrections in the Certificates

Any corrections like name, date of birth etc., can also be made in the certificate. A letter of request duly signed by the student, HOD and Principal along with the prescribed fee paid challan is to be forwarded to the office of the Controller of Examinations. The time line to update will be 15 working days. The amount once paid will not be refunded under any circumstances.

6. Issue of Duplicate Mark Sheet

In case of loss of mark sheet / certificate, a duplicate may provided after submitting a non-traceable certificate issued from the Police station duly signed by an Inspector or Sub Inspector. A requisition letter duly signed by the Principal along with the requisite fees should also be submitted to the office of the Controller of Examinations. Certificates which are torn will not be replaced.

7. Duplicate Provisional Certificate / Degree Certificate:

Students have to apply directly to the University of Madras for duplicate provisional certificate and degree certificate.

8. Verification of Qualification

The agencies who requests for verification of educational qualifications of students under autonomous mode of this college and students who opt for higher studies / employment and who requires verification of educational qualification, shall apply to the Principal to this effect along with the prescribed fees. The letter of request has to be forwarded to the COE. The relevant certificate will be issued within 15 working days from the office of the Principal.

13. CONVOCATION AND NOTICE

1. Convocation

Students must apply for their Degree certificates along with copy of the provisional certificates in the application form issued by University of Madras and submit the same in the college office on or before the last date fixed by the college. Every year after the Convocation held by University of Madras, the college will hold a Graduation day / convocation in which the Degree certificates will be distributed to the students who are present. For others it will be issued through the college admin office.

2. Notice

Candidates, who have completed the duration of the course and left the College, can get information regarding Supplementary Examinations, issue of examination application forms, certificates and application for Graduation day through the college web site and general notice board. Regular students will however be informed of the examinations by circulation, in addition to the modes mentioned above.

No candidate will be communicated individually.

The liability lies on the candidates for their certificates. The College shall not be liable for whatever lapse that occurs due to the ignorance of the candidates.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN FOR THEORY PAPERS WITHOUT PRACTICAL

QUESTION ALLOTMENT	MAXIMUM 100 MARKS PASSING MINIMUM 40 MARKS THREE HOURS DURATION
QUESTION 1-12 Answer any 10 questions	PART-A (10X3=30 MARKS) ANSWER ANY 10 QUESTIONS EACH QUESTION CARRIES 3 MARKS
QUESTION 13-20 Answer any FIVE out of 8	PART-B (5X6=30) ANSWER ANY FIVE QUESTIONS EACH QUESTION CARRIES 6 MARKS

QUESTION 21 TO 26	PART-C (4X 10=40 MARKS) ANSWER ANY FOUR QUESTIONS EACH QUESTION CARRIES 10 MARKS
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Semester	Part	Course component	Subject Name	Credits	Hours in a week
I	III	Core Paper-1	Management principles	4	5
	III	Core Paper-2	Statistics and Quantitative methods for Business	4	5
	III	Core Paper-3	Organizational behavior	4	5
	III	Core Paper-4	Accounting for Managers	4	5
	III	Core Paper-5	Managerial Economics	4	5
	III	Elective - Interdisciplinary	Innovation and Entrepreneurship	3	3
	IV	Soft skills -I	Language and communication skills	2	2
			TOTAL	25	30
II	III	Core Paper-1	Legal aspects of business	4	5
	III	Core Paper-2	Applied operations Research	4	4
	III	Core Paper-3	Human Resource Management	4	4
	III	Core Paper-4	Marketing management	4	4
	III	Core Paper-5	Operations Management	4	4
	III	Core Paper-6	Financial Management	4	4
	III	Elective - Interdisciplinary	Business Research Methods	3	3
	IV	Soft skills -II	Spoken and Presentation Skills	2	2
			TOTAL	29	30
III	III	Core Paper-1	Strategic Management	4	4
	III	Core Paper-2	Management information system	4	4
	III	Elective-1		3	3
	III	Elective-2		3	3
	III	Elective-3		3	3
	III	Elective-4		3	3
	IV	Soft skills -III	Contemporary Awareness	2	2
		Internship *		2	
			TOTAL	24	30

Semester	Part	Course component	Subject Name	Credits	Hours in a week
IV	III	Elective-5		3	3
	III	Elective-6		3	3
	III	Core Paper-1	Project work and viva voce **	8	
	IV	Soft skills -IV	Managerial Skills	2	2
			TOTAL	16	8
			GRAND TOTAL	94	98

***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 .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 (8 Credits).

SEMESTER I

CORE
PAPER TITLE: Management principles

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: I

CREDITS: 4

No. OF HOURS PER WEEK: 5

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 INTRODUCTION TO MANAGEMENT

15 Hours

Definition and meaning of Management- Role of professional managers- Evolution of management thought- Environmental factors affecting Management-Levels of Management.

UNIT II PLANNING

15 Hours

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision-Decision making process- Rational decision making process- Decision making under different conditions.

UNIT III ORGANISING

15 Hours

Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization - Line and staff authority- Departmentalization- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal

UNIT IV DIRECTING

15 Hours

Importance of Directing function- Role of Supervisor- Functions of Supervisor- Leader Vs Manager- Managing people- Communication in Organisation -hurdles in communication- Types of Communication.

UNIT V CONTROLLING

15 Hours

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Co-ordination –Need for co-ordination – Techniques of securing coordination – MBE.

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.
3. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
4. 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
3. <http://global.kyocera.com/inamori/management/twelve.html>

Question Paper Pattern :

Section	Question Component	Numbers	Marks	Total
Section A	Definition/Principle Answer any 10 out of 12 Questions	1-12	3	30
Section B	Short Answer Answer any 5 out of 8 questions	13-20	6	30
Section C	Essay Answer any 4 out of 6 questions	21-26	10	40

Distribution of Questions :

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

CORE
PAPER TITLE: STATISTICS AND QUANTITATIVE METHODS FOR BUSINESS

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: I

CREDITS: 4

No. OF HOURS PER WEEK: 5

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

Hypothesis testing: Hypothesis testing: one tailed and two tailed tests for means of small sample (t-test)- F-test – one way and two way analysis of variance (ANOVA) – chi-square test for simple sample standard deviation, independence of attributes and goodness of fit.

UNIT IV

15 Hours

Correlation, Regression & Time Series Analysis: Correlation analysis, estimation of regression line, Spearman’s Rank Correlation and Method of Least square in Time Series Analysis.

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 ShailajaRego, 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
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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Distribution of Questions :

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		Theory	Problems
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	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
Section B	Unit – 1	1	
	Unit – 2	1	1
	Unit – 3	1	1
	Unit – 4	1	1
	Unit – 5	1	
Section C	Unit – 1		1
	Unit – 2		1
	Unit – 3	1	
	Unit – 4	1	1
	Unit - 5	1	

CORE
PAPER TITLE: ORGANIZATIONAL BEHAVIOUR

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: I

CREDITS: 4

No. OF HOURS PER WEEK: 5

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.

Attitudes – Characteristics – Components – Formation – Measurement-Values.

UNIT II INDIVIDUAL BEHAVIOUR

15 Hours

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification.

Emotions - Emotional Intelligence.

Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management.

Motivation – Importance – Types – Effects on work behavior.

UNIT III GROUP BEHAVIOUR

15 Hours

Groups in organizations – Types – Group dynamics – Group decision making techniques – Interpersonal relations – Teams- Difference between Groups and Teams.

UNIT IV LEADERSHIP AND POWER

15 Hours

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

Conflict and Negotiations: Sources and types of conflict- Negotiation strategies and Negotiation process

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 – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.

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, Tata

McGraw 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

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	Unit – 4	1	
	Unit - 5	1	

CORE
PAPER TITLE: ACCOUNTING FOR MANAGERS

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: I

CREDITS: 4

No. OF HOURS PER WEEK: 5

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, New Delhi, 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-%20Management%20Accounting.pdf>

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	Unit – 3	1	1
	Unit – 4	2	
	Unit – 5		1
Section C	Unit – 1	1	1
	Unit – 2	1	
	Unit – 3		1
	Unit – 4		1
	Unit - 5	1	

CORE
PAPER TITLE: MANAGERIAL ECONOMICS

SUBJECT CODE:	THEORY	100 MARKS
SEMESTER: I	CREDITS: 4	NO. OF HOURS PER WEEK:5

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 macroeconomics 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

DEMAND ANALYSIS

15 Hours

Utility Analysis –Cardinal and Ordinal-Consumer and Producer Surplus- Demand Analysis: Extension and Contraction of Demand- Types of demand -Elasticity of demand – Demand Forecasting– Quantitative and Qualitative techniques- Characteristics of good forecast

UNIT III

PRODUCTION AND COST ANALYSIS

15 Hours

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 IV

MARKET STRUCTURE

15 Hours

Market Structure – Type of Market – Perfect Competition – Imperfect competition – Monopoly – Monopolistic – Oligopoly – Duopoly. Pricing method – Pricing Strategies.

UNIT V

MACRO ECONOMICS

15 Hours

National Income –Concepts – Gross Domestic Product - Gross National product – Net National product – Measurement of National Income – Business Cycles– Fiscal policy – Monetary policy.

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, 19ththedition, Tata McGraw Hill, New Delhi, 2010.
2. William Boys and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N.Gregory Mankiw, principles of Economics, 3rd edition, Thomson learning, New Delhi.

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>

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	Unit – 5	2	
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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: INNOVATION AND ENTREPRENEURSHIP

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: I

CREDITS:3

No. OF HOURS PER WEEK: 3

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.Saravanel, 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>

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	Unit – 5	2	
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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	2	

SOFTSKILLS
PAPER TITLE: LANGUAGE AND COMMUNICATION SKILLS

SUBJECT CODE :	PRACTICAL	100 MARKS
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SEMESTER: I

CREDITS: 2

No. OF HOURS PER WEEK: 2

COURSE OBJECTIVES:

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

Unit I: Twinning functions of listening and speaking 6 Hours

Unit II: Twinning functions of Reading and writing 6 Hours

Unit III: Individual communication 6 Hours

Unit IV: Intermediary communication 6 Hours

Unit V: Social communication 6 Hours

Total: 30 Hours

PRESCRIBED BOOKS :

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

SEMESTER II

CORE

SUBJECT CODE :	THEORY	100 MARKS
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CREDITS: 4

No. OF HOURS PER WEEK: 5

COURSE OBJECTIVES:

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

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.

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.

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.

15

Hours

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

15

Hours

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machinaries and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2008, 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, Cengage Learning, 2008.

WEBSITES :

1. http://business.gov.in/legal_aspects/index.php
2. <http://www.thedaily MBA.com/2010/03/31/topic-22-legal-aspects-of-business/>

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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
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	Unit – 4	2	
	Unit - 5	1	

CORE

PAPER TITLE: APPLIED OPERATIONS RESEARCH

SUBJECT CODE :	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	No. OF HOURS PER WEEK: 5

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 – 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

QUEUEING THEORY: Techniques - Single Server Model with Poisson Arrivals and Exponential service times with limited and unlimited queues and Single Server Model with Poisson arrivals and Erlang Service distribution – Applications of Queueing models.
Sequencing: Sequencing of 'n' jobs and 2 machines - Johnson's Algorithm.

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 :

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

REFERENCE BOOKS :

1. 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.
2. Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 9th Edition, Tata McGraw-Hill Publishing Co. Ltd., 2011.
3. Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 2nd Edition, PHI Learning Pvt. Ltd., 2012.
4. Sharma, J. K., Operations Research: Problems and Solutions, MacMillan India Ltd., 4th Edition, 2009.
5. Taha, H.A., Operations Research: An Introduction, 8th Edition, Pearson, 2011.
6. Vohra, N.D., Quantitative Techniques in Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd., 2010.

WEBSITES:

1. <http://www.en.mtech.aau.dk/Research+Groups/Applied+Operations+Research+%26+Operations+Management/>
2. <http://www.appliedor.com/>

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	Unit – 4	1	
	Unit - 5		1

CORE
PAPER TITLE: HUMAN RESOURCE MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: II

CREDITS: 4

No. OF HOURS PER WEEK: 5

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 :

1. Dessler Human Resource Management, Pearson Education Limited, 2007

2. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.

REFERENCE BOOKS :

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

WEBSITES :

1. <https://go.oracle.com/LP=4262?elqCampaignId=6294&src1=ad:pas:go:dg:tal&src2=wwmk14054343mpp008&SC=sckw=WWMK14054343MPP008>
2. http://humanresources.about.com/od/glossaryh/f/hr_management.htm

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	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	1	
	Unit – 4	1	

	Unit - 5	1	
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CORE
PAPER TITLE: MARKETING MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: II

CREDITS: 4

No. OF HOURS PER WEEK: 5

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

Question Paper Pattern :

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Section C	Essay Answer any 4 out of 6 questions	21-26	10	40

Distribution of Questions :

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	Unit – 2	3	
	Unit – 3	2	
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	Unit – 5	2	
Section B	Unit – 1	1	
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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	2	
	Unit – 4	1	

	Unit - 5	1	
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CORE OPERATIONS MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	NO. OF HOURS PER WEEK: 5

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 – Multiple plant Location Decision

UNIT – II

15 Hours

FACILITY LAYOUT: Principles of a Good Layout – Basic Types of Layout – Service Facilities – Materials Handling – Materials Handling Equipment – 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: 2 bin, 3 bin system, Kanban Economic Order Quantity – Economic Batch Quantity – Reorder point – Safety stock – Classification and Codification of stock – ABC classification – MRP – BOM, Procedure for Stock Control – Materials Requirement planning (MRP). JIT.JIT(II)-Product Safety: Raw Material, Work in progress and finished goods.

UNIT – IV

15 Hours

PRODUCTION PLANNING AND CONTROL AND MAINTENANCE: Lean Manufacturing - Agile Manufacturing- Quality Assurance- Quality Control - Six sigma. Need for Maintenance- Types of Maintenance-Value analysis and use of Robots

UNIT – V

15 Hours

WAREHOUSE MANAGEMENT: Hub and Spoke Business model, Functions of stores, Relationship between the stores and productions department, Store location and Layout, Careers in Store management – Inbound and outbound logistics – Supply Chain Management.

Total: 75 Hours

PRESCRIBED BOOKS:

- O.P. Khanna Industrial Engineering & Management, Dhanpat Rai publications. 2010
- Chary S.N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
- Aswathappa K And Shridhara Bhat K, Production and Operations Management, Himalaya publishing House, Revised Second Editions, 2008.

REFERENCE BOOKS:

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

Websites:

<http://www.materialsmanagement.info/stores/store-management.htm>

<http://www.leanproduction.com/>

<http://www.economicsdiscussion.net/production/meaning-factors-and-nature-of-production-function/1555>

Question Paper Pattern :

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	Unit – 5	2	
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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
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	Unit – 2	2	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	1	

CORE
PAPER TITLE: FINANCIAL MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	No. OF HOURS PER WEEK: 5

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.

UNIT II

FINANCING DECISION: 15 Hours

Financial, Operating and Combined leverage - capital structure - Designing capital structure.– Capital Structure Theories – Net Income Approach, Traditional Approach, Net Operating Approach – M.M Approach- Cost of capital- Types of Cost of Capital Concept and measurement of cost of capital - Specific cost and overall cost of capital and valuation.

UNIT III

INVESTMENT AND DIVIDEND DECISIONS: 15 Hours

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback Method, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index. Dividend policy - Aspects of dividend policy- Dividend Theories.

UNIT IV

LONG TERM SOURCES OF FINANCE: 15 Hours

Indian capital and stock market, New issues market, Long term finance: Shares, debentures and term loans, 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 Tata McGraw 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
2. <http://managementhelp.org/businessfinance/>

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	Unit – 3	1	1
	Unit – 4	1	
	Unit – 5	1	1
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	Unit – 3		1
	Unit – 4	1	
	Unit - 5	1	1

ELECTIVE

PAPER TITLE: BUSINESS RESEARCH METHODS

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: II

CREDITS: 3

No. OF HOURS PER WEEK: 3

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*, 2nd edition, New Age International, 2004.
2. Bryman.A and Bell.E, *Business research methodology*, Oxford university press, 3rd 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/>

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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
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	Unit – 2	2	
	Unit – 3	1	

	Unit – 4	1	
	Unit - 5	1	

SOFTSKILLS
PAPER TITLE: Spoken and Presentation Skills

SUBJECT CODE :	PRACTICAL	100 MARKS
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SEMESTER: II

CREDITS:2

No. OF HOURS PER WEEK: 2

COURSE OBJECTIVES:

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

Unit I: General Language Knowledge and Presentation **6 Hours**

Unit II: Special Language Knowledge and Presentation **6 Hours**

Unit III: General communication Skills for Presentation **6 Hours**

Unit IV: Professional communication Skills for Presentation **6 Hours**

Unit V: Social communication Skills for Presentation **6 Hours**

Total: 30 Hours

PRESCRIBED BOOKS :

- 1.Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic
- 2.BusinessCommunication. 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*. 5th Edition. WM.C. Brown Publishers.IOWA.

WEBSITES :

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

SEMESTER III

CORE
PAPER TITLE: STRATEGIC MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 4

No. OF HOURS PER WEEK: 4

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

12

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

12

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

12

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

12

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

12

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:60 Hour

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/>

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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	2	
	Unit – 4	1	
	Unit - 5	1	

**CORE
MANAGEMENT INFORMATION SYSTEM**

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS:4

No. OF HOURS PER WEEK:4

COURSE OBJECTIVES:

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

UNIT I

15 hours

INTRODUCTION: Definition of System–Information System –Management Information System – characteristics and Role of Management Information System - Information System Activities And Resources – Types of Information Systems – Managerial Challenges of Information Technology –Strategic Uses of Information Technology.

UNIT II

15 hours

DATABASE AND INFORMATION MANAGEMENT:

The Database Management Approach–Data warehousing –Data Mining –Database Structures
Telecommunication Networks: Business Use of the Internet –Role of Intranets and Extranets–
Types of Telecommunication Networks

UNIT III

15 hours

DEVELOPING BUSINESS/IT SOLUTIONS: Systems Development Life Cycle –Prototyping –Feasibility Studies -System Analysis –Systems Design –End user Development
Functional Business Systems: Marketing Systems –Manufacturing Systems –Human Resource Systems –Accounting Systems–Financial Management Systems.

UNIT IV

15 hours

DECISION SUPPORT SYSTEMS:Decision Making Process -DSS Components –What-if Analysis–Sensitivity Analysis–Goal-seeking Analysis Artificial Intelligence Technologies in Business:Overview of Artificial Intelligence –Neural Networks –Fuzzy Logic Systems

UNIT V

15 hours

SECURITY AND ETHICAL CHALLENGES: Information Systems Controls –Risks of Online Operations –Security Measures –Systems Controls and Audits–Ethical Responsibility of Business Professionals- ERP -e-governance

PRESCRIBED BOOKS:

- 1.Azam, M., Management Information System, McGrawHill Education, 2012.
- 2.Kendall, K.and Kendall,J., Systems Analysis and Design, 7th Edition,HI Learning, 2009.
- 3.Laudon, K., Laudon, J.and Dass,R., Management Information Systems –Managing the Digital Firm, 11thEdition, Pearson, 2010.
- 4.Mohapatra, S., Cases in Management Information Systems, PHI Learning, 2008.
- 5.Murdick, R.G.,Ross, J.E.and Claggett,J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011

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.

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=0CFQQFjAK&url=http%3A%2F%2Fwww.informationbuilders.com%2Fdecision-support-systems-dss&ei=H33YVO3YDIHpmAWZ2IL4Bw&usg=AFQjCNEB9N9uKWhEa2cIIEDktQW6wgZzVw&sig2=slr5NH2mgCITmqGXCr-7Kw&bvm=bv.85464276,d.dGY>

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

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
5. 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/>

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	Unit – 4	2	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: COMPENSATION MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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
2. <http://www.sagepub.in/journals/Journal200811>

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	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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>
2. http://www.brunel.ac.uk/__data/assets/file/0018/91035/phdSimp2009TamerDarwish.pdf

Question Paper Pattern :

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Distribution of Questions :

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	Unit – 3	2	
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	Unit – 5	2	
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	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	

	Unit – 4	2	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: HUMAN RESOURCE DEVELOPMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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 , Bench Marking 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

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	Unit – 5	2	
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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: MANAGERIAL BEHAVIOR AND EFFECTIVENESS

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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:45Hours

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>

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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	

Section C	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: STRESS MANEGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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 – Yoga for 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>

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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	

Section C	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

FINANCE ELECTIVES
PAPER TITLE: CORPORATE FINANCE

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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>

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	Unit – 3	1	1
	Unit – 4	1	1
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	

Section C	Unit – 3	1	
	Unit – 4	1	1
	Unit - 5	1	

ELECTIVE
PAPER TITLE: BANKING AND FINANCIAL SERVICES MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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 Hour

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.emeraldgrouppublishing.com/products/journals/journals.htm?id=ijbms>

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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	

Section C	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: CORPORATE RESTRUCTURING

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

COURSE OBJECTIVES:

- To enable student to understand
- Regulatory framework for mergers and acquisitions
- Process involved in mergers and acquisitions and the available take over 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>

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	Unit – 3	2	

Section C	Unit – 4	2	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

ELECTIVE

PAPER TITLE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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 and it's characteristics– Equity Share, Preference Share, Bonds and Debentures — Risk and return concepts- Systematic and Unsystematic Risk

UNIT II

SECURITIES ANALYSIS

9 Hours

Valuation and return- evaluation of fixed income securities: Bond Risk, Yield to Maturity and Bond Value Theorems - evaluation of ordinary shares: Types of Dividend, Dividend Discount Model, Walter, Gordon and MM Model

UNIT III

FUNDAMENTAL ANALYSIS

9 Hours

Economic Analysis – Economic forecasting and stock Investment Decisions – Industry Analysis : Industry classification, Industry life cycle – Company Analysis: Quantitative and Qualitative factors- Measuring Earnings – Applied Valuation Techniques – Graham and Dodd Model.

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 Construction: Traditional and Modern Approach –Portfolio Selection: Markowitz Model, Capital Asset Pricing model, Sharp Single Index Model – Portfolio Revision: Constant

Rupee, Constant Ratio, Variable Ratio – Portfolio Evaluation: Treynor, Sharpe and Jensen – Mutual Funds: Types, Features and Evaluation.

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>

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	Unit – 4	2	
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	Unit – 1	1	

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ELECTIVE
PAPER TITLE: MERCHANT BANKING AND FINANCIAL SERVICES

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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 Forfeiting – 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
2. <http://link.springer.com/article/10.1007%2F00114077#page-1>

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	Unit – 3	2	

Section C	Unit – 4	2	
	Unit – 5	1	
	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: TAX MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: III

CREDITS: 3

No. OF HOURS PER WEEK: 3

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 :

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	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
	Unit – 1	1	
	Unit – 2	2	

Section B	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

SOFTSKILLS
PAPER TITLE: Contemporary Awareness

SUBJECT CODE :	PRACTICAL	100 MARKS
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SEMESTER: III

CREDITS:2

No. OF HOURS PER WEEK: 2

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

SUBJECT CODE :	PRACTICAL	100 MARKS
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SEMESTER: III

CREDITS:2

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.

SEMESTER IV

MARKETING ELECTIVES
PAPER TITLE: RETAIL MARKETING

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: IV

CREDITS: 3

No. OF HOURS PER WEEK: 3

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
2. <http://www.ibef.org/industry/retail-india.aspx>

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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
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	Unit – 4	2	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: BRAND MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: IV

CREDITS: 3

NO. OF HOURS PER WEEK: 3

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, 3rd Edition, 2007.

2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

REFERENCE BOOKS :

1. Lan Batey, Asain 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

Question Paper Pattern :

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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	2	

	Unit - 5	1	
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ELECTIVE

PAPER TITLE: SERVICES MARKETING

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: IV

CREDITS: 3

No. OF HOURS PER WEEK: 3

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. Christropher 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>

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	Unit – 4	2	
	Unit – 5	1	
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	Unit – 4	2	
	Unit - 5	1	

ELECTIVE

PAPER TITLE: CONSUMER BEHAVIOUR

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: IV

CREDITS: 3

No. OF HOURS PER WEEK: 3

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, Webstar 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>

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	Unit – 4	2	
	Unit – 5	1	
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	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: SALES AND DISTRIBUTION MANAGEMENT

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: IV

CREDITS: 3

No. OF HOURS PER WEEK: 3

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>

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	Unit – 3	2	
	Unit – 4	2	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

ELECTIVE
PAPER TITLE: ADVERTISING MANAGEMENT AND SALES PROMOTION

SUBJECT CODE :	THEORY	100 MARKS
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SEMESTER: IV

CREDITS: 3

No. OF HOURS PER WEEK: 3

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
2. <http://www.warc.com/Pages/Store/ProductInfo.aspx?ProductID=36>

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	Unit – 3	2	
	Unit – 4	2	
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	Unit – 2	1	
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	Unit – 4	2	
	Unit - 5	1	

Softskills
PAPER TITLE: Softskills- Managerial Skills

SUBJECT CODE :	PRACTICAL	100 MARKS
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SEMESTER: IV

CREDITS: 2

No. OF HOURS PER WEEK: 2

COURSE OBJECTIVES:

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

Unit I: Negotiation skills.	6 Hours
Unit II: <i>Interpersonal and persuading skills</i>	6 Hours
Unit III: Kinesics	6 Hours
Unit IV: <i>Business Etiquettes</i>	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>

The Project Work

SUBJECT CODE :	PRACTICAL	200 MARKS
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SEMESTER: IV

CREDITS: 8

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 .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 (8 Credits).