

## **MASTER OF BUSINESS ADMINISTRATION**

### **REGULATIONS**

#### **ELIGIBILITY**

Candidates seeking admission to the first year of the Master of Business Administration full-time degree programme shall be required to possess a Bachelor's Degree of any Recognized University.

#### **DURATION OF THE COURSE**

The programme shall extend over two academic years consisting of four semesters. Each academic year will be divided into two semesters.

#### **OBJECTIVES OF THE COURSE**

- To provide students with the required tools for decision making.
- To impart basic management skills and knowledge to students.
- To improve students' managerial skills through the use of case studies.
- To give students the skills and the knowledge set necessary to ethically manage today's business operations for productivity and prosperity.
- To engender a global perspective in all students.
- To develop students' strategic thinking.

**SCHEME OF EXAMINATION**

Subject Code	Subject	Hours of Instruction	Exam Duration (Hours)	Max Marks			Credit Points
				CA	CE	Total	
<b>First Semester</b>							
<b>Part A</b>							
15PBAM101	Core I: Management and Decision Making	4	3	25	75	100	3
15PBAM102	Core II: Managerial Economics	5	3	25	75	100	4
15PBAM103	Core III: Organizational Behaviour	5	3	25	75	100	4
15PBAM104	Core IV: Accounting for Managers	5	3	25	75	100	4
15PBAM105	Core V: Business Research Methods	5	3	25	75	100	4
15PBAMP101	Core Practical I: Executive Communication	3	3	40	60	100	2
<b>Part B</b>							
15PBASEM101	Seminar I	-	-	100	-	100	1
15PBACBQ101	Contemporary Business Quiz I	1	-	100	-	100	1
<b>Non - credit</b>							
15PLS101	Career Competency Skills I	1	-	-	-	-	-
		<b>29</b>				<b>800</b>	<b>23</b>
<b>Second Semester</b>							
<b>Part A</b>							
15PBAM201	Core VI: Operations Management	4	3	25	75	100	4
15PBAM202	Core VII: Financial Management	5	3	25	75	100	4
15PBAM203	Core VIII: Human Resource Management	4	3	25	75	100	4
15PBAM204	Core IX: Marketing Management	4	3	25	75	100	4
15PMABAM205	Core X: Operations Research	5	3	25	75	100	4
15PCSBAMP201	Core Practical II: Computer Applications for Managers	4	3	40	60	100	3
<b>Part B</b>							
15PBASEM201	Seminar II	-	-	100	-	100	1
15PBACBQ201	Contemporary Business Quiz II	1	-	100	-	100	1
15PBAI201	Internship (100% Internal Evaluation)	-	-	100	-	100	2

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15PVE201	Value Education: Human Rights	2	3	25	75	100	2
<b>Non - credit</b>							
15PLS201	Career Competency Skills II	1	-	-	-	-	-
		<b>30</b>				<b>1000</b>	<b>29</b>
<b>Third Semester</b>							
<b>Part A</b>							
15PBAM301	Core XI: Strategic Management	5	3	25	75	100	4
15PBAM302	Core XII: Global Business Management	5	3	25	75	100	4
15PBAM303	Core XIII: Entrepreneurial development (Self Study & 100% External Evaluation)	-	3	-	100	100	3
15PCSBAM304	Core XIV: Information Management	4	3	25	75	100	3
	Elective I: Finance / Human Resource / Operations	4	3	25	75	100	3
	Elective II: Finance / Human Resource / Operations	4	3	25	75	100	3
	Elective III: Finance / Human Resource / Operations	4	3	25	75	100	3
<b>Part B</b>							
15PBASEM301	Seminar III	-	-	100	-	100	1
15PBACBQ301	Contemporary Business Quiz III	1	-	100	-	100	1
		<b>27</b>				<b>900</b>	<b>25</b>
<b>Fourth Semester</b>							
<b>Part A</b>							
	Elective I : Marketing / Systems	4	3	25	75	100	3
	Elective II : Marketing / Systems	4	3	25	75	100	3
	Elective III : Marketing / Systems	4	3	25	75	100	3
15PBAPR401	Project & Viva Voce			50	150	200	6
<b>Part B</b>							
15PBACBQ401	Contemporary Business Quiz IV	1	-	100	-	100	1
		<b>13</b>				<b>600</b>	<b>16</b>
<b>TOTAL</b>						<b>3300</b>	<b>93</b>

## **CRITERIA FOR COURSE COMPLETION**

Every student shall be deemed to have completed the course if he/she has undergone the following subjects successfully:

- Contemporary business quiz in all the Semesters
- Seminar in I, II, and III Semesters
- Internship in II Semester
- Elective Subjects in III and IV Semesters
- Human rights as Value Education Course in II Semester
- Self Study Subject in III Semester
- Project & Viva -Voce in IV Semester

## **TOTAL CREDIT DISTRIBUTION**

<b>COMPONENT</b>	<b>MARKS</b>	<b>CREDITS</b>
<b>Part A</b>		
Core	1800	64
Elective	600	18
<b>Part B</b>		
Value Education	100	2
Internship	100	2
Seminar	300	3
Contemporary Business Quiz	400	4
<b>TOTAL</b>	<b>3300</b>	<b>93</b>

**ELECTIVE COURSES**

Subject Code	Subject	Hours of Instruction	Exam Duration (Hours)	Maximum Marks			Credit Points
				CA	CE	Total	
<b>III Semester</b>							
<b>Specialization : Finance</b>							
15PBAEF301	Elective I: Financial Services	4	3	25	75	100	3
15PBAEF302	Elective II: Security Analysis and Portfolio Management	4	3	25	75	100	3
15PBAEF303	Elective III: Strategic Financial Management	4	3	25	75	100	3
<b>Specialization : Human Resource</b>							
15PBAEH301	Elective I: Employee Relations Management	4	3	25	75	100	3
15PBAEH302	Elective II: Strategic Human Resource Management	4	3	25	75	100	3
15PBAEH303	Elective III: Training and Development	4	3	25	75	100	3
<b>Specialization : Operations</b>							
15PBAEO301	Elective I: Advanced Operations Management	4	3	25	75	100	3
15PBAEO302	Elective II: Supply Chain Management	4	3	25	75	100	3
15PBAEO303	Elective III: World Class Manufacturing	4	3	25	75	100	3
<b>IV Semester</b>							
<b>Specialization : Marketing</b>							
15PBAEM401	Elective I: Customer Relationship Management	4	3	25	75	100	3
15PBAEM402	Elective II: Integrated Marketing Communication	4	3	25	75	100	3
15PBAEM403	Elective III: Services Marketing	4	3	25	75	100	3
<b>Specialization : Systems</b>							
15PCSBAES401	Elective I: Enterprise Resource Planning	4	3	25	75	100	3

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15PCSBAES402	Elective II: Data Mining and Warehousing	4	3	25	75	100	3
15PCSBAES403	Elective III: Data Base Management System	4	3	25	75	100	3

15PBAM101	CORE I: MANAGEMENT AND DECISION MAKING	SEMESTER- I
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Total Hours: 45

**OBJECTIVE:**

1. To initiate the students into the fundamentals of Management and Decision Making.

**CONTENTS**

**UNIT - I (9 Hours)**

The concept of Management: Definition, nature and scope of management - Evolution of management thought - Contributions of F.W. Taylor, Henry Fayol, Elton Mayo, McGregor and Peter Drucker - Functions of Management - Types of business organizations.

**UNIT - II (9 Hours)**

Planning and Decision Making: Definition and nature of planning - Importance, steps and limitations of planning - Management by Objectives (MBO) - The concept and nature of decision making - Principles of decision making - Process of decision making - Types of decisions - Problems in decision making.

**UNIT - III (9 Hours)**

Organizing: Meaning and principles of organizing - Process of organizing - Organization structure - Span of Control - Authority and responsibility - Centralization and decentralization - Delegation of authority - Line and staff functions and conflicts - Types of organizations.

**UNIT - IV (9 Hours)**

Directing: Meaning and importance of directing - Supervision; Communication: meaning, types and process of communication - Barriers of communication - Principles of effective communication; Co-ordination: Need for co-ordination - Principles and techniques of co-ordination.

**UNIT - V (9 Hours)**

Controlling: Meaning and definition - Areas of control - Steps in control process - Requirements of effective control system - Techniques of control - PERT and CPM - Budgetary control and types of budgets - Essentials of effective budgeting system.

**TEXT BOOK:**

1. Prasad, L.M. 2009. **Principles and Practice of Management.** [Eighth Edition]. Sultan Chand & Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Don Hellriegel, Susan E.Jackson and John W.Slocum.* 2005. **Management, A Competency-based Approach.** [Tenth Edition]. Thomson South-Western, New Delhi.
2. *Stephen, P. Robbins and Mary K. Coulter.* 2008. **Management.** [Eighth Edition]. PHI. New Delhi.
3. *James Arthur Finch Stoner, Daniel R. Gilbert, R. Edward Freeman and Gilbert.* 1999. **Management.** [Sixth Edition], PHI, New Delhi.
4. *Harold Koontz and Heinz Weihrlic.* 2004. **Essentials of Management, A Global Perspective.** [Eleventh Edition]. Tata McGraw–Hill, New Delhi.



<b>15PBAM102</b>	<b>CORE II: MANAGERIAL ECONOMICS</b>	<b>SEMESTER- I</b>
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**Total Hours: 45**

**Note:** 90% of the questions shall be theory based and 10% of the questions shall be problem based.

**OBJECTIVE:**

1. To introduce the students to the basic principles and concepts of both micro economics and macro economics and their relevance to business decisions.

**CONTENTS**

**UNIT - I (9 Hours)**

Managerial Economics: Meaning, Nature and Scope of Managerial Economics- Functions of Managerial Economics- Managerial Economics and its relationship with other disciplines - Micro and macro economics

**UNIT - II (9 Hours)**

Demand Analysis: Meaning, Determinants and types of demand - Law of Demand - Elasticity of Demand - Demand Forecasting - Methods of Demand Forecasting.

**UNIT - III (9 Hours)**

Production Function: Law of supply - Law of Variable Proportion - Iso-cost - Iso-quants - Returns to Scale - Economies of scale - Elasticity of supply - Cost Analysis: Cost Concepts, Classification and Determinants - Ascertainment of marginal cost - Contribution - P/V ratio - Break - Even Point - Margin of Safety - Cost - Volume-Profit analysis.

**UNIT - IV (9 Hours)**

Market Structure - Perfect Competition - Monopoly - Monopolistic Competition - Oligopoly - Duopoly - Pricing Policy and Practices: Pricing objectives, Pricing methods and pricing under different market conditions.

**UNIT - V (9 Hours)**

National Income: Definition - Concepts of national income - Methods of calculation of national income. Business Cycle: Phases of Business cycle - Causes of business cycle - Inflation - Types - Causes - Effects - Monetary policy and fiscal policy.

**TEXT BOOK:**

1. *Mote V.L., Samuel Paul and Gupta, G.S.* 2011. **Managerial Economics.** [First Edition]. Tata McGraw Hill Education Private Limited, New Delhi.

**REFERENCE BOOKS:**

1. *Varshney, R.L. and Maheshwari, K.L.* 2009. **Managerial Economics.** [Twelfth Edition]. Sultan Chand & Sons, New Delhi.
2. *Trivedi, M.L.* 2002. **Managerial Economics Theory and Applications.** [Sixth Edition]. Tata McGraw-Hill, New Delhi.
3. *Siddiqui, S.A. and Siddiqui, A.S.* 2007. **Managerial Economics and Financial Analysis.** [Fourth Edition]. New Age International Publishers, New Delhi.
4. *Paul G.Keat and Philip K.Y.Young.* 2008. **Managerial Economics.** [Sixth Edition]. Pearson Education, New Delhi.

<b>15PBAM103</b>	<b>CORE III: ORGANIZATIONAL BEHAVIOUR</b>	<b>SEMESTER- I</b>
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**Total Hours: 45**

**OBJECTIVES:**

1. To equip students to understand individual, group and organizational behavior.
2. To offer a better understanding of elements of organizational culture.

**CONTENTS**

**UNIT - I**

**(9 Hours)**

Organizational Behaviour: Definition – Disciplines contributing to OB – Challenges and opportunities for OB – Basic OB model -Dependent and independent variables. Foundations of individual behavior: Ability – Intellectual and physical – Biographical characteristics. Learning: Theories of learning – Shaping behavior: Methods of shaping and schedules of reinforcement.

**UNIT - II**

**(9 Hours)**

Attitudes: Components – Major job attitudes – Job satisfaction – Measuring job satisfaction – Impact of satisfied and dissatisfied employees. Personality: Determinants – MBTI – Big Five personality model – Other personality traits relevant to OB. Values: Terminal versus instrumental – Hofstede’s framework for assessing cultures.

**UNIT - III**

**(9 Hours)**

Perception: Factors influencing perception –making judgements about others – attribution theory – shortcuts used in judging others. Motivation: Early theories – Hierarchy of needs , Theory X and Y, Two-factor theory, McClelland’s theory of needs, Equity theory and Expectancy theory. Basic emotions and moods – Functions of emotions – Sources of emotions and moods – Emotional intelligence.

**UNIT - IV**

**(9 Hours)**

Groups – Classification – Stages of group development: Five-stage model – Model for temporary groups. Group properties. Power: Bases of power – Power tactics. Organizational politics – Causes and consequences of political behavior – Impression management. Conflict: Traditional, Human relations and Interactionist views – Conflict process.

**UNIT - V**

**(9 Hours)**

Culture: Culture's functions - Culture as a liability - Creating and sustaining cultures - Ways employees learn culture - Creating a positive organizational culture. Organizational Change: Forces for change - Resistance to change - Overcoming resistance to change - Politics of change - Lewin's Three-step model - Creating a learning organization. Stress - Model of stress - Managing stress.

**TEXT BOOK:**

1. *Stephen P. Robbins. Timothy-Judge. A and Seema sanghi .2009. "Organizational Behaviour", [Thirteenth Edition]. Pearson Education. NewDelhi.*

**REFERENCE BOOKS:**

1. *John Newstrom. 2006. "Organizational Behavior & Human Behavior at Work" [Twelfth Edition]. McGraw Hill Education.*
2. *Fred Luthans. 2008. "Organizational Behaviour", [Twelfth Edition]. Mc Graw Hill International Edition, McGraw Hill. Singapore.*
3. *Aswathappa. K 2012. Organizational Behaviour (Text, Cases and Games), [Tenth Edition]. Himalaya Publishing. New Delhi.*
4. *Sushama Khanna. 2011. "Understanding organizational behaviour" (Third edition). Oxford University Press, New Delhi.*

15PBAM104	CORE IV: ACCOUNTING FOR MANAGERS	SEMESTER- I
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**Total Hours: 45**

**Note:** 60% of the questions shall be theory based and 40% of the questions shall be problem based.

**OBJECTIVE:**

1. To impart knowledge and skill in generating accounting information for facilitating business decisions.

**CONTENTS**

**UNIT - I (9 Hours)**

Financial Accounting – Nature and purpose – Principles and concepts – Limitations of financial accounting – Preparation of Journal, ledger, – Trial balance – Preparation of final accounts.

**UNIT - II (9 Hours)**

Financial statement analysis – Significance, methods and purpose – Tools of analysis – Fund flow statement – Cash flow statement (Problems – AS – 3 format) Relationship between fund flow statement and cash flow statement.

**UNIT - III (9 Hours)**

Ratio Analysis: Meaning, Nature, utility and limitations of ratio analysis - Types of Ratios: Solvency ratio - profitability ratios and - turnover ratios – Balance sheet to ratios and ratios to balance sheet.

**UNIT - IV (9 Hours)**

Cost accounting – Meaning, scope and advantages – Financial accounting versus cost accounting – Elements of cost: Material, labour and overheads – Classification of cost – Preparation of cost sheet.

**UNIT - V (9 Hours)**

Budget – Budgeting and budgetary control – Types of Budgets – Preparation of Production, cash, flexible, fixed budgets and master budgets.

**TEXT BOOK:**

1. Maheshwari, S.N. 2011. **Cost and Management Accounting**. [Thirteenth Edition]. S.Chand and Company, New Delhi

**REFERENCE BOOKS:**

1. *Bhattachaya, S.K.* 2007. **Accounting for Management.** [Third Edition]. Vikas Publishing House, New Delhi.
2. *Khan, M.Y and Jain, P.K.* 2009. **Management Accounting.** [Fifth Edition]. Tata McGraw-Hill, New Delhi.
3. *Pillai, R.S.N and Bagavathi, V.* 2009. **Management Accounting.** [Fourth Edition]. S.Chand and Company, New Delhi.
4. *Sahaf, M.A.* 2009. **Management Accounting, Principles and Practice.** [Fourth Edition]. Vikas Publishing House, New Delhi.

<b>15PBAM105</b>	<b>CORE V: BUSINESS RESEARCH METHODS</b>	<b>SEMESTER- I</b>
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**Total Hours: 45**

**OBJECTIVES:**

1. The general objective of this course is to introduce the students to the methods of research.
2. The specific objectives are:
  - a. To ensure that students acquire practical research skill
  - b. To enable students to link the research process with theories of their specialized areas.

**CONTENTS**

**UNIT - I (9 Hours)**

Research – Meaning and Objectives – Types of Research – Research Process – Research Problem – Selecting the Problem – Research Design – Need and Features of a Good Design – Different Research Designs.

**UNIT - II (9 Hours)**

Sampling Design – Steps in Sampling Design – Types of Sample Designs – Measurement Scales – Tests of Sound Measurement – Important Scaling Techniques – Methods of Data Collection.

**UNIT - III (9 Hours)**

Data Processing – Coding – Editing – Univariate Analysis – Correlation and Regression Analysis (Problems only) - Multivariate Analysis (Theory Only) – Factor Analysis – Cluster Analysis – Discriminant Analysis

**UNIT - IV (13 Hours)**

Testing of Hypothesis – Concepts – Procedure for Hypothesis Testing – Parametric Tests: Z Test – T-Test – F-Test – ANOVA Technique - Non-Parametric Tests: Chi-Square Test – Kruskal-Wallis Test – Wilcoxon-Mann Whitney Test – Application of SPSS Package.

**UNIT - V (5 Hours)**

Report Writing – Steps in Writing Report – Layout of the Research Report – Types of Reports – Mechanics and Precautions while writing a Research Report – Oral Presentations.

**TEXT BOOK:**

1. *Donald R. Cooper and Pamela S. Schindler.* 2013. **Business Research Methods.** [Twelfth Edition]. Tata Mc Graw Hill, New Delhi.

**REFERENCE BOOKS:**

1. *Kothari, C.R.* 2011. **Research Methodology, Methods and Techniques.** [Second Edition]. New Age International Publishers, New Delhi.
2. *Uma Sekaran.* 2013. **Research Methods for Business - A Skill Building Approach.** [Sixth Edition]. John Wiley and Sons.
3. *Alan Bryman and Emma Bell.* 2011. **Business Research Methods.** [Third Edition]. Oxford University Press, New Delhi.
4. *Panneerselvam, R.* 2014. **Research Methodology.** [Second Edition]. PHI Learning Private Limited, New Delhi.



15PBAMP101	<b>CORE PRACTICAL I: EXECUTIVE COMMUNICATION</b> <b>(This paper is meant for practical only and no theory examination)</b>	<b>SEMESTER- I</b>
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**Total Hours: 36**

**OBJECTIVE:**

To develop the basic communication skills key to managerial success.

**CONTENTS**

- i. Letter and email writing, error correction in letters and email
- ii. Public speaking - extempore
- iii. Group discussion
- iv. Self-introduction
- v. Telephonic conversation
- vi. Listening comprehension
- vii. Reading comprehension

**For the final examination, the questions shall cover all four skills: reading, writing, listening and speaking.**

**REFERENCE BOOKS:**

1. *Matthukutty M. Monippally*. 2006. **Business Communication Strategies**. [First Edition]. Tata McGraw-Hill, New Delhi.
2. *Matthukutty M. Monippally*. 2013. **Business Communication from Principles to Practice**. [First Edition]. McGraw-Hill Education (India), New Delhi.
3. *Lesikar, Flatley, Rentz and Pande*, 2009. **Basic Business Communication**. [Eleventh Edition]. Tata McGraw- Hill, New Delhi.
4. *Shirley Taylor*. 2011. **Communication for Business**. [Fourth Edition]. Pearson Education, New Delhi.

<b>15PLS101</b>	<b>CAREER COMPETENCY SKILLS I</b>	<b>SEMESTER - I</b>
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**Total Hours: 15**

**OBJECTIVE:**

1. To enhance employability skills and to develop career competency

**CONTENTS**

**UNIT - I (3 Hours)**

Solving Simultaneous Equations Faster - Number System: HCF, LCM - Decimals - Percentages- Averages

**UNIT - II (3 Hours)**

Powers and Roots -Problems on Trains- Problem on ages-Boats and Streams

**UNIT - III (3 Hours)**

Calendar-Clocks -Pipes and cisterns-Permutations and Combinations-Seating Arrangements

**UNIT - IV (3 Hours)**

Syllogism - Assertion and Reasons - Statements and Assumptions - Identifying Valid Inferences - Identifying strong arguments and weak arguments - Statements and Conclusions.

**UNIT - V (3 Hours)**

Reading comprehension - Self Introduction - News Paper Review - Book Review

15PBAM201	CORE VI: OPERATIONS MANAGEMENT	SEMESTER- II
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**Total Hours: 45**

**Note:** 60% of the questions shall be theory based and 40% of the questions shall be problem based.

**OBJECTIVES:**

1. To familiarize the students with operations management concepts.
2. To provide competence in the use of different tools and techniques used in operations management.

**CONTENTS**

**UNIT - I (9 Hours)**

**Operations Management:** Introduction – production of good versus delivery of services - scope of operations management - Historical evolution of operations management – Trends in business. Operations and competitiveness – strategic operations management decision areas. Productivity – computing productivity – factors that affect productivity – improving productivity.

**UNIT - II (9 Hours)**

**Product design process** - Quality function deployment – Basics of Value analysis/Value engineering - Designing for Manufacture and Assembly - **Process Selection:** Process types - product - process matrix. Breakeven analysis for equipment selection (with problems) - **Work measurement techniques:** Time study - Standard time measurement (with problems) – Application of learning curve.

**UNIT - III (9 Hours)**

**Facility layout:** Basic production layout formats - Product layout - Process layout - Fixed position layout – combination layout – Cellular layout - FMS – service layouts - Line balancing (with problems). **Facility location:** Nature of location decision – general procedure – factors affecting location – Evaluating location alternatives: Factor rating method – Centre of gravity method (with problems).

**UNIT - IV (9 Hours)**

**Quality management:** evolution – contributions of quality gurus – dimensions of quality – determinants of quality – benefits of good quality – costs of quality. Quality awards and certification. Total quality management – six sigma – seven basic quality tools. **Statistical process control:** control charts for variables and attributes (with problems). Acceptance sampling: operating characteristics curve.

**UNIT - V**

**(9 Hours)**

**Inventory Management:** Functions of inventory – objectives of inventory control – requirements for effective inventory management – classification system – ABC approach (with problems) – Basic economic order quantity model (with problems) – Economic production quantity. Material requirements planning – overview – MRP inputs – processing – outputs – other considerations – benefits (with problems) – ERP – the ABCs of ERP – ERP in services – Mistakes in ERP.

**TEXT BOOK:**

1. *William J. Stevenson.* 2009. **Operations Management.** [Ninth Edition]. Tata McGraw-Hill, New Delhi.

**REFERENCE BOOKS:**

1. *Richard B. Chase, Nicholas J. Aquilano and Robert Jacobs, F.* 2008. **Operations Management for Competitive Advantage.** [Eleventh Edition]. Tata McGraw-Hill, New Delhi.
2. *Panneerselvam, R.* 2012. **Production and Operations management.** [Third Edition]. Prentice Hall of India, New Delhi.
3. *Chary, S N.* 2013. **Production and Operations Management.** [Fifth Edition]. Tata McGraw-Hill, New Delhi.
4. *Kaniska Bedi.* 2007. **Production and Operation Management.** [Second Edition]. Oxford University Press, New Delhi.

15PBAM202	CORE VII: FINANCIAL MANAGEMENT	SEMESTER- II
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**Total Hours: 45**

**Note:** 60% of the questions shall be theory based and 40% of the questions shall be problem based.

**OBJECTIVE:**

1. The objective of this course is to introduce the students to the basic tools and techniques used in modern financial management.

**CONTENTS**

**UNIT - I (9 Hours)**

Foundations of Finance: Finance - Meaning - Definition - Scope - Objectives - Profit maximization versus wealth maximization - Finance function - Emerging role of finance manager - Agency problem - Time value of money.

**UNIT - II (9 Hours)**

Investment Decisions: Capital Budgeting - Principles and techniques - Nature of capital budgeting- Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Capital rationing - Risk-return analysis - Concept and measurement of cost of capital - Specific cost and overall cost of capital.

**UNIT - III (9 Hours)**

Financing and Dividend Decisions: Sources of funds - Capital structure theories - Cost of capital: Significance - Computation of Weighted Average Cost of Capital (WACC) - Leverage: Operating, Financial and Combined leverage - Capital structure versus Financial structure - Point of Indifference - EBIT - EPS Analysis.

**UNIT - IV (9 Hours)**

Dividend Decisions: Dividend policy - Forms of dividend policy - Irrelevance concept of dividend - MM approach - Relevance concept of dividend - Walter's and Gordon's approach - Factors affecting dividend policy.

**UNIT - V (9Hours)**

Working Capital Management: Working Capital Management - Definition, concept and objectives - working capital policies - factors affecting working capital requirements - forecasting working capital requirements - Cash management, Inventory management and receivables management.

**TEXT BOOK:**

1. *Khan, M. and Jain, P.* 2011. **Financial Management Principles and Practice.** [Sixth Edition]. Tata McGraw Hill, New Delhi.

**REFERENCE BOOKS:**

1. *Pandey, I.M.* 2008. **Financial Management.** [Tenth Edition]. Vikas Publishing House Private Ltd, New Delhi.
2. *Maheswari, S.N.* 2009. **Financial Management Principles and Practice.** [Seventh Edition]. Sultan Chand and Sons, New Delhi.
3. *Prasanna Chandra.* 2008. **Fundamentals of Financial Management.** [Seventh Edition]. Tata McGraw Hill, New Delhi.
4. *Van Horne and Wachowicz, J.R.* 2009. **Fundamentals of Financial Management.** [Thirteenth Edition]. PHI Learning Private Ltd., New Delhi.

15PBAM203	<b>CORE VIII: HUMAN RESOURCE MANAGEMENT</b>	<b>SEMESTER- II</b>
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**Total Hours: 45**

**OBJECTIVES:**

1. To initiate the learners into the basics and the nuances of the management of human resources and
2. To familiarize them with the practical applications of management principles in the management of people.

**CONTENTS**

**UNIT - I (9 Hours)**

Human Resource Management at work - The changing environment of human resource management - The changing role of human resource management - The human resource manager's proficiencies - Human resource management's role in creating competitive advantage - Human resource management's strategic roles - Creating the strategic human resource management system- The HR scorecard.

**UNIT - II (9 Hours)**

The basics of Job Analysis - Methods for Collecting Job Analysis Information - Writing Job Description -Writing Job Specification; Human resource planning: Concept, Importance - Planning and forecasting - Effective recruiting - Internal sources - Outside sources - Recruiting a more diverse workforce.

**UNIT - III (9 Hours)**

Importance of careful selection - Basic Testing Concepts - Types of Tests - Work samples and simulations - Background investigations and other selection methods - Basic features of Interviews - Factors that undermine an interview's usefulness - Designing and conducting an effective interview - Placement and induction.

**UNIT - IV (9 Hours)**

Employee training process - Training methods - Management development - Basic concepts in performance management and appraisal - Appraisal methods - Appraising performance: Problems and solutions - The appraisal interview.

**UNIT - V (9 Hours)**

Managing careers: Roles in career planning and development - Managing promotions and transfers - Retirement - Succession Planning - Compensation - Components - Basic factors in determining pay rates - Establishing pay rates - Pricing managerial and professional jobs - Competency based pay and other compensation trends - Employee Discipline and privacy - Causes of accidents -

Preventing accidents – Workplace health hazards: Problems and remedies – Recent trends in HR practices.

**TEXT BOOK:**

1. *Gary Dessler.* 2012. **Human Resource Management.** [Thirteenth Edition]. Prentice Hall of India Pvt. Limited, New Delhi.

**REFERENCE BOOKS:**

1. *Aswathappa, K.* 2013. **Human Resource Management.** [Seventh Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.
2. *Mamoria, C.B and Gankar, S.V.* 2013. **A Textbook of Human Resource Management.** [Seventh Edition]. Himalaya Publication House, New Delhi.
3. *Biswajeet Pattanayak.* 2009. **Human Resource Management.** [Fourth Edition]. Prentice Hall of India Pvt. Ltd., New Delhi.
4. *Rao, T.V.* 2006. **Performance Management and Appraisal system.** [First Edition]. Sage Publications, Chennai.



<b>15PBAM204</b>	<b>CORE IX: MARKETING MANAGEMENT</b>	<b>SEMESTER - II</b>
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**Total Hours: 45**

**OBJECTIVE:**

1. To facilitate learners understand the concepts of marketing management and acquiring the required skills to be an effective marketing manager.

**CONTENTS**

**UNIT - I (9 Hours)**

Marketing: Definition, importance and scope - Core marketing concepts, Company orientation towards marketplace - Marketing and customer value - Creating value, and customer relationship - Analyzing consumer markets - Identifying market segments and targets.

**UNIT - II (9 Hours)**

Product characteristics and classifications - Product differentiation - Product and brand relationship - Packaging and labeling- New product development - Product life cycle marketing strategies - Brand equity - Measuring brand equity - Devising a branding strategy - Crafting the brand positioning.

**UNIT - III (9 Hours)**

Pricing: Understanding pricing - Setting the price - Pricing Methods - Adapting the price - Initiating and responding to price changes.  
Physical distribution: Marketing channels and value networks - Role of marketing channels - Channel design decisions - Channel management decisions - Channel conflict management.

**UNIT - IV (9 Hours)**

Retailing - Private Labels - Wholesaling - Market logistics - Promotion: Role of marketing communication - Developing effective communication - Deciding the communication mix - Advertising (objective, budget) - Sales promotion (objectives, major decisions) - Events and experiences, Public relations.

**UNIT - V (9 Hours)**

Direct marketing - Interactive marketing - word-of-mouth - Personal selling: Designing and managing sales force - Principles of personal selling - Trends in marketing practices: Internal marketing - Socially responsible marketing - Marketing implementation and control - Future of marketing.

**TEXT BOOK:**

1. *Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha.* 2012. **Marketing Management.** [Fourteenth Edition]. Pearson Education, New Delhi.

**REFERENCE BOOKS:**

1. *Ramaswamy, V.S and Namakumari S,* 2009. **Marketing Management.** [Third Edition]. Macmillan India Ltd, New Delhi.
2. *Rajan Saxena.* 2009. **Marketing Management.** [Fourth Edition]. Tata-McGraw Hill, New Delhi.

15PMABAM205	CORE X: OPERATIONS RESEARCH	SEMESTER- II
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**Total Hours: 45**

**Note:** 20% of the questions shall be theory based and 80% of the questions shall be problem based.

**OBJECTIVES:**

1. To enhance the idea of model building, testing the model and finding the solution for the model.
2. To develop the decision-making skills in competitive situations.
3. To increase the creative ability of a decision-maker.

**CONTENTS**

**UNIT - I (9 Hours)**

Operations Research (OR): Introduction – Scope of OR – Phases of OR – Applications of OR in functional areas of management – Models in OR – Methods for solving OR models.

Linear Programming Problem (LPP): Mathematical formulation of a LPP – Solving LPP by Graphical method – Solving LPP by Simplex method.

**UNIT - II (9 Hours)**

Transportation Problems: Mathematical formulation of a transportation problem – Finding initial basic feasible solution by North-west corner rule, Least cost method, Vogel’s approximation method – Finding optimum solution by MODI method.

Assignment Problems: Mathematical formulation of an assignment problem – Solving assignment problem by Hungarian assignment method – Travelling salesman problem.

**UNIT - III (9 Hours)**

Game theory: Two-person zero-sum games with saddle point and without saddle point – Dominance rule – Graphical method for  $(2 \times n)$  and  $(m \times 2)$  games.

Decision theory: Decision making environment – Decisions under uncertainty – Decisions under risk – Decision tree analysis.

**UNIT - IV (9 Hours)**

Queuing theory: Queuing system – Characteristics of a queuing system – Various queuing models – Single server model with infinite system capacity – Single server model with finite system capacity.

Sequencing problem: Processing ‘n’ jobs through 2 machines – Processing ‘n’ jobs through 3 machines – Processing ‘n’ jobs through ‘m’ machines.

**UNIT - V**

**(9 Hours)**

Replacement models: Replacement policy for equipment which deteriorates gradually (money value changes with time and money value does not change with time) – Replacement policy for items that fail suddenly.

Network Analysis: Construction of networks – Critical Path Method (CPM) – Programme Evaluation and Review Techniques (PERT).

**TEXT BOOK:**

1. *Vohra, N.D.* 2009. **Quantitative Techniques in Management.** [Fourth Edition]. Tata McGraw Hill, New Delhi.

**REFERENCE BOOKS:**

1. *Sharma, J.K.* 2013. **Operations Research: Theory and Applications.** [Fifth Edition]. McMillan India Ltd., New Delhi.
2. *Hamdy A Taha.* 2010. **Operations Research: An Introduction.** [Ninth Edition] Prentice Hall of India Pvt. Ltd., New Delhi.
3. *Kanti Swarup, Gupta.P.K. and Manmohan.* 2012. **Operations Research.** [Sixteenth Edition]. Sultan Chand and Sons. New Delhi.
4. *Gupta, P.K. and Hira, D.S.* 2011. **Operations Research.** [Tenth Edition]. Sultan Chand and Sons. New Delhi.

15PCSBAMP201	<b>CORE PRACTICAL II: COMPUTER APPLICATIONS FOR MANAGERS</b> <b>(This paper is meant for practical only and no theory examination)</b>	<b>SEMESTER- II</b>
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**OBJECTIVE:**

1. This course is designed to illustrate how Information Technology can solve organizational problems and challenges and prepares the students for the workplace of today and tomorrow.

**CONTENTS**

**UNIT - I**

**MS-WORD 2007:** Create and save files - Print functions - Paragraphs - Manipulate tabs and margins - Insert comments bookmarks - Create and edit styles - Find and replace - Spell check- Thesaurus - Footnotes and endnotes - Merge documents - Create and modify tables - Sort records using pictures and charts - Mail merge - Generate labels - Customize toolbars - Protect document.

**UNIT - II**

**MS-EXCEL 2007:** Creating and editing spreadsheets. Drawing charts. Using Functions: text - Math and trig - Statistical - Date and time - Database - Financial - Logical - Information. Data analysis - Sorting data - Filtering data (AutoFilter - Advanced Filter) - Data validation - What-if analysis (using data tables/scenarios) - Creating sub - Totals and grand totals - Pivot table/chart - Goal seek/solver.

**UNIT - III**

**MS-POWERPOINT 2007:** Creating presentations - Navigate among different views - Send to e-mail- Modifying presentation - Changing layout of slides - Hyperlink - Modify slide master - Apply design template - Slide transitions - Custom animation - Speaker notes - Print handouts - Screen navigation tools.

**UNIT - IV**

**MS-ACCESS 2007:** Create database - Table relationship - Primary key - Modify field properties - Find and sort records - Data types - Create and modify forms - Enter records using form - Delete records from table - Control toolbox - Calculated control - Apply and remove filters - Create calculated field - Create report - Format properties - Query.

**UNIT - V**

**HTML:** Introduction to HTML - Creating a Bio-Data - Mark list Preparation - E-Book on MS-Office - College Web Site Creation - E-Book Animation.

**Note:** Students have to maintain a Practical Record for all practical exercises. Marks meant for Continuous Internal Assessment will be awarded by the course teacher

based on the performance of the learner in the practical sessions and the maintenance of Practical Record.

**LIST OF PRACTICAL:**

**Microsoft Word**

1. Create your own Resume in MS-Word.
2. Create a Newspaper which includes Main Heading - Sub heading - Pictures - Graphs and news in double column format using MS-Word.
3. Using Mail Merge feature of MS-Word send letters to 3 different companies seeking different jobs with different salary.
4. Create a Template of not less than 15 statements (.dot file) in MS-Word.

**Microsoft Excel**

5. Multiple regression analysis Create different type of Charts for your company yearly sales in all the regions.

**Microsoft PowerPoint**

6. Create a presentation for marketing the products of a company.
7. Create a presentation to market a particular product using audio and video.

**Microsoft Access**

8. Create a database for student personal details using MS-Access.
9. Create a form to entering data in student personal details using MS-Access.

**Hypertext Markup Language (HTML)**

10. Prepare student marks statement using HTML.
11. Design a college website using HTML.

**TEXT BOOK:**

1. *Law Point. MS-Office 2007.* 2007. Law Point Publications.

**REFERENCE BOOKS:**

1. *Joyce Cox and Joan Preppernau.* 2007. **Microsoft® Office Word 2007 Step by Step.** Microsoft Press.
2. *Peter Weverka.* 2007. **Office 2007, All-in-One Desk Reference for Dummies.** Willey Publishing Inc.
3. *Curtis Frye, D.* 2010. **Microsoft Excel 2010 Step by Step.** Microsoft Press.
4. *Sherry Willard Kinkoph.* 2007. **Microsoft Office 2007 Simplified.** Willey Publishing Inc.

15PVE201	VALUE EDUCATION: HUMAN RIGHTS	SEMESTER- II
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Total Hours: 25

**OBJECTIVE:**

1. To make the students to understand the concepts of human rights.

**CONTENTS**

**UNIT - I (5 Hours)**

Human Rights: Definition - Historical Evolution - Classification of Rights - Universal Declaration of Human Rights - International Covenants on Economic and Social Rights - Constitutional Provision for Human Rights - Fundamental Rights - Directive Principles of the State Policy - Indian Constitution.

**UNIT - II (5 Hours)**

Civil and Political Rights: Right to Work - Right to Personal Freedom - Right to Freedom of Expression - Right to Property - Right to Education - Right to Equality - Right to Religion - Right to Form Associations and Unions - Right to Movement - Right to Family - Right to Contract - Right to Constitutional Remedies - Right to Vote and Contest in Elections - Right to Hold Public Offices - Right to Petition - Right to Information - Right to Criticise the Government - Right to Democratic Governance.

**UNIT - III (5 Hours)**

Economic Rights: Right to Work - Right to Adequate Wages - Right to Reasonable Hours of Work - Right to Fair Working Conditions - Right to Self Government in Industry - Customer Rights - Social and Cultural Rights - Right to Life - Right to Clean Environment.

**UNIT - IV (5 Hours)**

Women's Rights: Right to Inheritance - Right to Marriage - Divorce and Remarry - Right to Adoption - Right to Education - Right to Employment and Career Advancement - Rights Relating to Dowry - Right for Equality - Right for Safe Working Conditions - Children's Rights - Right to Protection and Care - Right to Education - Issues Related with Infanticide - Street Children - Child Labour - Bonded Labour - Refugees Rights - Minority Rights - Dalit Rights - Tribal Rights - Nomads Rights.

**UNIT - V (5 Hours)**

Human Rights Violation: International, National, Regional Level Organizations to Protect Human Rights - UNO - National Commission for Human Rights - State Commissions - Non Governmental Organizations and Human Rights - Amnesty Terrorism and Human Rights - Emergency and Human Rights - Judiciary and Human Rights - Media and Human Rights - Police and Human Rights.

**REFERENCE BOOK:**

1. *Paul Singh. Human Rights and Legal System.* Himalaya Publishing House, New Delhi.

<b>15PLS201</b>	<b>CAREER COMPETENCY SKILLS II</b>	<b>SEMESTER - II</b>
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**Total Hours: 15**

**OBJECTIVE:**

To enhance employability skills and to develop career competency

**CONTENTS**

**UNIT - I (3 Hours)**

Assertiveness and Self Confidence-Career Opportunities-Industry expectations (Skill set)

**UNIT - II (3 Hours)**

Campus to Corporate-Effective Communication

**UNIT - III (3 Hours)**

Situational Dialogues / Role Play (Telephonic Skills) - Oral Presentations- Prepared - 'Just A Minute' Sessions (JAM)

**UNIT - IV (3 Hours)**

Body Language-Dress code-Telephone etiquettes- Email etiquettes-Group Discussion-Creativity-Presentation skills

**UNIT - V (3 Hours)**

Interviewing Techniques- Do's and Don'ts of Interview- Mock Interview.



15PBAM301	CORE XI: STRATEGIC MANAGEMENT	SEMESTER- III
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**Total Hours: 45**

**OBJECTIVE:**

1. To enable the students to understand formulation and execution of strategies at different levels and in different areas.

**CONTENTS**

**UNIT - I (9 Hours)**

Strategy – Identifying a company’s strategy – Strategy and quest for competitive advantage – Proactive and reactive nature of strategy. Process of crafting and executing strategy: Strategic vision – Linking vision with values – Communicating the strategic vision – Objectives – Need for balanced scorecard – Strategic intent – Strategy making pyramid – Role of board of directors in the strategy making and executive process.

**UNIT - II (9 Hours)**

Analysing a company’s external environment – Components of a company’s macro, industry and competitive environment – Industry’s dominant economic features – Five forces model of competition – Identifying industry’s driving forces – Identifying rivals’ market positions – Key Success Factors.

Analysing a company’s resources and competitive position – Identifying company resource strengths and competitive capabilities – Identifying company resource weaknesses and competitive deficiencies – Identifying opportunities and threats – Concept of company value chain.

**UNIT - III (9 Hours)**

Five generic competitive strategies: Low-cost provider, Differentiation, Best-cost provider and Focused strategies (Low-cost and differentiation).

Beyond competitive strategy: Strategic alliances and collaborative partnerships, Mergers and acquisitions, Vertical integration – Outsourcing – Offensive strategies – Defensive strategies – First mover advantages and disadvantages.

**UNIT - IV (9 Hours)**

Tailoring strategy to fit specific industry and company situations: Emerging industries, Turbulent high velocity markets, Maturing industries, Stagnant declining industries, Fragmented industries, Sustaining rapid company growth, Industry leaders, Runner-up firms and Weak crisis ridden businesses. Ten commandments of crafting successful business strategy.

Diversification – Strategies for entering new businesses – related versus unrelated diversification – Combination. Evaluation the diversification strategy – BCG Matrix and GE Matrix.

**UNIT - V**

**(9 Hours)**

Drivers of unethical strategies and business behavior – Approaches to managing a company's ethical conduct. Strategy and social responsibility – categories of socially responsible business behaviour – Moral and business case for socially responsible behavior.

Principal managerial components of the strategy execution process – Three components of building a capable organization – Managing internal operations – Corporate culture and leadership.

**TEXT BOOK:**

1. *Arthur A.Thompson Jr, A.J.Strickland III, John E.Gamble and Arun K. Jain. 2009."Crafting and Executing strategy: The quest for competitive advantage, concepts and cases". [Fourteenth Edition]. Tata Mc-Graw hill Publishing Company Ltd, New Delhi.*

**REFERENCE BOOKS:**

1. *Thomas L. Wheelen, J. David Hunger. 2004. "Concepts of Strategic Management and Business Policy". [Second Reference Books:*
2. *Fred R.David. 2008. "Strategic Management: Concepts and cases" [Second Edition]. Pearson Education. New Delhi.*
3. *Azhar Kazmi. 2008."Business Policy & Strategic Management". [Third Edition]. Tata McGraw-Hill Publishing Company Ltd. New Delhi.*
4. *Mathur.U.C. 2005. "Strategic Management". [Fifth Edition]. Mac Millan India Ltd.Chennai.*
5. *Charles W.L.Hill & Gareth R.Jones. 1998."Strategic Management Theory: An Integrated approach". [Second Edition]. All India Publisher and Distributors. Chennai*

15PBAM302	CORE XII: GLOBAL BUSINESS MANAGEMENT	SEMESTER- III
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**Total Hours: 45**

**OBJECTIVE:**

1. The objective is to impart knowledge and skill of analysis on operational processes of business between two or more nations.

**CONTENTS**

**UNIT - I (9 Hours)**

Global Business: Meaning. Globalization - Forces, Meaning, stages in Globalization - International Orientations - Theories of International Trade: Adam Smith, Ricardo and Ohlin and Heckscher. Global Business Environment: Political, Socio-Cultural, Legal, Economic, Demographic, Technological environments.

**UNIT - II (9 Hours)**

Tariff and Non-tariff Barriers - Levels of integration - Arguments for and against regional integration - Trade Blocks: European Union (EU) and The South Asian Association for Regional Cooperation (SAARC) - International market entry strategies - Market selection - Barriers - Managing Multinational Corporations (MNCs).

**UNIT - III (9 Hours)**

International product decisions: International Product Life Cycle, International Branding and Packaging Decisions - International pricing decisions: Transfer pricing - Dumping - Counter trade - INCO Terms - Export promotion (with regard to India) - Organizational structure - Export financing - Export incentives.

**UNIT - IV (9 Hours)**

Export procedure and documentation, Import Procedures - International institutions: International Monetary Fund (IMF), World Bank group (International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) - International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA) and the International Centre for the Settlement of Investment Disputes (ICSID).

**UNIT - V (9 Hours)**

General Agreement on Tariff and Trade (GATT) - World Trade Organization (WTO) - Dispute settlement mechanism under WTO - India's Balance of Trade and Balance of Payment. India's trade: Direction, Composition and Trend - Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI) investment into India.

**TEXT BOOK:**

1. *Francis Cherunilam.* 2009. **International Business: Text and Cases.** [Fifth Edition]. PHI Publishing House, New Delhi.

**REFERENCE BOOKS:**

1. *Arvind V. Phatak., Rabi S. Bhagatand and Roger J. Kashlak.* 2010. **International Management: Managing in a diverse and dynamic global environment.** [Second Edition] Tata McGraw Hill, New Delhi.
2. *Charles W L Hill and Arun K Jain.* 2014. **International Business: Competing in the Global Market Place.** [Tenth Edition]. Tata McGraw Hill, New Delhi.
3. *Bhalla, V.K. and Shiva Ramu, S.* 2010. **International Business: Environment and Management.** [Thirteenth Edition]. Anmol Publications Pvt. Ltd., New Delhi.
4. *John D. Daniels., Lee H. Radebaugh and Daniel P. Sullivan.* 2012. **International Business: Environment and Operations.** [Fourteenth Edition]. Pearson Education, New Delhi.

15PBAM303	<b>CORE XIII: ENTREPRENEURIAL DEVELOPMENT (SELF STUDY &amp; 100% EXTERNAL EVALUATION)</b>	<b>SEMESTER- III</b>
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**OBJECTIVES:**

1. To enable students to understand and apply the theories and practice of Entrepreneurship.
2. To encourage students to develop entrepreneurial behavior.

**CONTENTS**

**UNIT - I**

Concept of Entrepreneur and Entrepreneurship - Major Entrepreneurial Competencies - Qualities of Successful Entrepreneur - Types of Entrepreneur - Knowledge and Skills required for an Entrepreneur.

**UNIT - II**

Entrepreneurial Environment - Economic and Non-economic Factors - Entrepreneurial Motivation - Need for EDPs.

**UNIT - III**

Sources of Business / Product ideas - Market Research - Pre-feasibility study - Criteria for selection of a Project - Project Report Preparation and Evaluation Criteria.

**UNIT - IV**

Institutional Finance - Term Lending Institutions - Commercial Banks - State Finance Corporations - Small Industries Development Bank of India (SIDBI) - Small Industries Service Institute (SISI) - District Industries Center (DIC) - SIDCO - SIPCOT - TIIC and ITCOT - Microfinance and Self Help Groups.

**UNIT - V**

Launching and Development of Small Business - Business Plan - Institutional Support to Small Business - MSME - Growth Strategies - Product Launching - Monitoring and Evaluation of Small Business - Industrial Sickness - Causes and Consequences - Preventing Sickness.

**TEXT BOOK:**

1. *Gupta, C.B. and Srinivasan, N.P.* 2011. **Entrepreneurial Development.** [First Edition]. S.Chand and Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Khanka, S.S. 2011. Entrepreneurial Development. [First Edition]. S. Chand and Company, New Delhi.*
2. *Jain, P.C. 2010. Hand Book for Entrepreneur. [First Edition]. Oxford University Press, New Delhi.*
3. *Hisrich. 2011. Entrepreneurship. [First Edition]. Tata McGraw Hill, New Delhi.*

15PCSBAM304	CORE XIV: INFORMATION MANAGEMENT	SEMESTER- III
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**Total Hours: 45**

**OBJECTIVES:**

On completion of the course the students shall have knowledge on:

1. The role of Information Systems in Business today.
2. Managerial issues related to information systems.

**CONTENTS**

**UNIT - I (9 Hours)**

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

**UNIT - II (9 Hours)**

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

**UNIT - III (9 Hours)**

DBMS - HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.

**UNIT - IV (9 Hours)**

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

**UNIT - V (9 Hours)**

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

**TEXTBOOKS:**

1. *Robert Schultheis and Mary Summer.2008. Management Information Systems - The Managers View.* Tata McGraw Hill.

**REFERENCE BOOKS:**

1. *Kenneth C. Laudon and Jane Price Laudon* .2012. **Management Information Systems – Managing the digital firm**. Pearson Education, PHI, Asia.
2. *Rahul de*.2012. **MIS in Business - Government and Society**. Wiley India Pvt Ltd.
3. *Gordon Davis*.2008. **Management Information System: Conceptual Foundations, Structure and Development [21<sup>st</sup> Reprint]**. Tata McGraw Hill.
4. *Haag, Cummings and Mc Cubbrey*. 2013. **Management Information Systems for the Information Age [9<sup>th</sup> edition]**. Tata McGraw Hill.
5. *Turban, McLean and Wetherbe*. 2008. **Information Technology for Management – Transforming Organisations in the Digital Economy [6<sup>th</sup> Edition]**. John Wiley Publications.
6. *Raymond McLeod and Jr. George P. Schell*. 2007. **Management Information Systems**. Pearson Education.
7. *James O Brien*. 2004. **Management Information Systems – Managing Information Technology in the E-business enterprise**. Tata McGraw Hill.
8. *Raphl Stair and George Reynolds* .2012. **Information Systems [10<sup>th</sup> Edition]**. Cengage Learning.
9. *Corey Schou and Dan Shoemaker*.2007. **Information Assurance for the Enterprise – A Roadmap to Information Security**. Tata McGraw Hill.
10. *Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales*. 2013. **Information Technology Control and Audit [4<sup>th</sup> Edition]**. Auerbach Publications.



**ELECTIVE - FINANCE**

<b>15PBAEF301</b>	<b>ELECTIVE I: FINANCIAL SERVICES</b>	<b>SEMESTER- III</b>
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**Total Hours: 45**

**OBJECTIVE:**

1. The primary objective of this course is to develop knowledgeable and capable executives to move quickly to key positions in the financial services sector.

**CONTENTS**

**UNIT - I (9 Hours)**

Financial Services – Meaning – Types – Financial Inclusion and Exclusion – Financial Markets: Characteristics - Classification of financial markets: Primary market and secondary market – functions and players.

**UNIT - II (9 Hours)**

Asset Based Corporate Financial Services: Leasing: Definition – Essentials of Lease Transactions – Types And Advantages of Lease – Leasing Process – Hire Purchase: Hire Purchase Process – Parties to Hire Purchase Contract. Mortgage: Definition and Types. Factoring: Definition and Functions – Types of Factoring.

**UNIT - III (9 Hours)**

Fee Based Corporate Financial Services: Guarantees: Financial and Performance Guarantees – Advantages and Disadvantages of Guarantees – Letter of Credit: Types and Process – Merchant Banking: Origin – Definition – Functions – Regulation of Merchant Banking Activities – Asset Securitization: Meaning – Parties Involved – Process of Securitization – Benefits of Securitization.

**UNIT - IV (9 Hours)**

Asset Based Retail Financial Services: Personal Finance – Housing Finance – Educational Loans – Automobile Loans – Discounting/Purchasing of Cheques. Deposit schemes: Savings Bank Account – Current Account – Term Deposit – Cumulative Term Deposit – NRI Accounts – National Savings Schemes – Demat Account. Mutual Funds: Concept – Organization – Mechanism – Types of Mutual Funds – Benefits and Limitations of Mutual funds.

**UNIT - V (9 Hours)**

Fee Based Retail Financial Services: Personal Tax Counseling – Credit Card – Debit Card – Barter Card – ATM – Ban assurance – Credit Rating: Origin – Definition – Features – Advantages – Functions – Rating Methodology. Insurance: Definition – Principles of Insurance – Types: Life Insurance – Reinsurance – General Insurance – Health Insurance – Motor Insurance – Rural Insurance.

**TEXT BOOK:**

1. *Sasidharan, K. and Alex K. Mathews.* 2008. **Financial Services and System.** [First Edition]. Tata McGraw-Hill Company, New Delhi.

**REFERENCE BOOKS:**

1. *Khan, M.Y.* 2009. **Financial Services.** [Second Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi
2. *Guruswamy, S.G.* 2009. **Financial Services and Systems.** [Second Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.
3. *Gorden, E and Natarajan, K.* 2007. **Financial Services.** [Second Edition]. Himalaya Publishing House, New Delhi.
4. *Machiraju, H.R.* 2010. **Merchant Banking Principles and Practice.** [Fourth Edition]. New Age International, New Delhi.
5. *Bhole, L.M.* 2009. **Financial Institutions and Markets.** [Fifth Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.

15PBAEF302	ELECTIVE II: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	SEMESTER- III
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**Total Hours: 45**

**Note:** 80% of the questions shall be theory based and 20% of the questions shall be problem based.

**OBJECTIVE:**

1. The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

**CONTENTS**

**UNIT - I (9 Hours)**

Introduction to Securities - Investment Vs Speculation, Gambling and Investment, Investment objectives - Investment Process. Listing of Securities - Calculation of Stock Market Indices - The Securities and Exchange Board of India: Objectives, Functions, Organization and the Role of SEBI.

**UNIT - II (9 Hours)**

Security Analysis - Meaning, Nature and Scope - Security Risk and Return - Systematic Risk - Unsystematic Risk - Significance of alpha, Beta and co-efficient of determination. Valuation of Securities - Bond - Risk, Return and Valuation, Yield to maturity. Stock Return and Valuation: Zero Growth Model, Constant Growth Model, Two Stage Growth Model, the Three-Phase Model.

**UNIT - III (9 Hours)**

Fundamental Analysis: Economic, Industry and Company Analysis - Intrinsic value of shares. Technical Analysis: Assumptions, History and Tools - Dow Theory. Technical Analysis vs. Fundamental Analysis. The Random-Walk Theory, Efficient Market Theory- Weak Form, Semi-strong Form, Strong Form.

**UNIT - IV (9 Hours)**

Portfolio Analysis - Meaning - Need - Elements - Stages in Portfolio construction - Portfolio Risk and Return. The Markowitz Model - Markowitz efficient frontier, Corner Portfolio, Sharpe's single index model, Construction of the Optimal Portfolio. Capital Asset Pricing Theory - Capital Market Line, Securities Market line - Arbitrage Pricing Theory.

**UNIT - V**

**(9 Hours)**

Portfolio Evaluation: Mutual Fund, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index. Portfolio Revision: Passive Management, Active Management, the Formula Plans, Assumptions of the Formula Plan, Variable Ratio Plan.

**TEXT BOOK:**

1. *Punithavathy Pandian*. 2010. **Security Analysis and Portfolio Management**. [Second Edition]. Vikas Publishing, New Delhi.

**REFERENCE BOOKS:**

1. *Donald E. Fischer and Ronald J. Jordan*. 2000. **Security Analysis and Portfolio Management**. [Second Edition]. Prentice Hall India, New Delhi.
2. *Ranganathan, M. and Madhumathi, R.* 1995. **Investment Analysis and Portfolio Management**. [Second Edition]. Pearson Education, New Delhi.
3. *Avadhani, V.A.* 2003. **Investment and Securities Market in India**. [Sixth Edition]. Himalaya Publishing House, New Delhi.
4. *Dhanesh Kumar Khatri*. 2006. **Investment Management and Security Analysis: Text and Cases**. [First Edition]. Macmillan Publishers India, New Delhi.
5. *Sridhar, A. N.* 2006. **Management Accounting and Financial Analysis**. [Sixth Edition]. Shroff Publications and Dist. Pvt. Ltd., USA.

15PBAEF303	ELECTIVE III: STRATEGIC FINANCIAL MANAGEMENT	SEMESTER- III
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**Total Hours: 50**

**OBJECTIVE:**

1. To design, analyse and implement financial strategies aimed at repositioning and revitalizing companies.

**CONTENTS**

**UNIT - I (9 Hours)**

Strategy – Meaning – Stages in strategic planning – Importance and features of strategic planning – difference between strategic planning and long range planning- Corporate Restructuring: Meaning- Need and scope – kinds of Restructuring – Formation and execution of various corporate restructuring strategies.

**UNIT - II (9 Hours)**

Merger and amalgamation – Reasons for Merger and Amalgamation – underlying objectives – Categories of Merger – Methods of Merger – Emergence of Take Overs – objects – kinds of take overs – Valuing Firms And The Different Methods Of Valuation – Demergers – Modes of demerger- spin-off-split off-division

**UNIT - III (9 Hours)**

Post-Merger Re-Organization: Accomplishment of objectives – Factors in post-merger reorganization - Criteria of success - Post-merger valuation, Measuring post-merger efficiency – Measuring key Indicators.

**UNIT - IV (9 Hours)**

Corporate Restructuring: Definition – Reasons – Areas of restructuring – Rationale for diversification – Techniques of Corporate Restructuring – Expansion Techniques – Divestment Techniques – Strategies – Financial Reorganization.

**UNIT - V (9 Hours)**

Industrial Sickness and Revival of Sick Unit: Definitions – Causes of Industrial Sickness – Reasons for Business failure - Revival of sick unit-Diagnostic study – Role of Board for Industrial and Financial Reconstruction (BIFR) – Powers of BIFR -- Relief – Concessions to sick .

**TEXT BOOK:**

1. Prasad, G. Godbole. 2011. **Mergers, Acquisition and Corporate restructuring**. [First Edition]. Vikas Publishing House Pvt. Ltd., New Delhi.

**REFERENCE BOOKS:**

1. *Rajinder, S. Aurora, Kavita Shetty and Sharad R. Kale.* 2011. **Mergers and Acquisitions.** [First Edition]. Oxford Publishing House, New Delhi.
2. *Aswath Damodaran.* 2011. **Corporate Finance Theory and Practice.** [Second Edition]. John Wiley and Sons Inc Sea Pvt. Ltd.
3. *James C. Van Horne.* 2012. **Financial Management and Policy.** [Twelfth Edition]. Prentice Hall of India (P) Ltd., New Delhi.
4. *Khan, M.Y.* 2011. **Financial Services.** [Sixth Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.
5. *Pradip M. Khandwalla.* 1998. **Fourth Eye Excellence Through Creativity.** [Second Edition] Ah Wheeler and Co. Ltd., New Delhi.
6. *Fred J. Weston, Mark L. Mitchell and Harold Mulherin, J.* 2012. [Fourth Edition]. **Takeovers Restructuring and Corporate Governance.** Pearson Education Limited, New Delhi.
7. *Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty.* 2007. **Principles of Corporate Finance.** [Eight Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.

**ELECTIVE - (HUMAN RESOURCE)**

<b>15PBAEH301</b>	<b>ELECTIVE I: EMPLOYEE RELATIONS MANAGEMENT</b>	<b>SEMESTER- III</b>
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**Total Hours: 45**

**OBJECTIVE:**

1. This paper intends to expose the students to the concepts and practices of industrial relations and to impart a basic knowledge of Industrial Law.

**CONTENTS**

**UNIT - I (9 Hours)**

Introduction to Industrial Relations: Concept of Industrial Relations - Nature of Industrial Relations - Objectives of IR - Approaches to the study of IR -The Industrial Disputes Act, 1947 - Objectives - Definitions - Authorities under the act - Conciliation Machinery - Adjudication - Strikes and Lockouts - Retrenchment and Closure - Unfair labour practices.

**UNIT - II (9 Hours)**

Collective Bargaining and Trade Unions: Meaning and Principles and Essential conditions of Collective Bargaining - Employers' Association in India - Meaning of Trade Union - Trade Union Movement in India - The reason for the failure of Trade Unions in India - The Indian Trade Union Act, 1926 - Registration of Trade Unions - Rights and liabilities of registered trade unions - Regulations.

**UNIT - III (9 Hours)**

Factories Act, 1948: Definitions, Inspection of Factories, Health of Workers, Safety, Provisions relating to Hazardous Processes, Welfare, Working hours of Adult - Employment of Women and Young Persons - Annual Leave.

**UNIT - IV (9 Hours)**

Social Security Legislation: Payment of wages Act 1936: Application of the Act - Definitions - Rules for payment of wages - Deduction from Wages; The Employees Provident Fund and Miscellaneous Act 1952 - PF Schemes - Employees Pension Scheme - Employees Deposit Linked Insurance Scheme - The Payment of Gratuity Act, 1972: Payment of Gratuity - Forfeiture of Gratuity - Determination of Gratuity - Appeals - Recovery; Payment of Bonus Act, 1965: Eligibility and disqualifications for Bonus - Minimum and maximum bonus payable - Disputes and claims. Employee State Insurance Act, 1948: Benefits available to the Employees - Obligation of the Employees.

**UNIT - V**

**(9 Hours)**

The Contract Labour (Regulation and Abolition) Act: Objectives of the Act – Definitions – Registration and Licensing of Contractors – Prohibition of Contract Labour – The Industrial Establishments (Standing Orders) Act, 1946: Meaning – Standing Orders – Certification of Standing Orders – Conditions for Certification of Standing Orders – Appeals – Duration and Modification of Standing Orders – Payment of Subsistence Allowance.

**TEXT BOOKS:**

1. *Mamoria, C.B., Mamoria. and Gankar.* 2013. **Dynamics of Industrial Relations.** [Fifteenth Edition]. Himalayan Publication House, Mumbai.
2. *Kapoor, N.D.* 2013. **Elements of Industrial Law.** [Eleventh Edition]. Sultan Chand and Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Srivastava, S.C.* 2012. **Industrial Relations and Labour Laws.** [Sixth Edition]. Vikas Publishing House Pvt. Ltd., Uttar Pradesh.
2. *Singh, B.D.* 2008. **Industrial Relations and Labour Laws.** [First Edition]. Excel Books, New Delhi.
3. *Kumar, H.L.* 2010. **Labour Laws Everybody Should Know.** [Fifth Edition]. Universal Law Publishing Company Pvt. Ltd, New Delhi.
4. *Rao, C.R.* 2000. **Practice Guide to Labour Laws.** [Third Edition]. Puliani and Puliani, Bangalore.
5. Relevant Bare Acts.



15BAEH302	<b>ELECTIVE II: STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>SEMESTER- III</b>
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**Total Hours: 45**

**OBJECTIVE:**

1. The objective of the course is to develop the perspective of strategic human resource management in the minds of the students and also to distinguish the strategic approach to HRM from the traditional approach.

**CONTENTS**

**UNIT - I (9 Hours)**

Introduction to Strategic HRM: concept and process - Strategic HRM definition - Aims of strategic HRM- Approaches to strategic HRM - Limitations. HR strategies: HR strategies definition - Types of HR strategies - Criteria for an effective HR strategy - Formulating and implementing HR strategies.

**UNIT - II (9 Hours)**

Fundamental process considerations - Characteristics of the process -Developing HR strategies -Setting out the strategy - Conducting a strategic review - Roles in strategic HRM: The strategic role of top management - Role of the HR director - Role of HR specialists.

**UNIT - III (9 Hours)**

Strategies for improving organizational effectiveness - Strategies for organizational development Strategies for culture management - knowledge management - Commitment strategy; Strategies for developing a climate of trust - Quality management strategies - Continuous improvement strategies.

**UNIT - IV (9-Hours)**

Resourcing strategy: Definition- objective of resourcing strategy - The strategic HRM approach to resourcing - integrating business and resourcing strategies - Bundling resourcing strategies and activities - The components of employee resourcing strategy - Human resource planning - Resourcing plans; Retention strategy - Flexibility strategy - Talent management strategy.

**UNIT - V (9 Hours)**

Learning and development strategy: Strategies for creating a learning Organizational culture - Strategies for managing Performance: Definition-The process of performance management. Reward strategy: Definition - Effective reward strategies. Employee relations strategy: Definition - Formulating employee relations strategies

**TEXT BOOK:**

1. *Michael Armstrong*. 2011. **Strategic Human Resource Management**. [Fourth Edition]. Kogan Page India (P) Ltd., New Delhi.

**REFERENCE BOOKS:**

1. *Ashok Chanda and Jie Shen*. 2009. **HRM - Strategic Integration and Organisational Performance**. [First Edition]. Sage Publications, New Delhi.
2. *Jeffery Mellow, A.* 2011. **Strategic Human Resource Management**. [First Edition]. Cengagelearning India (P) Ltd., New Delhi.
3. *Prasad, K.* 2008. **Strategic Human Resource Management - Text and Cases**. [First Edition]. Macmillan India Ltd., New Delhi.

15PBAEH303	ELECTIVE III: TRAINING AND DEVELOPMENT	SEMESTER- III
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**Total Hours: 45**

**OBJECTIVE:**

To enable the students to learn the role and function of training and development in organization, learning theories, and principles and their implications for the effectiveness of training programme.

**CONTENTS**

**UNIT - I (9 Hours)**

Introduction to Training: Definition, Meaning and Need for Training - The concept of HRD - Importance of Training - Objectives of Training - Overview of Training Functions - Scope and Limitations of training - Training practices in Indian Industry.

**UNIT - II (9 Hours)**

Training Methods: On the job training - Apprentice Training - Job rotation and Job Instruction Training; Off the Job Training - Lecture Method - Vestibule Training - Demonstrations - Use of audio visual aids - Role Play - Case Study.

**UNIT - III (9 Hours)**

Management Development: Definition, objectives and significance of management development - Difference between training and development - Competency Assessment and Competency based Development Programmes - Methods of management development - Limitations of management development programmes.

**UNIT - IV (9 Hours)**

Management of Training: Training Policy and Plan - Assessment of training needs - Methods and process of needs assessment - Training Design - Factors affecting Training Design - Budgeting for Training - Selection of Trainers.

**UNIT - V (9 Hours)**

Evaluation of Training: Definition and need - Models of Evaluation - Stages of Evaluation - Methods of evaluation - reaction, learning, behavior and results - Cost Benefit Analysis - Strategies to improve the effectiveness of evaluation - Modern Learning and Development Methods.

**TEXT BOOK:**

1. *Rao, P.L.* 2008. **Training and Development.** [First Edition]. Excel Books, New Delhi.

**REFERENCE BOOKS:**

1. *Roger Buckley and Jim Caple.* 2009. **The Theory and Practice of Training.** [Sixth Edition]. Kogan Page.
2. *Tapomoy Deb.* 2012. **Training and Development: : Concepts & Applications** [Fifth Edition]. Ane Books India, New Delhi.
3. *Margaret Anne Reid and Harry Barrington.* 2007. **Training Interventions: Managing Employee Development.** [First Edition]. Jaico Publishing House, New Delhi.
4. *Janakiram, B.* 2010. **Training and Development.** [First Edition]. Wiley India, New Delhi.
5. *Nakkiram, S. and Karthikeyan, M.* 2007. **Training Techniques for Management Development.** [First Edition]. Deep and Deep Publications, New Delhi.

**ELECTIVE - (OPERATIONS)**

<b>15PBAEO301</b>	<b>ELECTIVE I: ADVANCED OPERATIONS MANAGEMENT</b>	<b>SEMESTER- III</b>
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**Total Hours: 45**

**OBJECTIVES:**

1. To enhance the horizon of the operations management.
2. To understand the state of arts developments and to apply in actual service.

**CONTENTS**

**UNIT - I (9 Hours)**

Current challenges in Operations management, Product development considerations - Value engineering, Concurrent engineering, Robust design, Modular design - Selection and Justification of Advanced Manufacturing Technology.

**UNIT - II (9 Hours)**

Reliability Engineering - Reliability analysis - Reliability failure - Reliability management - Bath Tub curve.

**UNIT - III (9 Hours)**

Strategic capacity planning for products and services - Scheduling for batch processing - The design and scheduling of flow processing system - Production planning and control - Routing, sequencing, loading, scheduling - Master scheduling.

**UNIT - IV (9 Hours)**

Operating value chains - Information technology and value chain Material management and supply chain - Special inventory models, Selective inventory control, Operations decision making tools - Acceptance sampling.

**UNIT - V (9 Hours)**

Recent trends in operations management - Lean manufacturing, Resource requirement planning, Synchronous manufacturing and theory of constraints - Agile Manufacturing.

**TEXT BOOK:**

1. *Mohanty, R.P. and Deshmukh, S.G. Advanced Operations Management.* [First Edition]. Pearson Education Ltd, New Delhi.

**REFERENCE BOOKS:**

1. *Lee J. Krajewski and Larry P. Ritzman.* 2006. **Operations management, Processes and Value Chains.** [Fifth Edition]. Indian adaptation. Pearson Education Ltd., New Delhi.
2. *Richard Chase and Nicolas Aquilano.* 2005. **Operations Management for Competitive Advantage.** [Tenth Edition]. Tata McGraw Hill, New Delhi.
3. *Ray wild.* 2006. **Operations Management.** [Sixth Edition]. Thomson Publications, Singapore.
4. *William Stevenson.* 2008. **Operations management.** [Eight Edition]. Tata McGraw Hill, New Delhi.

15PBAEO302	<b>ELECTIVE II: SUPPLY CHAIN MANAGEMENT</b>	<b>SEMESTER- III</b>
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**Total Hours: 45**

**OBJECTIVE:**

1. To enlighten the students about the essential concepts of Supply Chain Management.

**CONTENTS**

**UNIT - I (9 Hours)**

Understanding the Supply Chain – Decision phases and process view of a supply chain – Supply chain performance: Achieving strategic fit and scope – Supply chain drivers and obstacles – Role of information systems – Types of Supply chains.

**UNIT - II (9 Hours)**

Designing the supply chain network – Designing the distribution network in a supply chain – Network design in an uncertain environment. Demand forecasting and aggregate planning in the supply chain – Managing predictable variability. Performance measurement in SCM.

**UNIT - III (9 Hours)**

Planning and managing inventories in a supply chain – Managing economies of scale in the supply chain – Managing uncertainty – Determining optimum level. Flow of materials, importance of time – JIT – Lean supply chain management.

**UNIT - IV (9 Hours)**

Sourcing decisions in the supply chain – Transportation in the supply chain – Pricing and revenue management. Logistics management – Challenges faced – Outsourcing, Warehouse operations.

**UNIT - V (9 Hours)**

Coordination in the supply chain – Information Technology and the supply chain – E-business and the supply chain. E-procurement, E-collaboration, integration of ERP, BPR. Value stream mapping – Lean supplier development – Emerging trends in SCM.

**TEXT BOOK:**

1. *Sunil Chopra and Peter Meindl*. 2010. **Supply Chain Management – Strategy, Planning and Operation**. [Fourth Edition]. Person Education.

**REFERENCE BOOKS:**

1. *David Simchi - Levi and Edith Simchi – Levi.* 2008. **Designing and Managing the Supply Chain.** [Third Edition]. Tata McGraw-Hill, New Delhi.
2. *David N. Burt and Donald W. Dobler.* 2008. **World Class Supply Chain Management.** [Seventh Edition]. Tata McGraw-Hill, New Delhi.
3. *Sahayand, B.S. and Gupta, A.K.* 2004. **Supply Chain Management for Global Competitiveness.** [Second Edition]. Macmillan India, New Delhi.
4. *Sarika Kulkarni and Ashok Sharma.* 2008. **Supply Chain Management.** [Sixth Edition]. McGraw-Hill, New Delhi.
5. *Matrin Christopher.* 2007. **Logistics and Supply Chain Management.** [Second Edition]. Pearson Education. Singapore.
6. *Monczka, R.M. Trent and Handfield, R.M.* 2010. **Purchasing and Supply Chain Management.** [Fourth Edition]. South-Western Cengage Learning.



15PBAEO303	<b>ELECTIVE III: WORLD CLASS MANUFACTURING</b>	<b>SEMESTER- III</b>
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**Total Hours: 45**

**OBJECTIVES:**

1. To understand the concept of Excellence in manufacturing.
2. Building organization strength through Customer focus.
3. To learn how to achieve stability and sustain Excellence in manufacturing practices.

**CONTENTS**

**UNIT - I (9 Hours)**

Historical perspective: World class Excellent organizations – American and Japanese Companies Deming Awards, Malcom Baldrige National Quality Award – Globalization – Global Companies – Models for manufacturing excellence – Business Excellence.

**UNIT - II (9 Hours)**

Bench marks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – Eliminating waste – Toyota Production System.

**UNIT - III (9 Hours)**

System and tools for world class manufacturing: Improving Product and Process Design – Lean Production – Statistical quality control (SQC) , Flexible Manufacturing System (FMS), Rapid Prototyping , Poka Yoke , 5S, 3M, Use of IT (Information Technology), Just-in-time (JIT), Product Mix, Optimizing, Procurement and Stores practices, Total Productive maintenance, Visual Control.

**UNIT - IV (9 Hours)**

Human Resource Management in world class manufacturing: Adding value to the organization – Organizational learning – Techniques of removing Root cause of problems – People as problem solvers – New organizational structures – Associates – Facilitators – Teamsmanship – Motivation and reward in the age of continuous improvement.

**UNIT - V (9 Hours)**

Typical characteristics of world class manufacturing companies: Performance indicators – what is world class Performance – Six Sigma philosophy. Indian Scenario: Leading Indian companies towards world class manufacturing – Task Ahead.

**TEXT BOOK:**

1. *Sahay, B.S. Saxena, K.B.C. and Ashish Kumar.* 1998. **World Class Manufacturing, Strategic Perspective.** [First Edition]. McMillan India, New Delhi.

**REFERENCE BOOKS:**

1. *Ron Moore.* 2002. **Making Common Sense Common Practice, Models for Manufacturing excellence.** [First Edition]. Butter Worth Heinmann, USA.
2. *Jeffrey K.Liker.* 2001. **The Toyota Way.** [First Edition]. Tata McGraw Hill, New Delhi.
3. *Chase, Jacobs and Aquilano.* 1998. **Operations Management for Competitive Advantage.** [Eleventh Edition]. Tata McGraw Hill, New Delhi.
4. *Moore, R.* 2004. **Making Common Sense Common Practice.** [Third Edition]. Tata McGraw Hill, New Delhi.
5. *Narayanan, V.K.* 2002. **Managing Technology and Innovation for Competitive Advantage.** [First Edition]. Prentice Hall India, New Delhi.

**ELECTIVE - MARKETING**

<b>15PBAEM401</b>	<b>ELECTIVE I: CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>SEMESTER- IV</b>
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**Total Hours: 45**

**OBJECTIVE:**

1. To provide students with an understanding of CRM and its applications in marketing and sales.

**CONTENTS**

**UNIT - I (9 Hours)**

Customer Relationship Management Theory and Development: Definition of CRM and applications - Purpose, benefits, tangible components and business constructs. Origin - Organisations' experiences - Challenges and barriers. Relationship marketing and CRM - Fit between CRM and overall marketing strategy. Organisation and CRM - Human factor and organisation environment.

**UNIT - II (9 Hours)**

Sales strategy and CRM: Sales challenge - Sales process and participation in CRM - Sales organisation - Sales customer relationship cycle. CRM technology and sales - Customers and information - Sales force communication and automation technology - CRM systems and sales force automation applications - product information.

**UNIT - III (9 Hours)**

Marketing strategy and CRM: Key constructs in customer-company profit chain - Service quality - Customer satisfaction - Loyalty - Retention - Relationship between satisfaction, loyalty and profitability - Loyalty programs - CRM strategy cycle. Customer communication - Marketing automation.

**UNIT - IV (9 Hours)**

CRM and data management: Managing customer interaction - Customer data integration - Householding concepts. Technology evolution - Marketing technology development path - Emerging influencers. Database and customer data development - Capture, allocation and mining.

**UNIT - V (9 Hours)**

CRM program measurement and tools: Areas requiring measurement - Service quality, customer satisfaction, retention and loyalty - CRM customer cycle measures - customer value and equity - marketing research and customer knowledge. Privacy and ethics considerations - what consumers and organisations can do. The future of CRM - Strategy and technology.

**TEXT BOOK:**

1. Roger J. Baran, Robert Galka, Daniel P. Strunk. 2008. **Customer Relationship Management.** [First Edition]. Cengage Learning

**REFERENCE BOOKS:**

1. Francis Buttle, 2009, **Customer Relationship Management.** [Second Edition]. Elsevier, a division of Reed Elsevier India Pvt., Ltd.
2. *Kristin Anderson and Carol Kerr.* 2009. **Customer Relationship Management.** [Third Edition]. McGraw Hill, New Delhi.
3. *Jill Dyche.* 2009. **The CRM Hand Book.** [Fifth Edition]. Pearson Education, New Delhi.
4. *Paul Greenberg.* 2008. **Customer Relationship Management.** [Third Edition]. Tata McGraw Hill, New Delhi.

15PBAEM402	<b>ELECTIVE II: INTEGRATED MARKETING COMMUNICATION</b>	<b>SEMESTER- IV</b>
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**Total Hours: 45**

**OBJECTIVE:**

1. To enlighten the students on promotional aspects of marketing, advertising, brand promotion and brand leadership strategies.

**CONTENTS**

**UNIT - I (9 Hours)**

Advertising: Definition - Roles - Functions - Key players - Types - Effective advertisement - Evolution - Integrated Marketing Communication (IMC) - Current issues and globalization of advertising - Functioning of ad agencies - Advertising appeals - Facets model of advertising.

**UNIT - II (9 Hours)**

Strategic research: Types of research - Uses of advertising research - Research methods used in advertising planning - Research challenges - Advertising budget - Account planning - Planning and managing creative strategy - Copywriting for print and television.

**UNIT - III (9 Hours)**

Media planning and buying: Media objectives - Media strategies. Media buying - Media planning changes and challenges - Print and out-of-home [OOH] media: The media industry - Reach - Frequency - Impressions - Print media: Advantages and disadvantages of newspapers, Magazines and packaging.

**UNIT - IV (9 Hours)**

Out-of-home [OOH] advertising: Types, advantages and disadvantages. Broadcast media: Advantages and disadvantages of radio, Television, Film and Video - Advantages and disadvantages of interactive and alternative media - Direct marketing: Advantages - disadvantages, and tools.

**UNIT - V (9 Hours)**

Sales promotion - Events and sponsorship - Public relations - Evaluation of ad effectiveness: Stages of copy testing - Media evaluation - Campaign evaluation. Advertising ethics - Determining what is ethical.

**TEXT BOOK:**

1. *Williams D. Wells, John Burnett and Sandra Moriarty.* 2011. **Advertising: Principles and Practice.** [Seventh Edition]. Pearson education, New Delhi.

**REFERENCE BOOKS:**

1. *Kenneth E. Clow et al.* 2008. **Integrated Advertising, Promotion, and Marketing Communications.** [Third Edition]. Pearson Education, New Delhi.
2. David Aaker. 2011. **Brand Relevance: Making competitors irrelevant.** [First Edition]. Jossey-Bass Inc Publishing.
3. David Aaker. 2009. **Brand Leadership.** [Second Edition]. Free press.
4. Thomas C.O'Guinn, Chris T.Allen and Richard J.Semenik. 2010. **Advertising and Integrated Brand Promotion.** [Sixth Edition]. Thomson South - Western.

15PBAEM403	ELECTIVE III: SERVICES MARKETING	SEMESTER - IV
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**Total Hours: 45**

**OBJECTIVE:**

1. To facilitate learners understanding the concept of services marketing.

**CONTENTS**

**UNIT - I (9 Hours)**

Services: Definition - Need for service marketing - Service and technology - Characteristics of services - Service marketing mix - Customer expectations of services: Meaning and types of service expectations, Factors that influence customer expectations of service, Issues involving customer service expectations.

**UNIT - II (9 Hours)**

Customer perceptions of service: Customer perceptions, Customer satisfaction - Service quality - Service encounters: The building blocks for customer perceptions - The Gaps model of service quality - Service recovery: Impact of service failure and recovery, response and service recovery strategies.

**UNIT - III (9 Hours)**

Service guarantees - Service innovation and design: Challenges, Important considerations - Types of service innovations, Stages in service innovation and development - Service blueprinting - Physical evidence and the servicescape.

**UNIT - IV (9 Hours)**

Delivering and performing services: Service culture - role of service employees - Strategies for delivering service quality through people -The importance of customers in service cocreation and delivery - Customers' roles - Self-service technologies - Strategies for enhancing customer participation.

**UNIT - V (9 Hours)**

Managing demand and capacity: Lack of inventory capacity - Capacity constraints, Demand patterns, Strategies for matching capacity and demand Waiting line strategies - Pricing: Challenge, Approaches - Promotion of services: Challenges, Strategies.

**TEXT BOOK:**

1. *Valarie A Zeithaml, Dwayne D Gremler, Mary Jo Bitner and Ajay Pandit. 2013. **Services Marketing.** [Sixth Edition]. McGraw-Hill, New Delhi.*

**REFERENCE BOOKS:**

1. *Rama Mohana Rao, K. 2009. **Services Marketing.** [Second Edition]. Pearson Education, New Delhi.*
2. *Srinivasan, R. 2014. **Services Marketing: The Indian Context.** [Fourth Edition]. Prentice Hall of India, New Delhi.*
3. *Rajendra Nargundkar. 2008. **Services Marketing.** [Third Edition]. Tata McGraw Hill, New Delhi.*
4. *Helen Woodruffe. 2007. **Services Marketing.** [Second Edition]. Macmillan, USA.*
5. *Christopher Lovelock. 2009. **Services Marketing.** [Fifth Edition]. Pearson Education, New Delhi.*



**ELECTIVE - (SYSTEMS)**

<b>15PCSBAES401</b>	<b>ELECTIVE I: ENTERPRISE RESOURCE PLANNING</b>	<b>SEMESTER- IV</b>
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**Total Hours: 45**

**OBJECTIVE:**

1. This course aims at providing overall knowledge regarding the concepts and structure of Enterprise Resource Planning (ERP) systems and imparts necessary managerial skills for Enterprise Resource Planning (ERP) implementation in a business enterprise.

**CONTENTS**

**UNIT - I**

**(9 Hours)**

Enterprise Resource Planning (ERP): Enterprise perspective: An Overview, Features of Enterprise Resource Planning (ERP), MIS (Management Information System) Integration, Enterprise Resource Planning (ERP) drivers, Trends in Enterprise Resource Planning (ERP), Enterprise Resource Planning (ERP) in India.

**UNIT - II**

**(9 Hours)**

ERP: System Perspective: Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of Enterprise Resource Planning (ERP) System, Enterprise Resource Planning (ERP) Work flow, Process modeling for Enterprise Resource Planning (ERP) Systems, Communication in Enterprise Resource Planning (ERP) Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for Enterprise Resource Planning (ERP).

**UNIT - III**

**(9 Hours)**

ERP: Resource management perspective: Business Modules in Enterprise Resource Planning (ERP) Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, Business Process Reengineering, Relationship between Enterprise Resource Planning (ERP) and Business Process Reengineering (BPR), Enterprise Resource Planning (ERP) Implementation Life Cycle, Implementation methodology, Enterprise Resource Planning (ERP) Project Management and Monitoring.

**UNIT - IV**

**(9 Hours)**

Enterprise Resource Planning (ERP): Key issues: Enterprise Resource Planning (ERP) and E-Commerce, Enterprise Resource Planning (ERP) Culture, Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM), Enterprise Resource Planning (ERP) and Supply Chain Management (SCM), Enterprise Resource Planning (ERP) Selection Issues, Enterprise Resource Planning

(ERP) in Public Sector Enterprises, Pre and Post Implementation Issues, Enterprise Resource Planning (ERP) Vendors, Key Enterprise Resource Planning (ERP) Consultants in India, Future Directions in Enterprise Resource Planning (ERP).

**UNIT - V**

**(9 Hours)**

Next Generation Enterprise: Emerging trends, information mapping, role of centralised/distributed databases Linkages of the enterprise customer - enterprise, vendor enterprise, link with in the enterprise and links with environment client/server architecture.

**TEXT BOOKS:**

1. Garg, V.K. and Venket Krishna. N.K. 1997. **ERP Concepts and Practices**. [First Edition]. PHI Publications, New Delhi.

**REFERENCE BOOKS:**

1. Alexis Leon. 2000. **ERP Demystified**. [First edition]. Tata McGraw Hill, New Delhi.
2. Langenalter, A. Gary. 2000. **Enterprise Resources Planning and Beyond**. [First Edition]. St.Lucie Press, USA.
3. Imhoff C. Loftis Lisa and Geiger G. Jonathan. 2001. **Building the Customer Centric Enterprise**. [First Edition]. John Wiley & Sons, USA.
4. Shankar Ravi and Jaiswal. S. 1999. **Enterprise Resource Planning**. [First Edition]. Galgotia Publications, New Delhi.
5. Diwan Parag and Sunil Sharma. 1999. **Enterprise Resource Planning: A Manager's Guide**. [First Edition]. Excel Books, New Delhi.

15PCSBAES402	ELECTIVE II: DATA MINING AND WAREHOUSING	SEMESTER- IV
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**Total Hours: 45**

**OBJECTIVE:**

1. To develop the necessary skills to identify and apply current data warehousing applications.

**CONTENTS**

**UNIT - I (9 Hours)**

Introduction - Data mining - Data mining functionalities - Kinds of patterns can be mined - Classification - Major issues. Data warehouse - A multidimensional data model - Data warehouse architecture - Data warehouse implementation - From data warehouse to data mining.

**UNIT - II (9 Hours)**

Data pre-processing - Data cleaning - Data Integration and Transformation - Data Reduction - Discretization and concept hierarchy generation - Data mining primitives - Data mining Task.

**UNIT - III (9 Hours)**

Association Rule Mining - Mining single dimensional Boolean association rules from transactional databases - Classification and prediction - Issues regarding classification and prediction - Bayesian classification - Classification by Back propagation - Classification based on concepts from association rule mining.

**UNIT - IV (9 Hours)**

Cluster Analysis - A categorization of Major clustering methods - Partitioning methods- Hierarchical methods - Grid based methods - Model based clustering methods - Density - based methods.

**UNIT - V (9 Hours)**

Applications and Trends in Data Mining - Data mining system products and Research prototypes - Additional themes on Data mining - Social Impacts of Data Mining - Trends in Data mining - Mining Spatial Databases - Mining Time-series and sequence data - Mining the World wide web.

**TEXT BOOK:**

1. *Jiwei Han and Michielien Kamber*. 2000. **Data Mining Concepts and Techniques**. [Second Edition]. Morgan Kaufmann Publishers an Imprint of Elsevier, USA.

**REFERENCE BOOKS:**

1. *Arun K.Pujari*. 2001. **Data Mining Techniques**. [Third Edition]. Universities Press (India) Limited, Hyderabad.

2. *George M. Marakas.* 2002. **Modern Data warehousing, Mining and Visualization, core concepts.** [First Edition]. Prentice Hall, New Delhi.
3. *Pang-Ning Tan, Michael Steinbac and, Vipin Kumar.* 2008. **Introduction to Data Mining.** [Fourth Edition]. Pearson Education, New Delhi.
4. *Soman K. P, Shyam Diwakar and V. Ajay.* 2008. **Data Mining.** [First Edition]. Prentice Hall, New Delhi.

15PCSBAES403	<b>ELECTIVE III: DATABASE MANAGEMENT SYSTEM</b>	<b>SEMESTER- IV</b>
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**Total Hours: 45**

**OBJECTIVE:**

1. On successful completion of the course, the students have expertise in management and implementation issues pertinent to databases in public and private organizations database development process and technology.

**CONTENTS**

**UNIT - I (9 Hours)**

Database systems: Data vs. Information – Introducing the Database and the Database Management System (DBMS) – Why database design is important – Files and File Systems – Database Systems: Database System Environment – Database Management System (DBMS) Functions – Data Models: Basic building blocks – Business Rules – Evolution of Data Models – Degrees of Data Abstraction.

**UNIT - II (9 Hours)**

The relational database model: The logical view – Keys – Integrity rules – relational set operators – relationship within the relational database – Codd's Relational Database Rules – **Entity Relationship (ER) Model - Normalization of Database Tables**: Need for Normalization – The Normalization Process – High Level Normal Forms.

**UNIT - III (9 Hours)**

Structured Query Language (SQL): Introduction – Data Definition Commands – Data Manipulation Commands – Select Queries – Advanced Data Definition commands – Advanced select Queries – Joining database tables – **Advanced Structured query language (SQL)**: Structured query language (SQL) join operators – Sub-queries and Correlated Queries – Structured query language (SQL) Functions – Procedural Structured query language (SQL) – **Database Design**: The Systems Development Life Cycle (SDLC) – The Database Life Cycle (DBLC).

**UNIT - IV (9 Hours)**

Transaction management: What is a Transaction – **Concurrency Control**: Locking Methods – Time Stamping Methods – Database Recovery Management – **Distributed Database Management System**: Evolution – Advantages and Disadvantages – Distributed Processing and Distributed Databases – Characteristics – Levels of Data and Process Distribution – Distribution Transparency – Transaction Transparency – Distributed Database Design.

**UNIT - V**

**(9 Hours)**

Emerging database technologies and applications: Introduction - **Mobile Database:** Mobile Computing Architecture - Characteristics of Mobile Environments - Data Management Issues - **Multimedia Database:** Data management Issues - Multimedia Database Applications.

**TEXT BOOKS:**

1. *Peter Rob and Carlos Coronel.* 2001. **Database Systems Design, Implementation, and Management.** [Seventh Edition]. Thomson Publication, Uttar Pradesh. (UNIT I, II, III, & IV).

**REFERENCE BOOKS:**

1. *Ramez Elmasri and Shamkant B.Navath.* 1999. **Fundamentals of Database Systems.** [Fifth Edition]. Pearson Publication, New Delhi (UNIT V).
2. *Raghu Ramakrishnan and Johannes Gehrke.* 1998. **Database Management Systems.** [Third Edition]. McGraw-Hill Higher Education, New Delhi.
3. *Silberschatz, Korth and Sundarshan.* 1998. **Database System Concepts.** [Fourth Edition]. McGraw- Hill Higher Education, New Delhi.
4. *Elmasti Navathe.* 1989. **Fundamentals of Database Systems.** [Third Edition]. Pearson Education Asia, New Delhi.

## GUIDELINES

### 1. SUBMISSION OF RECORD NOTE BOOKS AND PROJECT DISSERTATION:

Candidates appearing for Practical Examinations and Project Viva-voce shall submit Bonafide Record Note Books/ Dissertation prescribed for Practical/ Project Viva- Voce Examinations, otherwise the candidates will not be permitted to appear for the Practical/ Project Viva-voce Examinations.

### 2. PASSING MINIMUM AND INTERNAL MARK DISTRIBUTION (Theory, Practical and Project)

#### (i) THEORY

The candidate shall be declared to have passed the Examination, if the candidate secure not less than 50 marks put together out of 100 in the Comprehensive Examination in each Theory paper with a passing minimum of 38 marks in External out of 75.

#### *Internal Marks Distribution [CA- Total Marks: 25]*

Attendance	: 5 Marks
Assignment & Seminar	: 5 Marks
Comprehensive viva voce	: 5 Marks
Internal Examinations	: 10 Marks
<b>Total</b>	<b>: 25 Marks</b>

#### **Comprehensive Viva-Voce**

An oral test by a team of faculty members for about 30 minutes will be conducted before the model examinations. Questions will cover all the courses of the respective semester.

#### (ii) PRACTICAL

The candidate shall be declared to have passed the Examination, if the candidate secure not less than 50 marks put together out of 100 in the Comprehensive Examination in each Practical paper with a passing minimum of 30 marks in External out of 60.

#### *Internal Marks Distribution [CA- Total Marks: 40]*

Experiment	: 10 Marks (10-12 Experiments)
Attendance	: 5 Marks
Record	: 5 Marks
Internal Examinations	: 20 Marks
<b>Total</b>	<b>: 40 Marks</b>

**(iii) SEMINAR / CONTEMPORARY BUSINESS QUIZ / INTERNSHIP / PROJECT WORK / DISSERTATION**

**SEMINAR**

**OBJECTIVES:**

- To make students analyse and understand the dynamics of different types of organizations and industries.
- To train students to prepare a business plan.

**I semester**

Group of three students (Maximum) will make a presentation about any one of the leading organizations. E.g. HUL, P&G, Reliance Industries.

**II semester**

Group of three students (Maximum) will make a presentation about any one of the industries. E.g. Paper, Sugar, Cement.

**III Semester**

Group of three students (Maximum) will present a business plan based on a practical and innovative business idea.

Maximum marks – 100

Marks will be awarded based on a report and a power point presentation. A faculty guide may be appointed for each group.

**CONTEMPORARY BUSINESS QUIZ**

Objective: To increase the students' awareness of the current affairs in the world of business.

A computer based test consisting of 50 multiple choice questions (based on the current business affairs widely covered, discussed and debated in different media during the particular semester)

Passing minimum: 50%

**CAREER COMPETENCY SKILLS**

**1. On Line Objective Examination (Multiple Choice questions)- Semester I**

- 100 questions-100 minutes
- Twenty questions from each UNIT.
- On line examination will be conducted at the end of the III Semester.

**2. Viva Voce- Semester II**

- A Student has to come in proper dress code and he/she should bring 2 copies of Resume for the Viva Voce.
- A student may be asked to
  - Give Self Introduction



- Submit the resume to the examiner(s) and answer the questions based on it.
- Speak on any given topic for at least two minutes.
- Give a presentation for 10 minutes on a topic of their choice.
- Sit with other students in a Group for a Discussion.

## **INTERNSHIP**

Every student shall undergo internship for a minimum period of 3 weeks after completing the second semester and before the start of the third semester.

The internship report (about 30 pages) shall contain descriptions about the following (list is only indicative and not exhaustive)

- Industry
- Company
- Ownership Pattern
- Finance & Accounting Department
- Marketing Department
- Production Department
- Human Resources Department

A team of faculty members will evaluate students based on the report and a power point presentation.

## **PROJECT WORK**

The student shall undertake a research project in a functional area of his / her choice. The project work will be evaluated for 200 marks (50 internal + 150 external). The student is expected to study a management problem, challenge or issue relevant to an organization or an industry or a market.

The project work involves the following tasks:

- Profiling the industry and the company
- Doing a literature survey of the chosen topic
- Setting research objectives and hypotheses
- Designing the research methodology
- Collecting and tabulating data
- Analyzing and interpreting data
- Summarizing the findings
- Drawing conclusions
- Making useful suggestions
- Preparing the final report

There shall be three project reviews.

The following details have to be submitted (*hard copy in the prescribed format*) before the presentations:

**I review** (External Review) – Company profile, industry profile, literature survey, objectives, and research methodology (including questionnaires, if any).

**II review** – Data tables and charts along with inferences.

**III review** – Statistical analysis, findings, suggestions and a rough draft.

Viva-voce shall be conducted for individual students to evaluate their performance.

**Mark Distribution Pattern**

**Comprehensive Examination (CE) :150 Marks**

**Continuous Assessment (CA) : 50 Marks**

The candidate shall be declared to have passed the Examination, if the candidate secure not less than 100 marks put together out of 200 in the Comprehensive Examination in each Project with a passing minimum of 75 marks in External out of 150.

**Comprehensive Examination Mark Distribution [CE - Total Marks: 150 Marks]**

Project Report : 100 Marks

Presentation : 25 Marks

Viva-Voce : 25 Marks

**Total : 150 Marks**

**Internal Mark Distribution [CA - Total Marks: 50 Marks]**

Research work done : 20 Marks

Attendance : 5 Marks

Observation Note : 10 Marks

Review : 15 Marks (Three reviews)

**Total : 50 Marks**

**Question Paper Pattern**

**THEORY**

**Question Paper Pattern and Mark Distribution (For 75 marks)**

**1. PART - A (5 x 2 = 10 Marks)**

Answer ALL questions

One question from each UNIT

**2. PART - B (5 x 10 = 50 Marks)**

Answer ALL questions

One question from each UNIT with Internal Choice

**3. PART - C (1 x 15 = 15 Marks)**

One Case Study (Compulsory)

**Question Paper Pattern and Mark Distribution (For 100 marks)**

**1. PART - A (5 x 2 = 10 Marks)**

Answer ALL questions

One question from each UNIT

**2. PART - B (5 x 15 = 75 Marks)**

Answer ALL questions

One question from each UNIT with Internal Choice

**3. PART - C (1 x 15 = 15 Marks)**

One Case Study (Compulsory)

**INTER DISCIPLINARY COURSES (IDC) OFFERED**

<b>S.NO.</b>	<b>SUBJECT CODE</b>	<b>SUBJECT</b>	<b>SEMESTER</b>	<b>OFFERED TO THE STUDENTS OF</b>
<b>1.</b>	<b>15PBAENI201</b>	<b>INTER DISCIPLINARY COURSE I: BUSINESS MANAGEMENT</b>	<b>II</b>	<b>M.A.(English)</b>
<b>2</b>	<b>15PBAENI301</b>	<b>INTER DISCIPLINARY COURSE II: PRINCIPLES OF MARKETING</b>	<b>III</b>	<b>M.A.(English)</b>